CHAPTER 1

ORIENTATION OF THE STUDY

1.1 Introduction

Basic to social work is an understanding of the individual and family within a community and society context. In order to achieve this, a social worker needs to encourage and strengthen partnerships between the government, communities, and organizations. This involves a holistic approach, which includes work with stakeholders and volunteers, in order to enhance social functioning of individuals, families, and communities.

Volunteerism is very crucial in social work to enhance the delivery of social services and to reduce the problem of manpower that many organizations experience. The study on the retainment of volunteers for CANSA in African communities is intended to expand the knowledge about the needs and aspirations of the volunteers in African communities. The study focused on the volunteers serving the Cancer Association of South Africa in Atteridgeville, Mamelodi, and Soshanguve communities, with a view to determine the motivational factors and needs in order to retain them.

1.2 Motivation for the choice of study

As stated in the White Paper for Social Welfare (1997:5), volunteers are a significant human resource, utilized by welfare organizations and development programmes. There is scope for the expansion of volunteerism in order to extend welfare services. The appropriate and effective utilization of volunteers in developmental social welfare services is critical.

Starke (1996:23) states that, the history and development of social work is inextricably linked with working with volunteers. Social workers have developed many programmes for recruiting, training, and supervising of volunteers. This knowledge and experience is important in the implementation of developmental social welfare, in which volunteers play an important role.

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Volunteers are valuable to organizations because they bring spontaneity, relieve staff from routine work, they have variety of skills, and provide extra manpower. From the researcher's work experience, many volunteer programmes fail because the role of volunteers in an agency and their relationships to paid staff are not defined. This failure results in confusion for the volunteer and resentment on the part of paid staff. The role of a volunteer in an organization should be to supplement and complement the place of paid staff. A volunteer is not there to do the job of a paid staff member, but to work with a paid staff member to promote the service of the organization.

Volunteers are the cornerstones of the development of welfare services in South Africa. Owing to the economic situation of the country, CANSA, like many welfare organizations today, will not be able to survive without the active involvement and participation of volunteers. Volunteering not only benefits the volunteers, organizations or the groups within which they work, but also the communities, as they profit from their services.

CANSA was founded by volunteers and has always been a volunteer driven organization. From researcher's personal experience as a community developer for CANSA, the achievement of goals for CANSA is best served by the active participation of volunteers. There is a concern amongst the community developers at CANSA that, whilst it was easy to recruit and train the volunteers in African communities, it is difficult to retain them. It is not known as to what could be the reason for that, hence the need for the researcher to assist the organization to find out the motivational factors and needs in order to retain the volunteers recruited.

While volunteerism is not a new phenomenon in African communities, it is the researcher's opinion that it is a fertile field to research. Not only are the subjects on volunteerism of academic interest, they are also of immediate usefulness to practitioners in volunteer programmes. While volunteers have been around for a long time, formal volunteer programmes with trained leadership are a recent development. As cited in the trainer's manual for the Volunteer Center (1995:21), the most important feature in a successful volunteer programme was a positive and enthusiastic coordinator. Volunteers themselves have largely been taken for granted. It is a new phenomena to consider them a subject worthy of study. This is compounded by the

fact that until only a few years ago, no academic major, either at the bachelor or advanced degree level in most institutions, offered students courses in volunteer programme management. Therefore, the subject was not considered for serious attention.

Volunteers do not receive a salary and the question can be raised as to why then do they continue working? Perhaps what is needed is to look at what they expect to achieve from their work. Cuthbert (1992:122) found that volunteers gave the following as their motives for doing voluntary work: Firstly, altruism - defined as the inner need to become helpful to others. Secondly, recognition - defined as the use of one's spare time in a more constructive manner, in order to gain recognition from others. Thirdly, sociability – defined as the need to affiliate and socialize in order to avoid loneliness.

Ellis (1985:14) state that volunteerism can foster appropriate career development as well as enhance a job search process. Volunteerism can be beneficial at all stages of career development. An important psychological aspect of volunteerism in charity refers to the motives and attitudes of volunteers. From a functional point of view, the dimensions of attitude are related to volunteerism. The act of volunteering may serve as a humanitarian value function in the sense of social responsibility or satisfying needs for curiosity and exploration through adventure of experiences. In addition, social functions in the sense of social commitment or social recognition and societal acceptance may be involved. These dimensions tap motives of volunteerism which are anchored in the attitude system. The value dimension of social responsibility is generally highly approved among members of different volunteer groups.

These days retirees are breathing new life into the world of volunteerism. Todays retirees are leaving their careers healthier and more active than the generations before. By demanding assignments that will challenge them just as their careers did, they are changing the nature of volunteerism.

As cited in Volunteering (1999:3), the year 2001 has been declared as the International Volunteer Year. The 16th World Volunteer Conference, hosted by the Dutch Volunteer Center in Amsterdam, kicked off the International Volunteer Year.

The main theme of the conference was: "VOLUNTEERS – CAPITAL OF THE MILLENIUM." The emphasis was on Youth Volunteering. The conference has been endorsed by Kofi Annan, Secretary of the United Nations. The conference included special sessions for the government representatives, non-government organizations, and corporate institutions.

International Volunteer Year is about enhancing the networking, facilitation, promotion, and recognition of volunteers, and their efforts. To help attain these goals, the United Nations International Volunteer Year Team worked to supply organizations with tools that can be used to make International Volunteer Year 2001, happen in their communities. The Volunteer Center in Cape Town is keeping abreast with the developments via the internet and by contacting the United Nations Team directly.

In summary, volunteers are important partners in social development. When managed properly, volunteers can contribute a great deal towards nation building. Each and every person knows something, can do something, and can make time to be a volunteer. The heart of volunteerism is participation, which is a process of mobilization that is required to transform the quality of life which is sustainable.

1.3 Problem formulation

Rubin & Babbie (1989:94) state that the problem formulation is the point of departure of the research process, whilst it is said to be an area of investigation in which important questions have not yet been answered, and more knowledge is needed.

