

Volunteer job satisfaction and their intention to stay.
A study of AIESEC in Germany - a nonprofit organization.

Bachelor Thesis

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List of Abbreviations

iGE – incoming Global Entrepreneur

iGT – incoming Global Talent

iGV – incoming Global Volunteer

JSS – Job Satisfaction Survey

LC – Local Committee

LCP – Local Committee President

oGE – outgoing Global Entrepreneur

oGT – outgoing Global Talent

oGV – outgoing Global Volunteer

TL – Team Leader

TM – Talent Management

VP – Vice President

1. Introduction

1.1. Problem definition

Similar to the profit sector where the flexible labor market allows employees to change jobs more frequently than ever, the nonprofit sector is facing volunteer turnover issues (Bang et al., 2012). Furthermore, contrary to paid employees, the volunteers may leave the organization at any time, as the nature of volunteering suggests that their intentions are rather altruistic and not determined by financial incentives or financial dependency. And even in nonprofit organizations a high volunteer turnover rate is quite costly and represents a significant loss for them - through the time, money and effort put in both marketing activities for recruiting, and in onboarding and training of the volunteers (Black, Stevens, 1989). Further negative effects of high volunteer rates can be observed on the performance of the volunteers that are "witnessing" their co-workers leaving as it causes disruption of the organization's processes, culture, and other constituents over time (Boulton, 2006).

Because nonprofit organizations are fairly labor-intensive, the volunteers are seen as the backbone of it. Without their participation, the objectives of the nonprofit could not be met. With this being said, the importance of influencing the volunteers' intention to stay in an organization is obvious and is of great concern for the volunteer management. As per Carey et al. 1988, intention to stay is referred to as employees' willingness to stay with an organization and is significantly negatively correlated with turnover. Volunteer management practices can impact and explain different aspects of volunteers' behaviors. When joining the nonprofit, volunteers' needs and expectations vary from one another due to the differences in their background, interests, and skills. As a result, their motifs, levels of engagement, and intentions will differ accordingly. Therefore, it is a central task of the volunteer management to be aware of the factors that are linked to the volunteers' intention to stay and act accordingly (Cheung et al. 2006).

Plenty of researchers, such as Wilson & Musick, 1999; Smith, 1994; Ramlall, 2004; Yeung, 2004, have examined the volunteer behavior and the relatedness between different factors and the volunteers' intention to stay. Hausknecht et al. (2009) reported that there is a positive relationship between job satisfaction and the intention to stay and even, that it is the most

significant factor that can predict the turnover intention or respectively the intention to stay. However, job satisfaction is proven to be a multidimensional concept, so a deeper understanding and exploration of the different dimensions is needed to identify the ones that have the biggest impact in the given circumstances, which in this case is the nonprofit environment (Sahadev & Keyoor, 2008). Job satisfaction is comprised of both intrinsic and extrinsic factors, with the first being internally derived, for example feeling of achievement, and the latter derived from factors in the work environment.

1.2. Objectives of the paper

The objective of this paper is to find out what effect have different job satisfaction dimensions, in this study also referred to as volunteer satisfying factors, such as job characteristics, rewards, perceived supervisor support, relationship with coworkers, nature of work, training and development opportunities and communication within the organization, on the overall satisfaction with the job resulting in the volunteers' intention to stay in a nonprofit organization. Although there is a sufficient number of studies on the topic of job satisfaction, intention to remain and the interconnection between them, this paper will focus on analyzing the current situation and the interrelatedness of the above-mentioned variables in the context of the international youth-run nonprofit organization AIESEC, and more specifically its entity in Germany, which is entirely reliant on voluntary workforce.

According to the Team Management Database of AIESEC in Germany, the retention rates for the last two terms (Oct. 2018 to Feb. 2019 and Apr. 2019 to Aug. 2019) were respectively 79% (with 600 employees in the beginning and 474 at the end) and 73,43 % (572 to 420 employees), while a term starts and ends with the beginning and the end of a semester in the German universities. This means that one term has a duration of approximately five months, and there is an active recruitment phase at the beginning of each term. Thus, the paper aims to conduct a thorough analysis of the current situation of the organization regarding the suggested volunteer satisfying factors and to explore whether and how this might be impacting their job satisfaction and how this, in turn, explains their intention to stay. These findings can be used as a basis for the improvement of the current and implementation of new volunteer management practices to achieve higher satisfaction and intention rates.

1.3. Research question and hypotheses

Based on the outlined problematic the study aims to seek answers to the following research questions:

RQ1: What is the impact of the suggested volunteer satisfying factors on the total volunteer satisfaction?

RQ2: What is the link between the total volunteer satisfaction and the intention to stay?

Evolved from the literature review in the third chapter, eight hypotheses have been suggested. Yet, they will be presented here, as well as the suggested research model, with the aim to give the reader already at the beginning of the paper a brief overview of the propositions that guide the subsequent empirical research.

H1: Perceived supervisor support has a significant positive effect on volunteer job satisfaction.

H2: Contingent rewards have a significant positive effect on volunteer job satisfaction.

H3: Relationship with co-workers has a significant positive effect on volunteer job satisfaction.

H4: Nature of work has a significant positive effect on volunteer job satisfaction.

H5: Job Characteristics have a significant positive effect on volunteer job satisfaction.

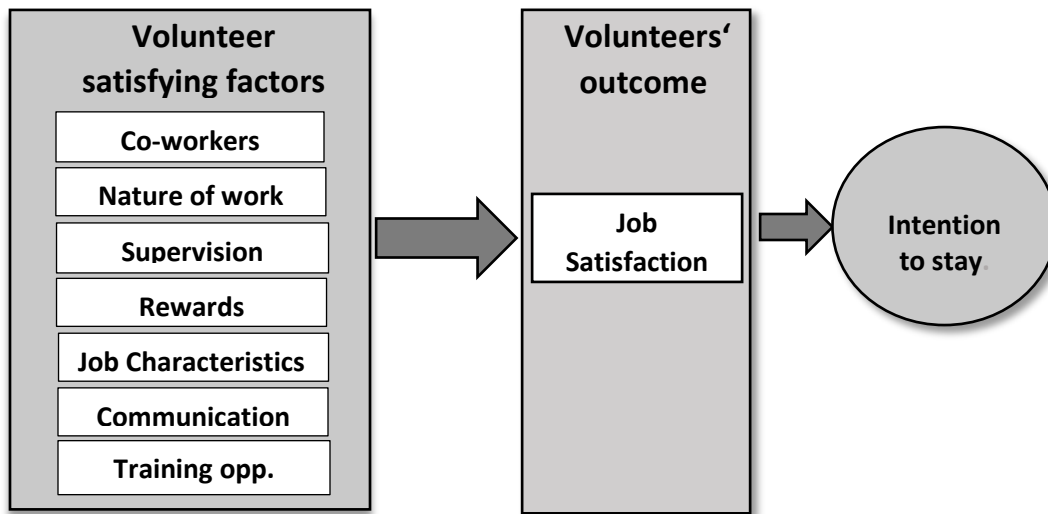
H6: Communication within the organization has a significant positive effect on volunteer job satisfaction

H7: Training and development opportunities have a significant positive effect on volunteer job satisfaction.

H8: Volunteer job satisfaction is positively related to the volunteer's intent to stay in the organization.

The hypothesized research model, which is deployed in this study, can be seen in the figure below.

Figure 1: *Hypothesized research model*



Source: own representation

1.4. Structure of the paper

The paper consists of six chapters: introduction, research subject, theoretical framework, methodology, empirical findings, discussion and conclusion. The introduction provides the reader with information about the background and the problem definition of the paper, followed by the research objectives, the derived research questions and hypotheses. The second chapter “research subject” is focused on presenting the youth-run nonprofit organization AIESEC and its entity in Germany to the reader, which is chosen to be the case study for this paper. In the next chapter “theoretical framework” a literature review of relevant theoretical concepts is conducted and the key terms are defined. The methodology outlines the specific research design and approach applied in the research and describes the process of sample selection, data collection, preparation, and analysis. It is followed by the fifth chapter “empirical findings” where the results from the conducted analysis are presented, the research questions are answered and hypotheses are confirmed or rejected. In the discussion part the significance of the results is described and interpreted, and the limitations of the study as well as implications for future studies are outlined. Finally, the “conclusion” chapter restates the thesis and highlights the most important findings of the paper.

2. Research subject

2.1. AIESEC International

As already briefly mentioned, the research subject of this paper is the nonprofit organization AIESEC. First, it will be looked upon by the organization as AIESEC International to outline the uniformity of the organization globally. In the second subparagraph of this chapter, the reader will be made acquainted with the entity AIESEC in Germany.

AIESEC stands for Association Internationale des Étudiants en Sciences Économiques et Commerciales (AIESEC International, 2008). It is the biggest youth-run nonprofit organization worldwide with more than 36,940 members in more than 120 countries. The organization was founded by students from seven countries in Stockholm in 1948 after World War II to create "cross-cultural understanding across nations" and with this to prevent another world war. What makes this organization unique is that it is entirely run by young people between 18 and 30 years, who are working on a voluntary basis, and offer services for young people ("About us.", <https://aiesec.org/about-us>).

AIESEC is a purpose-driven organization, namely with the mission to achieve "peace and fulfillment of humankind's potential". The core belief of the organization is that the development of leadership skills among young people is the key to fulfilling this humankind's potential and to shaping a better future. The leadership model developed by AIESEC is determined by the following values: "World citizen", "Self-aware", "Empowering others" and "Solution-oriented" ("About us." <https://aiesec.org/about-us>).

Globally, AIESEC is divided into four regions for administrative, but also for cultural and identification purposes: the Middle East and Africa (MEA); Asia Pacific (AP); Europe; Americas (AIESEC Jahresbericht 18/19). A more detailed illustration of the organizational structure will be given in the subparagraph about AIESEC in Germany, as the entities' structures of each country have small, however significant differences.

