MOTIVATION AS A DETERMINANT OF PERFORMANCE AMONG VOLUNTEERS: A CASE OF KENYA RED CROSS SOCIETY, KISUMU BRANCH

BY

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D53/OL/1064/2002

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AUGUST 2005
DECLARATION

I hereby declare that this research project is my original work and has never been submitted for Degree Examination or any other award in any College or University.

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Lastly I would like to thank my family, particularly Little Eddy for persevering my prolonged absence for the entire period of the course.
DEDICATION

This project is dedicated to my late siblings Christine, Mary and George. I will forever miss your company. RIP.
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Volunteers play a crucial role in the realization of the objectives of humanitarian organizations. They are central to the provision of services and material support to people in distress, which is a core function of all humanitarian organizations. However, little has been done to highlight and address the social and Human Resource Management related factors affecting this cadre of social workers in their job performance as promoters of social welfare. Since volunteers are attached to formal organizations, it was important to establish the extent to which they are affected by the Human Resource Management processes of the organizations and other environmental circumstances. It was equally important to establish how they respond to such factors in terms of their job performance.

This study sought to highlight some pertinent Human Resources Management perspectives on the relationship between motivation and the level and quality of work performance among volunteers. It has been widely assumed that volunteers are people on a 'saintly' vocation and the presence or lack of any form of incentive would not alter their resolve to serve the needy. The begging questions therefore are: What factors motivate people to volunteer? Do people get motivated after volunteering and how does this affect their spirit of volunteerism?

The study was carried out at the Kenya Red cross society offices in Kisumu. The researcher drew from Fredrick Herzberg's Two-factor theory in highlighting the variables that affect volunteer performance. The study adopted a descriptive survey study design and data was sourced through questionnaires. Descriptive statistics was used for data analysis and the data was presented in the form of tables and bar chats. The study revealed that motivation plays a significant role in the performance of volunteers at the Kenya Red Cross Society.
DEFINITION OF TERMS

The following terms are used in research proposal to mean as follows:

**Humanitarian organisation**
These are organisations, which are involved in providing assistance to people facing distressful circumstances.

**Job description**
An outline of what a job entails in terms of the duties, tasks and responsibilities as well as the reporting relationships and authority structures within a job.

**Job performance.**
The act of undertaking and satisfactorily completing a designated set of tasks within the required time limit.

**Volunteers**
People who offer help or service freely without being persuaded or forced.

**Volunteer management**
This is the planning, organising, controlling and directing activities involving and concerning volunteers.

**Motivation**
The psychological and drives within an individual that determine action and behaviour and level of persistence.
List of abbreviations
AIDS – Acquired Immune Deficiency Syndrome.
CARE – Canadian Agency for Relief Everywhere.
HIV n Human Immunodeficiency Syndrome.
OXFAM n oxford Committee for Famine Relief.
CHAPTER ONE

INTRODUCTION

1.0 Background to the problem

Volunteers are critical to the success of humanitarian programs all over the world. According to Shin and Kleiner (2003) the spirit of volunteerism has made a significant contribution in improving not only the lives of the people in need but also improving the efficiency of organizations, both financially and socially.

The significance of volunteers in global humanitarian initiatives lies in the numbers involved. According to Powers (1998), an estimated 109.4 million individuals participate in some kind of volunteer work, contributing 19.9 billion hours annually, with an hourly wage of 15.39 dollars, the value of volunteer time is estimated at 225.9 billion dollars.

The spirit of volunteerism has a long history dating back several decades. Merril (http://www.world volunteer web.org) observes that sixty years ago, people volunteered as part of a group. They joined clubs or organizations that promoted or required service as an expectation of membership. An issue that is critically important to modern organizations dependent on volunteers for service delivery is to establish whether that spirit of volunteerism is still obtaining now, given the changed socio economic circumstances. Braker et al. (2000) sought to disclose personal, economic, and community benefits volunteers received as a result of their involvement with extension volunteer programs. Volunteers reported that the ability to help others and the satisfaction they received from helping others were two of the main benefits received from volunteering. Respondents also reported gaining personal benefits by working with youth, spending time with their own children and helping kids learn. Braker et al. found that volunteers were...
motivated by a desire to contribute and to feel good about themselves rather than by extrinsic benefits. According to Maehr and Braskamp, (1986), achievement, power and affiliation needs appear also to be important determinants of performance and success in work and volunteering.

Similarly, Rouse and Clawson (1992) found that both young and adult volunteers were equally motivated to volunteer because of the high importance of affiliation. They found that volunteers enjoy helping others and meeting and working with other volunteers, appreciating the warmth, friendliness, caring and concern of fellow volunteers.

Considering the uniqueness and the individualized patterns of volunteer needs and motives, there is need for careful management of volunteer programs to nurture the social and economic benefits of such programs. According to Shin and Kleiner (2003) unlike the paid employee, volunteers receive no monetary compensation or material incentives. Rather, their service brings intangible rewards that fulfill different needs and motivations. They further observe that the effective management of unpaid volunteers is crucial in instilling and maintaining the spirit of volunteerism among individuals. According to Merrill (http://www.world volunteer web.org) people do not tend to join volunteer groups today. Volunteerism is an individualized, private self-induced activity.

Given the importance of volunteers and the complexities surrounding the administration of volunteer schemes, humanitarian organizations operating in Kenya such as Plan International, Action aid, world vision, the Oxford Committee for Famine Relief (OXFAM) the Canadian Agency for Relief Everywhere (CARE) and the Kenya Red cross society; have over the years, grappled with the difficulties inherent in the management of the unique features of volunteerism and their emergent implications on Human Resources Management. The Kenya Red Cross society is a humanitarian relief organization created in 1965 through an act of parliament, Cap 256 of laws of Kenya. As a voluntary
organization, the society operates through a network of 55 branches spread throughout the country. Some of its mandate includes:

To provide relief to victims of catastrophe or disaster;

To provide aid to the sick, wounded and non-belligerents in times of war; and to propagate the ideals and humanitarian principles of the Red Cross, so as to develop solidarity and mutual understanding among all nations.

The society has a vision of being the leading humanitarian organization in Kenya and its mission is to build capacity and respond with vigor compassion and empathy to victims of disaster and those at risk in an effective and efficient manner.

Kenya Red Cross Society is a member of the international Red Cross and Red Crescent movement, the largest humanitarian movement which is represented in 181 countries worldwide. Together all the national societies have 105 million volunteers and 300,000 employees, providing assistance to some 233 million beneficiaries each year.

The Kenya Red Cross society has a council, which makes all the policy decisions. It has two representatives from each of the 55 branches. The executive committee supervises the management, which is headed by the Governor. The secretary general directs the secretariat staff and helps the branches to develop humanitarian assistance programmes, such as, disaster preparedness and response, health and social services and organizational development.
The organizational structure of the society is illustrated below

Figure 1.1 Kenya Red Cross Society organization structure

Source: (www.kenyaredcross.org)
1.2 Statement of the problem

This study attempts to evaluate the role of motivation on the performance of volunteers in humanitarian organizations with special reference to the Kenya Red Cross society.

Humanitarian organizations are important agents of development and social security in any society. The management and performance of these organizations is therefore of great public interest. What is even of greater interest is that most of these humanitarian organizations depend on volunteerism for service delivery.

The Kenya Red Cross Society for example, coordinates a wide range of humanitarian activities, which include: - training people disaster preparedness and response, tracing services, HIV/AIDS, first Aid, Blood donation, water and sanitation, disease prevention and control and social services.