Although cancer affects every individual irrespective of colour and race, the Cancer Association has in the past, provided its services mostly in the white communities. As a result, the volunteer structures and programmes in the white communities were found to be more established than in the African communities because of the lack of resources in these communities. In 1995, the Pretoria branch of the Association appointed three social workers to extend its services to the communities of Atteridgeville, Mamelodi, and Soshanguve.

Volunteers form the basis of the service delivery for the Association, hence, there is a need for continuous recruitment, training, and supervision. Over the past two years, the community developers in the three African communities, have recruited approximately one hundred volunteers from home based care and health promotion activities. However, whilst it was easy to recruit these volunteers, it was difficult to retain them.

Most of the volunteers recruited left the Association, and it is not known what the reasons for that could have been. As a result of the inability to retain the volunteers and shortage of manpower, the community developers are unable to expand their services in these communities. Hence there is a need to expand and sustain the volunteers already recruited, with a view to retain them. Volunteers need care and recognition. Since volunteers do not expect monetary compensation for their time, rewarding them need not be a lavish affair. What is important, however, is the meaning and sincerity behind the recognition because that will play a role in retaining the volunteers.

CANSA has always been a volunteer driven organization and volunteers are playing a more important role in the achievement of the goals of CANSA. Apart from the fact that CANSA benefit from the skills and experience brought to CANSA by the volunteers, the value of the volunteer lies in expanding CANSA's services to its clients where paid staff lack. If the volunteer is so important as CANSA acknowledges the volunteer to be, proper guidelines for the retainment of volunteers is justified. To invest in retaining the volunteers recruited, CANSA should enhance its effectiveness in achieving the goals of which the ultimate is to reduce the impact and incidence of cancer.

In summary, the problem statement for this study is as follows: CANSA experiences a very positive response in the recruitment and training of volunteers for home based care and health promotion activities. There is, however, a problem to retain these volunteers. The reason for this occurrence is not known. The focus of this study was therefore to determine the reasons for loosing interest in volunteering for CANSA and as a result, draw up proper guidelines for the retainment of volunteers.

1.4 Goal and objectives of the study

Grinnell (1985:50) states that the problem areas studied are usually influenced by a particular goal the worker may wish to achieve.

The goal of this study is to provide guidelines for the retainment of volunteers in African communities for CANSA.

The objectives of the study are:

- To provide an overview of retainment of volunteers in general from a literature perspective;
- To determine the factors that will retain, motivate, and sustain the current volunteers serving CANSA in African communities;
- To determine the role of volunteers serving CANSA in African communities from their perspectives;
- To provide guidelines to CANSA on the retainment of volunteers.

1.5 Assumption

Presently, very little is known about the motivational factors for the retainment of volunteers within the Cancer Association. Owing to the fact, the researcher used an exploratory research design to explore the motivational factors for the retainment of volunteers for CANSA, and as such, the researcher has formulated an assumption which is as follows:

CANSA would be able to retain volunteers, if the reasons and motivational factors for the retainment of volunteers can be realized.

1.6 Research approach

The researcher used a combination of the quantitative and qualitative approach. It was appropriate to use a combination of the two approaches since a combination of both quantitative and qualitative techniques were used in the collection and analysis of data. De Vos (1998:240) defines qualitative research as a multi-perspective approach (utilizing different qualitative techniques and data collection techniques and methods) to social interaction, aimed at describing, making sense of, interpreting or reconstructing this interaction in terms of the meaning that the subject attach it. Berg (1989:5-6) defines the term quantitative as the quality which is measurable in terms of the amount or number.

1.7 Type of research

Since the study was intended to develop knowledge on the retainment of volunteers for CANSA in African communities, the researcher used applied research in this study. De Vos (1998:8) states that the goal of applied research is to develop solutions for problems and applications in practice. Applied research seeks to develop principles that enable people to resolve problems or obtain desired objectives. The question here is how to make things work with emphasis on knowledge for use and practical utilization. Most applied research findings have implications for knowledge development.

1.8 Research design

Rubin & Babbie (1989:106-107) point out that the most common and useful purpose of social work research, is to explore, explain, and describe the concepts of concern. On the other hand, Grinnell (1985:220) points out that the research design chosen is independent on the available and appropriate data collection methods, the analysis of the data, and how much is known about the specific problem researched.

A research design is an overall plan or strategy by which questions are answered or a hypothesis tested. The design specifies the unit of analysis, the variables on which information is to be obtained, the data collection and measurement procedures, and

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the plan for the analysis of data. Presently, very little is known about the motivational factors of volunteers, especially in the African communities. The researcher used an exploratory research design to develop knowledge on the phenomenon about the retainment of volunteers for CANSA in the African communities.

According to Mouton and Marais (1988:43), the goal in exploratory studies is the exploration of a relatively unknown research area. Aims in such studies may be to gain new insights into the phenomenon, explicate the central concepts and constructs, determine the priorities for future research, and develop new hypothesis about existing phenomenon.

Grinnell (1985:118) explains further that exploratory designs are at the lowest level of the continuum of knowledge that can be derived from research studies. An exploratory study explores a research question about which little is as yet known. The purpose is to uncover generalization and develop hypothesis which can be investigated and tested later with more precise and hence more complex designs and data-gathering techniques. Grinnell (1985:119) also states that exploratory research design is used to explore, nothing more, nothing less. Exploratory design is used when little is known in a research area and all that is intended to be done is to develop knowledge in order to build a foundation of general idea and tentative theories which can be explored most rigorously later.

The researcher selected an exploratory design as there is limited knowledge about the phenomenon of retainment of volunteers in African communities. According to Collins (in McKendrick 1988:256), the principal objective of the exploratory research is to define concepts and develop questions and hypothesis for further research.

1.9 Research procedure and strategy

The researcher used a combination of both quantitative and qualitative techniques to collect and analyze data for the study. As a quantitative technique, the researcher used a questionnaire as a method to collect data from the respondents. De Vos (1998:89) defines a questionnaire as an instrument with open and closed questions or statements to which a respondent must react. Different kinds of questionnaires,

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namely, mailed or posted questionnaires, telephonic questionnaires, and group questionnaires are used. The basic objective of these questionnaires is to obtain facts and opinions about a phenomenon from people who are informed on the particular issue.

