

DETERMINANTS OF VOLUNTEERS' TURNOVER IN INTERNATIONAL
ORGANIZATIONS: THE CASE OF UNITED NATIONS VOLUNTEERS IN KENYA

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DECLARATION

I declare that this is my original work and has not been submitted to any academic institutions for examination purpose

Signed..... Date.....

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CI54/CTY/PT/24541/2011

This research project has been submitted with my approval as the university supervisor

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DEDICATION

Special thanks to my mum Lilly Kaari Mugo and my husband Moses Muriuki for their steadfast support and encouragement during the entire period I undertook this research not forgetting my Late Dad Donald Mugo who told me I can achieve anything I desire to through hard work.

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ABSTRACT

The ability to retain Volunteers has proved a challenge to many international organizations. This is no exception for many volunteers engaged in international organizations. Volunteers are more intrinsically motivated compared to extrinsic motivation and their need is to make a valued contribution by giving back to the community and skill acquisition. The aim of this study was to establish the factors determining volunteers' turnover with a special focus on United Nations National Volunteers in Kenya. Hopefully, the outcome of this study would contribute to greater understanding on various challenges international organizations go through in trying to retain Volunteers. The study adopted a descriptive research design Managers from various UN agencies, and current Volunteers as well as former United Nations Volunteers in Kenya were interviewed with a view to gaining more insight into the factors that trigger a high turnover of such in Kenya. A semi-structured questionnaire and an interview guide will be used for primary data collection. Two theories were used to analyze the data namely Herzberg's Two Factors Theory and Abraham Maslow's Theory of Hierarchy of needs. The study revealed that majority choose to volunteer at the UN as a career due to the desire to give back to the society, others choose volunteering because it is the most accessible job, some see it as an opportunity to take responsibility while others chose volunteering as a career due to personal compatibility. Further, the study found that the rate of turnover among the volunteers at the UN is very high. The study found that working condition, relationship with supervisors, ability utilization and ability for advancement determine to a great extent the willingness of an individual volunteer to continue rendering their service as a volunteer in the UN. This study therefore recommends that in order to reduce volunteer turnover in the UN, the volunteers should be well motivated. This can be achieved through provision of good working conditions while in the field and not be overworked with many responsibilities.

ACRONYMS AND ABBREVIATIONS

ILO	International Labour Organization
KU	Kenyatta University
NAVNET	National Volunteer Network Trust
OCB	Organizational Citizenship Behavior
UN	United Nations
UNAIDS	United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNHCR	United Nations High Commissioner for Refugees
USA	United States of America

DEFINITION OF TERMS

Opportunity for advancement: In the context of this study opportunity for advancement is used in this study to refer to chances for volunteers to attend training programs or courses or get employed by UN.

Opportunity for advancement has been defined as the progression of an individual into employment positions with increased responsibilities and/or compensation (Sagaria&Johnsrud, 1988)

Ability Utilization: In this study, ability utilization refers to use of skills, abilities, creativity and originality in their duties.

According to Bruce and Blackburn (1992) Ability utilization is about ensuring the most effective application of skills in the workplace to maximize performance through the interplay of a number of key agents (such as employers, employees, learning providers and the state) and the use of a range of HR, management and working practices. Effective ability utilization seeks to match the use of skills to business demands or needs.

Working Conditions: According to Spector (1997) working conditions refers to the conditions in which an individual or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger, and the like. This study refers working conditions to aspects of space, surrounding and status in workplaces.

Relationship with supervisors refers to the degree of contact between employees and their supervisors involving frequent and supportive work based communication and discussions. According to Topper (2007) relationship with supervisors refers to employees and their supervisors how they relate to each other at work place.

Employment Agency: According to Gunnarson, & Wheeler (1992) defines an employment agency as an organization which matches employers to employees This study defines an employment agency as an agency whose business is to find jobs for people seeking them or to find people to fill jobs that are open.

Volunteer: This study defined a volunteer as a person at the United Nations who voluntarily undertakes or expresses a willingness to undertake a service to assist or help a specific individual, population or cause marked by the donation of time for very little or no monetary or material compensation. According to Gorton and Kalaman (1985) a volunteer is a person who voluntarily offers himself or herself for a service or undertaking, a person who performs a service willingly and without pay.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations today constantly wrestle with revolutionary trends: accelerating product and technological changes, global competition, deregulation, demographic changes, and at the same time, they must strive to implement trends towards a service and information society. Due to this tumultuous business environment, one of the challenges facing many business organizations is the retention of employees. The loss of employee is a disruptive event. Replacing employees may be costly, both in recruiting and training. High level of employee turnover may impede the quality, consistency and stability of services that organizations provide to clients and customers and in turn increased customer dissatisfaction. Society has now become knowledge-based where clearly human capital is considered a key resource and indispensable to the survival of businesses. This could explain why some organizations are keen to recruit volunteers with promising skills. Increasingly, organizations are competing for the best talent employees (Spector, 1997).

A volunteer is someone who gives their time as a person for a comparable amount (Prendergast and Topel, 1996). Fair Labor Standards Act defines a volunteer as any person who performs hours of service for a public agency or organisation for civic, charitable, or humanitarian reasons, without promise, expectation or receipt of compensation for the service rendered. According to Gruneberg (1979) volunteers by definition are no financially recompensed, beyond reimbursement for expenses and for

their efforts'. Though some remuneration is allowed in many instances, volunteers are thought of among the public as persons who voluntarily render their services without payment or compensation. In the case of United Nations Volunteers the compensation is in form of Volunteer Living Allowance and other additional incentive dependent of a volunteer travelling outside their duty station.

An ethic of volunteerism exists in every society in the world, albeit in different forms. Opportunities for the world's population to indulge in volunteerism has been on the increase due to factors such as globalization, emergence and spread of new technologies, corporate social responsibility initiatives and improved communication networks around the globe (Volunteerism report, 2011). A study carried out by Bohse and Associates (1998) gives insight on the reasons why people volunteer. The most noteworthy reasons why people volunteer are: feeling of compassion for people in need, having interests in the volunteer activity or work, gaining knowledge, new perspectives or experience on issues and desire to address the needs of the community.

International volunteerism is organized engagement in development by volunteers working abroad. It may include long term or short term engagements through either governmental or non-governmental agencies. The last decade in particular has seen the number of volunteers increase drastically around the globe and the evolving of different forms of engagement. The concept of International volunteerism emerged in the 1960s. This will be marked by the establishment of international volunteer coordinating organizations, including, Australian Volunteers International, Japan Overseas

Cooperation Volunteers, Peace Corps, United Nations Volunteers, Canadian University Service Organization and Volantarinel Mondo-FOCSIV (Volunteerism Report, 2011).

The volunteer organizations traditionally focused on sending volunteers to the developing countries (international volunteerism). However, the recent development has been the adding of national volunteering to its activities by the international volunteering firms. The purpose of this has been to draw the knowledge of the locals, capacity build them and enhance development to the local levels. In Africa, the ECOWAS and African Union have promoted the aspect of regional youth volunteering initiatives that allow the young Africans to gain experience though volunteering while at the same time contributing to development initiatives in the region.

The origin and development of volunteerism in Kenya has been shaped by two major Influences: one rooted in the indigenous traditions and value systems and the other the product of the interface between the Kenyan society and the western world (Hickson, 2008). The traditions are closely interlinked with the religion and the emphasis that they place on charity, helping the poor, sharing the wealth with others. Philanthropy has historically been the main form of voluntary activity in Kenya. The main churches have been actively involved in various projects around the country while volunteer specialists are seen to implement most of the church sponsored activities. Religious officials, clergy men and the congregation are usually non remunerated, thus the concept of volunteerism. The other form of volunteerism in Kenya is seen to be the secular volunteerism. This has evolved and accelerated with the advent of western influence in Kenya. This was mainly

through the works of charity by the Christian Missionary on health and education during the colonial times.

The common reasons for the increase in the number of volunteer activities in Kenya, as highlighted by Winnie and Karuti (2002) include and are not limited to: decline in socialism, population increase, negative impact of globalization and the increased national and international funding for the voluntary sector and in development activities. Voluntary activities cover broad sectors such as on relief, education, training and capacity building, environmental conservation, rehabilitation, peace building and conflict resolution and natural resource management (Volunteerism Survey, 2008). Volunteerism is part and parcel of Kenyan culture, mainly informally through communities assisting each other in a concept known as —Harambee. However, this is steadily changing and we are seeing more formal volunteering programs. Although there are a number of international volunteer organizations, National Volunteer Network Trust (NAVNET) is the only local organization that runs a volunteer centre to enable Kenyans to participate in national development through volunteerism.

In addressing the retention of volunteers some of the challenges faced by this industry is that volunteer organizations vary in structure and nature while others are formal and well-structured others are in adhoc nature or informal (Young, 2007). This results to the challenges of coordination among various organizations. For example, in Kenya there is no legal policy framework that guides volunteerism. In addition, various laws in Kenya have hampered recognition of volunteerism in Kenya. Such laws include the Kenya Labour law Cap 226 (5) states that “an employer shall pay his employees equal

remuneration for work of equal value. Cap 226 clause 9 (1) (b) states “a contract of service - for a period of number of week days which amount in the aggregate is equivalent of three months or more. In both cases volunteer work hand by hand with the paid staff and sometimes doing even more challenging work and though considering volunteerism is normally in formal structure the volunteers work beyond three months. This makes the legitimating of the modality of volunteerism difficult to be implemented.

Nevertheless, (ILO, 2011) has made valuable contribution to ensuring there is standardization of volunteerism measurement with an objective to integrating the volunteer survey into the labour force surveys and also as a source of supplement of labour force statistics as a result the economic impact of volunteers is not adequately measured. Though the Kenyan Government significantly benefits from the social well being and economic activities of the volunteers the laws do not facilitate and sustain volunteerism, for example the Employer’s guide to pay as you earn does not exempt a volunteer from paying taxes an any amount paid as wages in excess of Ksh. 10,165 is not tax exempt and does attract tax. (Authority, 2009).