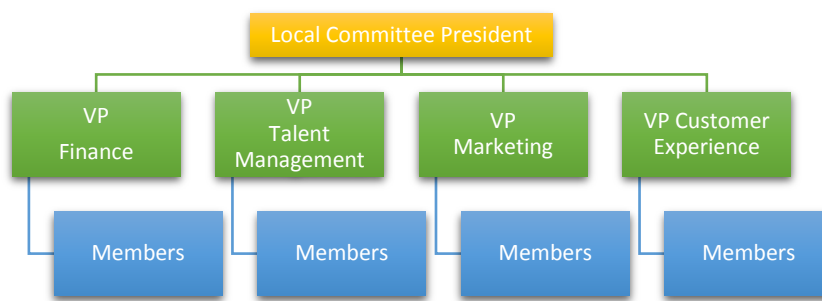
AIESEC offers its participants logistics support, safe living conditions, and cultural exchange during their experience abroad. The first and main "product" of AIESEC is the so-called "Global Volunteer" (abbr. GV) and is a volunteer experience on a social project for a duration of six to eight weeks. The projects are focused on different topics such as education,

environment, fighting with poverty, gender equality, and others (“Global Volunteer.”, <https://aiesec.org/global-volunteer>). The volunteers have the chance to impact the local community while developing leadership skills from the AIESEC leadership model. The second "product"– "Global Talent" (abbr. GT), is a paid internship abroad for three to eighteen-months’ time at an international company in areas such as marketing, HR, IT, and others (“Global Talent.” <https://aiesec.org/global-talent>). The third option is called “Global Entrepreneur” (abbr. GE) and is “an internship experience within a startup, where young people can explore, learn and contribute to the entrepreneurial world” (“Global Entrepreneur.” <https://aiesec.org/global-entrepreneur>) for a duration of six to twelve weeks.

2.2. AIESEC in Germany

AIESEC in Germany has been founded in 1951 and exists ever since as a “registered association” (in German “eingetragener Verein”). The organizational structure is divided into local and national levels. On a local level, AIESEC is represented at German universities in the form of Local Committees (abbr. LC). As of 2019, there are 800 members in 37 LCs in more than 30 German cities (AIESEC Jahresbericht 18/19). Each LC consists of one executive board, whose members are the Local Committee President (abbr. LCP), and the Vice Presidents (abbr. VP), each of whom is responsible for one of the teams of the LC. The teams of the LC are divided into back-office – Finance and Talent Management (abbr. TM), and front-office - Reception, Marketing and Customer Experience (GV, GT, and GE). A distinction is also made between the care of students who travel abroad from the LC (outgoing) and students who visit the city of the LC from abroad (incoming). In some teams, there are also Team Leaders (abbr. TLs) that support the VP by managing the sub-teams in a specific team. The figure below gives an overview of the structure of a German LC.

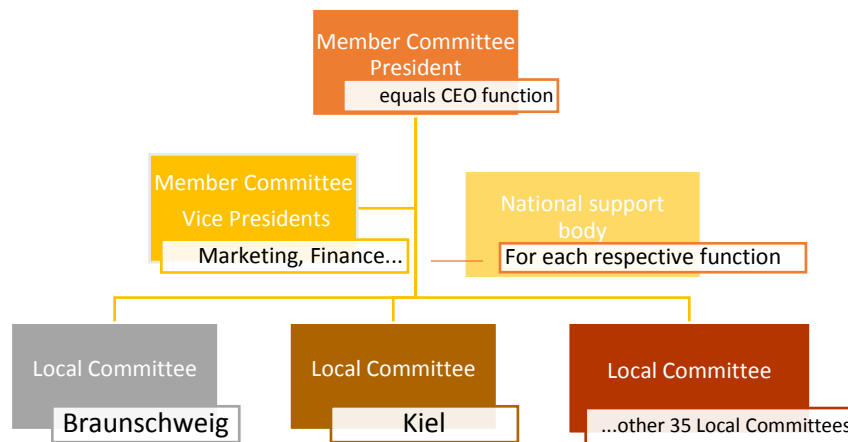
Figure 2: AIESEC organization chart: Local Committee structure



Source: Own representation

All LCs are managed by a so-called Member Committee. Its members fulfill their one-year duties and are elected annually between January and March, mostly after the election of the new Member Committee President. Their job is to manage and coordinate the work of each LC and to set the strategy and general guidelines for AIESEC in Germany as one entity (AIESEC Jahresbericht 18/19). The following table depicts the structure of AIESEC in Germany on a national level.

Figure 3: AIESEC organization chart: Structure of the entity on a national level



Source: own representation

3. Theoretical framework

In this chapter, the relevant literature on the concepts of job satisfaction and intention to stay is explored in the context of volunteerism and previous research on the topic is discussed. Also, the hypotheses derived and based on the literature review will be presented. The insights discussed in this chapter will be used later on as a basis for an interpretation of the findings of the current research.

3.1. Volunteerism

Many scholars have attempted to define the term “volunteerism” and what they all have in common is defining volunteering as unpaid, done on one’s free will, work, whose value is greater than the compensation the volunteer gets in return and it aims to benefit a person or an organization. By doing so, the volunteer “donates” their time, resources, and skills (Mutchler et al., 2003; Ryan et al., 2005). Furthermore, it is said to be a kind of prosocial

behavior that can be observed in an organizational context (Chelladurai 2006). Freeman (1997) argues, that in the core of volunteerism lays altruism, so the volunteers do it for the sake of doing good, without expecting any financial gain. However, contrary to the belief that volunteers don't get anything in return, they do receive certain psychological benefits that outweigh any monetary gain. Many authors like Bang et al. (2012), Pauline & Pauline (2009), Doherty (2009) and Cheung et al. (2006) highlighted different reasons for people to become volunteers like social or career motives, rewards, recognition, feeling of meaningfulness and fulfillment. Hankinson & Rochester (2005), on the other hand, took the approach to define volunteerism by taking into consideration the different perceptions of volunteer work around the world. For example, according to them, while in Europe the common understanding of volunteering is a group activity that is targeting an issue in the society, in the United States it is seen as an altruistic activity delivered through public service. According to the findings of Davis (1999), four types of volunteerism have been identified. The first type is mutual aid, also called self-help, and displays a group of people that gather around one goal or purpose intending to tackle a common issue. The next identified type is service to others and is also referred to as volunteering, and comes to live in the constellation of an organization that recruits volunteers and provides services to others. The third type – participation – is presented in the form of being actively involved in political or governance matters through the community sector. The fourth category is volunteer work through advocacy or campaigning with the aim to represent the concerns of a certain part of the population, for example regarding environmental issues.

3.2. Job satisfaction

“Job satisfaction is one of the most researched topics in the domain of human resource management, organizational behavior, psychology, and sociology” (Spector, 1997). This is due to its strong interrelatedness with different variables in an organization, such as performance, absenteeism, productivity, motivation, turnover, accidents, mental/physical health, and general life satisfaction (Landy, 1978). The concept plays a big role in both the profit and nonprofit sectors. The significance of job satisfaction can be explained with its strong effect on an individual's attitude and well-being and therefore the strong link between job dissatisfaction and dissatisfaction with other areas of life (Muchinsky, 2006).

Generally, it can be differentiated between two approaches to job satisfaction. One refers to job satisfaction as a general feeling or attitude towards the job, whereas the second approach considers job satisfaction as a complex construct. In that case, it is referred to the employees' attitude towards each facet of the job (intrinsic or extrinsic), for example, salary or work environment (Mueller & Kim, 2008). Kerber and Campbell (1987) suggest that by using the second approach a more specific observation and conclusions can be made about the current situation so that more specific actions can be taken. Due to the big volume of research on the topic, there are numerous attempts of scholars to define what job satisfaction is. The most commonly used definition of job satisfaction is “the extent to which people like or dislike their job” (Spector, 1997), which is an affective reaction to a job that depends on the comparison between expected or desired outcomes and actual results. (Spector, 1997) Thus, when discussing the concept of job satisfaction in this paper, this particular definition is to be kept in mind. Yet, the following table provides the reader with a brief overview of the most widely used definitions of job satisfaction given by some well-established scholars to help the reader grasp the full meaning of the term.

Table 1: Overview of the definitions of job satisfaction given by well-known researchers

Smith (1969)	<i>„Job satisfaction is defined as the employee’s judgment of how well his job on a whole is satisfying his various needs.“</i>
Locke (1969)	<i>„Job satisfaction is defined as a pleasurable or positive state of mind resulting from the appraisal of one's job or job experiences.“</i>
Stephen P. Robbins (2005)	<i>„Job satisfaction is a general attitude towards one's job the difference between the amount of reward workers receive and the amount they believe they should receive.“</i>
Armstrong (2006)	<i>„ Positive and favorable attitudes toward the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction“</i>
Vroom (1964)	<i>„Job satisfaction focuses on the role of the employee in the workplace as affective orientations on the part of individuals toward work roles which they are presently occupying.“</i>

Source: More/ Padmanabhan (2017, p. 33)

3.2.1. Job satisfaction theories

Different theories have been applied to the volunteer management discipline with the aim to explain the concept of job satisfaction of volunteers. As Pauline (2011) suggests, the social exchange theory, which is based on the premise that people are satisfied when they can maximize their rewards and minimize their costs, provides an understanding of volunteer satisfaction. Also, Herzberg's (1987) two-factor theory can be used to explain how certain factors lead to volunteer satisfaction or dissatisfaction. The implementation of these theories to the job satisfaction concept will be more thoroughly discussed further in this chapter. There are many other theories applicable to the job satisfaction construct, among which are the self-determination theory (Deci & Ryan, 1991), job characteristics theory by Hackman & Oldman (1980) and social capital theory by Burt (2001). However, the most commonly used theories to explain volunteer satisfaction remain Herzberg's (1987) two-factor theory and the social exchange theory (Jaffe et al., 2010; Rice & Fallon, 2011). In this paper, several other theories are used when attempting to explain the link between the given volunteer satisfying factors and job satisfaction.

3.2.2. Previous research and measurement of job satisfaction

The information gathered from the literature review on previous research on the topic is used as a basis for constructing the theoretical framework of the study. A research done by Galindo-Kuhn and Guzley (2002) was based on the review of sixteen articles addressing the topic of volunteer job satisfaction between 1981 and 1995. They concluded that there is no consistency in the existing measurement tools of volunteer job satisfaction and took the findings of the research in these articles as a ground for further research and development of a new tool (Galindo-Kuhn & Guzley, 2002). They included the following dimensions: communication quality, work assignment, participation efficacy, support, and group integration. The validity of the tool and the linkage between the job satisfaction dimensions and the intention to stay were confirmed by different scholars, such as Spector (1997), Porter & Steers (1973), and Miller et al. (1990).