Bless & Higson-Smith (1995:106) state that the most structured way of getting formation directly from respondents is by means of a questionnaire. A questionnaire can either be self-administered through an interview or can be mailed directly to respondents. The advantage of a self-administered questionnaire is that the researcher can clarify the questions to the respondents whilst the disadvantage is that it can be time consuming. The advantage of a mailed questionnaire is that it is completed by the respondents themselves and might be less time consuming. The disadvantage is that questions might incorrectly be interpreted because of the absence of the researcher.

The researcher used a focus group interview as a qualitative method to collect data from the respondents. De Vos (1998:314) defines a focus group interview as a discussion that takes place in the group which is limited to the specific theme under investigation. A focus group interview is a purposive discussion of a specific topic or related topics taking place between individuals with similar backgrounds and common interests. The group interaction consists of verbal or nonverbal communications and an interplay of perceptions and opinions that will stimulate the discussion without necessarily modifying or changing the ideas and opinions of participating individuals.

The focus group interview is conducted as an open conversation on a specific topic in which each participant may make comments, ask questions of other participants, or respond to comments by others, including the moderator. The focus group interview enables the researcher to develop inductively, that is, from bottom up rather than from top down, concepts, generalizations, and theories that are grounded in or reflect the intimate knowledge of the people participating in the focus group interviews.

De Vos (1998: 314-315) states that, focus group interviews have a very distinctive set of characteristics of which the following are the most important:

- Involve a small group of people
- Homogeneous but not too familiar members
- Conducted in series
- Represent a data-gathering method
- Produce qualitative data
- A focused discussion

Bless & Higson-Smith (1995:113) state that it is not always necessary to interview subjects one at a time, but rather, another form of interview that deserves mentioning, is the focus group. In many cases it is useful to interview several people together. In order to use a focus group, the researcher must be skilled at facilitating group discussions. Apart from the obvious practical advantages of interviewing several people at the same time, it is often very useful to allow participants to share their thoughts with each other. In this way, they spark off new ideas in each other and consider a range of views before answering the researcher's questions. The most important disadvantages of focus groups is that they do not allow all individuals to express themselves freely and this is likely to increase the effects of social desirability.

1.10 Pilot study

As a pilot for the study, the researcher has considered the following:

1.10.1 Literature study

Literature review is a very important step in social work research after identification of the area of investigation. It is a continuous process as fresh data is recorded every time by authors who have interest in the same problem area. Rubin & Babbie (1989:104) state that there is totally no way for knowing more about the problem area, except going through the relevant literature about a said subject. The authors further

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indicate that different researchers may become interested in the same topic, but with different intentions.

The first goal of literature review is to investigate concepts, research designs, and results from previous research projects with a view to informing the researcher's own conceptualization and operationalization phase. The second goal of this exercise is to identify sources for a search of appropriate theoretical definitions, descriptions, models, and theories which will delineate the central concepts of the researcher's project, expose or clarify the relationship between these central concepts, and suggest possible causal relationships between them. Such analysis of the researcher's literature review is also essential with a view to searching for a theoretical foundation for the research.

In order to execute the processes of conceptualization and operationalization of the study meaningfully, the researcher has traced a number of references on previous research done in working with volunteers. Several authors (Cuthbert 1992, Bennet 1987, Schindler 1987 and Kowi 1990) have produced publications on motivational factors for volunteering, volunteer recruitment and orientation, volunteer training and retention. These authors tend to agree on the motivational factors for volunteering which is altruism, recognition, and sense of belonging, and also on the importance of recruitment, training, and supervision of volunteers. The authors also tend to agree on the reasons why people serve as volunteers, which include the desire to use special knowledge and skills, the desire to help others, the need to be part of activities that have neighbourhood, community, regional or national importance, the desire for recognition, the need to feel needed and useful, the need to actively use leisure time, and the need to reduce loneliness, isolation, and pressure.

A research done by Blais, Corcoran, Lash, & Kelly - American Cancer Society (February 1996:18), indicates that most volunteers tend to be middle aged women. Downes (1988:121) agrees with Blais, Corcoran, Lash, & Kelly - American Cancer Society and adds that most women volunteers are staunch members of their churches who are highly committed to their families. Studies undertaken by Hedley & Smith (1992:75-78) emphasizes gender on volunteers but highlight the fact that elder people

give more time to do variety of voluntary work and married women were also found to be more willing to help others.

1.10.2 Consultation with experts

The researcher consulted with the following experts working with volunteers throughout the research process:

1) Ms. Joan Darris – Director of the Volunteer Center in Cape Town

The Volunteer Center based in Somerset Hospital in Cape Town offers programs for organizations dealing with volunteers in their service rendering. The purpose of the consultation with the Director of the Center was to obtain a broader view on issues to consider in dealing with volunteers.

2) CANSA staff

- Ms. Marlene Freisleich – Gauteng Provincial Director
- Ms. Rose Poto – Gauteng Community Development Manager
- Ms. Mpeni Kale – Atteridgeville Community Developer
- Ms. Wendy Jaca – Soshanguve Community Developer
- Ms. Nomvula Seloane – Mamelodi Community Developer.

The researcher consulted with the referenced staff of CANSA with a view to obtain information on what CANSA has already done in their work with volunteers in different communities.

1.10.3 Feasibility of study

The researcher consulted with CANSA Association Gauteng Provincial staff and the three community development workers to conduct the study. It was feasible to conduct this study taking into account the resources that the researcher had, that is, time, support from CANSA staff, transport and finance. However, the researcher could not complete the research within the initial projected time frames.

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1.10.4 Pilot test of questionnaires

The questionnaires were pre-tested before going into the field. Initially, the researcher tested the questionnaires within the organization, and asked for organizational input, followed by a pilot session in the field. Since the purpose of the pilot study was to improve the success and effectiveness of the investigation, space was given on the questionnaire, during which the researcher conducted interviews with individuals and focus group in one of the three communities where the study took place, for criticisms and comments by the respondents.