The ability to retain employees has proved a challenge to manage organizations. This is no exception for many volunteers engaged in various activities worldwide. Volunteers are more intrinsically motivated compared to extrinsic motivation and their need is to make a valued contribution by giving back to the community and skill acquisition (Caitlin & Rick, 2007). In order to retain and satisfy the volunteers, the organizations need to have a keen interest in the management of volunteers (Bruce & Blackburn, 1992).

It is important to indicate that there is an existing relationship between volunteer management and retention. Two-thirds of volunteers stopped offering their services due to poor volunteer management practice encompassing the management ignorance of individual difference, Poor communication with assumptions, generalities, lack of direction, and impatience, lack of follow up on employee (Brudney, 2004).

New paradigm companies recognize that an important element in business management practices is the need to successfully motivate and retain high talent volunteers who survive organizational restructuring, downsizing, consolidation, reorganizing or re-engineering initiatives. Stanley (1999) asserts that every company should understand that people are their best commodity and the most valuable assets. Without qualified people who are good at what they do, any company would be in serious trouble in the long run. Thus the retention of existing volunteers is very crucial because it saves companies financial resources. In order to create a successful company, organizations are considering as many options as possible when it comes to volunteer retention while at the same time securing their trust and loyalty so they have less of a desire to leave the organization in the future (Bruce & Blackburn, 1992).

1.2 Statement of the Problem

The United Nation office in Kenya has been experiencing high labor turnover in the recent past as the volunteers move to seek employment in other international humanitarian organizations or in other firms or industries. This phenomenon has not been observed in terms of documented studies in Kenya but there is a vast literature on the

sources of employee turnover in various industries in other parts of the world (Man & Wafa, 2007).

Retention of volunteers at the United Nations is becoming a real challenge today as the management begins to realize the value of people that make up the organization. Due to diverse reasons United Nations National Volunteers turnover in Kenya is high compared to other countries in the region. In a recent benchmarking study (Synovate, 2010), it was found that the 2009 aggregate annual volunteer turnover in Kenya was 23.2% compared to 11.3% and 15.5% in Uganda and Tanzania respectively. This invariably results in high costs of training on the United Nations.

Most studies (Delaney & Huselid, 1996) on employee turnover have however concentrated on the traditional preliminary indices. This is confirmed by studies by Prendergast and Topel, (1996) and Damanpour & Schneider, (2006). According to Iaffaldano & Muchinsky (1985) a significant void still exists in current models of turnover because none of the frameworks incorporates constructs related to volunteers' turnover. Other studies on this topic have concentrated on the developed countries while there is little data on turnover of United Nations National Volunteers in Kenya. This study therefore endeavors to fill this knowledge gap by investigating the determinants of volunteers' turnover in international organizations with special reference to UN Volunteers in Kenya. The study examined why people apply to be United Nations Volunteers, and why they do not complete their terms of contract. Finally, the impact of high turnover of United Nations Volunteers was assessed.

1.3 Research Questions

The study sought to find answers to the following questions:

- i. What are the factors that motivate people to join the United Nations as Volunteers?
- ii. What are the determinants of high turnover of United Nations Volunteers in Kenya?
- iii. What is the impact of high turnover of Volunteers on the United Nations' agencies in Kenya?

1.4 Research Objectives

The study sought to achieve the following objectives:

- i. To examine the factors that motivates people to join the United Nations as Volunteers.
- ii. To investigate the determinants of high turnover of United Nations Volunteers in Kenya.
- iii. To determine the impact of high turnover of Volunteers on the United Nations agencies in Kenya.

1.5 Research Premises

- i. Many people volunteer to join United Nations as Volunteers in the hope of getting employment in the UN Agencies.

- ii. Dissatisfaction with terms of service contributes to high turnover of United Nations Volunteers in Kenya.
- iii. High turnover of Volunteers contributes to disruption of work schedules in the United Nations Agencies in Kenya.

1.6 Significance of the Study

The study findings will be of great importance to the management at the UN since it would address the most critical factors pertaining to the cause of the high turnover of Volunteers in the United Nations. Also the findings would be of critical importance to the government as it brings into light various policies which are detrimental to the employees' retention and address these factors according to the research recommendations. Further, the results of this study would be of great importance to the management of other international organizations that encourage volunteerism as it highlights areas that need to be improved to ensure retention of volunteers. This is because volunteerism makes an important contribution to communities across the spectrum of social endeavor.

1.7 Scope and Limitations of the Study

The scope and limitations of this study are set by a few particular factors. The extent of this inquiry was confined to UN agencies operating in Kenya. The study involved the current United Nations National Volunteers and the former Volunteers of the UN in Kenya. The study faced some hindrances while seeking for information from the volunteers both current and former. Firstly, the study experienced difficulties in gaining

access to and recruiting target population using snowball sampling technique to reach former volunteers since some were working outside Nairobi. A second limitation to this particular study was the dissemination of the questionnaires. Questionnaires were disseminated via electronic mail for those who active email addresses and also as hard copies for those who did not have email address. One of the challenges was that there was delay in getting the questionnaire delivered to the respondent especially the volunteers whose email addresses were no longer in existence.

Lastly, the researcher had to travel from one agency to another which is distant apart. The researcher travelled to UNHCR agencies and administered questionnaires to the target respondent: UNHCR agencies have its offices in Kakuma and Dadaab. The other three agencies namely UNEP, UNDP and UNAIDS are based in Nairobi. Therefore, the researcher sent out e-mail invitations requesting participation in this research to former United Nations Volunteers in Kenya and used their personal referrals to locate other ex - UN Volunteers in Kenya.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed relevant literature on factors that determine volunteers' turnover in organizations. The factors discussed in this chapter include relationship with supervisors, working conditions, opportunity for advancement and ability utilization. The chapter also includes the literature gaps and conceptual framework.

2.2 Relationship with Supervisors

There is disagreement on the importance of the relationship of the supervisor-worker relationship and volunteers' turnover. Herzberg (1968) stated that the relationship between workers and supervisors is overrated as a variable affecting their willingness to stay in the employment. Vroom (1982), however, stated that there is considerable evidence demonstrating that satisfaction is related to the consideration an employee feels is received from supervisors. According to Topper (2007), there are many factors that come into play in how well an employee performs on the job. However, Topper (2007) asserts that many supervisors believe that the most important factor is the relationship between employee and supervisor. Yet, supervisors unconsciously and unintentionally contribute to the failure of some employees by categorizing an employee as either strong or weak in the first three weeks of employment (Topper, 2007).

Bruce and Blackburn (1992) ranked good managerial relations second among variables affecting job satisfaction hence employee turnover. They asserted that both job satisfaction and job performance are dependent on supervisors in the organization. Through their study of six employees in various occupations, they found several aspects of managerial relations with workers to be significantly related to job satisfaction, as indicated by chi-square tests of association. "Treats employee as important person" was one managerial behavior that was found to be related to job satisfaction.

Other managerial variables found to be related to job satisfaction were "communication," "frankness," "consistence," "helps solve job-related problems," "encouragement to seek educational opportunities," "aware of employee difficulties," "encouragement to make suggestions," and "ability to foster good relations with work force" (Bruce & Blackburn, 1992). Other researchers have concluded that supervisor relations are important to job satisfaction. Spector (1997) found that supervisor relations are related to overall satisfaction among volunteers.

Kottke and Sharafinski (1988) define supervisory support as the degree to which supervisors value subordinates contributions and care about subordinates' well-being. The importance of supervisory relationship on employee attitude and behavior has been the subject of numerous studies. Past research has demonstrated that in general, higher supervisor support can enhance employees displays of OCB people always seek to reciprocate those who benefit them. When a supervisor engages in helping behavior toward an employee, the employees incur obligations to repay the supervisor so that the exchange is mutually beneficial. On the hand, if an employee's sense of support from the

supervisor is violated, he or she will subsequently reduce or withhold OCB (Wayne, Shore and Liden, 1997).

According to Vandenberghe and Peiro (1999) supervisors, are one of the main factors which affect volunteers' turnover. Managers interested in employees' work, assisting them in solution of their work related and personal life problems and also developing informal relations together with the formal ones are increasing employees' job satisfaction.

2.3 Working Conditions

This is the environment the employees find themselves working in. It includes their offices, factories and other locations used to carry out work. It also includes health and safety issues such as masks and protective clothing. Working environment also includes relationship with peers, team building, alignment of values and working hours among others (Spector, 1997).

A working environment that is conducive enables employees to feel comfortable and happy to work. This will lead to high motivation because the employees will feel that their needs of comfort, security and good health are well taken care of. Lack of good working environment will lead to low motivation. The idea that poor work conditions are compensated for by higher pay does not accord with the reality of the labour market. As the world moves towards a post industrial society it is becoming readily apparent that the Standard Hours (5-day/40-hour week) model of employment is no longer acceptable for many members of the contemporary workforce. Although there is strong evidence that

this rejection of the Standard Hours model of employment will continue to grow within Australia, as yet there is little research being undertaken to determine exactly what forms of work-time options and what conditions of employment the casual or part time worker wants from employers in the future (Asia Pacific, Journal of Human Resources, 1985).

According to Herzberg et al (1959), there are hygiene Human Resource practices, which if not satisfied de-motivate employees. These Human Resource practices are Organizations policy, relationship with supervisor, work conditions, salary and wages, status, security, relationship with subordinates, and personal life. He clearly saw that motivation of employees depended on their satisfaction of these Human Resource practices. He also came up with motivators, which if the employer satisfied improved on employees' motivation. These are the sense of achievement, recognition, the opportunity to grow and advance and greater responsibility. Managers need to redesign jobs to provide opportunities for individual achievement, recognition, responsibility, advancement and personal growth.