Many other researchers have attempted to develop a sufficient measurement tool for job satisfaction. In general, it can be distinguished between the tools that apply the approach to

global job satisfaction and such that view it as a complex construct consisting of facets. The ones that have found wide application in research are as follows: Overall Job Satisfaction (Cammann et al., 1983), Global Job Satisfaction (Warr et al., 1981) and Job in General Scale (Smith and Brannick, 1985), where the first one is a three-item questionnaire, while the second and third are each consisting of 18 items. They have been “developed to assess global satisfaction independent from satisfaction with facets” (Fields, 2002). Nevertheless, there are plenty of tools that take the multifaceted approach to job satisfaction, such as the Minnesota Satisfaction Questionnaire developed by the University of Minnesota, which includes 20 sub-scales, the Job Descriptive Index (JDI) (Smith et al., 1969) with its 5-scales model, and the Job Satisfaction Survey (Spector, 1985) that contains 36 items divided into nine job facets. The following table gives a summarized overview of the conducted previous research on factors that influence job satisfaction of volunteers.

Table 2: *Volunteer Job Satisfaction – dimensions, measures, and context*

Authors	Dimensions	Measure	Context
Farmer & Fedor (1997)	global satisfaction	3 questions from “Job Diagnostic Survey” (Hackman & Oldham, 1975)	health volunteers
Cnaan & Cascio (1998)	satisfaction with volunteer experience	8 questions	social and care volunteers
Farrell et al. (1998)	satisfaction with volunteer experience, site facilities and organization	24 questions	sport volunteers
Galindo-Kuhn &Guzley (2001)	satisfaction with communication quality, tasks, participation efficacy, support, and group integration	39 questions	recreation volunteers
Silverberg et al. (2001)	satisfaction with nature of the work; contingent rewards; supervision; operating procedures; co-workers and communication	thirty-six item employee job satisfaction scale (Spector, 1997)	public and recreation volunteers
Yiu et al. (2001)	satisfaction with the work	one question	social and care volunteers

Dávila (2002)	satisfaction with volunteer experience and overall satisfaction	classification of nine adjectives and one question (for overall satisfaction)	social, care and environmental volunteers
Kemp (2002)	overall satisfaction	open question	sport volunteers
Doherty & Carron (2003)	overall satisfaction	job in general (Smith & Brannick, 1985)	sport volunteers
Sherer (2004)	satisfaction with the work, services, managers and other volunteers	Interviews	public volunteers
Cheung et al. (2006)	satisfaction with the work	1 question	senior volunteers
Costa et al. (2006)	satisfaction with information; with a variety of freedom; with ability to complete tasks and with pay/rewards	eight of the original fourteen items in the Job Satisfaction Scale (Wood et al. 1986)	sport volunteers
Kulik (2007)	satisfaction with volunteer activity	1 question	adolescents
Arias & López (2008)	satisfaction with the social support received from the volunteers family, friends, other volunteers and staff	4 questions	social and care volunteers
Millette & Gagné (2008)	overall satisfaction	2 questions	social volunteers
Finkelstein (2008)	satisfaction with volunteer experience	5 questions	hospice volunteers
Stukas <i>et al.</i> (2016)	satisfaction with volunteer experience	1 question	various
Vecina <i>et al.</i> (2009, 2010)	satisfaction with management organization, with tasks and with motivation	7 items (satisfaction with management), 4 items (satisfaction with tasks) 6 items (satisfaction with motivation) (Clary <i>et al.</i> 1998)	social and care volunteers

Source: Ferreira et al. (2012, p. 8)

Many papers are devoted to exploring the relationship between the length of service and job satisfaction and some have found a positive relationship between both variables (Brush et al., 1987). Similarly, based on previous findings regarding the differences in levels of job satisfaction between the back and front office employees due to the different nature of their work, a possible relation with the dependent variables will be explored. The teams "Talent

Management" and "Finance" are considered to be part of the back office, whereas all the other teams belong to the front office. Thus, based on these findings questions regarding the team belonging and duration of membership are included in the survey, as a possible relationship between each of these variables and the level of overall job satisfaction in the context of AIESEC is suspected. The insights will be presented in the next chapter.

3.3. Volunteer satisfying factors

As the purpose of the paper is to find out the effect of different factors on volunteer job satisfaction, in this subchapter several volunteer satisfying factors will be discussed, which were identified as the most impactful and crucial ones during the literature review.

3.3.1. Perceived supervisor support

When examining one's satisfaction with their direct supervisor it is also meant how the volunteer perceives the received supervisor support. Supervisor support is defined as the supervisor's readiness to help their subordinates to demonstrate their skills, knowledge, and attitudes (Rhoades & Eisenberger, 2002). As stated by Eisenberger et al. (2002), "organizational support theory supposes that to meet socioemotional needs and to determine the organization's readiness to reward increased work effort, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger et al., 2002). Furthermore, it is believed that volunteers think that the organization has either a positive or a negative attitude towards them. Similarly, they judge their supervisor's support through his acts of appreciation and caring towards his subordinates – thus known as perceived supervisor support (Kottke & Sharafinski, 1988). As supervisors are seen as the representatives of the organization, their way of treating the volunteers is automatically associated as a trait of the whole organization in general, which then has a crucial effect on the job satisfaction. The Social Exchange Theory and the notion of reciprocity (Gouldner, 1960) can be used to explain how the perceived supervisor support impacts volunteer job satisfaction by suggesting that when an individual feels that they are giving more than they are receiving from the "employment exchange process", for example putting a lot of effort, but not receiving any support, they would be dissatisfied with the employee-employer relationship. On the contrary, when they perceive the received treatment

to be fair, they are more likely to reciprocate this exchange obligation, which leads to both job satisfaction and organizational commitment (Emmert & Taher, 1992). Thus, the first suggested hypothesis is:

Hypothesis H1: *Perceived supervisor support has a significant positive effect on volunteer job satisfaction.*

3.3.2. Contingent rewards

Contingent rewards were defined by Spector (2008) as "the recognition and appreciation for a well-done job". As volunteers are individuals with different interests, needs, and preferences, as suggested by Phillips & Phillips (2011), they are also motivated by different motifs. Therefore, they proposed that a more efficient approach to rewarding them is by using different practices to meet the different expectations of the nonpaid workers. Two different types of contingent rewards can be distinguished. The first type - the intrinsic rewards – is when the volunteers feel rewarded for doing the activity itself, for example, because the meaningfulness of the job fulfills their need to help other individuals (Allen & Shaw, 2009). This, according to Stukas et al. (2016), results in achieving higher levels of job satisfaction. The extrinsic rewards, on the other hand, contrary to the belief that volunteers are only motivated intrinsically, have a strong impact on volunteers' overall satisfaction. Clary et al. (1998) even find in their research that more than half of the examined functional motives were extrinsic. Nichol's and Ralston's (2012) qualitative research provides information to support this statement by identifying that personal status and identity, structured time, the ability to share experiences outside the family, and committing yourself to a higher purpose are indeed very important external rewards for the volunteers. Besides, Vantilborgh et al. (2012) concluded that another highly valued reward practice are "thank-you events", where appreciation towards the volunteers' efforts is shown. Based on that, Fallon and Rice (2015) argued that the support and recognition volunteers receive from their direct supervisor are referred to as the "symbolic payment" and that its impact on job satisfaction of volunteers is much stronger than this in the case of paid workers. Indeed, the recognition of volunteering as an extrinsic reward has been proven to be linked to positive outcomes such as job satisfaction in nonprofit organizations of all types, such as environment, community, welfare, health, youth, emergency services, religion and others (Stirling et al., 2011). The Social

exchange theory states that people volunteer to build relationships within the organization while comparing costs and rewards. When these benefits are perceived much greater than the cost – or in this case receiving rewards in return for their effort and time - individuals relate more and develop a closer relationship with the organization and therefore are more satisfied with their current job (Ben-Zur & Yagil, 2005). Following from the obtained information, the next proposition suggests:

Hypothesis H2: *Contingent rewards have a significant positive effect on volunteer job satisfaction.*

3.3.3. Relationship with co-workers

Herzberg (1966) has defined the term relationship with co-workers as “the social and working transactions with others on the job”. The relationship with co-workers has different aspects: cooperation, team spirit, support, trust, exchange of information, and atmosphere among co-workers (More & Padmanabhan, 2017). Herzberg’s motivation-hygiene theory attempts to explain the link between the relationship with co-workers and volunteers’ job satisfaction. The theory’s premise is that job satisfaction is affected by two types of factors - the motivational and the hygiene factors. According to Herzberg, the relationship with colleagues falls into the second group. This means that a relationship with colleagues doesn’t lead to job satisfaction on its own, but to no satisfaction, if it’s a good one or to dissatisfaction, if it isn’t (Herzberg, 1966). Job satisfaction can rather be achieved through fulfilling the above mentioned different aspects of the relationship with co-workers. For example, cooperation is linked to good communication and support within a team while team spirit is a prerequisite for a successful team, and both events, as per Herzberg, lead to job satisfaction.

On the other hand, Maslow's Hierarchy of needs theory proves that there is a direct connection between the relationship with co-workers and employee’s job satisfaction. McHenry (1988) finds in his research that the theory can be applied to the nonprofit sector. Maslow distinguishes five human needs categories in his theory to explain the motivation aspect in general, however, it is often applied in the work environment and used to examine the job satisfaction concept. According to that theory, the relationship with co-workers falls into the third category of needs – affiliation and belonging. The need for affiliation, as per McClelland (1961), describes the person's need to feel a sense of involvement, while

belongingness is the need to be accepted as a member of a group or a team and to have strong relationships with other people, in that case in the work environment. The fulfillment of this need results in high levels of volunteer job satisfaction. The third hypothesis is derived from these findings of the literature review.