1.11   Research population and sample

It is often impossible to identify all members of a population of interest. Even if it were theoretically possible to identify, contact and study the entire volunteer population, time and cost considerations would often make this a prohibitive undertaking. The researcher therefore used a sample of the African volunteer population for CANSA which resulted in a more accurate information than might have been appropriate even if one had studied the entire population. This is so because with a sample, time, money, and effort can be concentrated to produce better quality research.

Arkava & Lane (1993:157) add that the observation or study of a phenomenon in its entirety would be tedious and time consuming and also produce a massive amount of data, which by implication would be difficult to process, analyze, and interpret. In addition, sometimes the nature of the practice or research problem in which the researcher is interested does not permit access to the entire population. It may be that the population itself is too large to study, or there may be insufficient time or resources to do the job. In that case, it is only possible to study a portion of the population or a sample.

De Vos (1998:190) defines a population as a term that sets boundaries on the study units. Seaberg (in Grinnell1993:240) agrees to the above definition and defines a population as the total set from which the individuals or units of the study are chosen. A population is the totality of persons, events, case records or other sampling units

with which the research problem is concerned. The population for the research were volunteers serving the Cancer Association of South Africa in the African communities of Atteridgeville, Mamelodi, and Soshanguve. The study was limited to the current volunteers in these communities, and not those who have already left the organization.

Because of the relative homogeneity of the sample, the researcher used purposive sampling which is a non-probability sample. De Vos (1998:190) describes this type of sample as based entirely on the researcher's judgement in that a sample is composed of elements which contain the most characteristics representative or typical attributes of the population.

Bless & Higson-Smith (1995:88) define non-probability sampling as the case where the probability of including each element of the population in a sample is unknown, that is, it is not possible to determine the likelihood of the inclusion of all representative elements of the population into the sample. Some elements might even have no chance of being included in the sample. It is difficult to estimate how well the sample represents a population and this makes generalization highly questionable. Although, from a scientific point of view, probability samples are of a much higher quality, non-probability samples have pragmatic advantages. They can save time and their disadvantages can be reduced by enlarging the sample or by choosing a homogeneous population. They are thus frequently used in social sciences.

1.12   Definition of key concepts

1.12.1   Volunteer

Beigbeder (1991:103) defines a volunteer as someone who offers for any service out of own free will.

A volunteer is someone who:

- gives a service to an individual or group of people in need;
- carries interest of the community at heart;
- wants to see positive changes taking place in the community;

- gives service on his or her free will (Volunteering:1999 - Department of Welfare brochure).

In summary, the two definitions indicates that a volunteer is someone who undertakes a job for no monetary gain.

1.12.2 Retainment

Blais, Corcoran, Lash, & Kelly - American Cancer Society (1996:4) defines retainment as the ability to attract and retain volunteers. Volunteer retainment provides stability and sustain volunteer programs within the organization.

Webster's New World Dictionary (1988:1146) defines retainment as the ability to sustain.

In summary, the definitions indicate that retainment is closely linked to sustainability.

1.12.3 Cancer

Webster's New World Dictionary (1988:203) defines cancer as a disease caused by various malignant neoplasms that manifest invasiveness and a tendency to metastasize to new sites.

Alberts (1993:4) defines cancer as a disease caused by the abnormal growth of cells that have lost the ability to maintain precise balance, with the result that they continue dividing, without taking the consideration of the body into account.

In summary, the definitions describe the characteristic of a cancer cell as the uncontrolled proliferation of cells and their invasion to other organs of the body.

1.13   Limitations of study

Though the objectives set for the research study were achieved and the assumption stated supported, this research does not lend itself to broad generalization since it had some notable limitations. Firstly the research study was conducted only in African communities. This resulted in a limited sample of respondents as not all CANSA volunteers were consulted. A second limitation for the study is that only current volunteers for CANSA were interviewed. Volunteers who have already left the organization were not interviewed. The implication of this is that the reasons for volunteers who have already left could not be established. However, their departure could be attributed to the motivational factors for a successful volunteer programme. Finally, the fact that the measuring instrument viz, the focus group interview conducted by the researcher personally and structured interview schedule administered by the CANSA social worker, to an extend contributed to the delay in the completion of the information gathering phase. This was exacerbated by the long geographic locations between the researcher and the respondents in the three communities of study.

1.14   Summary

Chapter 1 as noted, consisted of the general orientation of the study. Specific attention was on the motivation for the choice of study, problem formulation, goal and objectives of the study, assumption, research approach, type of research, research design, research procedure and strategy, pilot study, research population and sample, definition of concepts and limitations of study.

Chapter 2 focuses on a theoretical framework for volunteerism. The chapter provides information and insight gained from the literature study on volunteerism including definitions and discussions of concepts central to the study. Other Chapters focus on volunteerism in CANSA, empirical study and findings, and conclusions and recommendations.

CHAPTER 2

THEORETICAL FRAMEWORK FOR VOLUNTEERISM

2.1 Introduction

In the present economic climate, financial resources are decreasing while client demand is relentlessly increasing. In the face of this frightening situation, the majority of welfare agencies will have to find ways to explore the possibility of involving volunteers. Also caught in the prongs of a personnel shortage and an ever increasing need for service rendering, volunteers are increasingly needed in a variety of service agencies, ranging from direct service activities to sitting on management boards within agencies.

The paradigm shift to developmental social welfare services is accompanied by a change of focus from institution based services to community based service and care. A volunteer is a familiar aide in rendering services. The recognition of volunteers within social welfare services as proposed in the White Paper for Social Welfare (1997:5) is a new approach. The White Paper for Social Welfare (1997:5) highlights that volunteers are a significant human resource, which is being utilized by welfare organizations and development programmes.

The Department of Welfare values the roles that the volunteers have played towards uplifting the living standards of the poor in this country. The Department is in a process of establishing a National Volunteer programme in partnership with local and international partners. The appropriate and effective utilization of volunteers in developmental social welfare services is critical. The focus of community development programmes should be on voluntary participation in community programmes.

The significance of volunteerism is marked by the declaration of the year 2001 as an International Volunteer Year. This would facilitate, network, promote, and recognize volunteers and their efforts.