According to Topper (2007) the three Human Resource practices that together build enthusiasm, are equity, fairness where people want to be treated fairly at work, achievement where people want to do important, useful work, and be recognized for this and camaraderie where people want to enjoy good relationships with their co-workers. Many, maybe most, people start a new job with high levels of motivation and enthusiasm, and they generally want to enjoy what they do. Kottke and Sharafinski (1988) argue that this natural state of motivation is then reduced, over time by bad practices and poor conditions within the organizations. Topper (2007) motivation in the workplace is based

on three fundamental principles: The organization's goals are not in conflict with the workers' goals. Workers have basic needs that organizations should try to meet. Staff enthusiasm is a source of competitive advantage (Spector, 1997).

2.4 Opportunity for Advancement

How a worker views the opportunity for advancement is important to how satisfied the worker is with the job. According to Vroom (1982) job satisfaction is directly related to the extent that jobs provide individuals with rewarding outcomes. If a worker believes that achievement of organizational goals will lead to such personal rewards as promotion, then whether or not these rewards occur is likely to affect the worker's job satisfaction.

Schneider, Gunnarson, and Wheeler (1992) promotional opportunity is important to job satisfaction. They wrote: "Employees who perceive few opportunities for advancement have negative attitudes toward their work and their organizations".

According to Sutter (1997) the importance of career advancement to job satisfaction is that teachers who have high career aspirations view their jobs as preparation for higher jobs. This is consistent with the thinking of Gorton and Kalaman (1985) who wrote that many teachers expect to have jobs as principals. Sutter (1997) further states that because many teachers believe they will someday be promoted, they view their current jobs as preparation for higher ranking jobs and are satisfied in their current positions.

According to Nwachukwu (2000) it is possible that the direct effect of a teachers career aspirations and opportunity for advancement on job satisfaction may be negative in that the higher the desire of a person to be promoted, the less satisfied the person may be with

the current position; however, several writers do not support this hypothesis (Sutter, 1994). As teachers become older, career Aspirations and opportunity for advancement decrease because they have become more satisfied with their current positions, and the opportunity to advance seems less likely than it did when they were younger.

While advancement in rank or position is associated with higher pay, and thus is an extrinsic motivator, opportunity for advancement is considered an intrinsic motivator. The opportunity to advance means more to a worker than material gain. Vroom (1982) interpreted promotional opportunity as a desired, positive, personal goal. He stated that promotional opportunity is a goal most workers desire and that an individual's performance is related to the degree to which the individual believes that being promoted is related to performance on the job and how strongly the individual desires the promotion.

Job related advancement opportunities increase employee satisfaction. For example, a job which has an opportunity to participate in projects, presenting competition and requiring more responsibilities (Ozdemir, 2010). Another way to improve job satisfaction is by varying tasks assigned to employees. Repetitive tasks make satisfaction difficult. Therefore, employees need independence to be fully satisfied within their jobs (Anderson, 1984). Iaffaldano and Muchinsky (1985) assumed that workers in highly specialized jobs experience less autonomy or discretion and, consequently, they are more dissatisfied with work than those in less specialized jobs. The above findings clearly make career advancement an uphill task in an organizational culture that lacks trust and freedom to make choices.

2.5 Ability Utilization

The opportunity to use abilities is a variable important to job satisfaction (Stanley, 1999). While many teachers find satisfaction with their jobs (Sutter, 1994), they want more from their jobs. Gorton and Kalamian (1985) found that teachers listed the chance to use their abilities, exert leadership, and be creative and original as three important reasons for choosing to become administrators. The chance to use abilities emerges from many sources as a variable that is important to job satisfaction. Vroom (1982) stated that individuals gain satisfaction from jobs that require the use of their abilities as compared jobs in which they feel like their abilities are not being used. Sutter (1994) discovered that ability utilization is a predictor of job satisfaction. Herzberg (1968) believed that job enrichment rather than job enlargement was important to the enhancement of job satisfaction. Rather than simply enlarging the responsibilities of the worker to increase satisfaction and effectiveness, as Argyris (1964) proposed, Herzberg suggested providing opportunities for employees' psychological growth.

Bruce and Blackburn (1992) also believed that job enrichment increases job satisfaction. They defined an enriched job as one that offers the employee opportunities for achievement, recognition, advancement, responsibility, and growth. Enriched jobs are not a series of limited, specialized activities, repeated over and over. Rather, enriched jobs are those in which the workers have the opportunity to see processes or tasks through from start to finish (p. 12). Bruce and Blackburn also stated that to be satisfied with a job an employee had to feel that the tasks performed made a difference. The chance to use

skills that are unique and special was listed as one of the three key elements of "good work" (p. 16), which is what all employees want.

The number of tasks performed by a worker is an important element of job satisfaction. Gruneberg (1979) wrote jobs which are deskilled and lack variety and autonomy are less satisfying than are jobs which allow for the individual's abilities to emerge (p. 53). Gruneberg asserted that the characteristics of the job itself are the major variables in determining whether satisfaction is derived from the job. If the characteristics of the job are enhanced, job satisfaction is increased. According to Stanley (1999), Argyris (1964) theorized that enlarging a person's job is important to promoting growth in an individual and increasing the worker's psychological energy devoted to the job, thus increasing job effectiveness.

2.6 Literature Gaps

From the review of literature it is evident that no comprehensive research has been done on the determinants of high turnover at the United Nations National Volunteers in Kenya. Most studies (Hutchison, 1997) done on retention have concentrated on the traditional preliminary indices. According to Randall, Cropanzano, Bormann and Birjulin (1999) a significant void still exists in current models of retention because none of the frameworks incorporates constructs related to volunteers' retention. Other studies on this topic have concentrated on the First World while there is no study on determinants of turnover rate with specific reference to the United Nations National Volunteers in Kenya. This study will therefore embark to fill this existing knowledge gap.

2.7 Theoretical Framework

This study was guided by two theories namely Herzberg's theory and Maslow Hierarchy of needs. Herzberg's theory is based on people's needs and the needs are divided into two different groups; motivational factors and hygiene factors. Motivation factors are related to the employees' satisfaction with their work and with their related tasks. These factors can create or increase the satisfaction the employees feel with their job. Lack of hygiene factors is related to feeling dissatisfied with work place. If hygiene factors are present at the work place, it does not mean that they will create a higher level of satisfaction among the employees (Stanley, 1999).

Herzberg claimed that only the motivational factors could create satisfaction at work whilst bad hygienic conditions at work can create dissatisfaction. There is a strong connection between satisfaction at work and good health but there are no such connections between a good salary, which is a hygiene factor and good health. To be able to create satisfaction at work one good solution is the use of an incentive reward system where as many of the motivational factors as possible are included. Herzberg's theory is relevant to the current study as it highlights the factors that contribute to employee job satisfaction which is a major determinant of employees' intent to leave. The current study main focus is on the determinants of high volunteers' turnover in the United Nations.

In 1940, researchers into human behaviour suggested that people are motivated by a number of different needs at work and in their personal life. An organization should encourage and satisfy these needs so as to get the best output from its workforce. The theories work on assumption that give the chance and right stimuli people work well and are positive. Theorist Abraham Maslow is relevant in establishing what one needs

require and insists in meeting them outside workplace. Maslow also indicates relationship between motivation and need satisfaction. This is whereby participating staff training and development programmes should enable staff to achieve higher position and on-off job training activities. This will lead to gratification of esteem and self-actualization. This theory is relevant to the current study since motivation and need satisfaction is a determinant of turnover among volunteers. A motivated and satisfied volunteer will not have any intention to leave an organization while the vice versa is true.

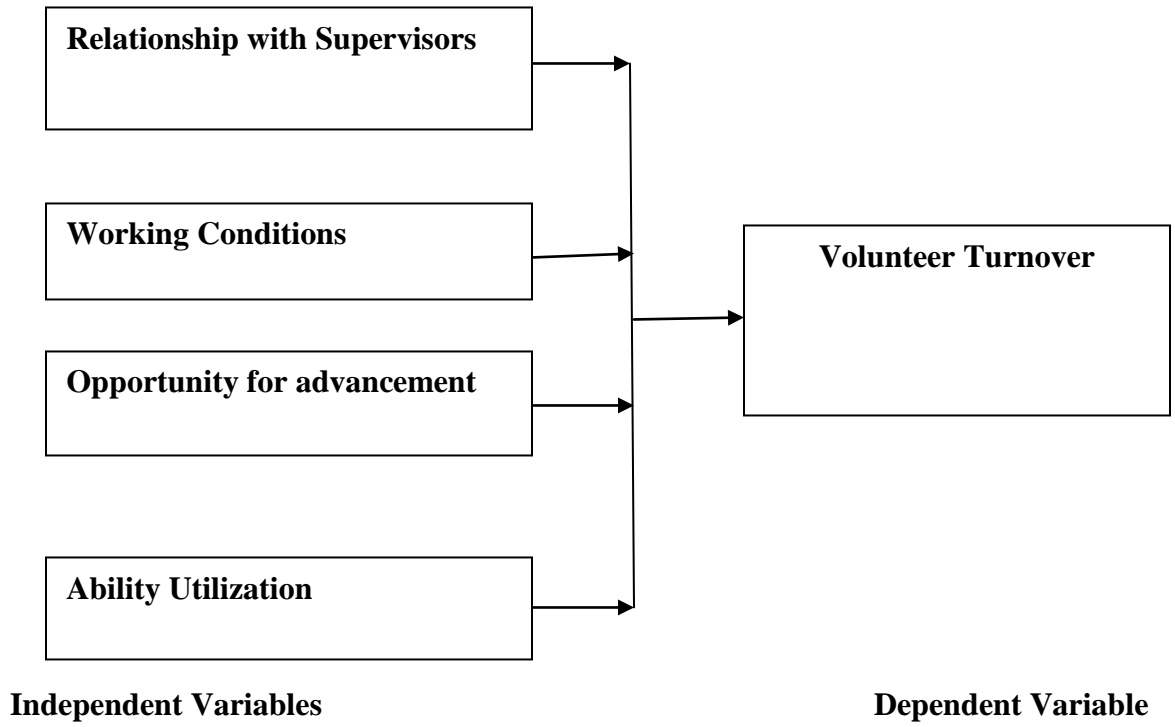
Figure 2.1: Maslow Hierarchy of needs



Conceptual Framework

Mugenda, (2008) defines conceptual framework as a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. According to Young (2009), conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables. In the study, the conceptual framework will look at the relationship between the factors that affect employee willingness to stay in employment and employee turnover.