To conduct these programmes, Red Cross Society depends on volunteer service providers. Despite the importance of volunteer service in the administration of humanitarian programmes, the volunteers are not motivated in adequately. Also they are still exposed to a number of impediments which affect their service delivery. The key impediments being, restricted entry into volunteer schemes; exposure to high level risks and insecurity; and an unstructured scheme of motivation by programme administrators (Henderson, 1990; Lynn and Smith, 1991; Miller et al. 1990; Pearce, 1993, Rhyn and Bates, 1995; Williams et al. 1995). If these impediments continue, then in the near future, there will be very few people or none at all joining volunteer service. This is because the volunteers need to be secure and at less risk while at work.
1.3 Objectives of the Study

The main objective of this study was to determine whether or not the provision of motivation amongst volunteers affect their performance in humanitarian organizations.

The specific objectives included:-

(i) To find out impediments to entry into volunteer programmes of humanitarian organizations.

(ii) To identify the methods used to motivate volunteers in humanitarian organizations.

(iii) To determine the performance-gap indicators among volunteers in the humanitarian organization.

(iv) To find out suitable ways of improving volunteer performance in humanitarian organization.

1.4 Research questions

The following questions helped to guide the study:

(i) What is the role of motivation on the performance of volunteers in humanitarian organizations?

(ii) What are the impediments to entry into volunteer programmes of humanitarian organizations?

(iii) What methods are used to motivate volunteers in humanitarian organizations?

(iv) What are the manifestations of performance gaps among volunteers in humanitarian organizations?

(v) How can volunteer performance in humanitarian organizations be improved?
1.5 **Significance of the study**

The result of this study is beneficial to all organizations that depend on volunteers for service delivery. It is particularly of benefit to the management of the various humanitarian organizations in so far as unravels some of the mysteries surrounding volunteerism. It highlights some useful aspects of performance management in this relatively obscure domain. The study has brought out the difficulties faced by volunteers and how such difficulties can be overcome for the benefit of the beneficiaries to the volunteer schemes.

Similarly, the study has offered a body of knowledge to researchers interested in this relatively unexplored area of motivation and its influence on volunteer performance.

The study has equally offered useful insights to both active and prospective volunteers into some of the critical features of volunteerism, which will guide their decisions and action with regard to participating in volunteer programs.

The study is beneficial to the government and other agencies, which are concerned with the development of policy frameworks that guide the design and operation of volunteer schemes and the activities of humanitarian organizations.

1.6 **Scope of the study**

The study was confined to the volunteer activities of the Kenya Red Cross Society. It focused on the motivational component of volunteer programs within the society. The study was restricted to only volunteers who are registered by the society in its roll at the Kisumu branch, only volunteer administrators working within the limits of the administrative zone of Kisumu district were considered for study. Other volunteer administrators from the society who are on secondment to other areas were not studied.
1.7 Limitations of the study

The following limitations affected the smooth running of the study.

Most volunteers were scattered all over the district and the administration of questionnaires was not easy given the time constraints involved. Saturated sampling was used in identifying the study population and this focused only on the administrators of volunteer programs within the society.

The funds and time allocated for this study was not sufficient to allow for a wider coverage of the study.
CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this section, the researcher reviewed literature relevant to the study area. The review was undertaken under the following sub-headings: Nature of motivation in humanitarian organization, Motivation and job Satisfaction; and volunteerism and job performance.

2.1 Nature of motivation in humanitarian organizations

Humanitarian organizations are entities, which are established to support people in difficult circumstances. Such support requires the establishment of formal structures that may help in the coordination of relief programs through creation of work processes. According to Chmiel (2000) the primary requirement of all works is that employees carry out set tasks. These are predetermined largely by the goals of the organizations and often embodied as the substantive elements of the job description. For the effective and efficient performance of work in any organization, there is need for adequate motivation of all those who handle the various activities. Solomon (1992) observes that the key challenge facing managers in terms of motivation is how to encourage workers to contribute inputs to their jobs and to organizations. Managers want workers to be motivated to contribute input (effort, specific job behaviors, skills, knowledge, time and experience).

Motivation is important because it explains why workers behave the way they do. According to George and Jones (1999) work motivation can be described as the psychological forces within a person that determines the direction of a person’s behavior in an organization, a person’s level of effort, and a person’s level of persistence in the face of obstacles. Bateman and Zeithanil (1993) defines
motivation as forces that energize, direct and sustain a person's effort and view it as a willingness to do something and is conditioned by the actions an individual takes to satisfy some need for the individual. Motivation is an answer to a need, which is a requirement for survival or well-being of an individual. To determine what will motivate a worker, a manager first must determine what needs a worker is trying to satisfy on the job.

Bateman and Zeithaml (1993) observes that every organization must motivate people in order to: 1) join the organization 2) remain in the organization 3) to work regularly and 4) perform; finally they observe; managers want employees to exhibit good corporate citizenship, a term which they explain as, people who are committed, satisfied and perform above and beyond the call of duty by doing extra tasks that can help the organization. They are people who avoid waste, complaints and arguments.

Since people are only willing to work hard if there is reason for doing so, something must happen in their work environment that will prompt them to work. Effective managers must therefore facilitate performance by providing the things employees need to do their jobs. They can give their people proper training, the necessary tools and equipment, adequate budget and support staff and enough authority and information to perform their jobs.

2.2 Motivation and job satisfaction

Job satisfaction has been defined by Robbins (2003) as an individual's general attitude towards his or her job. For effective performance of assigned tasks, individuals must be satisfied with what they are doing. According to Korman (1994) job expectations change along with increasing workload, different demands, new work processes and services, and fewer available resources. Therefore proper attention should be paid to the level of satisfaction a person
derives from a job. Increased attention to quality improvement and team management requires high performers who must be satisfied with what they do.

Puffer (1987) asserts that the myth that happy workers are productive workers developed in the 1930s and 40s, largely as a result of findings by researchers conducting the Hawthorne studies. Based on these conclusions managers began efforts to make their employees happier by engaging in practices such as Laissez-faire leadership, improving working conditions, expanding health and family benefits, offering counseling services to employees and providing company picnics.

Job satisfaction is an important component of organizational development and employee motivation. Dumaine (1993) developed a theory, which he called the steady state theory in which he suggests that each worker in an organization has a typical or characteristic level of job satisfaction called the equilibrium level. According to Dumaine, different situational factors or events at work may move a worker temporarily from this steady state but the worker will return eventually to his or her equilibrium level.

There are four determinants of job satisfaction. These include: a) personality i.e. the enduring ways a person has of feelings, thinking and behaving determines how people think and feel about their jobs; b) values i.e. workers convictions about the outcome that work should lead to and how one should behave at work; c) the work situation i.e. the task a person performs, the people a job holder interacts with, the surrounding in which a person works and the way the organization treats the job holder (George and Jones, 1999). Job dissatisfaction can be enigmatic to an organization and may militate against goal attainment. Puffer (1987) points out some of the effects of job dissatisfaction as follows: rather than quit, employees can complain, be insubordinate, steal organization property or shirk a part of their work responsibilities.
Volunteerism and performance management

The management of performance in volunteer programs of humanitarian organizations is central to the success of the activities undertaken by such organizations. Patti (2000) has given a two-pronged definition of performance, both as a process and an outcome. As a process, it is the means by which people, individually and collectively try to achieve a given work goal and as an outcome, it is the congruence between the work goal and the outcome of the process by which people try to achieve that work goal.

It is often challenging to the managers of volunteer programs to oversee the work of volunteers. According to Kemp (2002), people may be rewarded or punished in some fashion for volunteering or refusing to volunteer to do more than formally stipulated in their job description. Contextual performance is an aspect of volunteer work performance. It refers to behaviour that helps or hinders organizational effectiveness. According to Burrel (2004) elements of contextual performance that reflect volunteering to do more than required, helping others, cooperating as a responsible team-player, and showing loyalty and commitment to the organization have important implications for effective functioning in formal work organizations. Burrel further observes that such contextual performance could suggest the kinds of knowledge and skills that are required for effective performance as a volunteer in various roles. Such knowledge and skills could suggest ways to develop and motivate individuals to become effective volunteers, through specialized coaching or monitoring such as skilled supervision, or incentive programs that appeal to the particular motivations and needs that volunteers bring to the organization.