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2.2 Volunteers defined

The Volunteering (1999) a brochure by the Department of Welfare, defines a volunteer as someone who:

- gives a service to an individual or group of people in need;
- carries the interest of the community at heart;
- wants to see positive changes taking place in the community;
- gives service out of his or her free will.

Morris (1996:1) confirms that volunteerism is about people helping and providing services out of own free will. A volunteer undertakes a job for no monetary gain at own free time.

Thompson (1995:21) agrees that a volunteer is a person who does a task that needs to be done, without pay, and of their own free will.

In summary, the essence of these definitions is found in the words "out of own free will." It is a free will offering of an individual, predicted in rendering a service to another person, group, and organization. Ideally, a volunteer is an individual with a deep feeling of conviction about those needs. More importantly, however, is a desire to translate this feeling into action. The willingness to give in order to make better lives for other people, without any financial returns. By so doing a volunteer makes an important contribution to the betterment of society.

2.3 Motivational factors in volunteerism

Volunteers are vital to the success of many different kinds of organizations, yet often new as well as long time volunteers end up quitting because they do not feel valued. Managing volunteers and making sure that they are full-fledged contributors to their organizations is a full-time job that requires organizations to retain volunteers recruited through motivation and also determining the motivational factors for volunteering.

Macleod (1993:1), McSweeney and Alexander (1996:66) argue that in order to manage volunteers effectively and retain them, it is necessary to understand what motivates their activities and therefore how to influence the motivation. Theories of motivation such as Maslow's hierarchy of needs could assist us to understand individual reasons why people want to volunteer such as wanting to help others, gaining experience, developing new skills, sense of belonging, and boredom. Organizations should be receptive to all these needs. They should be willing to look at what motivates volunteers and the useful way of looking at this issue would be to ask why volunteers leave in organizations?

Volunteering has a lot to offer people from all backgrounds and walks of life. People volunteer for many reasons. Studies conducted by Cuthbert (1992:122), Bennet (1987:41-42), and Blais, Corcoran, Lash, & Kelly - American Cancer Society (1996:17) agree that the most important reasons and motivators for people to become volunteers are as follows:

Altruism - defined as the inner need to become helpful to one's community, or to a specific group of people within one's community, or wanting to do something for others.

Sociability – the need to affiliate in order to avoid loneliness. Sociability also refers to wanting to meet people and making friends, for example, people in a new town, older people working on their own, or young people who would like to work in groups.

Self-interest – the need to make use of one's skills and gaining skills from others or seeking personal benefit such as new experiences, interests, knowledge, and occupation. This is also referred to as the need to learn and grow.

Use of one's spare time – in a constructive manner in order to gain recognition from the people one is serving, and also become a useful person to others.

Qureshi, Challis, & Davis (1989:29) and Hedley & Smith (1992:83) confirm other motivators of volunteering as: 1) reciprocity to reply help previously received from others, 2) therapy whereby a person becomes involved in voluntary work in order to eliminate his or her personal problems, which is in one way or the other therapeutic, 3) religious concerns, interest of people in particular programmes, and 4) a need to become adventurous.

Problems of retaining volunteers are usually traced through problems of motivation. The ability to attract and retain volunteers is multi-beneficial to organizations. Volunteering should be a fulfilling experience. Through adequate support and motivation, volunteers should be able to develop, expand and stay within organizations.

Volunteering is based on personal motivation and choices freely undertaken, and is a way of furthering active citizenship and community involvement. Volunteering takes the form of individual or group activities generally carried out within the framework of an organization, enhances human potential, quality of daily life, and building human solidarity. It also provides answers for the great challenges of our time, striving for a better and more peaceful world, and contributes to the vitality of economic life.

Most authors agree on the motivational factors for volunteering. The above mentioned aspects highlight the importance of the motivational factors which play a crucial role in retaining of volunteers. In order to retain and sustain volunteer programmes, it is important to look at these motivational factors which attract people to volunteer in organizations. Volunteers are the most cost effective and positive way of rendering community based programmes. Retaining them provides stability and continuity to the organization's development and history.

In conclusion, given the fact that most organizations in South Africa today are floundering in the sea of financial troubles flooding the world, causing widespread unemployment and other hardships, motivation of volunteers is crucial. Expenditure cuts are seriously affecting the social services with a result that many welfare agencies are having to cut down on their professional services and staff. Unless

agencies are willing to attract, motivate, and retain volunteers by developing challenging and interesting activities for them, many people will suffer as a result of the widening holes in welfare services.

2.4 The role of volunteers in the organization

Volunteers play a vital role in a social welfare team. Their tremendous economic and social contributions to the labour force is important. There is empirical evidence confirming the importance of the role of volunteers. As cited by Nassar-McMillan and Borders (1999:39) - the national survey by the Independent Sector, a coalition of non-profit organizations promoting volunteerism and not-for-profit initiatives in general, reported the following data:

- 94.2 million Adult Americans, or 51% of the adult American public, volunteered in 1991;
- Volunteers contributed an average of 4.2 hours per week in 1991; and
- The amount of volunteer time equals 20.5 billion hours, representing the equivalent of 9 million full-time employees, and $176 billion dollars in wages.

The survey further confirms that many of these volunteers were found in social service agencies fulfilling a variety of roles. Some perform direct service or direct practice activities such as creating social relationships with patients, facilitating recreational or religious activities, lecturing or teaching patients about financial issues or other concerns, and providing emotional support during crisis.

The recognition of other persons such as volunteers, as proposed in the Discussion Document for Social Welfare on volunteerism (1995:46) compels social service agencies to review roles and responsibilities when incorporating volunteers. The policy of enhancing social integration in Chapter 8 of the White Paper for Social Welfare focuses on bringing services to the people and care in the community. Chapter 8 of the White Paper for Social Welfare (1997) also stipulates that a range of social services should be made available to those with chronic illnesses such as cancer, HIV/AIDS and families and children in need. Given the scarce resources and shortage of manpower, this approach confirms the important role that volunteers

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would play in communities. Also, with the increase of the HIV/AIDS epidemic, the role of volunteers has become extremely important.