Figure 2.2: Conceptual Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explained the methodology that was used in the entire study. It looked at the study area, study design, target and study population, sampling techniques, research instruments, data collection, pilot test and data processing and analysis and finally ethical issues that were taken into consideration during the study.

3.2 Research Design

This research adopts a descriptive research design. According to Cooper and Schindler, (2003) a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore was able to generalise the findings to all the departments in the organization. This type of research, although harder to design initially, is usually highly detailed and structured and results can be easily collated and presented statistically.

3.3 Study Site

The study was carried out in Nairobi, Kenya where the selection of the location has been prompted by the concentration of UN agencies, close proximity, the convenience, familiarity and other relevant logistics to the favor of the researcher. According to Kothari, (2003), the ideal setting for any study is one where the researcher has interest

in, one that is easily accessible and one that allows the researcher immediate rapport with the respondents.

3.4 Target Population

A population is defined as a complete set of individuals, cases or objects with some common observable characteristics (Hakim, 2000). The total target population comprised of the 10 managers from various agencies, the current 161 volunteers from various UN agencies (UN Human Resource Report, 2011) as shown below in table 3.1 and the former United Nations volunteers in Kenya. The study considered the following agencies namely UNEP, UNDP and UNAIDS that are based in Nairobi and UNHCR agency. UNHCR has its offices in Kakuma and Dadaab. The study focused on these four agencies because they have large number of people volunteering and also they have the highest volunteers' turnover reported (UN Volunteerism report, 2011).

Table 3.1: Summary of Target Respondents

Category	Frequency(F)	Percentage%
UNDP	53	30.9
UNEP	42	24.6
UNHCR	44	25.7
UNAIDS	22	12.9
Managers	10	5.8
Total	171	100.0

Source: United Nations Human Resource Report (2011)

3.5 Sampling Size and Sampling Technique

Snowball sampling technique was employed to reach the former UN Volunteers and therefore candidate respondents were identified on a recommendation basis. Snowball sampling occurs when samples emerge through the process of individuals providing references to others who further provide other references (Denscombe, 2007). Snowball sampling falls within non-probability sampling techniques. Using snowball sampling, twenty former volunteers were identified. Considering that these respondents group was the results of referrals, a certain bond of trust had to be kept, particularly, since some preferred not to share any significant details that will make them identifiable. Therefore this study identified the respondents as letters (A to T). In snowball sampling, respondents were selected from the friendship network of existing members of the sample (Hickson, 2008).

Further, from the 161 current volunteers' population, a proportionate sample size of approximate 80 respondents which is 50% of the population was selected using a stratified random sampling technique from the identified sample as shown in Table 3. 2. Stratified sampling is applicable if a population from which a sample is to be drawn does not constitute a homogeneous group (Mugenda and Mugenda, 2003). Lastly, the study involved all the 10 Managers from the four agencies under study.

Table 3.2: Sample Distribution

Category	Frequency(F)	Percentage%(n)	Sample size(f×n)
UNDP	53	0.5	26
UNEP	42	0.5	21
UNHCR	44	0.5	22
UNHABITANT	22	0.5	11
Managers	10	1	10
Total	171		90

3.6 Data Collection Procedures

Thompson and Collins (2002) define data collection as a means by which information is obtained from the selected subjects of an investigation. The study adopted methodological triangulation which refers to the use of more than two methods in studying the same phenomenon under investigation (Mitchell, 1986). This helped not only in understanding the determinants of high turnover among volunteers, but also the context within which prompted them to leave the organization before the end of their tenure. The primary research data was collected from the management team, the current and the former volunteers of the United Nations in Kenya. A questionnaire was administered personally to the current volunteers in the various categories at convenience. Further the study involved interviewing all the management team. And lastly, the researcher sent out E-mail invitations requesting participation in this study to former UN Volunteers and used their personal referrals to locate other former volunteers.

An interview guide was sent via email to all the Managers as well as to former volunteers. The target respondents were given a couple of days to provide information for the study before their collection by the researcher or the assistants.

In addition, secondary data was collected from the secondary sources such as the UN Library, USA Embassy, Library, KU Post Modern Library, City Campus Library, journals, thesis, and published articles relevant to the current study. These documents were particularly useful for providing a sense of the historical context for various aspects of the organisation and served as important records of activity.

The use of secondary data either gathered from the organisation or from external sources, proved a critical component of this study. These data sometimes may contradict statements made by informants in interviews or highlight incidents that are not mentioned in an interview or in the questionnaire. The secondary data also provided tangible examples of the issues alluded to in interviews. A decision was made in this study to consider secondary data prior to the issue of questionnaires and interview stage; however, additional sources emerged during or subsequent to the interviews. Where these new data raised questions pertinent to the research question, a follow-up interview was sought. This proved helpful in terms of clarification and in also revealing insights that could not have occurred using a singular data source. There may also instances of documents that indicate inconsistencies with respondent interviews, which proved particularly enlightening.

To deal with inconsistencies in data collection procedures the study used triangulation for confirmatory purposes. This was achieved by validation of quantitative results by qualitative results. Since the primary method of the researcher lies on the quantitative arena then the qualitative methods was used for complementary purpose and hence the researcher had more confidence in believing the consistent results of the main epistemological and ontological positions.

3.6.1 Research Instruments

The study gathered primary data through a semi-structured questionnaire which was administered by the researcher to facilitate a probing inquiry. The questionnaire had both open and closed ended questions. The questionnaire contained simple questions, which the respondents were able to answer without so much difficulty. This method is most effective and reliable since it does not involve the researcher taking too much to talk to the respondents. It is also inexpensive compared to other data collection methods (Mugenda and Mugenda, 2003).

3.6.2 Reliability and Validity of Research Instruments

Reliability is the consistency of a set of measurement items while validity indicates that the instrument is testing what it should (Cronbach, 1951). Reliability is the consistency of your measurement, or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects. In short, it is the probability of your measurement. A measure is considered reliable if a person's score on the same test given twice is similar. It is important to remember that reliability is not

measured, it is estimated. Reliability does not, however, imply validity because while a scale may be measuring something consistently, it may not necessarily be what it is supposed to be measuring. The researcher used the most common internal consistency measure known as Cronbach's alpha (α). It indicates the extent to which a set of test items can be treated as measuring a single latent variable (Cronbach, 1951). The recommended value of 0.7 was used as a cut-off of reliabilities.

Cronbach's alpha is a general form of the Kuder-Richardson (K-R) 20 formulas used to access internal consistency of an instrument based on split-half reliabilities of data from all possible halves of the instrument. It reduces time required to compute a reliability coefficient in other methods (Mugenda and Mugenda, 2003).

Validity is used to check whether questionnaire is measuring what it purports to measure (Bryman and Cramer, 1997). Validity is the strength of our conclusions, inferences or propositions. More formally, Thompson and Collin (2002) define it as the best available approximation to the truth or falsity of a given inference, proposition or conclusion.

3.7 Data Analysis

This section discusses the techniques that were used to analyze data and test the variables. Before processing the responses, data preparation was done on the completed questionnaires by editing, coding, entering and cleaning the data. Data collected was analyzed using descriptive statistics. The descriptive statistical tools help in describing the data and determining the respondents' degree of agreement with the various statements under each factor.

Analysis triangulation was adopted in this study. According to Kimchi, Polivka, and Stevenson (1991) analysis triangulation is the use of more than two methods of analyzing the same set of data for validation purposes. In addition to validation purposes, analysis triangulation can be described further as the use of more than two methods of data analysis in qualitative and quantitative paradigms within the same study for both validation and completeness purposes.

A content analysis and descriptive analysis was employed. According to Devi (1994) content analysis is the documentary analysis of what is in the document. It is an unobtrusive measure which is non reactive. Content analysis of qualitative interview and questionnaire data in the coding of open – ended questions in surveys was adopted in this study to analyze the respondents' views on the determinants of high turnover of United Nations Volunteers in Kenya.

3.8 Ethical Issues

Due to sensitivity of some information collected, the researcher held a moral obligation to treat the information with utmost propriety. Consent from the respondents was sought and the purpose of doing the research explained in detail. The data collected was solely meant for the purposes of research and was not availed to a third party. The right of the respondents was duly protected.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the factors that motivate people to join the United Nations as Volunteers, investigate the determinants of high turnover of United Nations Volunteers in Kenya and the impact of high turnover on the United Nation in Kenya. The data was gathered exclusively from questionnaire and interview guide as the research instruments. The questionnaire was designed in line with the objectives of the study. To enhance quality of data obtained, Likerts type questions were also included whereby respondents indicated the extent to which the variables were practiced or challenges encountered in a five point Likerts scale.

4.1.1 Response Rate

The sample for the study consisted of 10 Managers and 90 current Volunteers at UN in the various UN agencies namely UNDP, UNEP, UNHABITANT and UNHCR. A total of 150 respondents participated including 50 former volunteers. From the data collected, out of the 90 questionnaires administered to current volunteers 67 were returned, out of the 10interview guides administered to managers, all were filled and returned and lastly out of the 50 interview guides administered via email to former volunteers, 41 were filled and returned, which represents 74.4% , 100% and 82% respectively response rate.

This response rate is considered satisfactory to make conclusions for the study. Mugenda and Mugenda (2003) observed that a 50% response rate is adequate, 60% good and above, while 70% rated very good. This corroborates with Bailey (2000) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good.

This commendable response rate was made a reality after the researcher made personal calls and visits to remind the respondents to fill-in and return the questionnaires and the interview guides.

4.1.2 Reliability Results

The reliability of an instrument refers to its ability to produce consistent and stable measurements. Bagozzi(1994) explains that reliability can be seen from two sides: reliability (the extent of accuracy) and unreliability (the extent of inaccuracy). The most common reliability coefficient is the Cronbach's alpha which estimates internal consistency by determining how all items on a test relate to all other items and to the total test - internal coherence of data. The reliability is expressed as a coefficient between 0 and 1.00. The higher the coefficient, the more reliable is the test.