The question to ask therefore is, have managers of today's volunteers eroded the spirit of volunteerism by redesigning volunteer work into more short term individualized, episodic opportunities Merrill (www.worldvolunteer.org). According to millennium volunteers, everyone volunteers for different reasons; such as,
building confidence and self-esteem, making new friends, gaining new skills and improving the chance of getting jobs (http://www.milleniumvolunteers.gov.uk).

Shin and Kleiner identifies volunteer management tools as comprising: planning and development, recruitment and retention, training, information management and volunteer supervision.

2.4 Gaps in Literature

The subject of motivation has attracted the attention of many researchers who have studied it in relation to a variety of disciplines globally. Johnson Muya (1990) concluded a research on the impact of motivation on the performance of employees in educational institutions, while Samuel Kimungu(2004) has concluded his study on motivation and its impact on employee turnover among hotel workers. Few, if any, research have been concluded on motivation with regard to volunteer performance. On the subject of volunteers, Rouse and Clawson(1992) concluded a study on young volunteers at the Sydney Olympics. They however did not delve on the subject of volunteerism and performance management. This study strives to fill this gap by digging into the subject of motivation and performance among volunteers.

2.5 Conceptual framework

The motivation factors relate directly to the job that a person does, in terms of job satisfaction and high job performance, the job content and their absence in a job is likely to cause dissatisfaction with the job. Examples of motivators include recognition of the effort and skill a person places on a job, Growth through an increase in knowledge and work experience, achievement through accomplishing and adding value to the organization, responsibility created through job design and redesign and self advancement by ascending to organizational positions.
through promotions. The interplay of these variables on volunteers motivational factors is illustrated in the conceptual framework below.

**VOLUNTEER PERFORMANCE FACTORS**

- **Volunteer job factors**
  - Skill
  - Training
  - Experience
  - Working conditions
  - Effort
  - Education
  - Time

- **Volunteer performance indicators**
  - Meeting targets/deadlines
  - Little or no mistakes made
  - Adequate 'fit' to organization culture.
  - Avoids interpersonal conflicts

- **Volunteer hygiene Factors (extrinsic)**
  - Organizational policies on volunteerism
  - Status of volunteer
  - Level of volunteer supervision
  - Nature of volunteer interpersonal relationship

- **Volunteer motivators (intrinsic)**
  - Need for growth
  - Need for achievement
  - Need for recognition
  - Need for responsibility

- **Volunteer underperformance**
  - Volunteer reports late at work.
  - Does not meet targets/deadlines
  - Makes mistakes
  - Involved in interpersonal conflicts

**Figure 1.2: Relationship between the variables that determine volunteer job performance**

*Source: Researcher (2005)*
Volunteers are expected to possess certain job factors that should enable them perform their tasks well. When these factors are present, volunteers are expected to exhibit good performance indicators such as meeting job targets on time and making fewer mistakes on the job. However when the job factors alongside volunteer intrinsic motivation are lacking, volunteers are expected to register poor job performance such as being late for work and high incidence of mistakes. Positive volunteer performance is likely to encourage positive organizational policies-(Hygiene factors) towards volunteers and enhance volunteer status; among other factors which would promote high incidence of volunteer job factors such as positive working condition.

The researcher assumed that not all volunteers maintain their level of satisfaction with their job assignment for long. Thus where only hygiene factors are provided, volunteers are likely to be dissatisfied and consequently may register under performance, unless the motivators are also provided. Many humanitarian organizations provide little of either or none of both. Therefore whenever volunteers stumble on any prospects of enjoying both the hygiene factors and the motivators elsewhere, they either go on a 'natural go slow' or quit altogether.
CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section deals with the description of the research design and the general methodology of the research. It specifically highlights the area of study, study population, study sample, instruments of data collection, and the methods of analyzing the collected data.

3.1 Research design

The research design adopted for this study will be the descriptive survey design, based on the ex post facto model. The primary purpose for the selection of this design is because it will allow the researcher to address affectively the research goals and questions that will be posed. The purpose of the study will be to evaluate the role of motivation in determining the performance of volunteers in humanitarian organization.

Descriptive survey seeks to uncover the natural factors involved in a given situation and the degree in which they exist (Borg and Gall, 1996). The design has been selected because first it will allow the researcher to adopt a holistic approach in the study; and secondly it will make it easy to apply the tools of data collection (questionnaires) and also allow for a wider collection of data in a relatively short time. The ex post facto model is a systematic empirical inquiry in which the researcher does not have direct control of independent variables because their manifestations are inherently not able to be manipulated (Borg and Gall, 1996).
3.2 The study area

The study was carried out at the Kisumu branch of the Kenya Red Cross society. Kisumu branch is one of the 55 branches of the Kenya National Red Cross movement. The structure and operations of the branch are similar to those of the other 54 branches countrywide thereby rendering the results of the study nationally replicable. The branch was chosen due to its close proximity to the researcher. This was to overcome the time and cost constraints that faced the researcher.

3.3 Study Population

The study population comprised all the volunteer Programme Administrators and the board members of the Kenya Red Cross Society, Kisumu branch. The total target population comprises administrative staff at the branch office, volunteer programme managers and board members.

3.4 Sample and sampling procedure

A saturated sample chosen by the saturation sampling technique will be used. This technique involves a study of the whole population and it is preferred where the population is too small to select a sample (Borg and Gall, 1996).
The table below provides a summary of the sample size of the study.

Table 3.1. Sample size of the study.

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<td>- Disaster response</td>
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<tr>
<td>- First AID</td>
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<tr>
<td>- Water and sanitation</td>
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<tr>
<td>- Social services</td>
<td>1</td>
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<td>- Blood donation</td>
<td>1</td>
</tr>
<tr>
<td>- Disease prevention and control</td>
<td>1</td>
</tr>
<tr>
<td>- Tracing services</td>
<td>1</td>
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<tr>
<td><strong>SUB TOTAL</strong></td>
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<tr>
<td>B. Office Administrators</td>
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<tr>
<td>- Coordinator</td>
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<td>- Assistant</td>
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<td>- Office manager</td>
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<tr>
<td>- Liasons officer</td>
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<td>- Logistics officer</td>
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<tr>
<td><strong>SUB TOTAL</strong></td>
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<tr>
<td>Board members</td>
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</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>21</strong></td>
</tr>
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</table>

Source: Survey (2005)
3.5 Data Collection Procedure

The researcher will seek permission from the District Commissioner and the Management Board of the Kisumu District Red Cross Society for purposes of data collection. Self-administered questionnaires will be used. The questionnaires will be administered directly to all of the 21 respondents.

2.6 Data Analysis and Presentation

The data for this study will be subjected to descriptive statistic for analysis. On a separate summary sheet, the data will be allocated codes and grouped accordingly to the nature of responses generated. For particular items in the questionnaire all positive responses will be coded as 1 while the negative responses will be coded as 2. For each group of responses, tallies will be generated and from these tallies frequencies will be determined. A mean response frequency will be calculated for specific items that are attitude based to provide a mid point for the two extreme of opinion. A Likert scale will be used to determine score value for each opinion, along a 5-point grid on scale with strongly agree (SA) as the highest (5) and strong disagree (SD) as the lowest (1). The data will be categorized and tabulated after which percentages for each category and group of responses will be calculated. Responses to the open ended items in the questionnaire will be thematically analyzed the data will be then presented in form of tables, percentage and bar charts. This data analyzing procedure has been adopted because it is simple and will allow for easy conceptualization of the result of the study.
CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

In this chapter all the data collected are analyzed and presented. The purpose of the study was to determine the extent to which the provision of motivation among volunteers in humanitarian organizations affect their performance. A total of 21 questionnaires were issued and collected by the researcher after one month with a return rate of 100%.