Hypothesis H3: *Relationship with co-workers has a significant positive effect on volunteer job satisfaction.*

3.3.4. Nature of work

Satisfaction with the nature of work can be defined as employees', or in this case volunteers', satisfaction with the type of work they are doing, as per Spector (1985). Due to the importance of this dimension, as proven by scholars this aspect has taken a central role in numerous researches. For example, Castillo (2004) argued that "to understand what causes people to be satisfied with their jobs, nature of work is the first place to look" (Castillo, 2004). Similarly, in the volunteering literature can be found citations that link the nature of work to job satisfaction: "the volitional nature of volunteer work, (...) and the expressive orientation of volunteer work set up being satisfied with simply helping others" (Galindo-Kuhn & Guzley, 2002). Thus, an important variable that needs to be examined is the meaningfulness of the work as a prerequisite for volunteer satisfaction.

"Meaningful work" means what role work plays in the life of the individual, whether an important goal is pursued or in general how significant the work is. However, the meaningfulness of work is not a fixed characteristic, but something rather subjective. The importance of work has a direct impact on an individual's job satisfaction, motivation, and performance (Berg et al., 2013). Assuming that volunteer work is seen as a personal calling for the volunteers, as suggested by many volunteer management scholars (Hall & Chandler, 2005; Wrzesniewski et al., 1997), due to the lack of connection to economic or career advancement motives, the work is very often perceived as something with personal and social significance. And this sense of a calling has an extremely strong link to meaningful work, which, in turn, leads to very high levels of satisfaction with the job and in the life of volunteers (Wrzesniewski et al., 1997). Thus, the next proposition is formulated:

Hypothesis H4: *Nature of work has a significant positive effect on volunteer job satisfaction.*

3.3.5. Job characteristics

Hackman and Oldham's (1975) Job Characteristics Model is based on the premise that a task itself can be motivating for an individual as long as it possesses certain characteristics. These are as follows: "(1) skill variety: the degree to which a job requires a variety of activities in carrying out the work; (2) task identity: the degree to which a job requires completion of a whole and identifiable piece of work; (3) task significance: the degree to which the job has a substantial impact on the lives of other people; (4) autonomy: the degree to which the job provides substantial freedom, independence, and discretion; and (5) feedback from the job: the degree to which carrying out the work activities provides direct and clear information about performance effectiveness." (Millette & Gagne', 2008) Although the biggest part of the previous research is focused on the impact of job characteristics on job satisfaction of paid employees, a review of the volunteerism literature revealed evidence to support the link between job characteristics and volunteer job satisfaction. For example, Loher et al. (1985) came to the result that there is a meta-analytic correlation of .39 between job characteristics and job satisfaction of volunteers. Besides, Okun and Eisenberg (1992) suggested that volunteer workers are rather likely to be satisfied with their job if it includes a variety of activities. According to the observations of Dailey (1986), volunteers who worked on a political campaign have shown higher levels of commitment, whenever more autonomy and feedback within the job was facilitated. For the measurement of this volunteer satisfaction dimension, this study has utilized a shorter version of the JCM Questionnaire (Hackman & Oldham, 1975). Assumed from these findings, the fifth hypothesis is suggested:

Hypothesis H5: *Job Characteristics have a significant positive effect on volunteer job satisfaction.*

3.3.6. Communication within the organization

Spector (1985) has defined communication satisfaction as "employees' satisfaction with communication within the organization" and according to Jorfi et al. (2011), communication effectiveness plays a crucial role in volunteers' satisfaction. This has been confirmed also by other researchers, such as Giri and Kumar (2010), who found that job satisfaction is highly dependent on the behavior of communication of a nonprofit organization, and Tuzun (2013), who also identified a strong link between organizational communication practices and job

satisfaction. This event is to be explained with the fact that communication as a complex concept is related to role expectations, social support, leadership, and justice (Akdol & Arikboga, 2015; Baruch-Feldman et al., 2002). In other words, volunteers are satisfied when feeling equally involved and informed about decision making processes in the company, when they have clear job descriptions and expectations and they feel supported and heard. The concept of clear communication is partly linked in the presumption of the Goal Setting Theory (Locke & Latham, 2002) that when individuals have clear goals to work upon, followed by direct feedback on their performance, they tend to be more satisfied with their job. Stemmed from the discussed previous research, the sixth

Hypothesis H6: *Communication within the organization has a significant positive effect on volunteer job satisfaction*

3.3.7. Training and development opportunities

This dimension was seen as a relevant variable for the study, as one of AIESEC's main goals is to develop the leadership skills of their volunteers and therefore they strive to provide them with as many opportunities for development and learning, both personal and professional. By including this dimension in the questionnaire the author aims to assess to what extent the volunteers are satisfied with the training practices applied by the management. Training is defined as “the process of instructing volunteers in the specific job-related skills and behavior that they will need to perform in their particular volunteer job” (McCurley, 2005), while job training satisfaction is referred to as “the extent to which people like or dislike the set of planned activities organized to develop the knowledge, skills, and attitudes required to effectively perform a given task or job” (Schmidt, 2007). Many researchers have concluded that training is a crucial aspect of volunteer management. Galindo-Kuhn & Guzley (2002), for example, have found a positive link between training and satisfaction of volunteers, while Cuskelly et al. (2006) connected it to the retention of volunteers. Furthermore, Wymer and Starnes (2001) concluded that when volunteers are provided with ongoing learning opportunities for professional and personal growth they have more positive volunteer experience. It could be explained through the phenomenon that when an organization provides development opportunities the volunteers recognize it as an investment in them and respond to it with higher levels of loyalty and satisfaction. Another possible explanation can

be given by applying the so-called ERG Theory (Existence, Relatedness and Growth), which is developed by Clayton Alderfer and represents an adapted version of Maslow's need hierarchy theory of motivation. According to that theory, the Growth needs of an individual include the need for advancement, self-development, and personal growth by focusing on the self (Luthans, 1995). Thus, when realizing the need for growth of a volunteer by utilizing their capabilities and helping them unleash their potential to the fullest, this leads to increased satisfaction levels.

Hypothesis H7: *Training and development opportunities have a significant positive effect on volunteer job satisfaction.*

3.4. Intention to stay

Retaining volunteers in the organization is a major issue that the volunteer management of nonprofit organizations is facing. On the one side, due to the recurring costs for recruiting and training of volunteers who then decide to leave the organization, and on the other side, due to the caused uncertainty for the nonprofit organization, which hampers the long-term planning, the decision-making process and the goal-setting (Fidalgo & Gouveia, 2012). Many have established in their studies that the high turnover rates of volunteers in nonprofit organizations are a fact (Lynn, 2003; Alatrasta & Arrowsmith, 2004; Phillips & Phillips, 2011). The intention of a volunteer to stay reflects their level of commitment to the nonprofit organization and their willingness to remain "employed" (Hewitt, 2004). Furthermore, researchers, such as Tett & Meyer (1993) and Pack et al. (2007) have proven in their studies the intention to stay to be the most significant factor that impacts turnover. The link between the two variables is negative: $-.57$ according to Iverson (1996) and $-.50$ as per Carsten and Spector (1987).

The researchers Ward and McKillop (2011) suggest that to sustain the volunteers for a long period in the organization a certain bond between them should be developed. Omoto et al. (2000), for example, after examining the reasons behind becoming a volunteer and remaining one, concluded that five main factors determine the future intentions of the volunteers: expression of personal values and beliefs, a greater understanding of an issue important to the volunteers, giving back to the community, personal development and esteem enhancement. Another noteworthy discovery of their study is that volunteers, who had self-

focused motives, such as personal development, understanding, and esteem enhancement, remained in the organization longer than volunteers who were driven only by their beliefs, personal values, or community concerns. Furthermore, the findings of Skoglund (2006) and Lynch (2000) reveal that as simple as it seems, the volunteers tend to remain in an organization as long as they feel good about the tasks they've been assigned to do and about themselves. In other words, "if the volunteer experience makes the volunteers feel good, then they will continue to want to volunteer" (Skoglund, 2006).

Other researchers, such as Thibaut and Kelley (1959), suggest that the intention to stay has its base on the Social Exchange Theory, which provides reasoning for how the personal connection between individuals is built and identifies when this connection will begin and end. Also, the theory elaborates on the costs and rewards that follow from a certain relationship. In reference to that theory, Mossholder et al. (2005) pointed out that "individuals who felt that they had received benefits from others would later feel an obligation and then compensate through effort and loyalty" (Eketu & Edeh, 2015). In that context, Rhoades & Eisenberger (2002) stated that if the nonprofit organization supports their volunteers, they will repay them with their loyalty, which is strongly linked to their intention to stay. Similarly, Cohen and Willis (1985) found in their research that the social support that volunteers received from their organization has served as a mediator and could soften the consequences of the work stress that the volunteers perceived, which resulted in volunteers remaining for a longer time.

3.5. Link between volunteer job satisfaction and intention to stay

In the past 25 years, researchers have devoted their attention to volunteer job satisfaction and its correlation to related outcomes, for instance, Galindo-Kuhn & Guzley (2002) or Shin & Kleiner (2003). The review of the behavioral economics literature delivered sufficient information in support of the proposed link between volunteer job satisfaction and its relatedness to volunteer retention (Omoto & Snyder, 1995; Chacon et al. 2007; Clary et al. 1998). The evidence found by these scholars is that when an individual is satisfied with their volunteering experience, there is a greater likelihood that they will continue working with that organization in particular. Thus, job satisfaction is a key factor in volunteer retention and the duration of their "employment" or membership.

As this study takes the approach to job satisfaction as being multi-faceted, it is implied that each of the facets has an indirect impact on the volunteers' intent to stay. Therefore, the link between each of the selected dimensions of a volunteer's job satisfaction and the intention to stay will be briefly discussed. The organizational support theory, for example, can also be utilized to link supervisor support to volunteers' intention to stay through job satisfaction. According to the theory, perceived organizational support leads to increased perceived supervisor support, which in turn decreases voluntary employee turnover. This is explained with the incentivized reaction of volunteers to feel obligated to reciprocate the favor, which results in a reduction in turnover and other withdrawal behaviors (Eisenberger et al. 2001).