Cronbach's Alpha was used to ensure the reliability of the instrument, Cronbach Alpha value is widely used to verify the reliability of the construct. Therefore, Cronbach Alpha was used to test the reliability of the proposed constructs. The findings indicated that working conditions had a coefficient of 0.904; relationship with supervisors had a coefficient of 0.903, opportunity for advancement of 0.898, and ability utilization of 0.829. All constructs depicted that the value of Cronbach's Alpha are above the

suggested value of 0.5 thus the study was reliable (Nunnally& Bernstein, 1994; Nunnally, 1974). On the basis of reliability test it was supposed that the scales used in this study is reliable to capture the constructs. Reliability of the constructs is shown below.

Table 4.1: Reliability Test of Constructs

Determinants of Turnover	Reliability Cronbach's Alpha	Comments
Working Conditions	0.904	Accepted
Relationship with Supervisors	0.903	Accepted
Opportunity for advancement	0.898	Accepted
Ability utilization	0.821	Accepted

Source: Researcher (2013)

4.2 Demographic Characteristics

4.2.1 Gender Composition

This section aimed at establishing the gender of the respondents.

Table 4.2: Gender of the Respondents

Gender	Current Volunteers		Former Volunteers		Managers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Male	36	53.2	13	32.3	6	60.0
Female	31	46.8	28	66.7	4	40.0
Total	67	100.0	41	100.0	10	100.0

Source: Researcher (2013)

From the results, majority of the respondents who are currently volunteering are male comprising of 53.2%, while 46.8% are female. A contrary case is seen where majority (66.7%) of the former Volunteers were female and 32.3% comprised of male volunteers. Further, the results shows that majority (60.0%) of the Managers are male. However, various studies confirm that women volunteer more than men, from the finding, the gender composition of Volunteers at UN can be said to be generally well distributed. According to a report by Action Aid Nigeria (2011), gender disparities are significant and particularly notable in access to employment, education, household decision-making and political representation. Consequently, a high percentage of women's employment is restricted to low income-generating activities, concentrated within the lower levels of the unregulated, informal sector, which are not adequately represented in the National Accounting Systems (NAS) (Hobson, 2012).

This implies that there is gender equity at the UN. At the top of agenda of United Nations and at the heart of achieving Millennium Development Goal (MDG) 3 specifically aims at promoting gender equality and calls for empowerment of women.

4.2.2 Age of the Respondents

The study also sought to investigate the age brackets of the respondents to ascertain the age bracket that people are more likely to volunteer. The results depicted in table 4.2 show that majority of the current Volunteers are aged 24-34 years comprising 67.2 percent, 25.4% are aged 35-34 years, 5.9% are aged 22-23 years. According to ILO report 2011, Youth unemployment has become a major challenge in the 21st Century. The Sub-Saharan Africa is one of the regions highly affected by youth unemployment. It

is estimated to be more than 24% (ILO: 2009). Youth unemployment is a significant problem in Kenya.

In an interview with Rebecca Kakundakwe from AAIU state that the Kenyan unemployment rate is approximately 40% with an estimated 64% of unemployed Kenyans being youth compared to 5% in Uganda. This explains why majority of Kenyans are willing to take volunteering jobs in the UN. Rebecca Kakundakwe further stated the causes of unemployment as including the current economic growth of the country which is unable to cope with the large numbers of unemployed youth finishing school, high expectations from employers and lastly the current Kenyan education system is not encouraging young people to have entrepreneurial minds. This finding contradicts Tschirhart (2008) observations that individuals over the age of 50 are more likely to volunteer than younger people

Table 4.3: Age Brackets of the current volunteers

Age bracket	Current Volunteers	
	Frequency	Percent
less than 21	0	0.0
22-23	4	5.9
24-34	45	67.2
35-44	17	25.4
45-54	1	1.5
55-60	0	0.0
Total	67	100

Source: Researcher (2013)

The study also sought to investigate the age brackets of the former Volunteers. From the study 53 % of the former volunteers were aged between 35-44 years while 34.4 % were aged 25-34 years. A few were aged 55-60 years. Up to end of 2012, according the UN Condition of Service policy the minimum acceptable age to volunteer was 25 years.

Table 4.4: Age Brackets of the Former Volunteers

Age bracket	Former Volunteers	
	Frequency	Percent
21-24	0	0
25-34	11	34.4%
35-44	17	53.1%
45-54	3	9.4%
55-60	1	3.1%
Total	32	100.0

Source: Researcher (2013)

4.2.3 Academic Qualifications

In this section, the aim was to establish the academic qualifications of the respondents to ascertain the effect of education on volunteering. From the results, majority (90.3%) of the Managers at UN are holders of masters degree, also the majority of current volunteers and former volunteers 59.3% and 48.8% respectively have bachelors degree.

Rossi (2010), for instance, showed individuals who are highly educated tend to volunteer more than individuals who are less educated. This finding implies that education significantly promotes volunteer work. This is because those who are educated can fully be integrated into the broader society, and as a result, they may be exposed to more opportunities to volunteer. This explains why the minimum qualification of a UN

volunteer is a bachelors' degree from any recognized institute of higher education in Kenya and the rest of the world (UN Human resource Handbook, 2012).

Table 4.1: Academic Qualifications

	Current Volunteers		Former volunteers		Managers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
PhD	0	0.0	0	0.0	1	9.7
Masters	19	28.4	8	19.5	5	90.3
Bachelors degree	43	59.7	20	48.8	0	0
Diploma	5	11.9	13	31.7	0	0
Total	67	100	41	100	6	100

Source: Researcher (2013)

4.2.4 Former Volunteers length of continuous service at the UN * Contract term

Cross tabulation

The study sought to establish the time duration the former volunteers served at UN against their contract term. The findings show that 24.4% of the former volunteers left within the first 24 months. 14.6% left within the first 30 months. 2.4% of the volunteers left within the first six months. This finding implies that the rate of turnover among the Volunteers at the UN is very high considering that a volunteer can volunteer for a maximum of four years (UN Human resource Handbook, 2011).

Table 4.5: Former Volunteers length of continuous service at the UN * Contract Term

		Contract term				Total
		1 year	2 years	3 years	4 years	
Length of Continuous Service at the UN	Less than 6 Months	1 2.4%	0 0.0%	5 12.2%	0 0.0%	6 14.6%
	6 Months - 12 Months	0 0.0%	7 17.1%	0 0.0%	1 2.4%	8 19.5%
	12 - 18 Months	0 0.0%	4 9.8%	5 12.5%	0 0.0%	9 22.3%
	18 - 24 Months	0 0.0%	0 0.0%	9 22.0%	0 0.0%	9 22.0%
	24 Months - 30 Months	0 0.0%	0 0.0%	0 0.0%	5 12.2%	5 12.2%
	30 -36 Months	0 0.0%	0 0.0%	0 0.0%	4 9.8%	4 9.8%
Total		5 2.4%	7 26.9%	19 46.3%	10 24.4%	41 100.0%

Source: Researcher (2013)

4.3 Factors that motivate people to join the United Nations as Volunteers

The researcher further inquired why the respondents chose volunteering as a career.

The results shown in table 4.5 above indicate that most respondents chose volunteering as a career due to desire to give back to the society shown by 52.3% of the current volunteers and 41.8% of the former Volunteers. 38.2% of the current Volunteers and 20.5% of former Volunteers chose volunteering as it was the most accessible job, while 20.5% of the current volunteers and 14.5% of Former Volunteers chose volunteering as an opportunity to take responsibility.14.5% of the current Volunteers as well as 6.8% of the former Volunteers chose volunteering as a career due to personal compatibility.

According to Thippayanuruksakul (2009) many volunteers find the activity to be a rewarding experience. Further, Thippayanuruksakul (2009) demonstrates that volunteers chose volunteering for altruistic motive. Mueller(2011) argue that volunteers tend to also act on egoistic motives. People volunteer to satisfy important social and psychological goals. Different individuals may be involved in the same activities but have different goals. Volunteering is sometimes seen to enable the volunteer to develop skills which may be useful in a future career (Cnaan and Goldberg-Glen, 1991) or help to obtain employment (Clary, Snyder and Stukas, 2011), gain academic credits (Mueller, 2011), or even aid career advancement (Smith, 2008). This finding implies that people volunteer in the UN so that they can achieve different goals. However, their willingness to continue volunteering reduces with time and some opt to leave their volunteering work and look for jobs or start businesses.

Table 4.6: Reasons for choosing volunteering as a Career

Reason	Current Volunteers		Former Volunteers	
	Frequency	Percent	Frequency	Percent
As a career to give back to the society	8	11.9	8	19.5
Most accessible job	25	37.3	13	31.7
Opportunity to take responsibility	20	29.9	10	24.4
Personal compatibility	14	20.9	10	24.4
Total	67	100.0	41	100.0

Source: Researcher (2013)

4.3.1 Reasons for leaving the United Nations

The study sought to establish the reasons that drove the former volunteers to leave the United Nations. In an interview on 19th of July 2013, with one of the former volunteers, Mrs. Sharon Wandide who left the UN in August 2001, currently working in an IT firm as a marketing director, cited lack of job satisfaction, unfavorable working conditions on the field as some of the factors that made her leave. Mr. Nelson Waweru also a former UN volunteer, a successful entrepreneur with his own business selling pickled food to many of the big supermarkets in Kenya, in an interview on 2nd of August 2012 at his place of work in Hazina Towers in Nairobi CBD area, cited that working as a volunteer was not giving him a chance to utilize his ability to run a business and as result he opted to quit his volunteering job to try business. In an interview on 18th of August, 2013 with Mrs. Pauline Olumbe aged 39 a former volunteer at the UN, indicated that she involved herself in volunteerism to enable her to develop skills which may be useful in a future career. She left the UN in 2004 and decided to continue with her studies and currently she undertaking her PHD in Human Resource Management while consulting for a medium sized corporate organization. She founded Brand Strategy & Design Company in Kenya. Pauline has been recognized in both her community and internationally for her business leadership and innovation skills.