4.2 Respondents personal details

The respondents were asked to state their gender, age and level of education. This was to help in underscoring their ability to administer volunteer programs. Out of the 21 respondents, 5 (24%) were women, while 16 (76%) were men. The average age for all the respondents was 25 years, with the youngest being 20 and the oldest being 35. Four (4) respondents constituting 19% were of secondary level education while 17 (81%) were of post secondary level of education.

The data reveals that the respondents were relatively useful, with the majority being males. All the respondents were of adequate level of education indicating that they possess the requisite ability to manage volunteer programs of the society.

4.3 Respondents designation in the organization

The researcher sought to establish the designation of each respondent so as to determine the number of respondents in each position. This was to help in the determination of the percentage of respondents in each category of designation. The responses are summarized in table 4.1 below.
Table 4.1 Respondents Position in the Organization

<table>
<thead>
<tr>
<th>POSITION</th>
<th>NUMBER</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>7</td>
<td>33%</td>
</tr>
<tr>
<td>Office Administration</td>
<td>5</td>
<td>24%</td>
</tr>
<tr>
<td>Program Managers</td>
<td>9</td>
<td>43%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>21</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

Table 4.1 reveals that the category of program managers yielded the highest number of respondents giving a response rate of 43%. The least number of respondents are from the category of office administrators, with only 5 respondents yielding a response rate of 24%. A total of 7 respondents revealed that they are Board members giving a response rate of 33%. This data indicates that the majority respondents were from the program managers, followed by the board member, with the office administrators forming the least number of respondents.

4.4 Regularity of dealing with volunteer issues

In order to determine how conversant each respondent is with issues relating to volunteer motivation, the respondents were asked how regularly they handle volunteer issues, a summary of their responses is highlighted in table 4.2 below.

Table 4.2 frequency of dealing with volunteer issues (n = 21)

<table>
<thead>
<tr>
<th>Category</th>
<th>Daily</th>
<th>Weekly</th>
<th>Monthly</th>
<th>Yearly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>-</td>
<td>-</td>
<td>1(14%)</td>
<td>6(86%)</td>
</tr>
<tr>
<td>Office Administrators</td>
<td>3(60%)</td>
<td>1(20%)</td>
<td>1(20%)</td>
<td>-</td>
</tr>
<tr>
<td>Program Managers</td>
<td>5(56%)</td>
<td>2(22%)</td>
<td>2(22%)</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>8(38%)</td>
<td>3(14%)</td>
<td>4(19%)</td>
<td>6(28%)</td>
</tr>
</tbody>
</table>

Source: Survey (2005)
From the table, it can be seen that 86% of board members handle volunteer issues annually, while only 14% do it monthly. 60% of the office administrators handle volunteer issues daily. 20% handle it weekly while another 20% handle it monthly. Out of the 9 program managers, 56% handle volunteer issues daily, while 22% handle such issues weekly and another 22% handle volunteer issues monthly. In total 38% of the respondents handle volunteer issues daily, while 14% handle such issues weekly. A total of 19% of the respondents handle volunteer issues monthly and another 28% handle issues relating to volunteers annually.

Therefore volunteer matters are handle frequently by all the respondents, except the majority (86%) of the board members who do it annually. This means that the majority of the respondents are conversant with issues relating to volunteer motivation.

4.5 Volunteer issues handled by respondents

To further explore the specific activities relating to volunteer motivation in which the respondents were responsible, the respondents were asked to identify their areas of concern. They were allowed to identify more than one activity area. Table 4.3 below gives a summary of their responses.

Table 4.3 volunteer issues handles by respondents. (Responses: n = 53)

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td>9</td>
<td>17%</td>
</tr>
<tr>
<td>Training</td>
<td>17</td>
<td>32%</td>
</tr>
<tr>
<td>Supervision</td>
<td>21</td>
<td>40%</td>
</tr>
<tr>
<td>Discipline</td>
<td>6</td>
<td>11%</td>
</tr>
<tr>
<td>Any Other</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Survey (2005)
The table reveals that the majority of responses (40%) indicated involvement in supervision. The least responses (11%) are engaged in volunteer discipline, while 32% of the responses indicated engagement in training. Engagement in recruitment accounts for 17%. This shows that some of the most essential aspects relating to volunteer motivation experience marginal concern from the volunteer administrators. This impacts negatively on volunteers' level of motivation.

4.6 Entry into volunteer programmes

The researcher sought to establish whether there are obstacles that those who intend to volunteer encounter in their quest to be accepted as volunteers in various programmes. The focus was therefore to establish the level of involvement in the volunteer recruitment process by the volunteer administrators and the regularity of the process.

Out of the seven (7) board members, only two (2), representing 28.6% of the total board membership accepted having been involved in volunteer recruitment. Out of the nine (9) programme managers only four (4), representing 44.4% are involved in volunteer recruitment, while of the five (5) office administrators, 3 representatives a total of 60% are actively involved in volunteer recruitment.

The table below indicates a summary of the responses.

**Table 4.4 Level of involvement in the recruitment of volunteers.**

<table>
<thead>
<tr>
<th>Involvement in Volunteer recruitment</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>2</td>
<td>28.6%</td>
</tr>
<tr>
<td>Program managers</td>
<td>4</td>
<td>44.4%</td>
</tr>
<tr>
<td>Office administrators</td>
<td>3</td>
<td>60%</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>42.8%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)
From the data contained in the table, it is clear that other than the office administrators, less than half of both the board members and the programme managers are actively involved in volunteer recruitment. This indicates an inhibition of volunteer entry into volunteer programme by prospective volunteers. This is aggravated by the fact that the majority, (55.6%) of the most crucial category of volunteer administrators have remained aloof to volunteer recruitment.

From the table, it is evident that only nine (9) volunteer administrators, representing 43% from the combined three categories are actually involved in volunteer recruitment. Again this is an indication that the majority of the volunteer programme administrators are not involved and are utterly unconcerned with the recruitment of volunteers. This majority represents 57% which further shows that recruitment into volunteer schemes is an uncoordinated process which lacks a centralized policy. This makes it very difficult for smooth entry into volunteer schemes.

4.6 Method of volunteer recruitment

The respondents were asked to identify the means of recruitment they normally apply in their sourcing of volunteers. Three options of volunteer recruitment approaches were provided from which the respondents were required to pick. The item allowed the volunteers to suggest any other option that was not offered. The result is contained in the table below: -
Table 4.5 Respondents choice of the means of volunteer recruitment.

<table>
<thead>
<tr>
<th>Method</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>School</td>
<td>3</td>
<td>56%</td>
</tr>
<tr>
<td>referrals</td>
<td>1</td>
<td>33%</td>
</tr>
<tr>
<td>advertisements</td>
<td>1</td>
<td>11%</td>
</tr>
<tr>
<td>Any other</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

The table indicates that the most preferred means of recruitment by volunteer programme managers is the school recruitment; where three (3) out of four (4) responds indicated that they rely on this mode for volunteer sourcing. Only 1 programme manager indicated use of volunteer referral as a source of volunteer recruitment. Out of the two (2) board members who owned up to being involved in the volunteer recruitment, while the other one (1) reported reliance on volunteer referrals.

Each one of the three (3) office administrators reported use of different approaches of volunteer sourcing, with school recruitment, referrals, and advertisement recording 1 response each.