Similarly, when volunteers feel appreciated and fairly rewarded for their efforts, they tend to remain in an organization (Hager & Brudney, 2011). As stated by Judy Bottorf, Tempe Police volunteer coordinator, "If you put volunteers in the right positions, oversee them and recognize them for their efforts, then they'll stay. Recognition is their paycheck and it has to be ongoing, not just one big volunteer reception each year" (Park, 2004). This is to be explained with the already mentioned Social Exchange Theory – as long as an individual is satisfied with the give-take balance of a certain relationship, they are willing to keep being a part of it.

Furthermore, the link between the relationship with co-workers and intention to stay through job satisfaction can be explained with the Social Exchange Theory, as it is assumed that the exchange of resources, mutual support, and empathy will lead to the initiation and the maintenance of social relationships. This explanation is also in harmony with the Self-Determination Theory, according to which "individuals will seek the goal of interpersonal relationships and satisfy functional and psychological needs" (Ariani, 2015). Therefore, as long as co-worker relationships are positive, the volunteers' need for interpersonal relations will be met and they will be incentivized to stay in the organization (Ariani, 2015).

The study of Voydanoff (2004) has been identified to be significant when examining the connection between job characteristics and intent to remain in an organization. According to her, job autonomy (one of the five job characteristics) fosters an individual's job satisfaction by making them feel trusted. Based on these findings, Butler et al. (2005) argued that satisfaction with this certain job characteristic is likely to have a positive impact on

volunteers' intent to remain, as they feel like part of the organization. Furthermore, according to Karasek (1979), high job demands - another characteristic from the model, enforce the development of new behavior to work hard, which, Karasek claims, is related to higher self-esteem, job satisfaction, and less intention to quit.

The next dimension of job satisfaction – communication, is believed to be related to retention of volunteers by sharing information within the organization which helps build a sense of community and belonging to the organization (Batch, 2012). The link can be explained with the Theory of absorptive capacity, which argues that when individuals receive and share new knowledge within an organization, it results in higher levels of performance and in building fruitful connections with co-workers. This in turn leads to higher satisfaction levels and retention rates. Furthermore, communicating the mission of the organization with the volunteers is related to building organization identification and higher retention rates of volunteers (Davidson et al., 1997).

Research on the topic of satisfaction with the nature of work emphasizes that when volunteers encounter their work as meaningful and see the direct positive impact of their efforts on people's lives, they feel proud to be able to identify themselves with the organization and lower turnover intentions are reported (Valéau et al., 2013). Lastly, the results of a study conducted by Hager and Brudney (2011) supported the theory, which proposes that there is a relation between offered training and development opportunities and the retention rates of volunteers, based on the premise that volunteers reach higher satisfaction levels when the organization invests in them and are therefore willing to further invest their time and efforts for the organization's mission.

Hypothesis H8: *Volunteer job satisfaction is positively related to the volunteer's intent to stay in the organization.*

4. Methodology

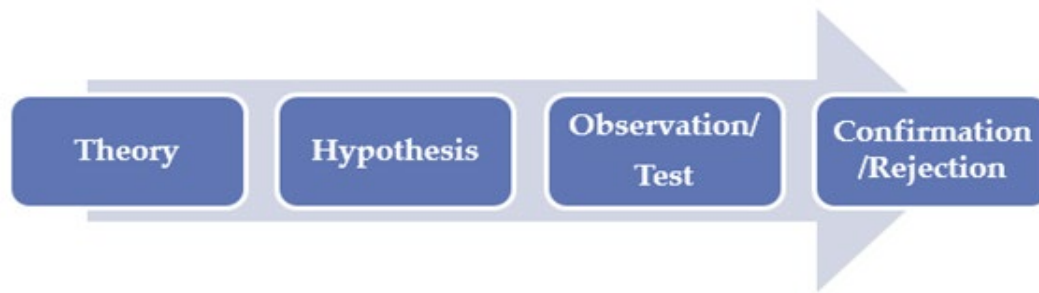
In this chapter, the reader will be provided with an overview of the methodology applied for this research, such as the research method, approach and design, and the used sample selection, data collection, and analysis.

4.1. Research method, approach and design

Based on the research purpose, a suitable research method should be decided upon between the exploratory, descriptive and explanatory methods. Exploratory research is applied to explore a certain setting, while descriptive research, on the other hand, provides systematic information, while the explanatory method uses hypothesis testing to explain the relationship between variables. However, the methods are not mutually exclusive (Grinnell & Unrau, 2010). Thus, the researcher has applied a mixture of the descriptive method, intending to provide an accurate description of the current situation in the nonprofit organization regarding the satisfying factors, and the explanatory method to explain the nature of the relationship between the variables volunteer satisfying factors, job satisfaction and intention to stay through testing of the suggested hypotheses.

The research approach is the process of narrowing down vague plans and assumptions to concrete action steps, such as deciding on a method of sample selection, data collection, and analysis. According to Bassett and Bassett (2003), there are three distinct aspects of a research approach: the inductive or deductive, applied or basic, quantitative, or qualitative. The inductive approach is an empirical study that "involves the search for patterns through observation and the development of theories for those patterns through a series of hypotheses" (Bernard, 2011). On the other hand, a deductive approach refers to "developing a hypothesis based on existing theories and then designing a research strategy to test the hypotheses" (Bernard, 2011). This approach can be explained by the means of hypotheses, which are derived from the assumptions of the specific theory. Through the deductive approach causal relationships between variables can be explained, concepts can be measured quantitatively and research findings can be generalized to a certain extent. Thus, this approach has been selected as the most suitable one for this study. Figure 4 depicts the stages followed by studies that apply the deductive approach and by this study in particular.

Figure 4: *Stages of a study applying the deductive approach*



Source: <https://research-methodology.net/research-methodology/research-approach/deductive-approach-2/>

The choice between the qualitative or the quantitative approach determines the method of data collection and analysis. Also, there is the third approach, where the study is performed as a mixture of both qualitative and quantitative approaches. Qualitative research is rather implemented for studies with a smaller sample and refers to the meanings, definitions, characteristics, and descriptions of things, whereas quantitative research is used when testing theories by inspecting the relationship between two or more variables (Carr, 1994). In this study, the quantitative approach has been applied to examine the relationship between the suggested variables, and due to the research subject being a big organization with more than 800 members spread all around Germany.

When choosing between applied or basic research, their preferred usage has been taken into consideration, namely applied research aiming to understand and solve a real-world problem and basic research being used to expand one's general knowledge on a topic (Gulati, 2009). With this being said, this paper implements an applied approach to research, as the study addresses the issue of retaining volunteers that concerns many nonprofit organizations nowadays.

The research design in this paper is defined as the general plan that is followed in order to answer the research question. A causal, also known as an explanatory, research design is applied for this paper. Causal research design, which is one of the two categories of conclusive research, is conducted to study the cause-and-effect relationships. The choice of research design is a prerequisite for having a research purpose, structured data collection form, relatively large sample, and typically a quantitative data analysis (Saunders et al.,

2012). Taking these components and the study objective into consideration, quantitative research in the form of a questionnaire has been chosen to test the suggested hypotheses.

4.2. Instruments

As mentioned above, the survey instrument chosen for the quantitative study is a questionnaire, with the main goal to measure the levels of volunteer satisfaction upon seven different satisfaction dimensions and to give insight into the attitudes of the volunteers of AIESEC in Germany that can be used as a prediction to their future intention to stay in the organization. In the beginning, a brief introduction to the survey was inserted to explain the objective of the study. The first section was dedicated to the demographics of the participants. The questions addressed aspects such as gender, the team they work in, current position in the team (member, TM or VP), LC they belong to, and duration of their membership in AIESEC in Germany. The questions have been chosen with the purpose to compare and possibly identify differences in the satisfaction levels, based on the demographics of the participants.

The Spector's Job Satisfaction Survey was chosen to serve as a measurement tool for the study, as the initial purpose of the JSS was to measure job satisfaction of workers in human service, public and nonprofit organizations (Fields, 2002). The nine dimensions of the survey developed by Spector are pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of work, and communication. The survey has been considered appropriate firstly, due to its multifaceted approach to job satisfaction, which allows revealing more detailed information about the volunteers' attitude towards their job, secondly, because it consists of the most commonly used dimensions in the literature and thirdly, because of the high-reliability ranges of these dimensions. However, some of the questions of the survey are only applicable to paid employees. The nature of the volunteer environment has been taken into consideration, as suggested by Galindo-Kuhn & Guzley (2002), and the tool has been adapted to measuring the job satisfaction of volunteers in nonprofit organizations. Thus, the questionnaire has been modified, so that the facets, which were considered irrelevant for the work environment in AIESEC have been completely removed and the following facets have remained: supervision, contingent rewards, coworkers, nature of work, and communication. Based on the conducted literature review,

two additional facets of job satisfaction of volunteers are considered relevant – job characteristics, and training and development opportunities.

As already mentioned, the study applies the multi-faceted approach to job satisfaction. Thus, each of the seven job satisfaction dimensions corresponds to one of the seven facets, each consisting of four items. The items were formulated in the form of direct statements. In total there are 28 items, belonging to the seven facets of volunteer satisfaction. The following table gives an overview of the reliabilities (Chronbach's alpha) of the selected dimensions from JSS (Spector, 1985).

Table 3: Internal consistency reliabilities of the job satisfaction facets from the JSS

Communication	Supervision	Nature of work	Relationship with co-workers	Contingent rewards
.71	.82	.78	.60	.76

Source: Spector (1985, pp. 693-713)

Five further items were included in the questionnaire: one statement about the volunteers' total job satisfaction (*"All in all, I feel fairly satisfied with my present job."*) and one facet concerning the intention of volunteers to stay in the organization, which also consists of four statements – a measurement tool developed by Gary A. Markowitz (2012). The participating volunteers were asked to indicate their agreement with each statement using a Likert-type scale with response alternatives in a range from 1- "strongly disagree" to 5- "strongly agree". Several negatively worded statements have been included in the role of control statements. The full questionnaire can be found in the appendix.