4.4 Determinants of high turnover among United Nations volunteers

4.4.1 Working Environment

The study required the respondents to indicate the extent to which working conditions affected their willingness to continue working at UN as volunteers. From the study findings, majority of the respondents (42.9%) indicated that the working conditions affected their willingness to a very great extent, 39.3% indicated to a great extent while 17.9% indicated to a moderate extent.

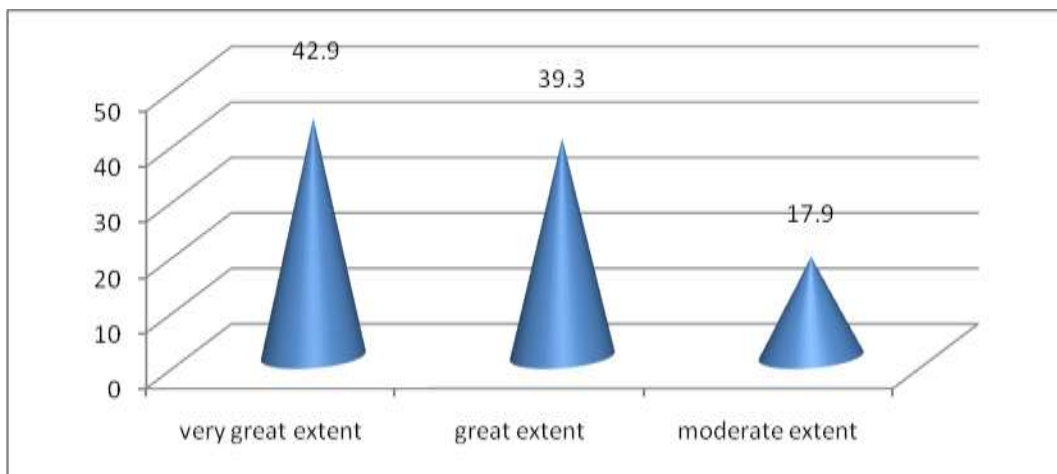


Figure 4.1: Effect of working conditions

4.4.1.1 Respondents extent of agreement about working conditions at the UN

From the study findings, majority of the respondents strongly agreed that they clearly understood their role as an individual in the department and how their contribution affected the department performance as shown by a mean score of 1.17 and they are happy with the safety precautions protecting every worker at the organizations as shown by a mean score of 1.42. Further, the respondents were in agreement that they are happy with the department they are in as shown by a mean score of 1.50, they are comfortable at

their place of work as shown by a mean score of 1.85, they are happy with the working relationship with their peer, supervisor and managers as shown by a mean score of 1.89, employees are free to air their views openly concerning their work as shown by a mean score of 1.96, they feel motivated to working the present working conditions as shown by a mean score of 2.03, they are happy with the working hours of the organizations and they are happy with the tool provide for my use at work including the chair they sit on and the and computer they use as shown by a mean score of 2.17 in each case. The respondents were also neutral on the fact that they are able to provide a healthy balance between their work and social life as shown by a mean score of 2.53.

Table 4.7: Agreement about working conditions at the UN

Statements	Mean	Std. Deviation
Am comfortable at my place of work	1.85	.84828
I feel motivated to working the present working conditions	2.03	.88117
Employees are free to air their views openly concerning their work	1.96	.99934
Am happy with the department am in	1.50	.88192
I clearly understand my role as an individual in the department and how my contribution affects the department performance	1.17	.47559
Am happy with the safety precautions protecting	1.42	.79015

every worker at the organizations		
Am happy with the working hours of the organizations	2.17	1.30678
I'm able to provide a healthy balance between my work and social life	2.53	1.29048
Am happy with the working relationship with my peer, supervisor and managers	1.89	.95604
Am happy with the tool provide for my use at work including the chair i sit on and the and computer i use	2.17	1.15642

Source: Researcher (2013)

4.4.2 Relationship with Supervisors

The study sought to establish the extent to which the relationship between the current volunteers and the supervisor affects the volunteers desire to continue volunteering, from the findings as shown in figure 4.2, majority of the respondents 62.7% (32.8%+29.9%) cited that the relationship with supervisors had a great influence on the desire to stay at the UN as a volunteer. A few 11.9% indicated to a low extent. In addition majority of the former volunteers cited that the relationship with supervisors had a great influence on their desire to stay at the UN as volunteers.

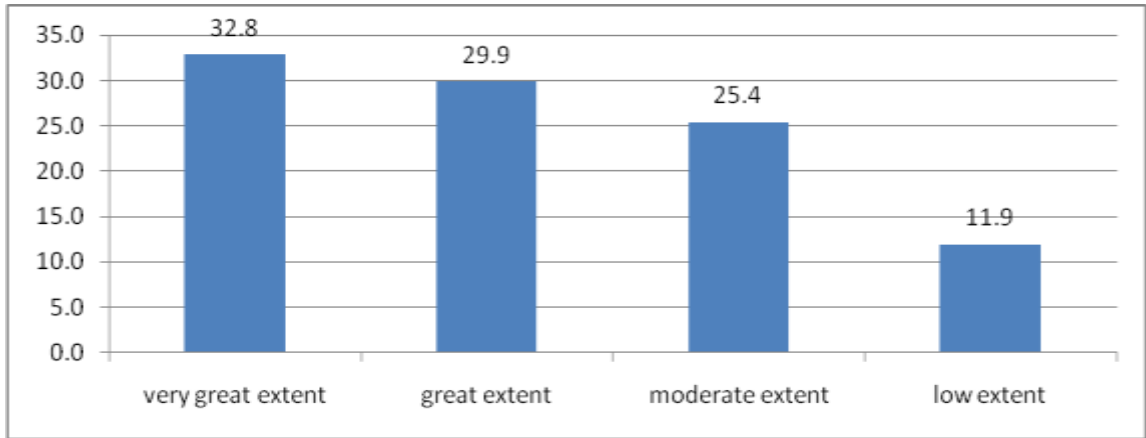


Figure 4.2: Effect of the relationship with supervisors

4.4.2.1 Nature of relationship between the current volunteers and the supervisor

The study further sought to establish the nature of relationship between the current volunteers and the supervisor. From the findings as shown in table 4.8, majority 43.3% indicated they have a good relationship with their supervisor, 26.9% were indifferent, 22.4% indicated very good while a few (7.5%) indicated poor.

Table 4.8: Nature of relationship between the current volunteers and the supervisor

		Frequency	Percent
Valid	Very Good	15	22.4
	Good	29	43.3
	Moderate	18	26.9
	Poor	5	7.5
	Total	67	100.0

Source: Researcher (2013)

4.4.2.2 Relationship with Supervisors and Turnover

This section aimed at establishing the extent the respondents' relationship with supervisors influenced respondents' desire to stay as a volunteer. Findings from the study revealed that most respondents appreciate their work as shown by a mean of 4.56, and that the supervisors treat them fairly as shown by a mean of 4.40. In addition, a majority of the respondents cited that their suggestions are attended to promptly by their supervisors as shown by a mean of 4.2 and that their grievances are attended to promptly by their supervisors as was shown by a mean of 4.1.

Table 4.9: Current volunteers' Relationship with Supervisors

	Mean	SD
I feel am treated as an important part of the success of the organization	3.984	1.265
My suggestions are attended to promptly by my supervisors	4.254	0.840
My grievances are attended to promptly by my supervisors	4.160	1.034
My supervisors treat me fairly	4.405	0.727
The work I do is appreciated	4.566	0.905

Source: Researcher (2013)

Table 4.10: Former volunteers Relationship with their Supervisors

	Mean	SD
I felt I was treated as an important part of the success of the organization	3.984	1.265
My suggestions were attended to promptly by my former supervisors	4.254	0.840
My grievances were attended to promptly by my former supervisors	4.160	1.034
My supervisors treated me fairly	4.405	0.727
The work I did was appreciated	4.566	0.905

Source: Researcher (2013)

4.5 Opportunity for Advancement

4.5.1 Opportunity for advancements and Volunteerism

The study revealed that most respondents' felt opportunity for advancements affect their willingness to stay as volunteers at the UN to a great extent. Further, the study inquired on the extent into which various aspects of opportunity for advancement influenced their desire to stay as volunteers at the end till the end of their tenure at UN.

According to Omoto and Snyder (2012) promotional chances is the degree of potential occupational mobility within an organization. in a study on opportunity for advancement among volunteers in the USA, Hobson, et al, (2012) found that the belief is that promotional chances decreases turnover indirectly by means of positive impact on job satisfaction and organizational commitment.

4.5.2 Respondents response on Opportunity for Advancement

Majority of the respondents indicated that skills acquired while discharging administrative duties affect their desire to stay as volunteers to a great extent as shown by a mean of 4.2182 indicated by former and a mean of 3.8864 indicated by current volunteers. They also indicated that the current scheme of service volunteers affects job satisfaction among volunteers to a great extent as shown by a mean of 4.0364 indicated by former and a mean of 3.5909 indicated by current volunteers. They also indicated that fairness in being considered for a job alongside other UN staff affect volunteerism to a great extent as shown by a mean of 3.9636 indicated by former and a mean of 3.7045 indicated by current volunteers.

Table 4.11: Opportunity for Advancement

Various people	Current		Former	
	Mean	Std Dev.	Mean	Std Dev.
Skills acquired while discharging administrative duties	4.2182	0.99426	3.8864	1.26152
Fairness in being considered for a job alongside other UN staff	3.9636	1.18577	3.7045	1.32208
The current scheme of service for volunteers	4.0364	1.24668	3.5909	1.20692

Source: Researcher, 2013

4.6 Ability Utilization

The study revealed that a majority of the respondents felt to a great extent that the ability to maximize ones potential affects the desire to stay at the UN as a volunteer.