From the table, the most preferred means of volunteer sourcing is through school recruitment, which accounts for 56% of the responses; followed by referrals, which recorded 33% of the responses. Advertisement as a means of sourcing volunteers accounted for the least responses, with only 11%.
4.7 Effectiveness of the recruitment process

In order to establish whether or not the respondents' preferred means of volunteer recruitment impeded the smooth entry of volunteers into voluntary programmes, an opinion survey based on the Likert Scale was included as an item in the questionnaire.

The respondents were asked their opinion on the effectiveness of the volunteer sourcing process used. They were further asked to provide reasons for their stated opinion.

The responses were then tabulated and tallies generated from which scores were calculated based on the Likert scale. The result is presented in the table 4.6 below:

Table 4.6: Opinion responses on the effectiveness of the recruitment means.

<table>
<thead>
<tr>
<th>Category</th>
<th>Response</th>
<th>Frequency</th>
<th>School</th>
<th>Referrals</th>
<th>Advertisement</th>
<th>Score</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>(SA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>(A)</td>
<td>1</td>
<td></td>
<td>✓</td>
<td></td>
<td>3</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>(U)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(D)</td>
<td>1</td>
<td>✓</td>
<td></td>
<td></td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>(SD)</td>
<td></td>
<td>✓✓</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Programme Managers</td>
<td>(SA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>(A)</td>
<td>1</td>
<td></td>
<td>✓</td>
<td></td>
<td>3</td>
<td>2.3</td>
</tr>
<tr>
<td></td>
<td>(U)</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>2</td>
<td>2.3</td>
</tr>
<tr>
<td></td>
<td>(D)</td>
<td>1</td>
<td>✓✓</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(SD)</td>
<td>2</td>
<td></td>
<td>✓✓</td>
<td>✓</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Office administrators</td>
<td>(SA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(A)</td>
<td>1</td>
<td></td>
<td>✓</td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(U)</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>2</td>
<td>2.3</td>
</tr>
<tr>
<td></td>
<td>(D)</td>
<td>1</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(SD)</td>
<td>1</td>
<td></td>
<td></td>
<td>✓</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey (2005)
The mean response score has been calculated using the following model

\[ x = \bar{x} + \frac{\sum x}{n} \]

Where:
\[ x = \text{mean} \]
\[ n = \text{Number of items} \]
\[ x_1, x_2, \ldots, x_n = \text{value of items.} \]

The table indicates that responses from the board members shows that schools and referrals are the means used in volunteer sourcing. The respondent who indicated use of the volunteer referrals as the means of volunteer sourcing, was however undecided on the effectiveness of the process, registering a score value of three (3) on the Likert Scale.

The other respondent in the board category indicate use of school recruitment but disagreed that it is an effective method of volunteer sourcing, thus registering a score value of two (2) on the Likert Scale. The mean response score for this category of respondents is therefore 2.5 which indicates a disagreement with the effectiveness of volunteer recruitment method used as per the Likert Scale values.

Among the volunteer programme manager one (1) respondent indicated use of volunteer referrals, but was undecided on its effectiveness. This registered a score value of three on the Likert Scale. One (1) other programme manager indicated use of school recruitment but disagreed on its effectiveness, registering a score value of two (2). Two programme managers however strongly disagreed on the effectiveness of school recruitment as a method of volunteer sourcing. The combined responses of the two programme managers registered a score
value of two (2) on the Likert Scale. The mean response score for this category of respondents stood at 2.3, showing that they disagreed with the effectiveness of volunteer recruitment methods.

Each of the office administrators indicated use of a different means. One (1) respondent cited use of school recruitment and agreed that it was an effective method, scoring 4 points of the Likert Scale. Out of the remaining two office administrators, one (1) cited use of referrals but disagreed that they are an effective method, thereby scoring 2 points, while the other cited the use of advertisement but strongly disagreed that they are an effective method of volunteer sourcing. This earned a score value of 1 on the Likert rating. The combined category of office administrators registered a mean response score of 2.3, which also indicate that they disagree with the effectiveness of volunteer sourcing method used.

4.8 Volunteer exposure to the risks while at work

This item in the questionnaire sought to establish the extent to which volunteers are exposed to risks while at work. This was to help in assessing how the presence of such risks affect entry into volunteerism.

A total of 21 responses were obtained and the result is summarized in the table below:
Table 4.7: Responses on the presence of serious risks in volunteerism

<table>
<thead>
<tr>
<th>Category</th>
<th>YES</th>
<th>NO</th>
<th>% of positive response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>5</td>
<td>2</td>
<td>71%</td>
</tr>
<tr>
<td>Programme managers</td>
<td>9</td>
<td>0</td>
<td>100%</td>
</tr>
<tr>
<td>Office administrators</td>
<td>4</td>
<td>1</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>18</td>
<td>3</td>
<td>86%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

From the table, 71% of the board members were of the opinion that volunteers face serious risks while undertaking their tasks.

It can be further observed that 100% of the programme managers indicated the presence of risks in volunteerism, while in the category of office administrators 80% were of the opinion that risks are present in volunteerism. In total, 86% of all the respondents indicated the presence of risks in volunteerism.

4.9 Factors that determine the acceptance of volunteers into voluntary service

The respondents were asked to state what they consider before accepting volunteers into voluntary programmes.

Table 4.8 below shows the frequency of responses as per the alternative considerations offered.
Table 4.8: Frequency of responses on the alternative considerations for volunteerism

<table>
<thead>
<tr>
<th>Alternative option</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest</td>
<td>5</td>
<td>24%</td>
</tr>
<tr>
<td>Experience</td>
<td>14</td>
<td>67%</td>
</tr>
<tr>
<td>Possession of skills</td>
<td>10</td>
<td>48%</td>
</tr>
<tr>
<td>Levels of education</td>
<td>12</td>
<td>57%</td>
</tr>
<tr>
<td><strong>ANY OTHER</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Special emergency</td>
<td>19</td>
<td>90%</td>
</tr>
<tr>
<td>- Interest</td>
<td>20</td>
<td>95%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

Each of the respondents was allowed to pick more than one option. They were also required to identify any other consideration which they use in accepting Volunteers into such programmes. The table reveals that 67% of the respondents chose experience as the preferred consideration. 12 of the respondents, representing 57% indicated level of education as the main consideration in volunteer acceptance, while 10 (48%) considered the possession of skills as a consideration for volunteerism. However, nearly all the respondents pointed out that the emergence of an emergency and individual interest are the main considerations for volunteerism. Such responses accounted for 90% and 95% respectively.

4.10 Trends in Volunteerism

An attempt was made to determine whether volunteers are actually motivated by the circumstances in which they find themselves while volunteering. Respondents were asked to describe the trend in volunteerism in terms of the number to volunteers under them. The aim was to establish whether volunteers
are increasing/decreasing in number or whether the trend was fluctuating or simply constant.

A summary of their responses is contained in the table below:

Table 4.9: Trends in the number of volunteers’ number of volunteer

<table>
<thead>
<tr>
<th>Trends</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased</td>
<td>1</td>
<td>5%</td>
</tr>
<tr>
<td>Constant</td>
<td>4</td>
<td>19%</td>
</tr>
<tr>
<td>Fluctuates</td>
<td>7</td>
<td>33%</td>
</tr>
<tr>
<td>Decrease</td>
<td>9</td>
<td>43%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>21</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

Table 4.9 reveals that the majority of the respondents representing 43% indicated that the number of volunteers under them had decreased. 33% percent of the respondents recorded that the numbers of volunteers under them keep fluctuating. On the lower side, 19% indicated that the number is constant while only 5% were of the opinion that the volunteers keep increasing in number. The result in the table is a clear indication that the numbers of volunteers in most programmes are going down. A significant number of volunteer programme areas also register a fluctuation in volunteer numbers. This indicates that there exists a “push factor” for volunteerism in most programme areas.