As cited and confirmed by De Kock (1996:15), volunteers in the community can play a major role in a social welfare team. Volunteers can be involved in a variety of roles such as supporting families and vulnerable groups. The experience and knowledge of volunteers are valuable contributions to welfare teams. The volunteer's role supplements the work of welfare teams and also contributes to continuation when services are withdrawn from the community.

Clarifying roles as an important exercise will help avoid ambiguity, conflict, and overload. A volunteer's job description will assist volunteers to appreciate the expectations and parameters of their role. A clear job description not only helps avoid disagreements but if updated regularly, can assist in the monitoring of the service that the organization is providing.

Many volunteer programmes fail because the role of volunteers in an agency and their relationship to paid staff have never been defined. This failure results in confusion for the volunteer and resentment on the part of paid staff. McSweeney & Alexander (1996:35), Blais, Corcoran, Lash, and Kelly – American Cancer Society (1996:12) and Morrison (1997:1) argue that volunteers can be excellent, but obviously if they do not know their roles, they will disappear. Roles in organizations can narrowly be defined by 'what's in my job description,' but are perhaps defined by the collection of expectations held by those in working relationships with volunteers. A written task description outlining the duties to be performed and stating the responsibilities of those who will be involved in the project are a must.

Jobs can be designed so that they are exciting, challenging, and rewarding. They can be something people look forward to and want to do. If organizations fail to give volunteers such job descriptions, organizations will be plagued by turnover, unreliability, and low morale, because a job people want to do is the cornerstone of all successful volunteer programmes. Volunteer Management Programme for CANSA (1998:10), Volunteer Center's training manual in Cape Town (1995:16), McSweeney & Alexander (1996:93) and Larmer (1996:5) confirm that job description make

volunteers feel secure about the knowledge that they are valued and performing defined roles for the client or group being served.

Writing job descriptions for volunteers can have a number of advantages. They help ensure consistency in care, service, and approach to the client or task. They aid the overall monitoring of standards and quality. They are an indication to others that the work they perform is taken seriously. Above all, they help the volunteer appreciate the expectations and parameters of their role.

The role of a volunteer in the organization should be to supplement and complement the place of paid staff. A volunteer is not there to do the job of a paid staff member, but to work with a paid staff member to better serve the organization. The best way to view a volunteer in any organization is to accept a volunteer as a non-paid staff person subject to specific policies and guidelines. In this way, a volunteer becomes a member of the agency team in a non paid status rather than as some vaguely defined functionary of the organization.

It is extremely important to define why organizations need volunteers. Every volunteer programme must begin with an understanding of why the organization wants or needs volunteer support. In the researcher's opinion, it is crucial to ensure that there is a genuine reason to use the volunteers as this will provide the volunteers with the challenge for continued success and above all, the motivation to stay within the organization.

There is, of course, more to developing volunteer jobs than bringing out the best in people. Most particularly, there is the art of matching the volunteer with a job he or she truly wants to do. As stated earlier, a job description increases the volunteer's motivation and makes the programme more effective because the purpose is more readily achieved when they are clearly defined and known to all. National Association of Voluntary Bureau (1999:1) agree that volunteering is a legitimate activity on its own right and is not a substitute for paid work. Volunteers should have a clear idea of the tasks they are being asked to perform and of the responsibility which goes with the task.

In summary, volunteers need to be clear about their roles in order to retain and sustain them within organizations. Not only will the organization have expectations about volunteers but volunteers too will also have expectations about organizations. They should be kept informed of changing expectations, how their help is needed, in order to clarify the expectations. Being clear about roles will also assist paid staff to have meaningful and ever lasting relationships with volunteers.

2.5 Recruitment of volunteers

One of the major problems facing voluntary agencies today is the recruitment of volunteers. With the skills and energy they offer, volunteers are extremely important to organizations today, and recruiting them is more important than ever. Recruiting is getting the right person in the right job, with the right skills at the right time. Not everyone enjoys the searching out of individuals to help do a job, or in other words, asking someone to volunteer. Therefore, recruiting should be a process rather than a problem.

Blais, Corcoran, Lash, & Kelly - American Cancer Society (1996:15), Labuschagne (1991:33) and Larmer (1996:1) suggest that volunteers should be recruited only when there are meaningful positions for them to occupy. Emphasis is made upon the fact that organizations need to be fully prepared to accommodate and orientate new volunteers with a view to retain them. Recruiting volunteers before defining the job to be done is like trying to square a dance before the caller begins.

When recruiting volunteers, it makes sense to describe the needs that the programme is trying to fill, in terms of what people can relate to, how volunteers will fill those needs, which groups of people would be most interested in meeting those needs, and consider the best ways to reach particular groups.

Cuthbert (1992:123), Schindler (1987:65-67) and Kowi (1990:66) agree that in order to retain volunteers, it is important to recruit carefully. Once the volunteer opportunities are designed, the appropriate audience should be targeted to recruit those who are truly interested in the project. It is also important to know how many

volunteers are needed, the type of work they will be assigned, what sources are available to recruit them, and the needs that the programme is trying to fill.

By designing valuable assignments, volunteers are provided with the challenge and motivation for continued success. It is extremely important to understand the characteristics of the existing team and recruit volunteers to mirror the team. Above all, it is important to ask for help and not plead because only volunteers who want to be there should be recruited.

The purpose of recruitment is to help spread the work among members, keep the organization alive, develop new ideas, and get the work done. Larmer (1996:2-4) suggests the following steps when recruiting volunteers:

Step 1 – Define the job

The first step in recruiting volunteers is to define the type of job to be done. This will help ensure that the organization gets the right person to fill the position. Individuals responsible for recruiting and all potential volunteers should have a clear understanding of what the job involves.

Step 2 – Determine the job qualifications

Once the job has been defined, qualifications required needed to do the job can be developed as a way of identifying potential volunteers. A job description is a useful tool that lists all the qualifications needed to do the job. This step clarifies for all those involved the expectations and requirements of the volunteer position. It gives the volunteer an idea of the part they play in the total picture of the organization.