4.6.1 Effects of Ability Utilization on desire to stay at the UN as a Volunteer

The study inquired on the extent to which various aspects of ability utilization affect the desire to stay at the UN as a volunteer. The study results show that the respondents indicated that creativity affect the desire to stay at the UN as a volunteer as was shown by mean of 4.3273 by former and a mean of 4.2545 indicated by current volunteers while maximization of leadership potential affect the desire to stay at the UN as a volunteer as was shown by mean of 3.8909 by former and a mean of 4.0455 indicated by current volunteers.

Table 4.12: Maximization of Potential

Maximization of potential	Current Volunteers		Former Volunteers	
	Mean	SD	Mean	SD
Maximization of leadership potential	3.8909	1.25717	4.0455	0.98723
Utilization of creativity	4.3273	0.88306	4.2545	7.69009

Source: Researcher, 2013

4.6.2 Aspects of Ability and Volunteerism

The study further inquired on the extent various aspects of ability affect desire to stay at the UN as a volunteer. From the findings as shown in table 4.12, majority of respondents agreed that the opportunity to accomplish something by using abilities as shown by a mean of 4.6364 by current and a mean of 4.1136 indicated by former. They also indicated

that the opportunity to use own methods desire to stay at the UN as a volunteer to a great extent as shown by a mean of 4.5455 by current and a mean of 4.1591 indicated by former. The respondents also indicated that occasionally being able to carry out different activities affect desire to stay at the UN as a volunteer to a great extent as shown by a mean of 4.4909 by current and a mean of 3.9318 indicated by former. The respondents also indicated that opportunity to work alone affect desire to stay at the UN as a volunteer to a great extent as shown by a mean of 3.9636 by current and a mean of 3.3182 indicated by former volunteers.

Table 4.13: Extent Various Aspects of Ability affects desire to stay at the UN as a volunteer

	Current Volunteers		Former Volunteers	
	Mean	SD	Mean	SD
Opportunity to work alone	3.9636	1.4525	3.3182	1.49063
Occasionally being able to carry out different activities	4.4909	0.8136	3.9318	0.92504
Opportunity to accomplish something by using abilities	4.6364	0.75434	4.1136	0.81315
Opportunity to use own methods	4.5455	0.9193	4.1591	0.77589

Source: Researcher (2013)

4.6.3 Respondents' overall level of job satisfaction as a volunteer

The study sought to establish the respondents' overall level of job satisfaction as a volunteer. From the findings as shown in figure 4.3, majority 92.5% of the current volunteers indicated they are satisfied while 7.5% indicated they are not. Further, majority of the former Volunteers cited that they were never satisfied with their jobs as volunteers. Susan, a former volunteer in an interview on 22 of July 2013 cited lack of career growth and advancement as a reason why she felt dissatisfied at her job as a Volunteer. She said she felt stuck in her volunteering job position. Mr. Jacob a former UN volunteer at the UN now a sole trader in Nairobi CBD area in an interview on 23rd of July 2013 at his place of work cited lack of interest in the work as a reason why he was unhappy as a volunteer at the UN. He said he wanted to perform job duties that were engaging and challenging. Monotonous work caused him to experience boredom.

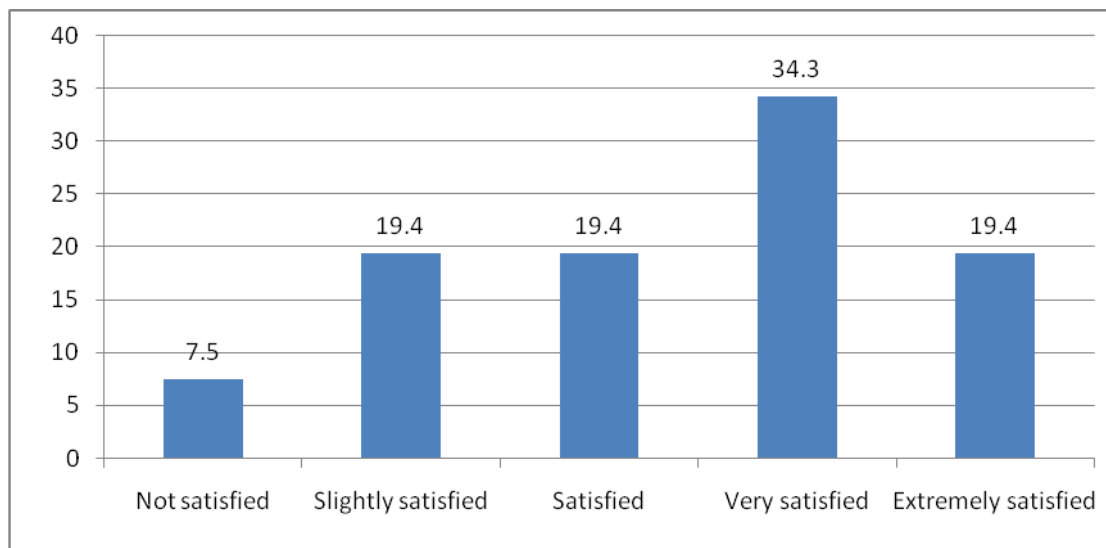


Figure 4.3: Respondents' overall level of job satisfaction as a volunteer

Further, the Managers were asked whether they were aware of the high volunteer turnover at the United Nations. In an interview on 13th of July 2013, with one of the supervisors, Ms Alice Nyamaye at the United Nations in Gigiri, cited lack of job

satisfaction, unfavorable working conditions in the field are some of the contributing factors that are causing high volunteer turnover rate among those national volunteers working in the field. In another interview with Mr Davis Luteng on 15th of July 2013, a supervisor currently working in Kakuma cited poor relationship with supervisors, resignation and sickness as some of the factors causing a high turnover of volunteers.

Hobson & et al propose that a volunteer friendly environment would support retention (Hobson, Rominger, Malec, Hobson, and Evans, 2012). In Wright et al supervisor-volunteer relationship was reiterated in their study of house building in the Appalachian mountains, where having fun helped to prevent volunteers leaving. Omoto and Snyder (2009) stress that it is increasing the satisfaction of volunteering which will lead to increasing the length of service. In some instances, the decline in the numbers volunteering often means that the work is left to fewer people and this discourages volunteers from continuing. Motivation issues explored earlier may also affect retention of volunteers, for example Rubin and Thorelli(2011) state if a volunteer joins for egotistic reasons then their length of tenure is likely to be small.

4.5 Impact of high turnover on the United Nation in Kenya

The study sought to find out the causes of a high level of turnover at the UN, majority of the respondents cited that the high rate could be caused by many factors such as inadequate wage levels leading to volunteers moving to other organizations, poor morale and low levels of motivation within the workforce, recruiting and selecting the wrong employees in the first place, meaning they leave to seek more suitable employment, a

buoyant local labor market offering more (and perhaps more attractive) opportunities to employees.

The study further sought to find out the impact the high turnover has on the UN as an organization. Majority of the respondents cited that high turnover causes problems for the organization. It is costly, lowers productivity and morale and tends to get worse if not dealt with. High rates of turnover are expensive in terms of additional training cost, lost production costs, increased costs of training replacement employees, loss of know-how, and damage that may be done to morale and productivity in terms of ability to perform their duties in relation to the goals and objectives of the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECCOMENDATIONS

5.1 Introduction

This chapter is a synthesis of the entire study, and contains summary of research findings, exposition of the findings, commensurate with objectives, conclusions and recommendations based thereon.

5.2 Summary of Findings

This section presents the findings based on the study objectives:

5.2.1 Factors that motivates people to join the United Nations as volunteers

The study revealed that majority choose to volunteer at the UN as a career due to desire to give back to the society, others choose volunteering because it is the most accessible job, some see it as an opportunity to take responsibility while others chose volunteering as a career due to personal compatibility. Further, the study found that majority of the former Volunteers at the UN was either on 1 year or 2year contract terms. The study revealed that those who were on a 1 year contract term left within the first 9 months. Also the study found that majority left within the first 30 months. This finding implies that the rate of turnover among the Volunteers at the UN is very high.

5.2.2 Determinants of high turnover of United Nations volunteers in Kenya

The study revealed that working conditions affect to a very great extent the desire to work among Volunteers in the UN. Also, the study found that the current volunteers understand their role as individuals in their current agencies and they are happy with the safety precautions protecting every Volunteer at the organization. Further, the current volunteers cited that they are happy with the roles and duties they perform; they are also comfortable at their place of work, and happy with the working relationship with their peer, supervisors and managers. On the contrary, the study found that former volunteers were not free to air their views openly concerning their work and they did not feel motivated working in their former working conditions. The current Volunteers are happy with the working hours of the organization and also happy with the tools provided for their use at work including the chair they sit on and computers they use.

In regard to the nature of relationship between the current volunteers and their supervisors, majority of the current volunteers cited that they have a good relationship with their supervisor. On the contrary majority of the former volunteers cited that they had a poor relationship with their immediate supervisors.

The study further revealed that a majority of the respondents felt to a great extent that the ability to maximize potential affect desire to stay at the UN as a Volunteer. Further, the study showed that a majority of the respondents agreed to a great extent that creativity and originality affect the desire to stay at the UN as a volunteer.

On the various aspects of ability that affect volunteers desire to stay at the UN as a volunteer, the study revealed that most respondents agreed that the opportunity to work alone, occasionally being able to carry out different activities, opportunity to accomplish something by using abilities and the opportunity to use own methods influenced to a great extent the desire to stay at the UN as a volunteer.

5.2.3 The impact of high turnover on the United Nation in Kenya

The study found that a high level of turnover could be caused by many factors e.g. inadequate wage levels leading to volunteers moving to other organizations, poor morale and low levels of motivation within the workforce, recruiting and selecting the wrong employees in the first place, meaning they leave to seek more suitable employment, a buoyant local labor market offering more (and perhaps more attractive) opportunities to employees.

In regard to the impact the high turnover on the UN as an organization. the study found that high turnover causes problems for the organization. It is costly, lowers productivity and morale and tends to get worse if not dealt with. High rates of turnover are expensive in terms of additional recruitment costs, lost production costs, increased costs of training replacement employees, loss of know-how, and damage that may be done to morale and productivity.