4.3. Sample selection

The population of the study consisted of around 700 volunteers aged between 18 and 30 years old in 37 Local Committees of AIESEC in Germany. For the sample were included the volunteer members from the lower and middle levels – members, TLs, and VPs from the different teams. The sample has been narrowed down only to the organization's branch in Germany to gather findings that are fully applicable to AIESEC in Germany, which would not have been possible if the international organization has been taken as a sample, as the results would have been rather generalized. One of the main reasons for choosing the

organization is the existence of a clear organizational structure, a large number of members, and the inability of the organization to retain its volunteers – an observation made throughout the long-term experience of the researcher in the organization as a VP. The choice has been made under the presumption that a larger organization has the capacity to treat its volunteers as a human resource and is generally interested to improve their volunteer management practices. Moreover, through the big network of the researcher within the organization, a closer look at the current situation has been possible and a higher response rate of the questionnaire could be ensured.

4.4. Analysis method

4.4.1. Data collection

According to Creswell (2012), each research goes through three main phases - data collection, followed by data preparation and data analysis. Due to the inability to meet and question every participant in person, the primary data for the study has been collected via an online questionnaire (Google Forms) that has been sent out to current volunteers of AIESEC in Germany. The volunteers have been contacted by the researcher by reaching out to her current network and by contacting repeatedly each LC via email. When filling out the questionnaire, volunteers have been asked to refer to their experience in AIESEC in Germany, as many of them have also been volunteering at AIESEC in other countries. The questionnaire was sent out to the volunteers during their university semester break, which overlaps with the time when most of them are inactive in AIESEC. This has led to a relatively low participation rate. Hundred and one valid surveys were returned for a response rate of 14%. The secondary data of the study has been gathered using findings and theories from previous research and has been used as a background for the primary data collection and the formulation of the research question and the hypotheses. For that matter, the online and the physical database of the Berlin School of Economics and Law have been used and relevant articles of credible business journals have been reviewed.

4.4.2. Data preparation

The process of data preparation involves the actions of verification, organization, transformation, and integration of the collected data into an output with an appropriate form

for subsequent use (Anagnostou et al., 2015). In this study this involved coding the scale levels used in the questionnaire to adapt the results from the survey to a numerical format that can be analyzed. The first step of the preparation was to assign each of the questionnaires a specific number and to enter them in a column in Excel. Further, each answer of all 101 questionnaires was transferred and coded accordingly. As the satisfaction levels in the study were measured through an ordinal scale, the answers were coded as follows: strongly disagree = 1; rather disagree = 2; neither agree nor disagree = 3, rather agree = 4; strongly agree = 5. The negatively worded statements have been reversely coded: strongly disagree = 5; rather disagree = 4; neither agree nor disagree = 3, rather agree = 2; strongly agree = 1.

4.4.3. Data analysis

As the study utilizes a quantitative research method the gathered numerical data is analyzed statistically using the program of the Windows package - Excel. The selected quantitative methods for analyzing the data are descriptive statistics, correlation, multiple regression, two-sample t-test, and ANOVA. As per Bortz (2005), there are four types of measures in descriptive statistics, namely for measuring frequency, central tendency, dispersion or variation, and position. Measures of central tendency (mean) and of dispersion (standard deviation) are applied when analyzing the empirical data, which helps organize, present and summarize the data in such a meaningful way that patterns could be identified. The results measured with the Likert type scale are interpreted as follows: mean score from 0,01 to 1,00 is (very dissatisfied); 1,01 to 2,00 is (rather dissatisfied); from 2,01 until 3,00 is (neutral); 3,01 until 4,00 is (rather satisfied); 4,01 to 5,00 is (very satisfied).

Pearson's correlation coefficient has been applied to measure the relatedness between the dependent and independent variables. Different scholars (Labovitz, 1967; Borgatta, 1968) apply an approach to analyzing ordinal data that "recommends the calculation of interval statistics directly from ordinal data, i.e. treating the ordinal data as if it were interval" (O'Brien, 1979). When analyzing the results it is taken into consideration that the correlation coefficient can range between 1 and -1 and that according to the accepted guidelines for its interpretation value of 0 indicates no linear relationship; +1 (-1) indicates a perfect positive (negative) relationship; values between 0 and 0.3 (0 to -0.3) indicate a weak positive (negative) relationship; 0.3 to 0.7 (-0.3 to -0.7) indicate a moderate positive (negative)

relationship; 0.7 to 1 (-0.7 to -1) indicate a strong positive (negative relationship) (Ratner, 2009). However, the findings of the correlation method do not indicate causations such as cause and effect relationships. To further investigate the impact of the given independent variables, a multiple regression analysis has been used. In the next step, a two-sample t-Test and a single-factor ANOVA have been performed to compare the different data sets.

5. Empirical findings

The following chapter presents the findings of the conducted research. First, the demographic results will be introduced, followed by the findings of the descriptive statistics, the correlation coefficient, the regression analysis and finally, the results from the t-test and the ANOVA test. From the figure below can be seen that the male (44,6%) to female (55,4%) distribution of the participants in the survey is almost equal. Meanwhile, members from all teams are represented in the study, more than half of them, however, belong to the front office (67,4%). The VPs are mostly represented in the sample with 51,5%, followed by the members with 28,6% and TLs with 9,9%. Regarding the category “Duration of the membership” most of the participants have been members of AIESEC in Germany for a period between 6 months and 1 year (35,6%).

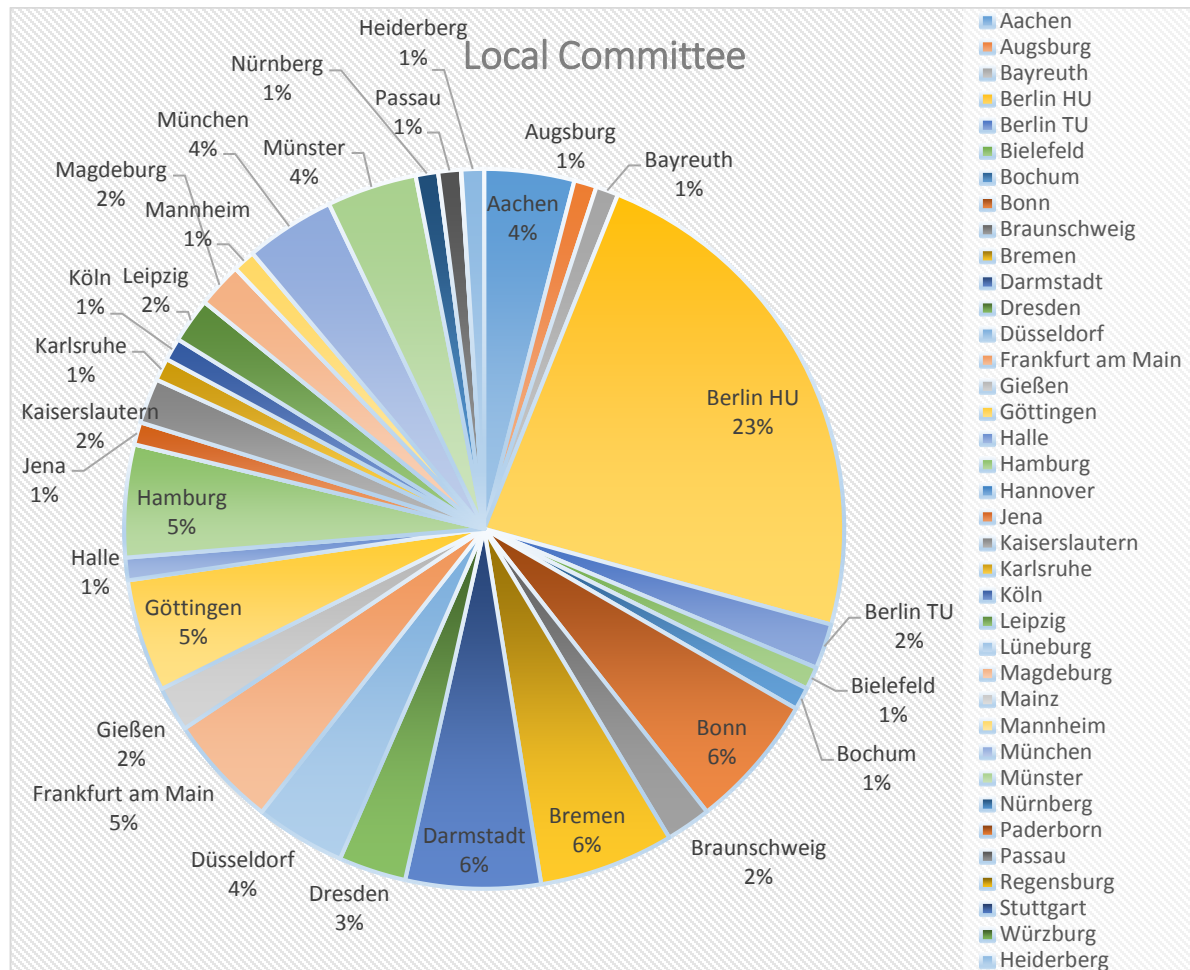
Figure 5: Overview of the demographic results

Gender	•Female	44,6%
	•Male	55,4%
	•Other	0%
Team	•Talent Management	16,8 %
	•Customer Experience	57,5 %
	•Marketing	9,9 %
	•Finance	15,8 %
Position	•Member	38,6 %
	•Team Leader	9,9 %
	•Vice President	51,5 %
Duration of membership	•less than 6 months	23,8 %
	•6 months - 1 year	35,6 %
	•1-2 years	28,7 %
	•more than 2 years	11,9 %

Source: data from own survey

The next figure shows that the sample represents members from 32 out of the 37 Local Committees in total, which makes the sample quite representative, although the most represented LC is Berlin HU with 23%, which is also the home LC of the researcher.

Figure 6: *Belonging to the LC of the participants*



Source: data from own survey

With the help of descriptive statistics, the collected data have been analyzed and the following findings have been made. To get an idea about the job satisfaction of volunteers in total and regarding the different dimensions, the sum, mean and standard deviation will be presented. Since there are 7 job satisfaction facets with 4 items each (28 items) and each item can be evaluated from 1 to 5, the total job satisfaction can vary between 2828 (very dissatisfied) to 11750 (very satisfied). The actual sum of the responses is 11750, which is 83,09%, whereas the mean is 4,09 out of 5, which points out that the volunteers of AIESEC

in Germany are on average very satisfied with their job. The standard deviation is 0,64, which is considered to be relatively low and indicates that the data are clustered closely around the mean and the latter is representative for the sample. Similarly, the item regarding overall job satisfaction (*“All in all, I feel fairly satisfied with my present job”*) was rated 419 out of 505 (82,97%) with a mean of 4,15 and standard deviation of 0,80, confirming that the volunteers are all in all very satisfied with the job. To get a deeper understanding, the sum, mean, and standard deviation of each dimension have also been calculated. The score for a single scale can vary between 404 and 2020. The results can be found in the table below.