The volunteers programme administrators whose responses indicated a fluctuation and decrease in volunteer numbers were required to give reasons for this fluctuation and decline. All the respondents (7) who had indicated a fluctuation in volunteer numbers cited changing demand for volunteers as per the occurrence of emergency situations while the 9 respondents who had cited
decrease in the number of volunteers each offered two reasons; Lack of challenging tasks and inadequate incentives.

4.11 Difficulties faced by volunteers

In order to further explore the reasons for the general decline in volunteerism, an enquiry was made into the possible difficulties that volunteers experience. Respondents were asked whether they discussed volunteer problems with the victims before and after they join the programme. The responses are summarized in table 4.10 below:

Table 4.10: Volunteer administrators' discussion of volunteer difficulties.

<table>
<thead>
<tr>
<th>Period</th>
<th>YES Responses</th>
<th>No Responses</th>
<th>Percentage of Positive Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before joining</td>
<td>5</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>After joining</td>
<td>16</td>
<td>5</td>
<td>24%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>21</td>
<td>21</td>
<td>76%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

Table 4.10 reveals that very little discussion takes place between the prospective volunteers and the programme administrators. Only 5 of the respondents discuss with the prospective volunteers the problems and difficulties, which they face. This forms 24% of the total respondents. On the other hand, 16 of the respondents reported holding discussions with the volunteers after they join the voluntary programme. This represented 76% of the respondents.

The respondents were asked to identify the most commonly cited difficulty or problem(s) that the volunteers discussed. Their opinion was then sought on
whether the problems were genuine. This was then fitted on a Likert rating to obtain the result shown below:

Table 4.11: Commonly cited difficulties /problem(s) of volunteers after joining voluntary schemes.

<table>
<thead>
<tr>
<th>Volunteer Problem</th>
<th>Frequency</th>
<th>Response</th>
<th>Score</th>
<th>Mean frequency (Σ x/ n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of information about voluntary programs</td>
<td>5</td>
<td>(SA)</td>
<td>25</td>
<td>4.5</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>(A)</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(U)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(D)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(SD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indifference of programme managers</td>
<td>1</td>
<td>(SA)</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>(A)</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>(U)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(D)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(SD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complex recruitment procedures</td>
<td>2</td>
<td>(SA)</td>
<td>10</td>
<td>1.3</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>(A)</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(U)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(D)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(SD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANY OTHER</td>
<td>3</td>
<td>(SA)</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Lack of adequate incentives</td>
<td>4</td>
<td>(A)</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>(U)</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(D)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(SD)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey (2005)
From the table the mean response frequency for respondents citing lack of information as a difficulty stood at 4.5. This tends towards the classification as “strongly agree.” It has a combined Likert Scale of 41 out of total Likert scores of 82. therefore more than half (50%) of the respondents strongly agree that lack of adequate information about voluntary programs is a major problem among volunteers.

Respondents did not agree that indifference of programme managers is a difficulty faced by volunteers. 3 respondents cited this option but ended up with a Likert score value of only 9 out of a total score value of only 9 out of a total score of 82. the mean response frequency for these response stood at 1. This indicates that an insignificant margin of respondents cited this and the overall response falls under the classification of “strongly disagree.”

Out of the 4 respondents that cited complex recruitment procedures as a difficulty facing volunteers, a Likert score of 15 was registered out of a total score of 82. this formed 18% and had a mean response frequency of 1.3. This tended towards a response classification of “Disagree.”
For the response option of "Any other, 16 of the respondents cited "Lack of adequate incentives" as the problem volunteers mostly complain about. 3 of the respondents strongly agreed while 4 merely agreed with the volunteer sentiments. 2 respondents were undecided while 7 strongly disagreed. The total Likert scale for this response was 44 out of a total score of 82. The mean response frequency was 4.

From the table, it is evident that the majority of the respondents agreed that lack of adequate incentives is a major problem facing volunteers at the society.

### 4.12 Volunteer turnover

In order to investigate whether the difficulties which volunteers face could be having some negative impact of volunteerism, the programme managers were asked whether the society experiences volunteer turnover. Out of the 21 respondents, 4 said NO while 17 said YES. The 17 YES respondents were further asked to state the severity of the problem. The result is contained in table 4.12 below.

<table>
<thead>
<tr>
<th>State of turnover</th>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mild</td>
<td>5</td>
<td>31%</td>
</tr>
<tr>
<td>Severe</td>
<td>9</td>
<td>55%</td>
</tr>
<tr>
<td>Alarming</td>
<td>2</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

Table 4.12 above indicates that 55% of the respondents consider the problem of volunteer turnover a severe problem, while only 31% consider it mild. 14% of the respondents consider it an alarming problem.

The result is further presented using bar graph below conceptualization.
The figure reveals that more than 50% consider the turnover among volunteers as a severe problem but do not think it alarming. 14% however consider the problem as having reached alarming proportions, while only 31% consider it a mild problem. The figure shows that a larger percentage (69%) of the respondents consider the problem either severe or alarming.

### 4.13 Volunteer work performance

In order to establish the methods used in volunteer motivation, it was necessary to find out whether volunteers showed signs of underperformance at work. To this end, the respondents were asked whether there is any shortfall in work performance among volunteers. There were 21 responses in all, out of which 16 were ‘YES’, while 5 were ‘NO’. The 16 ‘YES’ responses constitute 76% while the ‘NO’ responses form 24%. 

![Figure 4.1: Nature of volunteer turnover.](image)
The responses indicate that there exist some shortfalls in work performance among volunteers at the society. This could be traced to some level of demotivation among volunteers.

The respondents were then required to identify the measures that they undertake to address the volunteers' difficulties and negative work performance. Table 4.13 below shows the responses.

**Table 4.13: Means of addressing volunteer difficulties.**

<table>
<thead>
<tr>
<th>Response statement</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of training</td>
<td>17</td>
<td>82%</td>
</tr>
<tr>
<td>Provision of incentives (e.g. allowances)</td>
<td>1</td>
<td>4.76%</td>
</tr>
<tr>
<td>Punishment</td>
<td>3</td>
<td>14.2%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

From the table, it is evident that the provision of training to volunteers is the most commonly used method of addressing volunteers difficulties, 17 respondents comprising 82% of the total respondents gave this view, while only 4.76% of the respondents cited the provision of incentives such as allowances to volunteers as means of addressing their difficulties. Punishment as a means of addressing volunteer difficulties and encouraging better work performance among them accounted for only 14.2% of the responses.

**4.14 The effects of work output strategies on volunteer performance**

The volunteer administrators were asked to identify how the intervention strategy they have instituted to address volunteer difficulties is affecting the nature of work performance among volunteers under them. Several options were provided in the
questionnaire, with the chance to provide observation. The results are outlined in the table below.

Table 4.14: Programme administrators' responses on the effects of work output strategies on volunteer performance.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. POSITIVE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased efficiency</td>
<td>3</td>
<td>14%</td>
</tr>
<tr>
<td>Less accidents work</td>
<td>3</td>
<td>14%</td>
</tr>
<tr>
<td>Higher work output</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fewer conflicts at work</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2. NEGATIVE (ANY OTHER)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No change in work behaviour</td>
<td>9</td>
<td>43%</td>
</tr>
<tr>
<td>Higher volunteer turnover</td>
<td>5</td>
<td>24%</td>
</tr>
<tr>
<td>General volunteer apathy</td>
<td>1</td>
<td>5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>21</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Survey (2005)

Table 4.14 above reveals that only 6 out of the 21 respondents cited positive developments from the work output strategies instituted by the society. This forms 28% of the responses. Among the positive responses, 3 (14%) cited increased efficiency in work performance as a positive development from the work output strategies. 3 (14%) reported a reduction in accidents during work performance among volunteers as being a positive benefit of the strategies.