5.3 Conclusion

The study concludes that working conditions affect the desire to work as volunteers at UN to a very great extent. The study further concludes that current volunteers are happy

with the safety precautions protecting every volunteer at the organization, happy with the department they are in, they are comfortable at their place of work, the working relationship with their peer, supervisor and managers. On the contrary, the study concludes that former volunteers were not happy with their working conditions. They were not free to air their views openly concerning their work.

The study also concludes that the relationship between current Volunteers and their supervisor is good. Volunteers who are treated well have a good relationship with supervisors and are more satisfied than those who do not.

The study further concludes that opportunity for advancement influences willingness to stay at the UN as a volunteer till the end of the contract term. Job related advancement opportunities increase employee satisfaction, advancement in rank is associated with higher pay and that volunteers with higher career aspiration viewed their jobs as preparation for higher responsibilities.

The study further concludes that the ability to maximize the potential affects willingness to stay at the UN as a volunteer. The opportunity to work alone, occasionally being able to carry out different activities, opportunity to accomplish something by using abilities and the opportunity to use own methods increase job satisfaction hence positively influencing willingness to stay at the UN as a volunteer.

5.4 Recommendations

This study therefore recommends that in order to reduce Volunteer turnover in the UN, the Volunteers should be well motivated. Therefore, the human resource management

should ensure that Volunteers are involved in various duties and volunteers are well remunerated.

The study also recommends that in order to reduce the turnover as a result of job challenges, the Volunteers should not be overworked with many responsibilities, they should be given enough time to accomplish their duties while in the field, more Volunteers should be employed in areas where volunteers seem to be overworking, and also the management should recognize extra responsibilities that are carried out by Volunteers. In general there should be a balance of workload.

The study also recommends that in order to reduce turnover as a result of the relationship between the Volunteers and their supervisors, there should be very good supervision, support.

5.5 Areas of Further Research

The study sought to achieve the following objectives: to establish the factors that motivates people to join the United Nations as Volunteers, to investigate the determinants of high turnover of United Nations Volunteers in Kenya and to determine the impact of high turnover on the United Nation in Kenya. Further studies can also be done in other organizations to establish the various factors that contribute to high turnover. Also another study should be carried to establish the influence of human resource management practices that determine the retention of Volunteers in the United Nation.

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Appendix I: Questionnaire for Current Volunteers

1. DEMOGRAPHICS

Please read each question carefully and follow the instructions. Please answer all questions by circling the number in the box that best describes your answer. All individual answers will be kept confidential.

Q1.1 Please circle the number in the box best describes the range in which your age falls

Range In Years	Please Circle One
Below 20 Years	1
Between 20 to 30 Years	2
Between 30 and 40 Years	3
Between 40 and 50 Years	4
Over 50 Years	5

Q1.2 Please indicate your gender (Please circle an appropriate Box)

Male

Female

Q1.3 To date, what has been your highest formal qualification? (Please circle one box only)

Level of Education	Please Circle One
Secondary School Level	1
Some College (Certificate/ Diploma)	2
University (Bachelor Degree-Level)	3

Q1.4 For how long have you served as a volunteer at the UN?

.....

Q1.5 Briefly explain what motivated you to join UN as a volunteer

.....

.....

Part A: Working Environment

To what extent do you agree with the following statements about working conditions?
 Use a scale of 1-5 where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5=strongly agree.

Working conditions	1	2	3	4	5
My physical working environment is good					
I have adequate tools to do my job.					
My workload is reasonable.					
I can keep a reasonable balance between work and personal life					
I have official transport when performing official duties					
Am happy with the safety precautions protecting every worker at the organizations					
Am happy with the working hours at the organizations					
I have access to drinking water in the office					

Am happy with the working relationship with my peers, supervisors and managers					
--	--	--	--	--	--

Part B: Relationship with Supervisor

1. How would you rank your relationship with your immediate supervisor?

- Very Good [1] Good [2] Moderate [3]
- Poor [4] Very poor [5]

2. Does your relationship with your supervisor affect your desire to continue working as a volunteer?

- Yes [1] No [2]

If yes, how?

.....

.....

.....

3. To what extent does your relationship with supervisors influence your decision to stay?

- To a very great extent [1] To a great extent [2]
- To a moderate extent [3] To low extent [4]
- To a very low extent [5]

4. To what extent do you agree with the following statements? Use a scale of 1-5 where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5=strongly agree.

	1	2	3	4	5
Supervisors unconsciously and unintentionally contribute to my failure in performing my tasks					
My supervisor is a difficult person to deal with					
My supervisor encourage me to work harder to give results					
I would want to have my supervisor replaced					
It gives me satisfaction when my supervisors are happy with my work					

5. Suggest what should be done to enhance the relationship between employees and their supervisors?

.....

PART C: Opportunity for Advancement

1. Does opportunity for advancement fill you with satisfaction and make you want to stay at UN as a volunteer?

Yes [1] No [2]

If No, why?

.....

.....

..

2. To what extent does the opportunity for advancement influence your desire to stay?

To a very great extent [1] To a great extent [2] To a moderate extent [3]

To low extent [4] To a very low extent [5]

3. To what extent do you agree with the following statements? **Use a scale of 1-5 where 1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5=strongly agree.**

	1	2	3	4	5
A promotion will make me very satisfied					
I will feel much satisfied if my salary is increased					
I prefer working in another organization to my current organization regardless of the chances to advance career wise.					
I am happy and satisfied with the position am holding currently					

What do you think should be done to increase your desire to continue volunteering till the end of your tenure at the UN?

.....

.....

Part D: Ability Utilization

1. To what extent do you feel that the ability to maximise your potential affects your desire to stay at the UN as a volunteer?

- To a very great extent To a great extent To a moderate extent
 To a little extent Not at all

2. To what extent do the following aspects of ability utilization affect your willingness to stay at the UN as a volunteer?

Factor	1	2	3	4	5
Leadership (maximization of your leadership potential)					
Creativity (utilization of your creativity skills)					
Originality (recognition of your originality)					
Other (specify.....)					

3. To what extent do you feel the following aspects of ability usage affect you? Use a scale of 1 to 5 where 1 is to no extent and 5 is to a very great extent

Factor	1	2	3	4	5
The opportunity to work alone					
Occasionally being able to carry out different activities					
Opportunity to accomplish something by using abilities					
The opportunity to use own methods					
Other (specify.....)					

Please indicate by means of a tick () your overall level of satisfaction with your current job as a volunteer.

- Not satisfied Slightly satisfied Satisfied
 Very satisfied Extremely satisfied

Appendix II: Interview Guide for Former Volunteers at United Nations in Kenya

Section A: Demographics

Please read each question carefully and follow the instructions. Please answer all questions by circling the number in the box that best describes your answer. All individual answers will be kept confidential.

Q1.1 Please circle the number in the box best describes the range in which your age falls

Range In Years	Please Circle One
Below 20 Years	1
Between 20 to 30 Years	2
Between 30 and 40 Years	3
Between 40 and 50 Years	4
Over 50 Years	5

Q1.2 Please indicate your gender (Please circle an appropriate Box)

Male 1

Female 2

Q1.3 Please indicate how long you offered your service at the United Nations before leaving?

.....

Q1.3 To date, what has been your highest formal qualification? (Please circle one box only)

Level of Education	Please Circle One
---------------------------	--------------------------

Secondary School Level	1
Some College (Certificate/ Diploma)	2
University (Bachelor Degree-Level)	3
Post graduate level (Masters/Doctorate Degree)	4

i. What are some of the factors that motivated you to want to work as a volunteer at the United Nations? Tick where necessary

Passion	
Most accessible job	
Opportunity to take responsibility	
Personal compatibility	

ii. Did the working environment influence your desire to continue working as a volunteer at the United Nations?

iii. If your answer in (i) above is yes explain how?

iv. In your own opinion, what do you suggest should be done to improve the working conditions at the organization?

v. How would you describe the nature of your relationship with your former supervisor at the UN?

vi. Did your relationship with your supervisor affect your desire to continue working as a volunteer? If yes, how?

- vii. Suggest what should be done to enhance the relationship between volunteers and their supervisors?
- viii. Did opportunity for advancement fill you with satisfaction and make you want to stay at UN as a volunteer? Yes [1] No [2]
- If No, why?
- ix. To what extent did the opportunity for advancement influence your desire to stay?
- x. Did you feel that you were not utilizing your potential to the maximum your while working as a volunteer at the UN?
- xi. Did you feel satisfied with your job as a volunteer?
- xii. If you are given another chance to work as a volunteer at the UN, would you accept it? If Yes, why?

{Thank for your cooperation}

Appendix III: Interview Guide for management at United Nations in Kenya

Section A: Demographics

Please read each question carefully and follow the instructions. Please answer all questions by circling the number in the box that best describes your answer. All individual answers will be kept confidential.

Q1.1 Please circle the number in the box best describes the range in which your age falls

Range In Years	Please Circle One
Below 20 Years	1
Between 20 to 30 Years	2
Between 30 and 40 Years	3
Between 40 and 50 Years	4
Over 50 Years	5

Q1.2 Please indicate your gender (Please circle an appropriate Box)

Male

Female

Q1.3 Please indicate your current position

.....

Q 1.4 Please indicate the time duration you have been offering your service at the United Nations in your current position?

.....

Q1.3 To date, what has been your highest formal qualification? (Please circle one box only)

Level of Education	Please Circle One
Secondary School Level	1
Some College (Certificate/ Diploma)	2
University (Bachelor Degree-Level)	3
Post graduate level (Masters/Doctorate Degree)	4

i. Are you aware of the high volunteer turnover at the United Nations?

.....
.....

ii. If your answer in (i) above is yes explain what you think could be the reason?

.....
.....
.....

iii. How does the high turnover of volunteers impact on the organization? Please explain

.....
.....

{Thank for your cooperation}

Appendix IV: United Nations Map