Step 3 – Develop a list of potential candidates

Now that an understanding of what the job is developed and what sort of person is required to do it, potential candidates for the job should be listed. It is important to be flexible when recruiting as one may not always find the perfect, experienced, and qualified candidate. Additional training may be an option.

Step 4 – Interview the volunteer

This probably is the most difficult step in the process because of the fear of rejection on the part of the volunteer. However, if steps 1-3 of the recruitment process are followed, presumably the right person for the job in most cases is approached.

Step 5 – Appoint the volunteer

At the end of the interview, to ensure that both parties understand, it is important to summarize decisions and actions that have been agreed upon. Once volunteers have agreed to take positions, the organization would want to retain them. Therefore, additional training, recognition, reward and supervision are essential.

Larmer (1996:4), Labuschagne (1991:33) and Canadian Fundraiser (September 5, 1994) further agree on the following recruitment tips:

- Get all active volunteers involved in thinking up new methods for recruiting. Pool these ideas.
- Use every available source – radio, television, newspaper, and personal contact.
- Offer stimulating, in-depth orientation session.
- Have current volunteers tell their story in meetings or gatherings of membership.
- Try to think what would be interesting in volunteering.
- The best volunteer recruiters are volunteers who are happy with their organization.
- People are attracted to programmes that utilize positive, honest, enthusiastic appeals.
- Be interested in members not only as volunteers, but as individuals.
- Involve volunteers in decision making.
- Recognize their efforts.

Finally, once recruited, a satisfied volunteer will do a good job for the organization, have good things to say about the organization, give the organization good reputation in the community, recruit other volunteers by word of mouth and remain committed and enthusiastic.

2.6 Orientation and training

Once the volunteer has been recruited, screened and selected, orientation and training are crucial. Kowi (1990:75) and Schindler (1987:72-73) confirm that orientation and training are the most integral part of volunteer programmes. Orientation is very important as it is a means of allowing the volunteers to become acquainted with the organization and this helps eliminate frustrations owing to the fear of the unknown. Orientation is the process of integrating the new volunteer into an organization so that he/she becomes an active member of the organization.

The purpose of orientation is to: 1) facilitate knowledge and insight into the organization and its policies and procedures, 2) create a positive image of the organization, 3) create a feeling of belonging, 4) diminish fear or apprehension, 5) assist newcomers to identify with the organization and social environment, and 6) stimulate acceptance of common goals.

A comprehensive training according to Morrison (1997:2) will give volunteers a sense of belonging and status. It shows that the organization values them enough to make an investment in them and also helps to reinforce their commitment to the cause. As part of volunteer training sessions, general orientation to the organization should be provided. This should include a discussion of the vision and Mission of the organization, outline organizational framework, and any codes of conduct that are enforced.

Orientation helps the volunteer to feel more comfortable in the organization and have a better understanding of where they fit in. During orientation, it is important to make sure that volunteers know the aims of the organization and the overall structure, services that the organization offers, exposure to clients and problems, practical information and rules. Experienced volunteers can assist with orientation.

Kowi (1990:75) and Schindler (1987:69) suggest that careful orientation and training help set the tone of the work area and allow volunteers to adapt more easily to the organization's surrounding. This also help clarify expectations, roles and functions of different staff members.

Finally, ongoing training and orientation help the volunteer to feel competent in the task and develop. Depending on the work they perform, training may be specialized. Orientation and training are some of the ways of showing care towards prospective volunteers which will assist in retaining them.

2.7 Recognition of volunteers

Recognition and incentives are essential forms of affirmation and reward of the valuable contribution of a volunteer. No matter how sincere the volunteer's motive might be, all volunteers should receive recognition in some way or another. Recognition for work well done motivates and inspires most people, but it is absolutely essential for volunteers. Even the most humble volunteer wants to know that they have made a difference, which is why every plan for volunteer involvement must include a reward and recognition system.

Canadian Fundraiser (1994:3) suggests the two approaches, viz. informal and formal, that can be used to develop more creative and meaningful methods of recognition:

<u>Informal</u>

Informal, spontaneous recognition can be given without much planning and effort. The most powerful motivator will be instant recognition. Some guidelines are:

- **Match the reward to the volunteer.** Get to know a volunteer and his or her personal preference, so that you can recognize them in ways they feel are rewarding.
- **Match the reward to achievement.** Consider the scope and significance of what has been accomplished. A long-term project or achievement deserves a more significant award than a one-time task.
- **Make the reward timely and distinctive.** A reward should be made immediately after the achievement. If there is a delay, it will lose its power to motivate. Also make clear why you are giving the reward.

Formal

Formal rewards and recognition are best for long-term contributions. These formal awards also lend credibility to more spontaneous, informal reward.

- **Define the criteria and objectives.** Who is eligible, what is it for, where and when it will be given.
- **Use meaningful awards.** Pins, medallions, engraved name badges or plagues are suitable for all categories of volunteers. Keep in mind that high achievers like formal awards.
- **Involve volunteers in defining and establishing the awards.** Include those that can nominate, are eligible for the award, and those who may be on the selection committee.
- **Manage the award process consistently.** Be true to the criteria. If the award is to be given annually, make sure that it happens. Everyone must view the evaluation process as fair. Don't delay presentations.

Bennet (1987:155), Kowi (1990:78), Schindler (1987:76), Cuthbert (1992:126) and Blais, Corcoran, Lash, & Kelly - American Cancer Society (1996:5-8) confirm that one of the best ways of retaining the volunteers is through constant recognition. Different ways of showing recognition as cited by these authors include writing letters of appreciation, rewards in the form of honorariums, and offering certificates at the end of training.

Recognition gives a volunteer a good feeling to know that he/she is "accepted," by the organization and that he/she is not taken for granted. Although always with the best intentions, the motivating power of recognition and rewards can either help or hurt, depending on how strategically it is used. For example, recognition that matches the person's specific motivation for volunteering results in increased volunteer satisfaction. However, recognition reinforcing the society's desired motivation for volunteers results in a more productive volunteer. Therein lies the challenge to motivate volunteers so that they are both satisfied and productive.