A total of 15 respondents, constituting 72% gave negative responses on the effects of strategies adopted by the society to improve work among volunteers. From these negative responses, 9 (43%) reported that the strategies have elicited no change in the work behavior of employees. 5 (24%) of the responses indicated that the strategies have actually led to increased volunteer turnover,
while 1 (5%) of the responses reported general volunteer apathy as resulting from the interventions.

The data contained in the table therefore reveals that the majority 72% of the respondents do not find the strategies adopted by the society, towards enhancing volunteer work performance useful to the society.

The data can be further summarized by use of a compound bar graph as shown below:

**Effects of work output strategies**

![Bar Graph](image)

**Source:** Survey (2005)

**Figure 4.2 comparative bar graph showing the effects of work output strategies on volunteer performance.**

From the figure, both the positive responses of increased efficiency and less accident at the workplace fall below 20% of the response frequencies, indicating
that such observations are not entirely representative of the general sentiments of administrator on the effects of the strategies on volunteer performance.

The combined negative responses forming 72% are more representative of the general sentiments of the programme administrators concerning the effects of the strategies on the performance of the volunteers.

4.14 Ways of improving volunteer performance

This objective sought to identify some of the best ways in which the volunteers could be motivated to improve their work performance.

The programme administrators were asked to identify the best ways for making volunteers work better. The respondents were required to suggest four alternative ways of volunteer motivation.

A total of six suggestions were offered with varying response frequencies from the respondents. The suggestions are highlighted in the table below.
Table 4.15: Ways of improving volunteer performance

<table>
<thead>
<tr>
<th>Suggestion</th>
<th>Frequency of response</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of adequate incentive and rewards.</td>
<td>18</td>
<td>86%</td>
</tr>
<tr>
<td>Allocation of well defined tasks and roles.</td>
<td>14</td>
<td>67%</td>
</tr>
<tr>
<td>Reduction in exposure to risks.</td>
<td>12</td>
<td>57%</td>
</tr>
<tr>
<td>Creation of a positive attitude towards volunteers.</td>
<td>8</td>
<td>38%</td>
</tr>
<tr>
<td>Creation of a volunteer exchange programme.</td>
<td>16</td>
<td>76%</td>
</tr>
<tr>
<td>Improving volunteer training.</td>
<td>14</td>
<td>67%</td>
</tr>
</tbody>
</table>

Source: Survey (2005)

From table 4.15 above, it is clear that, other than the suggestion on creation of a positive attitude towards volunteers, which registered 38% response, the rest registered more than 55% response and therefore all the suggestions can be adopted as suitable ways of improving volunteer performance.
CHAPTER FIVE

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, a summary of the findings of the study, conclusions, recommendations and suggestions for further research are presented. The aim of the study was to establish the role of motivation on the performance of volunteers at the Kenya Red Cross society.

5.2 Summary

The specific objectives of the study were: to identify impediments to entry into volunteer programmes, to identify methods used in motivating volunteers at the society, to determine the performance gap indicators that exist in volunteer work output and to identify the suitable ways of motivating volunteers in humanitarian organizations. A saturation sampling technique was used in determining the study population and a descriptive survey design was adopted for data analysis.

The investigation focused on the nature of recruitment and extent of involvement by the programme administrators in the process, the level of exposure to risks by the volunteers and the parameters for acceptance of volunteers into voluntary programmes.

The data collected and analyzed indicated that there exist impediments to entry into volunteer programmes at the society despite the ability of the program administrator to manage the programs. In terms of recruitment, very few programme administrators are actually involved in this very essential component of volunteer administration. The vital category of programme managers, who are supposed to be coordinating this all important function are not actively involved, registering only 44% involvement. This makes it extremely difficult for
is a marked shortfall in volunteer job performance, which further points at the high level of demotivation prevailing among the volunteers.

The data analyzed further reveal that the only method designed to redress this performance shortfall among volunteers is the provision of training, with 82% of the respondents citing this method. This method is obviously not comprehensive and explains the high turnover experienced among volunteers who move on to other areas of interest as soon as they finalize the training.

The study sought to determine the indicators of performance gaps among the volunteers. It emerged that there is high volunteer turnover, general volunteer apathy; besides, volunteers do not exhibit much efficiency in their work. Worse still, they do not seem to improve even after intervention measures such as the provision of training have been instituted.

Another important purpose was to identify suitable methods of motivating volunteers at the society. The results obtained on the effects of the strategy adopted to enhance volunteer performance indicate that no major change in volunteer work behavior has been realized and that volunteers keep reducing in number at the society. 72% responses indicated that the strategy has had a negative effect on volunteer motivation.

Data obtained on the suitable methods of motivating volunteers generated six alternative methods, which include: - provision of adequate incentives such as allowances to volunteers, allocating to volunteers well defined tasks and roles within the society, reducing the extent to which volunteers are exposed to risks while performing their duties, creation of a programme for volunteer exchange among several humanitarian organizations, creation of a positive attitude towards volunteers among volunteer programme administrators and improving volunteer training programmes.
prospective volunteers to find avenues for joining volunteerism. The study established that recruitment into voluntary programmes at the society is a disjointed and uncoordinated process, which lacks a central policy.

On the method of volunteer recruitment, the preference method is the school recruitment. However, they all agree that the method is ineffective as a tool of volunteer sourcing. This is explained by the fact that school students are a lot less stable and easily drop out of the schemes. This forms a major impediment to volunteer entry into the voluntary schemes of the society.

On the level of volunteer exposure to risks, 86% of the responses agreed that this is a major scenario creates some phobia against volunteerism among prospective volunteers and is thus an impediment to entry into volunteer programme.

An investigation on the factors that determine the recruitment of volunteers into voluntary programmes, the study revealed that two factors of the occurrence of special emergency and the interest of the individual volunteer are the main considerations. This has volunteers joining voluntary programmes at any given time since very few people may have the interest while emergencies do not occur regularly. This provides a major impediment to entry into volunteer programmes of the society.

The study sought to identify the methods used in the motivation of volunteers at the Kenya Red Cross Society. From the data collected and analysed, it emerged that the number of volunteers registered keep reducing or fluctuating but hardly increasing. From the data obtained, this is due to two major factors, lack of proper and comprehensive information about voluntary programmes for the benefit of volunteers and secondly, lack of adequate incentives and rewards to boost volunteer performance. This indicated that volunteers at the society are not properly motivated to perform their duties well. This has resulted in an extremely high (69%) rate of volunteer turnover. The data also reveal that there
is a marked shortfall in volunteer job performance, which further points at the high level of demotivation prevailing among the volunteers.

The data analyzed further reveal that the only method designed to redress this performance shortfall among volunteers is the provision of training, with 82% of the respondents citing this method. This method is obviously not comprehensive and explains the high turnover experienced among volunteers who move on to other areas of interest as soon as they finalize the training.

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5.3 Conclusions

From the findings of the study, the following conclusions can be made:

Motivation plays a significant role in the performance of volunteers. However, the Kenya Red cross Society has not put in place adequate measures to motivate its volunteers and the volunteers have consequently not exhibited acceptable level of performance in their tasks.

Volunteers do not find it easy to join the volunteer programmes of the society. This is frustrating to many of them and is a source of demotivation which affects their job performance and stability as volunteers in various programmes of the society. Due to this, the society does not register enough volunteers and this in turn affects the performance of the few who remain. The recruitment of volunteers is largely uncoordinated. Again this is a major source of demotivation to prospective and enrolled volunteers, which further affects work performance among volunteers.

Volunteers are exposed to physically risks and this militates against their job performance.

The only initiative towards enhancing volunteer performance at the society is through the provision of training. This is grossly inadequate and only contributes towards volunteer turnover as most volunteer leave the society immediately after the training programme.

Owing to inadequate motivational initiatives volunteers have not been able to perform their work satisfactorily and are largely dissatisfied with volunteerism.