Table 4: Results from descriptive statistics

Measure	Supervision	Reward	Coworkers	Nature of work	Job Charact.	Communi- cation	Training Opp.
Sum	1838 (90,99%)	1546 (76,53%)	1767 (87,47%)	1693 (83,81%)	1635 (80,94%)	1605 (79,46%)	1666 (82,47%)
Mean	4,55	3,83	4,37	4,19	4,05	3,97	4,12
STDV	0,45	0,50	0,59	0,61	0,58	0,65	0,72

Source: data from own calculations

As can be observed from the table, the volunteers are most satisfied with the supervisor's support and with the relationship with their co-workers, followed by the nature of work, training opportunities, and job characteristics. Least satisfied are the volunteers with the communication within the organization and the contingent rewards, but the satisfaction level is still "rather satisfied". The standard deviation of the dimensions has a range from 0,45 to 0,72, which shows that all means are representative of the samples. The last scale, which measures the intention of the volunteers to stay, has a score of 1474 out of 2020 in total (72,97%), a mean of 3,65, and standard deviation = 0,91. When adapting the above-applied scale, it turns out that on average the volunteers are rather planning on remaining in the organization. As a next step, the correlation coefficients between all variables have been calculated. The results are summarized in Table 5.

Table 5: Results from the correlation coefficient test

Variables	Super- vision	Rewards	Co- workers	Nature of work	Job Charact.	Communi- cation	Training	Overall Job Satisf.
Supervision								
Rewards	0.358							
Co-workers	0.275	0.246						
Nature of work	0.107	0.180	0.298					
Job Charact.	0.142	0.208	0.333	0.435				
Communication	0.039	0.161	0.324	0.190	0.444			
Training	0.146	0.304	0.256	0.403	0.456	0.329		
Overall Job Satisfaction	0.227	0.335	0.332	0.483	0.453	0.351	0.378	
Intention to stay	0.086	0.201	0.350	0.503	0.404	0.404	0.473	0.438

Source: data from own calculations

Taking into account the accepted guidelines for interpretation of the results, it is apparent that they are quite diversified, however, they all indicate a positive relationship among each other to a certain extent. All job satisfaction facets show a moderate positive relationship with the overall job satisfaction, the “supervision” facet excluded (weak positive relationship). The same facet, as well as the facet "rewards", have a weak positive relation to the variable “intention to stay”. The rest of the facets as well as the overall job satisfaction show a moderate positive relationship with the intention to stay. With this, the relatedness between the different variables has been confirmed.

By using multiple regression analysis the proposed hypotheses will be tested. The first multiple regression model aims to test the hypotheses regarding the antecedents of job satisfaction, meaning to explain the causality between each of the seven satisfaction dimensions and the overall job satisfaction. Given the size of the sample in the study, an alpha value of 0.10 or less is considered to be significant. After performing a multiple linear regression with the seven satisfaction dimensions being the predicting variables and overall job satisfaction being the dependent variable, the coefficients and the p-values have been analyzed.

Table 6: Multiple regression results

Facet	Coefficients
Supervision	0.159
Rewards	0.262
Co-workers	0.032
Nature of work	0.412
Job Characteristics	0.233
Communication	0.202
Training	0.053
Adjusted R Square	0.340

Source: data from own calculations

Based on these findings the following hypotheses are accordingly supported or rejected. Even though all regression coefficients show a positive relationship with the total volunteer satisfaction to a certain extent, the p-values of some variables indicate that the relationship between these variables is not significant on population levels, which does not allow confirmation of certain hypotheses. Therefore, no support is found for hypothesis H1, which proposed that supervision has a significant positive effect on volunteer satisfaction ($\beta = 0.159$, $P > 0.05$). Hypothesis H2 (*“Contingent rewards has a significant positive effect on volunteer satisfaction”*) is supported ($\beta = 0.332$, $P < 0.10$). Hypothesis H3 (*“Relationship with co-workers has a significant positive effect on volunteer satisfaction”*) is rejected ($\beta = 0.032$, $P > 0.10$). Hypothesis H4 (*“Nature of work has a significant positive effect on volunteer satisfaction”*) is supported ($\beta = 0.433$, $P < 0.01$). Hypothesis H5, which suggests a significant positive effect of job characteristics on volunteer satisfaction, is rejected. ($\beta = 0.262$, $P > 0.10$). Supporting hypothesis H6, communication within the organization does have a significant positive effect on volunteer satisfaction ($\beta = 0.211$, $P < 0.10$). No evidence is found to support hypothesis H7, stating that training and development opportunities have a significant positive effect on volunteer satisfaction ($\beta = 0.053$, $P > 0.10$).

A second test applying simple linear regression has been done to examine the consequences of volunteer job satisfaction on the intention to stay and to test the last hypothesis H8 (*“Volunteer job satisfaction is positively related to the volunteer’s intent to stay in the organization.”*). Considering the resulting values ($\beta = 0.498$, $P < 0.01$), the hypothesis H8 is supported, thus job satisfaction of volunteers is predictive of their intention to stay at AIESEC in Germany. The R square has a value of 0.192, meaning that 19,2% of the variance of the

intention to stay can be predicted by the independent variable. Interesting to note is also that several satisfaction dimensions have a significant positive relationship with intention to stay: co-workers ($\beta = 0.299$, $P < 0.05$); nature of work ($\beta = 0.437$, $P < 0.01$); communication ($\beta = 0.248$, $P < 0.10$); training ($\beta = 0.226$, $P < 0.10$).

Furthermore, by using a two-sample T-test (for comparison of two sample means) and ANOVA (for comparison of more than two sample means) the assumptions, that the job satisfaction depends on certain demographic factors, have been tested. The first assumption is that volunteers working in the front office are more satisfied with their job than volunteers from the back office, which could not be confirmed by the results of the z-test, as they showed that there is no significant difference between the means of the two data sets ($P(T \leq t) \text{ one-tail} > 0.05$; $P(T \leq t) \text{ two-tail} > 0.05$). The second one-factor ANOVA test was run to compare the data sets of the category “Duration of the membership” and also reported no significant differences between the job satisfaction levels of short-term and long-term volunteers ($F(0.693) < F \text{ crit}(2.698)$).

6. Discussion

The present study set out to assess the extent to which the presence of job satisfying factors (perceived supervisor support, contingent rewards, relationship with co-workers, nature of work, job characteristics, communication within the organization, training and development opportunities) impact the job satisfaction of volunteers, and to examine the relationship between job satisfaction and intent to stay of volunteers in the non-profit organization AIESEC in Germany. For that purpose, the validated JSS by Spector (1985) was used, which was slightly adapted to fit the context of a non-profit environment. The survey has been filled out by 101 participants, who were representative of the population. The results present several areas for discussion, as they confirm the findings of previous research, but at the same time provide some new ones, which enables the researcher to make conclusions and recommendations on how certain management practices of nonprofit organizations can increase job satisfaction and ensure volunteer retention.

The results show that contingent rewards are a significant predictor of job satisfaction among the study participants. The social exchange theory provides an applicable framework through

hypothesizing that one's social behavior is a result of the cost-benefit relationship to something, meaning that satisfaction arises when a person is benefited from the social exchange (Pauline 2011). As volunteers don't get a monetary remuneration, they expect to be treated for their service otherwise. It is important to offer rewards that are aligned with the volunteer's interest, goals, or achievement, as this shows that the gesture was well-thought-out. Recognition, on the other hand, is relational and invisible, but just as powerful and important for expressing appreciation for someone's effort and by some people considered even more personal. Thus, rewards and recognition are not only crucial to give the volunteers a feeling of satisfaction from the relationship with this particular organization, but also to boost their self-esteem, productivity, and commitment over time.

The current study confirms that the nature of work is also significantly positively related to job satisfaction. Volunteers who simply enjoy their work, find it meaningful and feel pride when doing it are more satisfied because they are happy to exchange their efforts and time for it. With this, the hypothesis H4 is supported and consistent with previous research on the topic (Castillo, 2004; Galindo-Kuhn & Guzley, 2002). It is therefore of great importance for the management to work upon better understanding the reasons why a volunteer does their work and what meaning to they give to it, and to take measures accordingly to provide greater satisfaction. Keeping in mind the altruistic nature of volunteerism, it is crucial to show and constantly remind the volunteers of the purpose of their work and this of the organization as a whole.

Lastly, the significant positive effect of the satisfying factor "communication within the organization" on job satisfaction of volunteers could be confirmed, validating hypothesis H6 and confirming the findings of previous researchers, such as Jorfi et al. (2011), Giri and Kumar (2010), Tuzun (2013). Communication is seen as a two-way street, so for the volunteers is equally important to be heard, to express an opinion, and to feel involved as it is to be up-to-date and to have clear and short communication ways on every level of the hierarchy in the organization. The more these aspects are present and enabled through the management, the more satisfied the volunteers are. In respect to that, a recommended management practice is providing the volunteers with clear job descriptions, goals, and space for honest and direct feedback, as suggested by Locke (1969).

The results indicate that the other four satisfying factors (perceived supervisor support, relationship with co-workers, job characteristics, and training and development opportunities) are predictors of job satisfaction only on a sample level, however, due to their insignificance, it cannot be argued that these variables have the same positive effect on job satisfaction on a population level. The four relevant hypotheses could not be validated. However, there is a clear tendency of a positive relationship between the four factors and job satisfaction. In addition, the R squared of the multiple regression model is rather low, which speaks for the goodness of fit of the model, meaning that the independent variables explain only a small part of the variance of the dependent variable. However, the effect size of the results is considered to be strong, according to Cohen (1992), thus, they are still conclusive. There are several possible explanations for this event. On the one hand, it can be on account of the limitations on the research, which are discussed in the next subchapter. On the other hand, it can be attributed to the subjective perspective of the researcher regarding the selected satisfying factors. As the author was a part of the organization, it could be argued that she was biased when choosing these particular seven dimensions through the personal experience as a volunteer, even though the reasoning for the selection of the factors has been supported with sufficient evidence from the reviewed literature. Taking this into consideration, it is not excluded that other factors have a strong impact on volunteer job satisfaction, which have not been included in the research model.