In essence, the recognition of volunteers should be something tangible to retain them. Volunteers need to be shown that their presence is appreciated. If organizations fail to do this, volunteers eventually drop the entire idea of volunteering. It becomes equally necessary to keep volunteers informed and show them that their endeavors are part of the overall "team" effort. It is only reasonable to expect that any volunteer will feel better when he/she is informed about what he/she is doing and when he/she receives praise for the job well done.

2.8 Supervision and evaluation

The success of any organization depends to a great degree on its leaders and capability to supervise and inspire their people. This is even most true of volunteer organizations because the volunteers are not compelled to work, and they may quit anytime they are unhappy. A good leader will understand the psychology of the human being. The leader should have good knowledge of what a person seeks from work and how it can be applied.

A final element of a successful volunteer programme is a continual follow-up and evaluation. Morrison (1997:2), Thompson (1995:21) and McSweeney & Alexander (1996:101) agree that effective follow-up provides feedback to volunteers and opportunities to improve their service. With a careful plan and continual volunteer communication and training, it should be easy to evaluate the success and improve the programme with time.

Volunteering should be a fulfilling experience. Through adequate support and supervision, volunteers should be able to develop, expand and change their work. Through evaluation, the organization should be able to assess and look at those factors that may hamper progress in working with volunteers, with a view to retain them.

2.9 Retaining volunteers

Volunteers are one of a voluntary organization's most prized resources. Without them the services promised to clients cannot be provided. Volunteers should be kept not only to achieve the organization's purpose but also because of the investment made in terms of recruitment and training costs. Once trained, volunteers not only represent good value for money within an organization into which money may be difficult to attract, but they are also a prime source of recruiting other volunteers through their wide networks of friends and acquaintances.

Retaining volunteers is therefore a process that begins with a need to have a volunteer programme and determining the motivational factors for volunteering. It continues to recruitment, orientation, training, supervision, and evaluation. Once these factors are accomplished, a successful volunteer programme within organizations emerge.

Cuthbert (1992), Hedley & Smith (1992) and Blais, Corcoran, Lash, & Kelly - American Cancer Society (1996) agree on a number of principles that can be applied in keeping volunteers, many of which the researcher has referred to in earlier discussions. A volunteer programme will be more successful if there is a good understanding of why each has volunteered and what motivates them. There is a need to be more aware of the principles of job design and giving experience as part of keeping volunteers stimulated. The importance of good two-way communication and keeping in touch with volunteers is crucial.

McSweeney & Alexander (1996), Macleod (1993), Morris (1996) and Morrison (1997) agree and confirm the importance of the following issues in keeping volunteers:

- Training. Specific training should be provided for the role to be performed as well as a sound general induction programme to the organization. Orientation should cover the wider structure and aims of the organization so that the volunteer can see the context of their contribution. It should cover issues such as how they can access a grievance procedure if they wish to pursue particular problems.

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- Supervision. Good quality supervision should be provided by persons who possess both sound management skills in addition to practical experience.

- Flexibility. Flexibility is required in respect of the volunteer's contribution and role. An individual's availability for voluntary work may change in response to their commitments, whether family, work or social demands. The forward thinking organization should recognize this and be both sympathetic and responsive. The organization should be prepared to allow 'time out' for a specified period of time, or a reduction in hours or even job-sharing, without the detriment where possible to the volunteer's usual role and responsibilities. Alternatively, a positive outcome may be achieved by the volunteer agreeing to a planned programme for change to obtain new experience or work with other people in the organization. The opportunity to enable other volunteers to gain experience of a different area of work during a volunteer's absence should be considered.

- Follow-up. There should be a deliberate policy of following up volunteers who do not show up to the organization over a specific period of time. The organization should ensure that contact is made as soon as it is evident that a volunteer has not attended for a specified period. The organization need to deal with the situation with tact and privacy, since an individual may have particular difficulties involving family, work, or other relationships. However, some support during a period of temporary difficulty may ensure that the volunteer will later return to making a valuable contribution. A personal visit rather than a letter or telephone call, will again demonstrate concern more readily as well as give better opportunity for the volunteer. This is often found to be a valuable support mechanism for volunteers not only to resolve immediate problems but to provide long-term support, career guidance, or counseling. It should not be forced on the volunteer, it is just a useful option.

The mentor relationship between the volunteer and staff is necessary for giving the volunteer the support, supervision, and coaching. Some of the key components to supporting individual volunteers mentioned in earlier discussion are: finding time, good communication, listening, setting objectives and so on. One aspect to communication which is often overlooked is access to circulated written information that passes. Internal newsletters, notice boards, and adequate copying facilities will help.

The use of exit interviews to find out why volunteers leave is important. If the organization is loosing a number of volunteers it is worth looking into what the organization is doing to them rather than attributing it to personal reasons. This enquiry may be conducted by telephone, and the volunteer may be asked whether the organization has been sufficiently supportive or whether there is anything that could have been done that would have improved matters. An unpleasant feedback that indicates change is needed may be received during this process. It is important that all possible efforts be made to keep those people in whom an investment is made. Organizations cannot afford to keep losing volunteers recruited.

2.10   Summary

In summary, volunteers as much as paid staff, and perhaps more so, need to feel an integral part of the organization, they need to be involved not only in the tasks they perform, but in the general running of the organization. They need to know any developments in the organization, to be invited to staff luncheons, annual general meetings, and seminars. Above all, they need the recognition from the agency that are an important part of the total service of the agency, such as recognition in the annual report.

By means of outlines given in this study, it is believed that many of the reservations and difficulties frequently expressed in using volunteers may fall away and a more dedicated volunteer and satisfied agency may emerge. In a country such as South Africa, where the welfare services are so largely the responsibility of the members of the community and not the State, and where the philosophy is based on the

community itself being involved with those who need special services and facilities, the opening of doors to service and involvement of volunteers must receive serious consideration by social workers. The needs within communities are as varied as the talents of the volunteers and there is a need for knowledge and machinery to link them together to the mutual benefit of all people involved.

In Chapter 3 volunteer involvement in CANSA will be discussed.