Volunteers at the society would be able to perform better in their jobs if the programme administrators instituted the following measures: - Providing
volunteers with incentives such as allowances, carrying out proper job analysis for volunteers, reducing the level of risks in volunteer tasks, organizing volunteer exchange programmes, changing the attitudes of the training managers towards volunteers for the better and improving the volunteer training programmes.

5.4 Recommendations.

The following are the recommendations made from the study:

The Kenya Red Cross society should streamline its volunteer recruitment system by centralizing the process and setting guidelines to be followed by the volunteer recruitment officers. This will open ways for those intending to join and volunteers will not serve at the whims of the individual programme managers. This may enhance their morale and increase their performance.

The society should create volunteer welfare department to handle all motivational issues concerning volunteers. Central to this should be the regular provision of both material and non-material incentives to boost the morale of volunteers and enhance their job performance.

Regular and adequate information concerning volunteerism and its challenges should be availed for the benefit of both practicing and prospective volunteers. This will help eliminate the culture of ignorance and misinformation that characterizes volunteerism, so that those who join in know what they are getting into.

Human resource functions and practices such as job analysis, job design, performance measurements and human resource planning should be injected into the process of volunteer management in order to eliminate the culture of unconcern that has afflicted this very important cadre of the service providers.
5.5 **Suggestions for further research**

The following areas of research could be useful in highlighting critical aspects of volunteer motivation and performance, which have not been dealt with in this study.

There is need to study the effectiveness of the training offered to volunteers in terms of change in job behavior.

A study should be designed to investigate the implications of volunteer turnover on the sustainability of voluntary programmes.

It would be of great importance to conduct a background survey of volunteers to determine how their social economic status affects their job performance as volunteers.
REFERENCE


Kenya Redcross society web. Available at http://www.kenyaredcross.org


TO WHOM IT MAY CONCERN

RE: ERIC OKELO WANGAJI-REG. D53/OL/1064/02

Mr. Okelo is a student at Kenyatta University studying for a master of Business Administration Degree. The university requires him to conduct research in a formal organization and write a report in partial fulfillment of his degree course requirement.

He has chosen your organization for this purpose and any assistance given to him will be highly appreciated.

Thank you.

Yours faithfully,

David O. Wanjiko
REGIONAL CO-ORDINATOR.
APPENDIX II

QUESTIONNAIRE

Please fill in this questionnaire as correctly and completely as possible. It will help in the Administration of Volunteer programs in the organization. The information so provided will be kept confidential and will only be used for academic purposes. Please a tic in the box representing your response.

1. What is your name? (Optional) ____________________________________________

2. What is your gender (Sex) ☐ Male ☐ Female

3. Which age bracket do you fall in?
   Below 15 ☐
   15 – 20 ☐
   20 – 25 ☐
   25 – 30 ☐
   30 – 35 ☐
   Over 35 ☐

4. What is your highest level of Education?
   None ☐
   Primary ☐
   Secondary ☐
   Post secondary ☐

5. What is your position in the organization ______________________________________

6. How regularly do you deal with volunteer issues?
   Daily ☐ Weekly ☐ Monthly ☐ Yearly ☐

7. Which volunteer issue(s) do you handle?
   Recruitment ☐ Training ☐ Supervision ☐ Discipline ☐
8. Are you involved in the recruitment of volunteers?

YES □ NO □

9. If YES above, how regularly do you recruit?

Daily □ Weekly □ Monthly □ Yearly □

10. What methods of volunteer recruitment do you apply?

School recruitment □ Referrals □ Advertisements □

Any other (specify) ____________________________

11. In your opinion, do you agree that the method is effective?

Strongly agree □ Agree □ Undecided □ Disagree □

Strongly disagree □

12. Give reason(s) for your response in (6) above

__________________________________________________________________________

13. In your opinion would you agree with the sentiments that volunteers are exposed to serious risks in the course of their work?

Strongly agree □ Agree □ Undecided □ Disagree □

Strongly disagree □
14. What determines the acceptance of a person into a volunteer scheme

- Interest [ ]
- Possession of skills [ ]
- Experience in volunteerism [ ]
- Level of education [ ]

Any other (specify) ________________________________

15. How would you describe the number of volunteers under you for the last two years?

- Increased [ ]
- Constant [ ]
- Decreased [ ]
- Fluctuates [ ]

16. Please explain your response in (10) above.

_________________________________________________________________________

17. Do volunteers confide in you their difficulties;

i) Before joining the program YES [ ] NO [ ]
ii) After joining the program YES [ ] NO [ ]

18. In your opinion, the volunteer difficulties are genuine, Do you agree?

- Strongly Disagree [ ]
- Disagree [ ]
- Undecided [ ]
- Agree [ ]
- Strongly agree [ ]

19. In (12) (i) above which is the most commonly cited difficulty?

- Lack of information about voluntary programs.
- Indifference of voluntary program managers to new volunteers.
- Complex recruitment procedures.
- Any other (specify) ________________________________
20. Do you experience volunteer turnover?  YES □  NO □

21. How severe is this problem?

Mild □  Very severe □  Alarming □

22. Do you experience any short falls in work performance among volunteers after recruitment?

YES □  NO □

23. How do these short falls manifest themselves?

☐ Volunteers report late at work.
☐ Volunteers do not meet set targets.
☐ Volunteers make simple mistakes.
☐ Volunteers are involved in interpersonal conflicts.

24. Does the organization respond to these shortfalls? YES □  NO □

25. In what ways are these shortfalls addressed?

☐ Provision training.
☐ Provision of incentives e.g. allowances.
☐ Punishment.
☐ Any other (specify) ___________________________
26. Do you agree that the interventions are useful.

- Strongly agree □
- Agree □
- Undecided □
- Disagree □
- Strongly disagree □

27. What effects have the interventions had on volunteer performance?

- □ Increased efficiency.
- □ Higher work output.
- □ Less accidents.
- □ Fewer conflicts
- □ Any other (specify) ____________________________

28. Kindly suggest the best alternative ways of improving the work of volunteers.

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Thank you.
Dear Sir,

RE: AUTHORITY TO CONDUCT RESEARCH

I write to request for your authority to conduct an academic research on the role of motivation as the performance of volunteers in Humanitarian Organizations in Kisumu District. The research is to be conducted at the Kenya Redcross Society offices and it will cover the volunteers attached to the society.

This research is in part fulfillment of the requirement for the award of the master of Business Administration Degree of Kenyatta University for which I am studying.

Thank you.

Yours faithfully

ERIC OKELO WANGAJI
Dear Sir,

RE: AUTHORITY TO CONDUCT RESEARCH

This is to kindly request you to allow me conduct research on the role of motivation on the performance of volunteers in your organization.

I am a life member of the society an is currently involved in a academic pursuit leading to Master of Business Administration Degree at Kenyatta University. This research is part of the requirement for the award of the Degree.

I remain looking forward to a favourable response.

Thank you.

Yours faithfully

ERIC OKELO WANGAJI
1st April, 2005

The District Officer
Kisumu Division
KISUMU

The District Officer
Maseno Division
MASENO

The District Officer
KOMBENA DIVISION

The District Officer
KALIRO DIVISION

Res: RESEARCH AUTHORIZATION
ERIC ORIELLO KANYIJA

The above named has been authorised to conduct an
Academic Research on THE ROLE OF MOTIVATION ON
THE PERFORMANCE OF VOLUNTEERS IN HUMANITARIAN ORGANISATIONS
A CASE OF THE KENYA REDCROSS SOCIETY IN KISUMU
District.

I am in this regard writing to ask you to extend any
assistance he may require.

DISTRICT COMMISSIONER
KISUMU

JOSEPH K. W. SATIA
J. K. P. SATIA
For: DISTRICT COMMISSIONER
KISUMU DISTRICT