Furthermore, the results concluded a moderate level of intent to stay of the volunteers. The study confirms the existence of a positive relationship between volunteer job satisfaction and their intent to stay and this accepts the last hypothesis H8. Therefore, the findings reveal that the more satisfied the volunteers are, the more likely it is for them to remain a volunteer in that organization. This is consistent with the findings of previous researches in the field of volunteerism (Omoto & Snyder, 1995; Chacon et al., 2007; Clary et al., 1998) as well as with the expectations of the author, based on her personal experience as a long-term volunteer in AIESEC in Germany. However, the low R squared of the regression model indicates that job satisfaction explains only partly the variation of the variable intent to stay. Possible reasoning for that in the context of AIESEC in Germany could be the limitation of time. The volunteers in that organization are exclusively students, who are often balancing between their studies, job, and volunteer experience. It is a common event that the students quit volunteering, if the

workload from their studies increases, in times of a semester break, semester abroad, or under any other unforeseen circumstances that require re-prioritizing of their own time, which are not to be explained with the job satisfaction level. Thus, it is thinkable that volunteers' intent to remain is influenced by external factors, such as job market conditions or workforce mobility, even though they are satisfied with their volunteer experience.

Finally, contrary to the findings of previous researchers, no significant differences in job satisfaction levels have been detected based on the demographics team and the duration of the membership. This might be since differences in the satisfaction levels can be seen by service length from 5 years and onwards (Oshagbemi, 2000), whereas in AIESEC it is not common for volunteers to stay longer than four years, which makes it difficult to distinguish between the given groups.

6.1. Study limitations

The findings of this study have to be seen in the light of some limitations. When discussing these, the $p > 0.10$ of the multiple regression models is worth mentioning, as they indicate that the regression model as a whole is non-significant, while the low R-squared of the models indicated low variability. Also, several variables were found to be insignificant, as already mentioned above. However, when performing simple regression models for each of the predictor variables and job satisfaction being the dependent one, the results of all the seven models were significant ($P < 0.1$). This could be explained on the one side with the multicollinearity of the explanatory variables. The performed Variance Inflation Factor test indicates that all independent variables have values in the range between 1,2 and 1,6, meaning that they all are moderately correlated with each other, as per Farrar & Glauber (1967). On the other side, the sample size, which, according to some researchers should include at least 20 answers per independent variable, could be another cause of the insignificance of the results and therefore a limitation of the research (Assumptions of Multiple Linear Regression: <https://www.statisticssolutions.com>). Following this rule, it would mean sample size of at least 140 answers would be required, which in this case is not achieved. Thus, this might be a cause for invalidity. Also, as the chosen instrument was a survey, the study is prone to selection bias due to the lacking information about non-respondents and therefore inability to assess possible differences between responders and non-responders.

6.2. Implications

From a methodology perspective, it would be beneficial for future studies to ensure a larger and more representative sample, which, in turn, would help avoid such limitations regarding the insignificance of the results. Furthermore, it would be plausible to adapt the research model, hence include other variables, which are identified by the literature as significant, but have not been implied in this study, so that a goodness-of-fit of the research model is ensured. Another recommendation would be to review the used questionnaire and, if needed, to add relevant explanations to the questions for the participants to avoid multicollinearity in future researches. The current study may serve as a foundation for further studies in other countries on a bigger scale, which involve full-time volunteering in nonprofit organizations. This would contribute to enriching the literature on full-time volunteers' job satisfaction and intention to stay, which would facilitate better understanding and development of new and better management practices in volunteerism and the nonprofit sector globally.

7. Conclusion

The objective of the study was to explore the elements that impact volunteer job satisfaction and further test the relationship between job satisfaction and intention to stay of volunteers in the nonprofit organization AIESEC in Germany to provide a better understanding of the operational implications of managing a nonprofit organization and its volunteer workforce. By doing so, the study addresses the common issue that nonprofit organizations face of being unable to retain their volunteers for a long time by failing to identify the right management practices. Through the current research, it has been added more depth to the volunteering literature by identifying seven specific antecedents of job satisfaction. The paper seeks answers to the following two research questions: “Which factors contribute to the job satisfaction of volunteers?” and “What is the link between the total volunteer satisfaction and their intention to stay?”. In this regard, eight hypotheses have been suggested and tested. While this study relies on existing relevant literature, it builds upon the research on volunteerism by proposing and testing a new research model and framework for nonprofit organizations that rely entirely on unpaid young volunteers.

From the above data analysis and discussion of results, it can be concluded that the factors nature of work, communication within the organization and contingent rewards appear to be predictors of job satisfaction of volunteers, however, the remaining four factors perceived supervisor support, relationship with co-workers, job characteristics, and training and development opportunities are all positively related to job satisfaction, but there is no sufficient evidence that these effects would apply on population levels. According to the results, the participants are moderate to very satisfied with the presence of the different dimensions in their job. The areas, where volunteers are least satisfied with the conditions, can be interpreted as signals that improvements are required, such as in the categories rewards and communication. Taking into consideration that these are the most impactful dimensions amongst all, working towards implementing new management practices in these directions is crucial to keep the volunteers happy and in the organization. Another important finding is that there is no sufficient evidence that the demographics of the participants have any influence on the volunteers' job satisfaction levels. Furthermore, the empirical findings revealed that job satisfaction is a significant predictor of intention to stay in AIESEC in Germany. Yet, the influence of external factors, such as sudden changes in the time availability or workforce mobility is not excluded and needs to be taken into consideration by the management when planning for the long term.

It can be summed up that the empirical findings provide enough proof that job satisfaction and intention to stay are indeed outcome variables in organizational behavior, which can be positively influenced by the volunteer management if enough effort is invested to first understand what triggers these and then implement appropriate actions. A finding with particular importance in the study is that volunteers appreciate and seek enjoyment, meaningfulness, and recognition in their job, and fulfilling these needs might be critical for their stay in the organization. Adequately implemented, these findings are likely to have a positive impact on the sustainability of the nonprofit organization.

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Appendix

“Job Satisfaction and Intent to Stay of volunteers” Questionnaire

Adapted by the author, based on the Job Satisfaction Survey of Spector (1975)

Demographic questions

1. Gender

Female/ Male/ Other

2. Team

Outgoing Global Volunteer/ Incoming Global Volunteer/ Outgoing Global Talent/ Incoming Global Talent/ Outgoing Global Entrepreneur/ Incoming Global Entrepreneur/ Finance/ Talent Management/ Marketing/ Reception

3. Position

Member/ Team Leader/ Vice President

4. Local Committee

Aachen/ Augsburg/ Bayreuth/ Berlin HU/ Berlin TU/ Bielefeld/ Bochum/ Bonn/ Braunschweig/ Bremen/ Darmstadt/ Dresden/ Düsseldorf/ Frankfurt am Main/ Gießen/ Göttingen/ Halle/ Hamburg/ Hannover/ Heidelberg/ Jena/ Kaiserslautern/ Karlsruhe/ Köln/ Leipzig/ Lüneburg/Magdeburg/ Mainz/ Mannheim/ München/ Münster/ Nürnberg/ Paderborn/ Passau/ Regensburg/ Stuttgart & Hohenheim/ Würzburg

5. Duration of the membership (in AIESEC Germany)

Less than 6 months/ 6 months – 1 year/ 1-2 years/ More than 2 years

Main Part

Please rate (1-5) the following statements about your direct supervisor.

1. My supervisor is quite competent in doing his/her job.
2. My supervisor is unfair to me.
3. My supervisor shows too little interest in the feelings of subordinates.
4. I like my supervisor.

Please rate the following statements about the rewards and recognition you receive. (Think of rewards and recognition in AIESEC terms - appreciation rounds, sugar cubes etc.)

- 5. When I do a good job I receive the recognition for it that I should receive.
- 6. I do not feel that the work I do is appreciated.
- 7. There are few rewards for those who work here.
- 8. I don't feel my efforts are rewarded the way they should be.

Please rate the following statements about your coworkers (excluding your supervisors).

- 9. I like the people I work with.
- 10. I find I have to work harder because of the incompetence of people I work with.
- 11. There is too much bickering and fighting at work.
- 12. I enjoy my coworkers.

Please rate the following statements about the nature of your work.

- 13. I sometimes feel my job is meaningless.
- 14. I like doing the things I do at work.
- 15. I feel a sense of pride in doing my job.
- 16. My job is enjoyable.

Please rate the following statements about your job characteristics.

- 17. I can make many decisions independently in my work.
- 18. The job involves performing a variety of tasks.
- 19. The job is arranged so that I can do an entire piece of work from beginning to end.
- 20. I DON'T receive direct and clear feedback about my job performance.

Please rate the following statements about the communication within the organization (consider both on LC level and on national level).

- 21. Communications seem good within this organization.
- 22. The goals of this organization are not clear to me.
- 23. I often feel that I do not know what is going on with the organization.
- 24. Work assignments are not fully explained.

Please rate the following statements about the training and development opportunities in your job.

- 25. The content of the offered trainings is applicable to my job.
- 26. I am provided with adequate opportunities for personal growth.
- 27. The amount of training we are provided with is satisfactory.
- 28. I am provided with adequate opportunities for professional growth.

Please rate this statement about your overall satisfaction with your job.

- 29. All in all, I feel fairly satisfied with my present job.

Please rate these statements about your intention to stay in the organization.

- 30. I plan to leave this organization as soon as possible.
- 31. I would be reluctant to leave this organization.
- 32. I plan to stay at this organization as long as possible.
- 33. I often think about quitting the organization.

Affidavit/ Eidesstattliche Erklärung

I declare that I wrote this thesis independently and on my own. I clearly marked any language or ideas borrowed from other sources as not my own and documented their sources. The thesis does not contain any work that I have handed in or have had graded as a Prüfungsleistung earlier on.

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Title of my thesis: Volunteer job satisfaction and their intention to stay. A study of AIESEC in Germany - a nonprofit organization.

Date: 10.07.2020

Signature:

