

**What motivates volunteers to assume governance responsibilities? A study of  
volunteer motivation in Mendoza, Argentina.**

BY

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# Executive Summary

## Introduction

The non-profit sector in Argentina has been one of the largest in Latin America (Roitter et al., 1999, p. 376). Many of these non-profit organizations are run by volunteers. The challenge to recruit and retain these volunteers is universal, though the solutions may be different within different settings and are worth studying individually (Inglis & Cleave, 2006, p. 99). Finding out what motivates people to give their time and energy to take on the responsibilities of being a board member is important for organizations. This information can be used to find individuals who have motivations suited to a responsible role within the organization by conveying the right message during recruitment. Once these volunteers are in place, information about what encourages board members to stay can help to inform the development of programs of education and activities to keep members engaged. The fit between not only the organization and the volunteer (Miller-Stevens & Ward, 2019, p. 78; Widmer, 1985, p. 20) but the volunteer, their motivations and the activities they perform are crucial to a successful experience for both the organization and the volunteer (Clary, Snyder, Ridge, Copeland, Stukas, Haugen & Miene, 1998, p. 1525; Stukas, Hoye, Nicholson, Brown & Aisbett, 2016, p. 128).

## Project Objectives and Research Questions

Research questions:

1. What factors do board volunteers report as important in their decision to assume governance roles?
2. What factors do board volunteers report as important in their decision to continue their participation in the long term?
3. How can non-profit organizations design their recruitment and retention procedures to find and keep suitable board volunteers?

The objective of this project is to examine the motivations of governance volunteers to assume the responsibility and continue to serve in non-profit organizations in Mendoza, Argentina. By understanding the motivation of these long serving volunteers, recommendations were developed to help organizations design programs to recruit and retain these important participants.

## Methodology and Methods

The study used a qualitative approach to research. It gathered primary data through semi-structured interviews with 14 elite participants (Harvey, 2011) from five different organizations. Of the 14 interviews, eight were conducted face-to-face prior to local quarantine measures for the Covid-19 pandemic were introduced. The remaining six interviews were conducted by telephone. It also drew on the existing literature, both academic and practitioner oriented. This methodology allowed for the collection of data which reflects the diversity of opinions, motivations and experiences of the interview participants, that exist notwithstanding the commonality of their roles as board volunteers (Natow, 2019, p. 4).

The organizations selected form a purposeful sample (Patton, 2015, p. 321) of information-rich participants from organizations where the boards play an active role in directing the activities of the organization. This is in contrast to boards dominated by management. The participating boards are from organizations of different sizes and areas of interest. They are the Banco Alimentos de Mendoza (Mendoza

Food Bank), Biblioteca Popular Chacras de Coria (Chacras de Coria Community Library), Fundación Alas (Wings Foundation), A.V.O.M.E.- Asociación Voluntarios de Mendoza (Mendoza Voluntary Association) and Proyecto Crecer Felices (Grow Happily Project). A description of these organizations is included in Appendix E.

## **Key Findings**

### **Research question #1 - What factors do board volunteers report as important in their decision to assume governance roles?**

The participants reported reasons that have been classified into four themes when talking about their decisions to join their boards:

1. Volunteering as a way to meet a sense of responsibility to participate in community service (12 participants);
2. Volunteering as a way of giving back to society in recognition of their position as fortunate members of society (five participants);
3. Volunteering as a way as a way to stay active and do something (all participants);
4. Volunteering as a way of serving God (four participants).

All participants reported more than one motivation and included situational factors that enabled the assumption of their role at a particular time in their lives.

### **Research question #2 - What factors do board volunteers report as important in their decision to continue their participation in the long term?**

Role satisfaction is a significant factor in the decision to continue to volunteer, but it is insufficient to explain enduring service. The Three Stage Model of Volunteer Duration (Chacón, Vecina & Dávila, 2007) provides a framework for understanding the motivation for continuing to serve in the longer term. This model posits that in the medium term, commitment to the organization serves to overcome the challenges that come with giving time out of other aspects of your life or the opportunity cost of choosing one volunteer activity over others. This model goes on to illustrate that volunteers who continue in the long-term do so as a result of developing an identity as a volunteer in their organization. The responses of the participants in this research support this model.

Country culture does not appear to be an influence in the motivation of these volunteers. However, the collectivist culture attributed to Argentina is reflected in the tendency to recruit from personal and professional circles.

## **Recommendations**

### **Research question #3 – How can non-profit organizations design their recruitment and retention procedures to find and keep suitable board volunteers?**

The recommendations developed provide a proposed process that can be followed to develop an organizational policy for board volunteer recruitment and retention. Each board can review existing policies and practices and adapt the recommendations to the culture of their particular organization.

1. Review the statutory and organizational constituting document requirements regarding the structure of the board.

2. Create a strategic plan for the design of the board, including its role and function within the organization.
3. Review current board design and function and assess compared to strategic plan.
4. Develop criteria for new board volunteers.
5. Constitute a search committee with clear guidelines for its mandate.
6. Advertise widely for new board members.
7. Conduct orientation sessions for potential board recruits.
8. Interview potential board members including an assessment of their motivational factors for wanting to be on this board.
9. Recommend new board members for approval according to legislative and organizational requirements.
10. Establish a board committee responsible for training and ongoing education of all board members.
11. Conduct ongoing educational programming.
12. Review board members' performance and level of satisfaction annually.
13. Develop organizational support through providing opportunities for board members to grow. Encourage goal setting.
14. Foster role identity by providing opportunities to represent the organization, participate in recruitment and see firsthand results of the organization's work.

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# 1 Introduction

## 1.1 Defining the Problem

Argentina has a long history of volunteer activity in civil society (Cosgrove, 2010; Moisset de Espanés, Villar, Urrutia & Serrat, 2015; Roitter, List & Salamon, 1999) beginning with church based activities during colonial times. Civil society has gradually grown since and has been affected by the country's turbulent political history. This history includes periods with populist governments where many activities were taken over by the state, and military dictatorships that severely curbed the actions of civil society. Since the return of democracy in 1983, volunteerism has grown along with organizations that began as a grassroots response to needs identified in the community (Cosgrove, 2010, p. 95). A severe economic crisis in 2001/2 caused an upsurge in volunteerism.

Volunteerism in Argentina takes many forms. People volunteer in activities as diverse as neighbourhood soup kitchens, their children's sports clubs, professional associations as well as legally constituted and registered non-profit organizations (Roitter et al., 1999). This volunteerism, however, takes place largely within the community in general rather than through non-profit organizations. Only 3.7% of the population volunteers in non-profit organizations (INDEC, 2014). An even smaller number will represent those in governance roles. Given the breadth of volunteer opportunities available to Argentines, why would they choose to volunteer their time by taking on responsibilities of governance? And why do they choose to continue in these roles over time?

In the current climate of increasing demand for services of non-profits, the boards of directors of organizations are faced with the responsibility for optimizing the performance of the organization (Jaskyte, 2015, p. 1922). In the case of non-profit community based organizations with volunteer boards, it is not enough to just bring together a group of people with the will to help. However, very often these organizations develop out of a grassroots response to an identified problem or need. People are recruited to support the cause and the board is appointed based on a leadership by default model (Miller-Stevens & Ward, 2018, p.64) where there is little interest by members in leading, resulting in roles being filled by those who are committed to the continuance of the organization. This may or may not result in the best group from a governance perspective. Volunteers who take on board positions are assuming responsibility for the organization's governance, including compliance with legal responsibilities (Inglis & Cleave, 2006, p. 84). Understanding what motivates these volunteers is a step towards a more efficient and effective organization with improved governance and accountability (Inglis & Cleave, 20006, p. 84). Non-profit organizations would benefit from an understanding of what motivates these important participants, to direct their recruitment and training accordingly, by matching the work of the board with the motivations and skills of their volunteers (Inglis & Cleave, 2006, p. 87).

Along with trying to find suitable board members is the problem of how to keep them in the long term. Organizations that invest time and resources in their board members often need to keep them involved. They become part of the memory of an organization, a recruitment asset and the basis of a succession plan (Miller-Stevens & Ward, 2018, p.66). By understanding what motivates volunteers to join and then why they stay, organizations can develop plans to recruit suitable board candidates and programs to keep them involved.

## 1.2 Project Objectives and Research Questions

1. What factors do board volunteers report as important in their decision to assume governance roles?
2. What factors do board volunteers report as important in their decision to continue their participation in the long term?
3. How can non-profit organizations design their recruitment and retention procedures to find and keep suitable board volunteers?

The objective of this project is to examine the motivations of governance volunteers to assume the responsibility and continue to serve in non-profit organizations in Mendoza, Argentina. By understanding the motivation of these long serving volunteers, recommendations will be developed to help organizations design programs to recruit and retain these important participants.

## 1.3 Background

Argentina has a long history of volunteerism (Cosgrove, 2010; González Bombal & Roitter, 2002; Moisset de Espanés et al, 2015). People have come together to try and respond to different needs over the years, with differing degrees of formality. Today, there are many organizations that operate on a non-profit basis that add to the common good in areas as diverse as poverty-reduction, health, literacy promotion and the arts. However, much of this activity has not been studied academically and statistics are not readily available to document this often informal activity in Argentina (Cosgrove, 2010, p.93; Moisset de Espanés et al, 2015, p. 150). In 2014, the national statistics agency, INDEC (Instituto Nacional de Estadística y Censo), reported numbers from 2013 showing that 9.8% of the adult population had engaged in volunteer work in the week prior to the survey. However, the definition of volunteer work in that study includes any unpaid activity to help another outside your family group, such as helping an elderly neighbour with household chores. Of the 9.8% reported, only 3.7% represents volunteer activity related to a formally constituted organization (INDEC, 2014). This different definition of volunteer work has been reflected in studies of Latinos in the United States (Schwingel, Wiley, Teran Garcia, McCaffrey, Gálvez, Hawn, The Abriendo Caminos Promotora Group, 2017) and is described by González Bombal & Roitter (2002) in their study of different volunteer profiles in Argentina.

The same study found that within this 3.7%, there are volunteers who give their time occasionally, for example, for events such as concerts and marathons, and those who choose to assume an ongoing role. Those who choose the ongoing role as a director are agreeing to provide their time and energy over a longer period of time and to assume the responsibilities that come from this governance role. The motivations for these two groups are not the same, and should be examined separately (Inglis & Cleave, 2006; Tayşir, Pazarcik & Tayşir, 2013). This difference is important to non-profit organizations who work with volunteers as it impacts volunteer recruitment and retention strategies.

Over time there has been a movement towards the greater recognition of volunteer work and the contributions volunteers make towards society. This includes studying both formal volunteering through organizations and the informal volunteering that happens outside a structured setting. Under the auspices of the International Labour Organization (ILO) and in collaboration with UN Volunteers, the John Hopkins University Center for Civil Society Studies has proposed a definition of volunteer work and has developed a manual that can be used to measure it ([https://www.ilo.org/global/statistics-and-databases/statistics-overview-and-topics/WCMS\\_470308/lang--en/index.htm](https://www.ilo.org/global/statistics-and-databases/statistics-overview-and-topics/WCMS_470308/lang--en/index.htm)). This measurement tool was developed in part to comply with the 2005 call of the United Nations General Assembly to encourage

governments, along with civil society, to build up a knowledge base (International Labour Organization, 2011, p. 1) on this “enormous renewable resource”, that is volunteer work (International Labour Organization, 2011, p. 13). The ILO defines volunteer work as “Unpaid non-compulsory work; that is, time individuals give without pay to activities performed either through an organization or directly for others outside their own household” (International Labour Organization, 2011, p. 13).

The ILO manual was used as a reference for the conceptual and methodological strategies to include measurement of volunteer work in the 2011 Annual Household Survey conducted in the City of Buenos Aires (Roitter, 2017, p. 181). However, the wording of the questions and the reference to volunteer activities as a type of work included in a study of work, may have underestimated the level of informal volunteering (Roitter, 2017, p. 183). This is not necessarily surprising in a context where the definition of volunteering is undergoing a process of change (Roitter, 2017, p. 191).

In Argentina, the Social Volunteering law (Ley de Voluntariado Social) is intended to formalize volunteering within organizations. This legislation outlines the rights and responsibilities of volunteers ([https://www.argentina.gob.ar/sites/default/files/ley\\_25.655.pdf](https://www.argentina.gob.ar/sites/default/files/ley_25.655.pdf)). However, this legislation only covers volunteering within an organization, that is, formal volunteering and therefore does not include all of the forms of volunteering included in definitions such as those used by the ILO. This may be a reflection of the cultural context in Argentina where many acts of informal volunteering are considered good neighbourhood practices (Roitter, 2017, p.177) and the definition of volunteering is still evolving (Roitter, 2017, p. 191).

There is recognition (Rosenthal, 2012, para.2) that a well run organization can more efficiently and effectively pursue its mission. When these organizations are run by volunteers, it makes sense to examine how to recruit, train and retain the best volunteers to maximize the organization’s success and longevity. In order to do this, organizations must first understand what motivates their volunteers to choose to assume and continue in a governance role and apply this understanding in their recruitment and retention plans with a view to meeting the organizational needs identified by the board. Studies consistently show that volunteers who have tasks that are well matched to their motivations are more satisfied with their volunteer experience, and therefore are more likely to continue to volunteer (Clary et al, 1998; Miller-Stevens & Ward, 2019; Moisset de Espanés et al, 2015).

## **1.4 Organization of Report**

This report is organized into seven chapters plus References and Appendices.

Chapter one has provided an introduction to the project topic and outlines the project objectives and research questions.

Chapter two presents the Literature Review. The review is divided into the thematic areas: non-profit governance; motivation theory; volunteer retention and the applicability of theories in different cultural contexts. Within each section, the relevant literature is outlined and discussed in the context of the research questions with a view to informing the questions for the interviews and the conceptual framework of the project.

Chapter three outlines the chosen methodological approach to the research including sampling techniques and the rationale for the choice within the context provided in the Literature Review. This chapter goes on to list the methods and tasks that make up the project. Some of these tasks were completed in both English and Spanish, reflecting the geographical context of the study. The section on

data analysis outlines the steps taken and their rationale. This chapter closes with the limitations and delimitations of this project which resulted from the decisions made in research approaches, methods of data analysis and location of the study.

Chapter four covers the findings of the research. This includes the results of the Literature Review and the interviews as they relate to each of the Research questions. The themes that emerged from the research are discussed.

Chapter five covers a discussion and analysis of the findings in relation to each of the research questions.

Chapter six outlines recommendations for non-profit organizations regarding recruitment, education and retention of board members based on the research, findings and analysis of these findings.

Chapter seven provides an overall summary of the research project and outlines the conclusions reached regarding the research questions.

Chapter eight outlines suggestions for future research.

## **1.5 Positionality Statement**

I am a lifelong volunteer. I have participated in many different types of activities from helping to clean up a creek to providing auxiliary services in a hospital setting to sitting on a provincial board responsible for supervising and supporting parent participation preschools. Every role has had different levels of time commitment, frequency and responsibility assumed. My motivation for undertaking each role was likely different depending on a number of factors including the stage of my life, level of commitment required and other responsibilities I held at each time. I only remember my motivations for some of the activities. But my general attitude is that I want to help where I can and my decisions are always made from that premise.

I have also tried to recruit volunteers for both events and boards. I understand what a difficult task it can be not only to find people who agree to volunteer, but to keep them engaged and productive.

Experience has taught me that there are many challenges to be addressed in this World for which there are no available financial resources. Things to be done that are not anyone's job, but are still important or valuable. Which is why society needs volunteers. People who are prepared to volunteer their time and energy to fill these gaps and help to make our communities better. Boards of non-profit organizations are an important starting point in meeting a community's challenges.

I chose to study Board volunteers as I have seen so many boards over the years that are not successful in recruiting and retaining board members that will be productive in their tenures. Also, board volunteer motivation is much less researched.

I am also fascinated by the role of cultural context. Having lived outside my home country for over 20 years, I have seen that the difference of culture, context or perspective affects people's ideas, attitudes and beliefs. Speaking the same language is not always enough. You need to understand the context, which is their culture, to truly understand them. As a result, I was interested to see if the cultural context in Mendoza, Argentina would lead to different results for board volunteer motivation than has been found in research conducted in a northern context. I also believe that understanding the affect of cultural context on motivation can help boards achieve greater diversity of board members, wherever they are located.

## 2 Literature Review

### 2.1 Introduction

The non-profit sector in Argentina has been one of the largest in Latin America (Roitter et al., 1999, p. 376). Many of these non-profit organizations are run by volunteers. The challenge to recruit and retain these volunteers is universal, though the solutions may be different within different settings and are worth studying individually (Inglis & Cleave, 2006, p. 99). Finding out what motivates people to give their time and energy to take on the responsibilities of being a board member is important for organizations. This information can be used to find individuals who have motivations suited to a responsible role within the organization by conveying the right message during recruitment. Once these volunteers are in place, information about what encourages board members to stay can help to inform the development of programs of education and activities to keep members engaged. The fit between not only the organization and the volunteer (Miller-Stevens & Ward, 2019, p. 78; Widmer, 1985, p. 20) but the volunteer, their motivations and the activities they perform are crucial to a successful experience for both the organization and the volunteer (Clary, Snyder, Ridge, Copeland, Stukas, Haugen & Miene, 1998, p. 1525; Stukas, Hoye, Nicholson, Brown & Aisbett, 2016, p. 128).

### 2.2 Main Themes of the Literature Review

In developing the thematic outline for this review, several different research strategies were followed. The key words volunteer, volunteerism, non-profit and motivation were initially searched in the University of Victoria Summons search engine. Other search engines used were Google Scholar and Jstor. Many of the references found were contained in periodicals specific to the non-profit sector such as *Voluntas*, *Nonprofit & Voluntary Sector Quarterly*, and *Nonprofit Management & Leadership*. Key publications were found and the reference lists in these works were reviewed for relevant articles. Google Scholar was used to find where relevant publications had been cited by other authors.

There was some difficulty finding research conducted on this topic in Argentina. Several studies were eventually located, though without access to a university library in Argentina, there may be research relevant to this project that has been published but has not been included here.

Four overall themes came out of the research. Each theme is discussed separately below. They are:

- Non-profit governance
- Motivation theory
- Volunteer retention
- Cultural context

### 2.3 Non-profit governance

The consequences of many of the social problems facing Argentina today are being met through the work and resources of the non-profit sector (Jaskyte, Yoo & de Riobó, 2013, p. 180). As a result of the ever-increasing need and the ever-shrinking resources available to these organizations, it becomes more urgent that efficiency, where the organization works in a well-organized and competent fashion and effectiveness, where the organization is successful in achieving a desired result, are key to mission achievement and sustainability (Jaskyte, Yoo & de Riobó, 2013, p. 180).

Good governance is a starting point in the search for this efficiency and effectiveness (Du Bois, Caers, Jegers, De Cooman, De Gieter, & Pepermans, 2007, p. 78) and good governance starts with the board of directors (Rosenthal, 2012, p.1; Varhegyi & Jepsen, 2017, p. 106). Board effectiveness is improved by ensuring that roles are filled by diverse, competent individuals who are able to bring key resources to the organizations such as knowledge, skills, money and relationships (Brown, 2007, p. 302). Therefore, the search for board members is an important first step in good governance.

Brown (2007, p. 303) refers to board development and describes a step by step process which begins with a determination of the skills and competencies needed by the specific organization. The process goes on to include recruitment and training of board members. Varhegyi & Jepsen (2016, p. 109) describe this process as succession planning and support Brown's assertion that board members are key resources for an organization and their recruitment and training warrants a carefully designed and executed process. Jaskyte & Holland (2015, p. 164) cite numerous obstacles to board performance including a lack of understanding by board members of their roles and responsibilities, reflecting poor recruitment and training. Poor recruitment criteria and training combined with a lack of definition of organizational goals become a barrier to overall organizational performance (Aulgur, 2016, p. 7).

As part of a well-designed recruitment process, it becomes important to understand people's reasons for becoming engaged in volunteer activities. This would allow organizations to optimize their proposals to potential volunteers to recruit volunteers that will meet the needs of the organization while also meeting the motivational goals of these volunteers to join and continue to support the organization (Milbourn, Black, & Buchanan, 2019, p. 272; Miller, Ward & Neill, 2014, p. 163; Moisset de Espanés et al., 2015, p. 150; Walton, Clerkin, Christensen, Paarlberg, Nesbit & Tschirhart, 2017, p. 116; Widmer, 1985, p. 20). The study of motivation theory addresses this goal of satisfying the needs of both the organization and the volunteer.

## **2.4 Motivation theory**

There have been many studies of what motivates volunteers in general (Clary et al, 1998; Chacón et al., 2010; Dávila de León y Chacón, 2005; Moisset de Espanés et al., 2015). But these studies do not always differentiate between volunteers who give their time occasionally, those who participate in direct service to the client or those involved in governing the organization by being on the board or holding a management position. Researchers are now beginning to look specifically at the important question of the motivation behind volunteers who choose to assume a role that leads to more work and responsibility (Inglis & Cleave, 2006; Miller-Stevens & Ward, 2019; Taysir et al. 2013; Walton et al., 2017).

Widmer (1985) studied board motivation using the Incentive-Barrier model. This model suggests that volunteer participation has four types of incentives which will encourage or motivate, people to volunteer (p. 9). These are:

1. Material incentives, which involve tangible rewards for themselves or people close to them. These could be employment-related, the opportunity to develop skills and network or to ensure that people they know receive services they need from the organization;
2. Social incentives, which are intangible rewards such as friendship or status that come from being associated with others also involved with the organization;
3. Developmental incentives, which are also intangible personal rewards acquired through learning and opportunities to participate in civic activities, and
4. Ideological incentives, which are non-personal intangible rewards that come from working towards the achievement of a greater good.

Widmer (1985) points out that board members reported more than one incentive for participation and those who reported a greater number of incentives were more likely to be happy with their participation (p. 19-20). Those motivations that could be considered more altruistic were highly rated by these board members (p. 15). It was found that those who joined boards for ideological reasons were more likely to be unsatisfied with their participation and therefore, less likely to continue in their role in the long term (p. 19-20).

One of the most widely applied volunteer motivation assessment tools is the Volunteer Function Inventory (VFI) which was developed by Clary et al. (1998) to assess direct service volunteer motivation (Chacón, Gutiérrez, Sauto, Vecina & Pérez, 2017, p. 307). It has been used, in whole or in part, in studies in different countries including Argentina (Moisset de Espanés et al, 2015), Australia (Stukas et al., 2016), Belgium (Willems et al., 2012), Canada (Inglis & Cleave, 2006), Spain (Chacon et al., 2010) and the United States (Allison, Okun & Dutridge, 2002; Stukas et al., 2009). The functional approach applied here suggests that activities engaged in over time serve a function in realizing a personal goal. A person can experience different functions or motivations for engaging in the same activity and these could be different from other people engaging in the same activity. This inventory suggests that volunteers are motivated by six functions:

1. Values, that reflect altruistic concerns (generally rated as most important);
2. Understanding, which includes the chance to learn and exercise new skills;
3. Social, where the volunteer has the chance to be with people they like or be seen to be involved in an activity that is viewed favourably by people important to them;
4. Career, where the volunteer activity may have benefits related to their careers;
5. Protective, where volunteer involvement can aid in counteracting negative feelings, such as guilt at being more fortunate than others and
6. Enhancement, where being involved in the volunteer activity may make the volunteer feel better about themselves (Clary et al, 1998, pp. 1515-1519).

Clary et al. (1998) did not refer to Widmer (1985) presumably because those authors chose to apply a functional approach to motivation. However, all of Widmer's incentives are reflected in Clary's functions.

The VFI was adapted for use in Spanish in Spain by Dávila & Chacón (2003 in Dávila de León y Chacón Fuertes, 2005, p. 4) and amended for further application (Dávila de León y Chacón Fuertes, 2005). These authors found that although the results found were similar statistically to those of Clary et al (1998), there were slight variations that could be related to translation, cultural differences and the broader range of activities undertaken by the volunteers in the Spanish sample (p.8).

Further work was done by Allison et al. (2002) in adapting the VFI by adding open-ended questions to their study of episodic volunteers. The addition of open-ended questions provided an opportunity for participants to explain their reasons for volunteering to provide more information than the ranking of the motivations available in the VFI (p. 245). This led to the discovery of the additional motivations of enjoyment, religiosity and team-building (Allison et al., 2002, p. 253). As in previous studies, the Value motive was rated as most important. In this case, it was followed by the esteem and understanding motivations (p. 251). These authors recommended the use of both the VFI and open-ended questions to volunteer recruiters (p. 254).

Chacón, Pérez, Flores & Vecina (2010) viewed the use of a closed questionnaire as a research method as problematic as they believed that people often confuse motivations with expectations and therefore erroneously report expectations that they may have as a result of their volunteer work, rather than their

motivation to originally volunteer (p. 213-214). They proposed that open-ended questions would allow participants to spontaneously express their motivations and avoid confusion with expectations (p.214). In their study they administered an instrument requesting demographic information and an open-ended question that asked respondents to list their reasons for volunteering in order of importance.

In the analysis, these responses to the open-ended question were categorized based on a list of 11 motivations. These motivations were taken from the six in Clary et al.'s VFI, that are, Values, Understanding, Social, Career, Protective and Enhancement (see previous page for definitions), interest in the community from Omoto & Snyder (Chacón et al., 2010, p. 215) and enjoyment, religiosity and team-building from Allison et al. (2002). The motivation most highly ranked was Value, with Enhancement a distance second (p. 217). This study also found that participants on average gave no more than two reasons in response to the open-ended question (p.220). These responses introduced new functions that were not previously anticipated: organizational commitment, personal development, social change and interest in the activity (p. 220). They also recommended that volunteer managers use both closed questionnaires that incorporate the new functions and open-ended questions (p.221). They went on to say that interviews would have allowed them to more clearly define the motivations described in the answers to the open-ended questions (p. 221).

Inglis & Cleave (2006) pointed out the value to boards of having a framework of volunteer motivations that could be used for recruitment (p. 87). They developed a thirty-four scale instrument through a process of literature review, consultation with experts and pilot testing (p. 88-89). The results of this research with board members showed six components of motivation (pp. 93-96):

1. Enhancement of self-worth, which includes recognition from others and self-recognition;
2. Learning through the community, which includes learning new skills, making contacts, developing strengths and learning about the community;
3. Helping the community, which reflects the desire to give back to the community;
4. Developing individual relationships, which includes the opportunity to meet new people and benefit from new relationships;
5. Unique contributions to the board, includes how individuals perceive their ability to provide a benefit to the organization through their skills, expertise, contacts; and
6. Self-healing, reflecting the opportunity for volunteers to use their involvement as a way to positively deal with personal needs and problems.

Of these, Unique contributions to the board is new, and was added at the suggestion of their experts (p. 96). The open-ended question that was included revealed approximately 100 reasons for volunteering. The authors identified four themes that should be considered in the future (p. 97):

1. Understanding of the needs of clients served: wanting others to understand the needs of those the agency serves;
2. Wanting a personal connection to clients served;
3. Serving as an example for one's children;
4. Responding to religious convictions and as an expression of spirituality.

This research found that generally the motivations rated most highly with these board members were those that focused on community and a concern for others rather than for themselves (p. 98). The protective functions rated lowest with this group (p. 98). This relationship to the community and other-focused motivation has been shown to be dominant in the research in the United States and Canada as described above, notwithstanding the characterization of the United States and Canada as having

individualistic societies (Hofstede, 1980, p.52), with a loosely knit social framework where individuals focus on themselves and their immediate families. Argentina, on the other hand, is characterized as a collectivist society (Hofstede, 1980, p.52) where there are tightly knit social frameworks creating in-versus-out groups. This characterization might lead to thinking that volunteerism would be more prevalent in Argentina, but this is not the case with 9.8% of the Argentine population volunteering in 2013 (INDEC, 2014) versus 43.6% of Canadians (Statistics Canada, 2013). Further study of individual motivations in Argentina may be more instructive to understand the multidimensional aspects of volunteering.

In Argentina, Moisset de Espanés et al (2015, p. 153-154) used the Spanish version of the VFI (Dávila de León y Chacón Fuertes, 2005) in the motivation portion of their research. In line with previous research using a functional approach, participants were motivated to participate in volunteer programs for a variety of reasons (Moisset de Espanés et al, 2015, p. 157). Value and understanding scored the highest, followed by social and enhancement, with career and protective receiving the lowest scores (p.156). When age was taken into consideration, the career function scored higher with younger volunteers and value scored higher for older volunteers (p. 156).

Miller-Stevens et al (2014) found that the application of Public Service Motivation (PSM) theory as an approach to studying board member motivation to join and continue in an organization appears to be relevant after their exploratory research on the subject (p. 176). In this study, by applying PSM theory, the authors utilized the lenses of rational, norm-based and affective motivations and found that the conclusions of Widmer (1985), Clary et al (1998) and Inglis & Cleave (2006) were all supported (p. 175).

- Rational motives to join: expectation of their employer and expansion of networks (pp. 169-170);
- Rational motives to continue: being appreciated, good board experience and fund-raising expectations (pp. 170-171);
- Affective motives to join: passion for the cause and the you-versus-we mindset (p.172-173);
- Affective motives to continue: intentionality, values, age and life-cycle and you-versus-we mindset (p. 173-174);
- Normative motives to join and continue: family and values (p. 174).

There were two particularly interesting new aspects that came out of this study and that the authors recommended should be further explored. First, that volunteer recruiters could use “you-versus-we” language to help assess a potential board member’s commitment to the organization (p. 172). Where the potential board member uses “we” to talk about the board it could indicate that a level of commitment to the organization already exists. Also, that several of this study’s participants indicated that effective board members often have a service ethos instilled in them at a young age (p. 174).

Although the application of PSM was thought to be promising in understanding board motivation, in testing this theory Walton et al. (2017) found that PSM may be related to an individual joining as a programmatic or episodic volunteer but that there was no correlation to board service (p. 130). These authors go on to conclude that there are other factors involved in board members’ motivations that cannot be explained by PSM alone (p. 130). This research also found that some of the factors that positively correlate with board volunteering are level of education, retirement, length of residence in the area and connection to the community (pp. 127-128). Walton et al. (2017) refers to this means, motive and opportunity as factors in board volunteering. These factors consider the context of each volunteer which could facilitate or hinder their participation in volunteer activities.

This ongoing development of ways to assess volunteer motivation reflects the multidimensional character of this phenomena (Chacón et al., 2017; Inglis & Cleave, 2006, p. 97; Varhegyi & Jepsen, 2017, p. 106;

Walton et al., 2017 p. 120). These studies suggest that the range of motivations are not complete in one instrument and that the use of open-ended questions along with a closed questionnaire helps to capture the variation in motivation across settings.

The attempt to define what motivates people to volunteer has evolved over time and shows that although there are general categories of motivations, individual volunteer motives are highly varied. This summary primarily has followed the functional approach of Clary et al. (1998) and how the approach has evolved through subsequent research. This subsequent research has found that the more open the instrument, the more motivations are reported. Understanding the motivations of potential volunteers could provide organizations with a more realistic idea of which individuals could expect to be satisfied by their participation. The combination of motivations, temporal and situational factors will be unique to each potential volunteer and is important to consider in the context of strategies for recruitment.

## 2.5 Volunteer retention

When looking at retaining volunteers the studies focus on two trains of thought: how to keep volunteers and why volunteers leave. The difference being the perspective of the study participant. In one, researchers ask active volunteers why they continue to volunteer and in the other, they ask past volunteers why they left the organization. Again, much of this research focuses on episodic volunteers.

Willems et al. (2012), looked at whether the reasons that volunteers left an organization could be structured within the VFI (Clary et al., 1998) categories. Only three of the categories appeared to be present and these researchers concluded that reasons to leave volunteering are not symmetrical with reasons to join, within a specific context (p. 897). Milbourn et al. (2019) also studied volunteers who had already ceased to participate in an organization. They applied the definitions used by Hyde, Dunn, Bax & Chambers (2016, p. 49) in their study of episodic volunteers to outline three different stages of volunteering: novice, transitional and sustained (p. 279). Episodic in this context refers to short-term, flexible volunteering generally associated with events (Hyde et al., 2016 p. 46). Novice volunteers are those participating for the first time, transitional refers to those who have volunteered sporadically for two to four years and sustained volunteers are those who have volunteered for five to six years consecutively (Hyde et al., 2016, p. 47). Milbourn et al., (2019) indicated that there were five major themes that volunteers reported as their reasons for leaving:

1. Work overload and burnout;
2. Lack of autonomy and voice;
3. Alienation and cliques;
4. Disconnect between volunteer and the organization; and
5. Lack of faith in leadership (pp. 275-278).

The authors suggest that retention strategies need to focus on facilitating communication and should be tailored towards the different stages of their members, but particularly towards developing a sense of belonging in new members (p. 280).

Volunteers who joined an organization for reasons beyond themselves, or are other-oriented, were found to be more likely to report satisfaction and a greater intention to continue volunteering than those who joined for self-oriented reasons (Stukas, Hoyer, Nicholson, Brown & Aisbett, 2016, p. 128). Other research supports the functional approach in that when volunteers receive benefits in line with their motivations they will report greater satisfaction and a correspondingly greater intention to continue (Clary et al., 1998,

p. 1528). This matching of motivations to tasks has been cited by other authors as being key to retaining volunteers (Milbourn et al., 2019, p. 273; Miller-Stevens & Ward, 2019, p. 78; Stukas et al., 2009, p. 25).

The temporal effect on satisfaction was studied by Chacón, Vecina & Dávila and resulted in their development of the Three-Stage Model of Volunteers' Duration (2007). In examining the effect of time on volunteer retention they found that satisfaction is important at all stages, but it is the best predictor of retention in the short term (p. 640). In the medium term, commitment to the organization was a more relevant predictor of volunteer duration (p. 638). While in the long term, role identity as a volunteer of the organization is a better predictor of volunteer duration (p.638). The research of Hyde et al. (2017), and Vecina Jiménez, Chacón Fuertes & Sueiro Abad (2010), support this model (p. 57).

Miller-Stevens & Ward (2019) looked specifically at board member recruitment and retention from the individual, organizational and societal or community levels of analysis. They found that volunteers joined for a combination of reasons of self-interest and societal purposes, but that their reasons to continue are more oriented towards the organizational (p. 78). This finding suggests that organizations that make an effort to help their board members invest in their cause or mission, will be more successful in retaining their board members (p. 78). This conclusion supports other research that emphasizes the benefits of board education and development (Brown, 2007, p.305; Varhegyi & Jepsen, 2017, p. 55) and the work of Chacón et al. (2007) by recognizing the dynamic nature of volunteerism and the need to develop retention strategies that address the different stages of volunteer participation.

Organizations that wish to have their volunteers continue to serve not only must be aware of what motivates their volunteers and ensure the satisfaction of those motivations but must take steps to promote organizational commitment and belonging.

## **2.6 Cultural context**

As this study will be conducted in Argentina, it bears mentioning that the question of the cross-cultural application of theories has been raised (Hofstede, 1980; Tayşir et al., 2013, p. 167). The cultural context should be taken into consideration in the development of the instruments, specifically with the language used to ensure that there is clarity in the concepts under study (Moisset de Espanés et al., 2015, p. 150; Roitter, 2017, p. 190; Schwinger et al., 2017, p. 165). An understanding of the differences in motivation across cultural differences could also be important in achieving board diversity (Inglis & Cleave, 2006, p. 99), wherever the board is located. Spanish researchers (Dávila de León & Chacón Fuertes, 2005) raised the issue of whether their results were affected by translation to Spanish of the research instrument or cultural differences in their sample population. Although the language and culture are similar in Spain and Argentina, there are historical, political and economic differences which could affected the attitudes towards volunteerism in Argentina.

This review of the literature on volunteerism makes it clear that a board that is seeking to recruit board volunteers should first establish a clear profile of the desirable characteristics. They should then proceed to recruit board members that are motivated to participate by the tasks offered by the board position. Then in order to retain these volunteers, satisfaction with their participation must be monitored and supported. Training programs need to be developed to foster organizational commitment and an identity as an organizational volunteer. To do this, organizations need to develop a method of assessing the motivations of their potential board members that will be simple to use and provide them with the information they need to provide a board experience that is beneficial to both the organization and the volunteer. It is possible that an instrument such as the Spanish version of the VFI (Dávila de León & Chacón Fuertes, 2005), possibly modified as suggested by Inglis & Cleave (2006,) could be a useful tool in

Argentina. This would need to be tested to see if the motivations are similar in Argentina to those in previous study populations by conducting further studies with currently active board members. This could be a first step towards developing a useful tool that could be applied in the recruitment stage, rather than after the volunteer has already assumed the role of board member.

## 2.7 Conceptual Framework

Clary et al (1998, p. 1517) point out that different people can be motivated to participate in the same activity for different reasons. Motivation for volunteering to be part of the governing structure of an organization and remaining a member of an organization is based on a combination of factors that range from support of the organizational mission to the desire to contribute to society or enjoyment of the working group. Research has shown that respondents generally report more than one motivation for deciding to volunteer. Also, that these motivations are affected by temporal and situational factors. Conducting interviews will allow the researcher to understand the unique situation and perspective of each volunteer. The identification of these varying motivations and factors will be the basis of recommendations for board recruitment and retention strategies.

Some motivations are more enduring in nature and survive or evolve, allowing the volunteer to continue their service over time. Individual interviews will provide the opportunity to learn what motivated each interviewee to assume their similar role as a board volunteer and what motivates them to continue. Using the Three-Stage Model of Volunteers' Duration (Chacón et al.,2007) as a guide to inform questions regarding motivation for joining and continuing to volunteer will provide information to answer the first two research questions. The commonalities in the motivations of these long term volunteers, along with the previous research included in the Literature Review, will allow for the development of recommendations for boards when looking for new members, and working to retain existing members, in answer to the third research question.

This research will also add to the understanding of how motivational factors affect board volunteerism beyond the scope of previous research in the field which was largely conducted in North America and Europe. This research seeks to build on previous research on board volunteer motivation conducted largely in North America and Europe by interviewing current local board volunteers in Mendoza to understand why they chose and continue to choose to give their time and energy to their organization.



FIGURE 2.7.1 ADAPTED VERSION OF THREE STAGE MODEL OF VOLUNTEER DURATION AFTER CHACÓN ET AL. (2007)

### 3 Methodology and Methods

This chapter outlines the approach that was taken to answer the research questions. This includes the methodology and methods which reflect the constructionist approach of the researcher. It goes on to outline the form of data analysis used and lists the limiting and delimiting factors that will govern the research.

#### 3.1 Methodology

The study used a qualitative approach to research. It gathered primary data through interviews with elite participants (Harvey, 2011). It also drew on the existing literature, both academic and practitioner oriented. Journals such as *Voluntas*, *Nonprofit and Voluntary Sector Quarterly*, and *Nonprofit Management & Leadership* publish extensively on issues related to volunteerism. This methodology allowed for the collection of data which reflects the diversity of opinions, motivations and experiences of the interview participants that exist, notwithstanding the commonality of their roles as board volunteers (Natow, 2019, p. 4).

Elite interviews are used to specifically target interview subjects who have special knowledge of the topic under research (Huggins, 2014, p. 2). Harvey (2011) defines these elites as those individuals in an organization who hold senior management or board level positions (p. 433). The interviews were semi-structured to ensure that important issues were addressed while allowing for open-ended questions to provide richness of data. Harvey (2011, p. 434) suggests that elites prefer open-ended questions that allow them to expand on their thoughts rather than being confined to responding to close-ended questions. The questions gathered background and demographic information to provide context for each participant. Interviewees were asked to provide motivations for their decision to join the board as well as their later decisions to continue to serve. They were asked to reflect on the similarities and differences in these motivations and suggest reasons for these. The review of the literature supports a multidimensional dynamic to the motivations behind volunteering. Questions were asked to guide the participant to provide insight on these decisions which allowed the interviewer to gain a greater depth of understanding of their motivations.

A purposeful sampling approach (Etikan, Musa, Alkassim, 2016; Patton, 2015) to select elite interview candidates was used to select the most information-rich participants from board members who have participated in their organization for more than one year. Inquiries were sent to the board chairs of five organizations I know through work in the community over 20 years. The criteria for participation in the study were that the organizations had been in existence for more than five years, are currently actively pursuing the mission and consist of members beyond the founders. These inquiries sought volunteers from their boards who would be willing to be interviewed. The board chairs chose the volunteers to be interviewed and after seeking the permission of the volunteers, provided me with their contact information to arrange the interviews. All participants were provided in advance with an Invitation to Participate email (Appendix A) and Participant Consent form (Appendix B), both approved as part of the application to the Human Research Ethics Board of the University of Victoria. The participants received Spanish language versions of these documents. These documents in Spanish are included in Appendix C, *Ejemplo de Invitación para Participar* and Appendix D, *Consentimiento Versión 1*.

The boards are from organizations of different sizes and areas of interest. They are the Banco Alimentos de Mendoza (Mendoza Food Bank), Biblioteca Popular Chacras de Coria (Chacras de Coria Community Library), Fundación Alas, A.V.O.M.E.-Asociación Voluntarios de Mendoza (Mendoza Voluntary Association) and Proyecto Crecer Felices (Grow Happily Project). A description of these organizations is

included in Appendix E. The organizations selected form a purposeful sample (Patton, 2015, p. 321) to obtain a sample of information-rich participants from organizations where the boards play an active role in directing the activities of the organization. This is in contrast to boards dominated by management. Also, by choosing organizations from different areas of interest, I was able to interview volunteers from different social and economic groups. I conducted 14 interviews of volunteers from five organizations. Of the 14 interviews, eight were conducted face-to-face prior to local quarantine measures for the Covid-19 pandemic were introduced. The remaining six interviews were conducted by telephone.

All interviews were conducted individually, in Spanish and were recorded. The interview outline was presented in English for approval by the Human Research Ethics Board at the University of Victoria and is included as Appendix F. I then translated the interview outline into Spanish for use in the field (Appendix G).

The research process and protocol was approved by the University of Victoria Human Research Ethics Board under protocol number 19-0545, dated January 14, 2020.

### **3.2 Participants**

The participants were 10 women and four men from the five different organizations mentioned above. The organizations are described in Appendix E. The ages of the participants covered a wide range: 20 to 29 years, 3; 30 to 39 years, 1; 40 to 49 years, 2; 50 to 59 years, 3 and 60 and over, 5. Three of the participants were post-secondary students who also worked part-time; five were employed full-time; five were retired and one worked part-time. This information is summarized in Table 1.

Of the 14 participants, five had no previous board experience outside their current organization. In one organization, two of the current board members had been employees of the organization, although over 20 years ago. In comparing educational qualifications and the roles that the participants currently hold in their organizations, nine out of 14 currently act in roles that are related to their education or work experience or the organization's mission has a direct relation to their qualifications. An example of this is an accountant who acts as Treasurer, although they have no particular experience related to the organization's mission. Another example would be a Literature professor who is on the board of a library.

<b>Participant</b>	<b>Sex</b>	<b>Age</b>	<b>Education</b>	<b>Current Employment</b>
1	Female	79	University graduate	Retired
2	Male	57	Technical High school	Full time
3	Female	67	University graduate	Retired
4	Female	57	University graduate	Retired
5	Female	49	University graduate	Part time
6	Female	60	University graduate	Full time
7	Male	23	University student	Part time
8	Male	24	University student	Part time
9	Female	66	University graduate	Retired
10	Female	51	University graduate	Full time
11	Female	26	University student	Part time
12	Female	69	University graduate	Retired
13	Male	49	University graduate	Full time
14	Female	38	University graduate	Full time

**TABLE 3.2.1 PARTICIPANTS**

The three volunteers in the youth oriented organization are all currently university students. None of these volunteers are studying in areas directly related to the organizational mission.

### **3.3 Interviews**

The interviews were conducted in Spanish and recorded with the express permission of the participants. These interview recordings were transcribed by me, in the original Spanish. Of the 14 interviews, eight were conducted face-to-face. The remaining six interviews were conducted via telephone as face-to-face interviews were no longer possible under Coronavirus pandemic restrictions which were introduced in Argentina on March 20, 2020.

The interview guideline (Appendix F) was presented in English to the Human Research Ethics Board for approval and then translated by me into Spanish (Appendix G) for use in the field.

The questions included in the interview guideline were informed by the functional approach of Clary et al. (1998) and the Three-Stage Model of Volunteers' Duration (Chacón et al., 2007).

### **3.4 Data Analysis**

The recordings of interviews were transcribed in Spanish by me and were subjected to thematic analysis along with my notes. Thematic analysis is a qualitative research tool that is flexible and allows for the development of highly descriptive account of the data through the identification of the themes which can answer the research questions (Vaismoradi, M., Turunen, H. & Bondas, T., 2013, p. 400, 402). The identification of themes forms the basis for understanding why people volunteer for governance roles in non-profit organizations. I then translated the results into English for reporting purposes.

### 3.5 Project Limitations and Delimitations

Limitations – As a result of the purposeful approach taken in sampling, and the limited numbers of interviews, the results may not be generalizable.

I am a foreigner in the location of the research. Even though I have lived in Mendoza for over 22 years, speak Spanish that I learned in this area, and understand many of the social norms, it is very likely that my cultural otherness (Ganter, 2017) will have some effect on the interviewee. Recognition of this likely factor and consideration of how to minimize its effect will be required in the planning and execution of interviews.

As I grew up, and was educated, outside the geographic area of research my perceptions and worldview may be different from the interview participants which will need to be recognized in the interpretation of the data. As the research will be conducted in Spanish and the results will be translated, there is the possibility of losing some nuances in the data.

The original intention was to conduct all of the interviews in person. However, as a result of the quarantine measures applied in Argentina effective March 20, 2020 in response to the Covid-19 pandemic, only eight of the 14 interviews were conducted in person prior to the pandemic. The remaining six of 14 interviews were conducted by telephone. This lack of face-to-face contact could have affected the level of disclosure by interviewees for a variety of reasons such as reduced comfort with the telephone format and my inability to pick up on visual cues that would have elicited additional questions. I had not previously met any of the individuals interviewed by telephone.

Delimitations - This research corresponds to volunteers in non-profit organizations in Mendoza, Argentina. The motivations studied correspond to volunteers in an organized setting where they have assumed governance roles. Volunteers who participate in events or direct service roles have not been included.

The results correspond to a particular time period of early 2020, during a federal government transition. Given Argentina's volatile economic and political climate, results could be different in other periods.

Also, six of the 14 interviews were conducted by telephone during the Covid-19 pandemic. This resulted in alterations in the normal programming of some of the organizations and an increased level of uncertainty felt by many respondents. This may have further affected the ability to generalize from the results.

It is not the intention of the project to create specific volunteer recruitment and retention packages as they would be particular to each organization. Rather, the intention is to outline the types of motivation found and recommend the issues to be taken into consideration.

## 4 Findings

### 4.1 Introduction

This chapter will provide the findings of the research which include providing context, describing the participants and the information contained in their interviews. These findings are the result of 14 elite interviews. The format of the interviews was semi-structured, to allow these elite participants the opportunity to respond to open-ended questions. Harvey (2011, p. 434) suggests that elites prefer this format, resulting in interviews that provide richer information. This information will be used to answer the research questions.

All of the organizations that formed part of this project have been active in Mendoza, Argentina for at least 10 years. The organizations are: A.V.O.M.E. (Asociación Voluntarios de Mendoza), Banco de Alimentos de Mendoza, Fundación Alas, Biblioteca Popular Chacras de Coria and Proyecto Crecer Felices. A list including descriptions of these organizations is included in Appendix E.

All of the Interviews were transcribed by me in the original Spanish. All quotes of participants' comments presented below were translated from the Spanish by me with the goal of conveying the spirit of their message.

### 4.2 Organizational context

In Mendoza, most civil society organizations are legally constituted as either civil associations or foundations. Civil associations have a board is that elected by the membership. Foundations are constituted by the founders who appoint an administrative council that serves at the discretion of the founders. Of the organizations included here, two are civil associations and two are foundations. The remaining organization is in the process of formalizing its structure with the intention of becoming a civil association.

In all five of the organizations there is a significant level of informality in the recruitment of board members in the sense that they don't have recruitment committees. Only two out of five organizations have some requirements for board membership. In one of these cases, potential members are required to attend an orientation session that is geared towards all potential organizational volunteers and then participate in program delivery within the organization, prior to becoming part of the board. In a second case, no one is allowed to join the board that has not participated in organizational program delivery. In the remaining three of these five organizations, members can enter the board directly with no previous experience or contact with the organization. This latter situation resulted in two board members joining organizations about which they knew very little and with no previous experience in the organization.

The organization that is made up of people under 30 years of age has the specific goal of changing board members frequently. This is seen as a way of ensuring that power is not concentrated in any board member. In most cases, the people in the board positions change, or rotate internally, every year. Conversely, the remaining organizations are seeking stability and longevity in their board membership.

When asked how much time they spent on their roles, all 14 participants reported spending time outside board meetings on organizational activities, though the amount of time spent is highly variable. Two of the participants consider their role as a full time job. Another as a part-time job, while three say they spend in excess of 30 hours per month on their role. One participant currently spends two to three hours

a week, but has in the past held roles that required more time. Four say their time commitment is variable and difficult to quantify as it depends on events, programming and changing circumstances. Two others spend more time on their role in organizational programming than on their board role. One participant occasionally attends events outside board meetings.

Of the 14 participants, all but one of the participants share their involvement with others either through their resumes, social media or face-to-face.

### **4.3 Motivations for joining a board**

The participants arrived at their respective boards by various means. As the most prevalent means, 11 of the 14 participants were invited to join the board by a board member. In eight of these 11 cases it was the President who extended the invitation. In all of these recruitments by the President, the participant was specifically recruited for their personal characteristics that included education, work experience, previous volunteer experience and contacts in the community. In one case, the member was part of the original founding group and through attrition of this group ended up with control of the organization. Three cases are program volunteers who followed the accepted path within their organization starting as program volunteer, moving to program organizer, and later to Program Area Coordinator, which is board position. Twelve out of the 14 participants indicated that their current involvement is affected by situational factors such as time available and reduced family responsibilities that allowed them to take on their role.

The motivations for joining the board reported by the participants fell into four themes: a sense of responsibility to participate in community service (12 participants); the need to give back to the community in recognition of their position as fortunate members of society (five participants); as a way to stay active and do something (all participants) and as a way of serving God (four participants). These themes overlap in some participants.

#### **4.3.1 Volunteering as a way of meeting a responsibility to participate in community service**

In this category, 12 of the 14 participants acknowledged that they had a desire to help others and that they believed it was the responsibility of those who could, to do so. Two of the participants specifically indicated that they did not expect the government to try and solve the problems in the community. Three of the participants believe that the world can be changed for the better with a series of efforts by individuals.

*“Volunteering is a way of life. I believe that everyone has to try to volunteer...deep down to worry about being human... But I think that it is my responsibility to do for others...I am fulfilling what I expect of me. Not [what] others [expect].” (Participant #5, February 17, 2020).*

*“...service to the community appears to be something important in my view, to be supportive. To be able to contribute with what one has to improve the living conditions of people, children in this case, and families.” (Participant #9, April 6, 2020).*

#### 4.3.2 Volunteering as a way of giving back to society in recognition of their position as fortunate members of society

In this theme, five of the 14 participants expressed their gratitude for the lives they have and that gratitude made them responsible for giving back to society. This gratitude resulted from factors such as being able to get a good education, having opportunities available to them, and their families, current and while growing up. A slight variation on this theme is that one participant was grateful for the fact that she did not have to work to support her family and so was able to volunteer her time to an organization related to her profession. She took on this role as if it were a paying position, dedicating time approximately the equivalent of half-time employment. (Participant #5, February 17, 2020)

*"I believe that volunteering is something that we all have to have incorporated. Above all, those of us who have had other opportunities since birth." (Participant #8, February 26, 2020).*

*"I believe in giving back a bit to society. I am grateful for life and to God for where I was born. Thank God for the education I have had, the family I have had, the opportunities in life that I have had...I make time to give back to society, to children in this case, the opportunities that these children do not have." (Participant #10, April 15, 2020).*

#### 4.3.3 Volunteering as a way of keeping active and doing something

Another motivating factor is the desire to be active. To have something useful to do that will be interesting and possibly bring other benefits such as new professional acquaintances (two participants), friendships (four participants) and new skills. This motivation was expressed in some way or another by all of the participants. For three participants it shows up more like a restlessness with their current situation and the need to find some way of fulfilling this need.

*"...I wanted to help...I was keen to do something, some volunteering..." (Participant #7, February 21, 2020)*

*"I needed to...break my routine a bit and consider helping...I needed to give, add my grain of sand where I could... (Participant #11, April 16, 2020)*

*"I am a very restless spirit and could not be left with nothing, without doing something. Overturning a bit everything that one was learning...assuming not only formal learning, but life learning. So it is interesting to keep collaborating." (Participant #9, April 6, 2020)*

With two individuals who joined their boards without really knowing anything about them or having any particular expectations, the possibility of having something interesting to do was sufficient to get them to the table.

*"I don't remember having a concrete intention. They invited me to something that appeared nice...there were also a couple of acquaintances and it seemed interesting." (Participant #2, February 13, 2020)*

For another individual, one of the factors in her decision join the organization 20 years ago was to ensure that she had something to do when she retired (Participant #1, February 12, 2020).

#### 4.3.4 Volunteering as a way of serving God

Although various participants referred generally to their religious influences, four particularly saw their volunteering activity as specifically relating to complying with requirements of, or the spirit of, their faith.

*“The service in the foundation was also service to God as it is one of the Commandments; watch over one’s neighbour.”* (Participant #14, June 2, 2020)

*“We [her family] have always had a lot of social commitment because we have a lot of religious commitment...they [the church and religious school] challenged us a lot to work for others.”* (Participant #4, February 14, 2020)

The remaining 10 participants did not report religion as a motivating factor.

### **4.4 Motivations for remaining on a board**

Of the 14 participants, only one has indicated their intention to leave the board after 10 years. The reason given is a lack of time as a result of needing to focus more on paid work and family. It is worth noting that this individual cited as a reason for joining the board the possibility of extending her professional contact network, but indicated that when applying for jobs her volunteer work was given no importance as there was nothing concrete to show what this volunteering had entailed. She is the only one of the participants who is currently volunteering in another organization. (Participant #13, June 1, 2020)

Another participant indicated that she is not fully content with her involvement with her organization as she had hoped that she would be called to take on more responsibility and she was not. She has been on the board more than 10 years. She is the only one of the participants who does not include her involvement with the board on her resume/social media or tell people about the organization when she is in social situations. She intends to continue at least during the coming year. (Participant #6, February 19, 2020).

The remaining 12 of 14 participants are happy in their roles and intend to continue, barring unforeseen circumstances. Their reasons for continuing in their roles fall into three themes: Role satisfaction, organizational commitment and role identity. The frequency and categories within these themes are summarized in Table 2.

In nine of the 14 cases, participants were in roles that were related to their professional lives. For example, an accountant as Board Treasurer, a librarian in a community library and a social worker in an organization supporting children and their families. The three younger participants who are still in university are not in programs that relate to the activities of their organization. The participant who is not completely happy with her role works in a field unrelated to the activities of the organization. One remaining participant works in a field that is also unrelated to the activities of her organization. Nevertheless, she has assumed roles within the executive and is satisfied with her participation.

REASONS TO REMAIN	FREQ/14
<b>4.4.1 Role satisfaction</b>	
Enjoys the work/participation	12
Feeling of belonging	5
Feeling of being valued	
Inside the organization	12
Outside the Organization	3
Recognition	4
Keeps them busy/something to do	4
Learning/personal growth/new skills	8
Get to make difference/feeling of achievement/see clients grow	14
Social aspect	6
Emotional benefits	11
Enjoys the group	7
<b>4.4.2 Organizational Commitment</b>	
Has goals for participation	
Personal goals	8
Goals for organization	9
Pride in the organization	8
Transparency/efficiency of organization	6
Commitment to organization	14
<b>4.4.3 Role identity</b>	
Being a volunteer is important	11
Tells others about their participation	13
Recruits when possible	5

**TABLE 4.4.1 FREQUENCY OF REASONS TO REMAIN ON A BOARD**

#### 4.4.1 Role satisfaction

Satisfaction within their role as board members is a key factor in choosing to continue in this role. This role satisfaction has many different aspects as shown in Table 2. There were 12 participants in the study who report feeling valued by their respective organizations. Some of the aspects of their volunteering that they reported as particularly satisfying were: staying busy, increasing their connection to the community, having an opportunity to learn and grow as an individual, seeing their clients succeed in overcoming challenges, the love and gratitude that they received from clients, making new friends and simply, because it makes them happy. They spoke of the emotional wellness that comes from their participation and the positive response from their organization’s clients. Several spoke of feeling like they receive more than they give.

The four most frequently reported aspects of role satisfaction are: that they enjoy the work they do and their participation (12), that they feel valued within the organization (12), that they feel that they are making a difference in society, have a feeling of achievement or enjoy seeing their clients grow and

overcome challenges (14) and that they receive emotional benefits from their participation (11). Within this theme it becomes apparent that different people derive satisfaction from different sources. These expressions of satisfaction were related as follows:

*“...It [her work with the organization] is something that generates a lot of happiness in my life...”* (Participant #11, April 16, 2020)

*“In reality, I also found that this work makes me happy. It makes me happy to work with the organizations. The people. We have collaborated in something to make the World a better place.”* (Participant #4, February 14, 2020)

*“I do it as something natural as it has surely become my passion.”* (Participant #3, February 14, 2020).

*“I have a feeling...that when I have a [the organization] meeting that I am going to do something valuable. And that the time I spend there is not being thrown away.”* (Participant #12, May 4, 2020)

#### 4.4.2 Organizational commitment

All 14 participants spoke highly of their organizations, praising the work they do and their credibility and transparency. Every participant spoke of being dedicated to the mission of their organization and of its value to the community. As part of their role, eight participants have set personal goals for their involvement with the organization and nine have set goals for what they would like to achieve for the organization.

*“Finding an institution where the people are responsible, coherent and perseverant, and they do it with joy, it appears to me that this is the way that I believe that we can collaborate so that society evolves.”* (Participant #12, May 4, 2020)

*“The satisfaction of belonging. I feel proud to belong to this organization.”* (Participant #2, February 12, 2020)

*“Here we work in a very friendly, relaxed climate. There are times when you have complex situations, but you always have the support of the group, basically the Board of Directors, so you feel more supported. You are not alone in management, but part of a collaborative body and really, it is a collaborative body.”* (Participant #9, April 6, 2020)

*“Well, these things [working to combat hunger] are made easy when you fall in love with something. If you love what you do.”* (Participant #2, February 12, 2020)

#### 4.4.3 Role identity

Within this theme is the measure to which participants feel that their volunteer role is a part of their life. Thirteen out of 14 participants share their role with others whether it be verbally in social situations, in their curriculum vitae or profiles on social media. Eleven out of 14 expressed the view that volunteering is important.

*“Participating is already part of my life.” (Participant #2, February 13, 2020)*

*“But after a period of time, I started to set goals for myself, that is, well, personal goals such as attending whenever I can, leaving the other things I had to do to allow time to go.” (Participant #8, February 26, 2020)*

*“...I consider this my work...It doesn't matter to me whether I receive or don't receive money. It's my job” (Participant #5, February 17, 2020)*

This chapter has outlined the motives that convinced the 14 participants to agree to give their time and energy to join the board of their respective organizations and then why they have chosen to stay. The next chapter will analyze and discuss these findings in the context of the Literature review to answer the research questions.

## 5 Discussion and Analysis

### 5.1 Introduction

This section seeks to consider the findings from the interviews in the context of the Literature Review to answer the following research questions.

1. What factors do board volunteers report as important in their decision to assume governance roles?
2. What factors do board volunteers report as important in their decision to continue their participation in the long term?
3. How can non-profit organizations design their recruitment and retention procedures to find and keep suitable board volunteers?

By interviewing board volunteers who have chosen to participate in their organization over a sustained period of time, it is hoped that their experiences will provide insight into the factors common to successful board volunteers. The term 'successful' in this context refers to those board volunteers who chose to continue after their initial decision to join. These insights will assist in the development of recommendations for recruitment and retention practices for volunteer boards.

This chapter will first consider the differences in the culture and practices of the organizations, to provide some context for the discussion that will follow.

### 5.2 Organizational differences

The interviews revealed significant differences in organizational culture and practices. The most distinct cultural difference is between the organization that is exclusively comprised of young volunteers, Proyecto Crecer Felices, and the other four organizations, regarding length of involvement. The other boards are looking for board members who will join and stay in place in the long term.

This organization of young people puts every board position up for consideration and renewal or change of members every year. Only volunteers that are already participating in the organizational programming can be considered for board membership. That is, no one can join the organization and immediately assume a board position. There is an organizational philosophy that change/renewal is important to prevent any one individual from accumulating power through longevity. Orientation to organizational culture and training for roles are ongoing. It is also recognized that as members are at a time in their lives where they have more flexibility as they are still studying, their participation will likely end once they, for example, graduate, gain full time employment or travel for further studies. There is no expectation that this organization will be their lifelong service opportunity. The board is functioning at capacity and there are no reports of recruitment problems.

In contrast, the remaining four organizations are seeking board volunteers who will serve in the long term. This is demonstrated in the longevity of some members. Of the 11 members on these four boards, two have been on their board less than five years. These two individuals are replacing board members with many years of service. In fact, the volunteer who has taken on the presidency of her organization is replacing the founder with 50 years of service. Three of the 11 members have between five and nine years of board service. The remaining six have between 10 and 30 years of service to their organizations. The goal is to recruit members who will stay through successive terms.

Within this group of four organizations, only one organization purposefully seeks board volunteers who fit a specific profile that corresponds to their organizational needs at the time. Potential board volunteers of this organization are also required to attend a volunteer orientation session and participate in programming prior to becoming part of the board. This participation requirement has been waived in situations where the board recruit had prior involvement with the organization, either as a volunteer or as an employee. This board is undergoing a conscious and managed generational change. This change is proceeding in a way that reflects Brown's (2007, p. 303) suggested process of board recruitment beginning with a determination of the board's specific needs and including orientation of the chosen candidates to best recruit and retain these valuable organizational participants.

The remaining three organizations are experiencing problems recruiting and retaining board members. None of the three boards have a complete functioning board. There are problems such as members who do not assume responsibilities beyond meeting attendance, members having to effectively do the work assigned to other members and members who are on the books to meet legal requirements but do not otherwise participate. These organizations do not have specific recruitment policies or procedures, and in some cases, board volunteers can join the board directly without any prior knowledge or experience with the organization. There are no orientation or training programs for any of these boards. The problems experienced by these boards in this area reflect the concerns raised by Jaskyte & Holland (2015, p. 164) where the lack of understanding of the board members' roles and responsibilities can become an obstacle to optimal board performance.

### **5.3 Motivations to join**

The literature on elite interviews suggests that elites prefer the opportunity to answer open ended questions (Harvey 2011, p. 434). This was found to be the case as most of the participants willingly answered questions at length and in much detail. The benefits of open ended questions were also seen in that in many cases the participants were able to provide more precise, considered answers towards the end of the interview in response to the question of whether there was anything further they would like to add. This leads to the suggestion that actually talking their way through their experience allowed them to process ideas that they had not previously examined in depth. This results in the question of whether some of this information would have been lost in a structured format such as a survey.

By understanding the motivation of these sustained board members and looking at these in the context of existing motivation theory, it may be possible to suggest a useful framework to help in the development of recruitment policies.

As mentioned in the Literature Review, there is little research on volunteer motivation specifically relating to volunteer board members. However, there has been some progress resulting from the work of Inglis & Cleave (2006). These authors created a framework with 34 motivations for volunteering on a board (2006, p.91). These motivations were divided into six components which can provide a useful and user-friendly framework to understand the motivations reported by the participants in this project. The danger with using surveys is that the respondent may try to fit their response into the available category, whether or not it truly fits. This is reflected in Inglis & Cleave (2006, p. 97) where in response to the open-ended question there were approximately 100 comments or reasons provided by respondents. As the interviews here were semi-structured, the participants were able to describe their motivations in their own words, rather than selecting options from a list as occurs with a survey. This resulted in more detail, clarity and the giving of an example, if desired.

Further, Inglis & Cleave (2006) only looked at reasons for volunteering generally. In this project, both reasons for joining and reasons for staying are examined using the same components of motivation.

### Research Question #1

- **What factors do board volunteers report as important in their decision to assume governance roles?**

The participants reported reasons that have been classified into four themes when talking about their decisions to join their boards:

1. Volunteering as a way to meet a sense of responsibility to participate in community service (12 participants);
2. Volunteering as a way of giving back to society in recognition of their position as fortunate members of society (five participants);
3. Volunteering as a way as a way to stay active and do something (all participants);
4. Volunteering as a way of serving God (four participants).

In looking at the four themes reported by participants for volunteering, three of these four themes are related to contributing to society, though the underlying reasons are slightly different. The remaining reason reflects benefits that the individual is seeking for themselves, though none of the participants in this project were looking for material rewards. This focus on altruistic motives is similar to results found by previous researchers on volunteer motivation such as Inglis & Cleave (2006, p. 98) and Miller-Stevens & Ward (2019, p.70).

The underlying motivations in each of the themes warrants comment. In theme one, volunteering as a way to meet a responsibility to participate in community service, the participants expressed profound commitment to volunteering not only as the right, but the necessary, thing to do. Their commitment comes from a moral conviction that helping in the community is an obligation as members of society.

*“Yes, I always collaborate, as far as my strength allows, because, well, it is the part of service that I have. If you are there, you have to be helping. (Participant #1, February 12, 2020)*

In the second theme, volunteering as a way of giving back to society because they consider themselves fortunate sounds like the protective function of Clary et al (1998, p. 1518), but without the guilt overtone. Clary et al. (1998) described this protective function as a way that could serve to protect the individual from negative feelings about themselves and to reduce guilt over their fortunate position in life. The driving feature with that function is a way to overcome negativity. None of the five individuals who expressed this motivation revealed feelings of guilt regarding their situation. Rather, it was the more positive gratitude that was the driver. This is consistent with the results of Inglis & Cleave (2006, p. 90) which showed the protective function is not a significant motivator with board volunteers.

The fourth theme, volunteering as a way of serving God, is not included in the functions of Clary et al (1998). This motivation appeared in the open-ended comments of respondents in the research of Inglis & Cleave (2006, p. 97) and they recommended that it be included in future research as responding to religious convictions and as an expression of spirituality.

In essence, though, there were three variations on the idea of having a responsibility to contribute to society through one’s efforts on a volunteer basis. The Values function (Clary et al, 1998, p. 1517-1518) and helping in the community (Inglis & Cleave, 2006, p. 95) are also reflected in Miller-Stevens & Ward’s

work (2019, p. 70) where the board members clearly are motivated to help their communities. Their volunteerism functions to satisfy this motivation.

Volunteers' motivations are not usually singular and these other motivations are reflected in the third theme. The decision to take on a role that will likely occupy a significant amount of time and effort is affected by not only motivational, but situational and temporal factors that were reflected in the third category of motivations expressed by the participants as wanting to be active and do something. Along with the desire to help, all of the participants expressed wanting to be active, meet new people, learn new skills or put the skills they already have to good use. The time factor becomes important where you have people who are waiting to retire to be able to volunteer, or find the right organization that will allow them to participate while they can, such as appears to be happening with the youth oriented organization.

Also, strongly related, is some connection with or knowledge of, the organization and the work that it does prior to them joining the board. This prior knowledge came about through previous employment with the organization, experience as a non-board volunteer and in some cases, orientation sessions. Only two of the participants had no prior knowledge of the organization they joined. These individuals were recruited by acquaintances, demonstrating the social motivation described in the literature (Walton et al. 2017, p. 128). This prior knowledge was the basis for an informed decision to join the board in support of the organization and its mission.

In summary, these board volunteers are motivated by a desire to help others and their community. How they choose where to put their time and effort appears to be dependant on a variety of factors, not just related to the mission of the organization. A major factor appears to be that in 11 out of 14 participants, they were invited to participate in the board. The decision to participate was then made based on the mission, other people already on the board, working style and credibility of the organization.

*"I am convinced that to improve society we all have to do something. And when you find an institution in which people are responsible, consistent and persevering, and they do it with joy, it seems to me that it is the way in which I believe we can collaborate in order for society to evolve."* (Participant #12, May 4, 2020)

The younger group of participants chose the organization to begin as programmatic volunteers. They were already established in the organization prior to joining the board. When choosing the organization initially, they were looking for somewhere to volunteer, knew people who were already involved in the organization and thought that they would like working with children, the target population of the organization.

All participants report additional motivations which also serve to foster their participation such as wanting to keep busy, meeting new people and learning new skills. These additional motivations are often related to situational factors. Situational factors such as being retired, flexibility of time available, having worked in a related field, being new to the area and being freed from other responsibilities also affect the decision to become a member of a board. This is similar to the results found by Walton et al. (2017) and discussed in section 2.4 above at pages 9-10, where they look at how means, motives and opportunities are also factors in board volunteering. Daly, Slack, Brandon & Biddle (2020, p. 3) see these situational factors as being mutually reinforcing aspects, along with motivations, in determining volunteer participation. In most cases it appears to be a number of factors that fall into place that facilitate the decision to volunteer for a particular organization, at a certain time in their lives.

## 5.4 Motivations for remaining on the board

### Research Question #2

- **What factors do board volunteers report as important in their decision to continue their participation in the long term?**

Under the functional model of motivation, it is suggested that as long as the motivation to join has been satisfied and continues to be satisfied, the volunteer should continue their participation in the long term (Clary et al, 1998, p. 1518). However, over time as the reality of their time spent, challenges met and other personal costs become apparent, the question becomes is this role satisfaction sufficient to keep these board volunteers coming back? Chacón et al (2007) proposed a way to better understand sustained volunteerism in their Three-stage Model of Volunteer Duration. This model, discussed above at pages 12 and 13, and illustrated in Figure 2.7.1 on page 13, applied to this study's results provides a framework for understanding what motivations characterize successful long-term board volunteers. As previously stated, their work shows that in the short term, the motivations to volunteer and the extent to which there is satisfaction of these motivations within their role, will determine whether the individual wishes to continue.

Considering the first stage of this model, the participants in this project reflect this satisfaction with their roles, particularly with their enjoyment of the work, believing that they are making a difference and feeling valued by the organization.

However, over time, it appears that some sort of greater level of commitment to the organization is required to keep volunteers engaged (Chacón et al, 2007, p. 638). It is not that satisfaction ceases to be a factor in volunteer continuity, but that it is not enough on its own to ensure service into the medium term (Chacón et al, 2007, p. 640; Vecina Jiménez et al, 2010, p. 345). As reflected in stage two of the model, this commitment to the organization serves to overcome the challenges that come with giving time out of other aspects of your life or the opportunity cost of choosing the volunteer activity over others. This is also in line with the work of Miller-Stevens & Ward (2019) who point out that board members who are more invested in their organization will be easier to retain in their posts.

The participants of the present study all report that they are committed to their organizations. As evidence of that commitment, eight of 14 participants report having developed personal goals for things that they wish to accomplish within the organization while nine of 14 have developed organizational goals that they are working towards achieving. Their actions speak to the intention to remain.

This model goes on to illustrate that volunteers who continue in the long-term do so as a result of developing an identity as a volunteer in their organization (Chacón et al, 2007, p. 630; Vecina Jiménez et al, 2010, p. 345). Again, satisfaction within the role is important, but in order to sustain participation in the longer term with the potential personal costs that can be faced, the model suggests that more is required to keep volunteers. That is, role identity, a feeling of belonging and making volunteerism a part of life.

The participants here reflect their role identity in that 11 of 14 state that they believe that volunteering is important and an important part of their life. Further, 13 of 14 participants share their participation with others through their curriculum vitae, social media profiles and face-to-face in social and business settings. Of these, five say that they actively recruit people to participate in their organization, either as clients or potential volunteers.

The participants are successful board volunteers because they are satisfied with their role, feel a sense of commitment to the organization and their mission and have incorporated volunteering as a part of life.

## 5.5 Cultural context

Whether or not cultural differences between countries play a factor in considering board volunteer motivations is relevant when considering the literature that comes from primarily Western sources. This difference is important not only in making recommendations in the local context, but could be useful in the Canadian context for boards that are trying to diversify the cultural makeup of their board.

Jaskyte (2015) took cultural context into consideration when examining boards and their ability to innovate. Citing Hofstede's (1991) work on country cultures, Jaskyte (2015, p. 1932) concludes that the context of the culture does affect how organizations conceive of and operate their organizations, including their board culture. According to Hofstede (1980), Argentine culture would be described as being inclined towards large power distance, strong uncertainty avoidance, collectivism and masculine characteristics. In this context, you would expect Argentine organizations to have strong authority figures, steep hierarchical structures and high formalization. However, in the case of these five organizations I have not found that to be the case.

In four of the five organizations, there is a strong personality leading the board. In the fifth case, there has been a deliberate decision to avoid the concentration of power by limiting the term of tenure in aboard positions.

The collectivist characteristic is reflected in the strength of the commitment to their organization, once they have decided to make volunteering in their particular organization a part of their lives and a tendency to recruit from within the circle of board acquaintances.

The research to date on board motivations in the Western context (Chacón et al, 2010, p. 217; Inglis & Cleave, 2006, p. 98) has reported that motivations focused on the community were rated most highly by board members and the participants here reflect that.

Overall, in the case of motivations in this group of participants, there doesn't appear to be a significant difference from the motivations reported in Western literature for board members. These board members are motivated by a desire to help their community along with other more personal needs and desires, similarly to the board volunteers studied by Inglis & Cleave (2006, p. 97). Other aspects of the study of volunteerism, including the motivations of non-governance volunteers or volunteers in different types of organizations could give different results. This was the case in Roitter's (2017) research in Argentina where he found strong cultural differences in what is actually considered to be volunteerism and what types of activities are considered to fall within its definition and Jaskyte (2014) where the application of established models of innovation in non-profit organizations had to be conscious of cultural differences. Where the cultural influence is seen to be most salient is in the tendency to recruit from within the circle of current board members, reflecting collectivist tendency to recruit from within a particular social or professional circle.

## 5.6 Strategies for recruitment and retention

### Research Question #3

- **How can non-profit organizations design their recruitment and retention procedures to find and keep suitable board volunteers?**

The literature suggests that a thoughtful and deliberate plan for recruitment is the most likely to result in board members who are suited to their role thereby optimizing organizational performance (Aulgur, 2016; Brown, 2007; Jaskyte & Holland, 2015; Varhegyi & Jepsen, 2016). This requires the development of a plan for recruitment that begins with a definition of the role that needs to be filled and the characteristics of the individual that they are seeking to fill it. But success has two sides: that of the organization and of the individual board member. In order for the relationship to be successful for both of these sides, consideration should be given to what the individual is seeking and whether this particular organization is in a position to provide it. So consideration must also be given to the motivation of the individual.

The participants of the present study illustrate the value of recruiting board members who have some prior knowledge of the organization. This allows for informed decisions to join with an understanding of the mission of the organization, how its services are delivered, the role of the board and the way it works. Here, 12 out of 14 of the participants had prior knowledge of the organization before joining the board.

This prior knowledge allows potential board members to assess whether their motives could potentially be satisfied by participation in the particular organization. The organization will also have had an opportunity to assess the suitability of the prospective board member.

Another salient feature of the participants here is the prevalence of board members whose professions relate to the organization or the board position they hold. This is the case with nine out of 14 of the participants. This level of expertise could be relevant to how well the board volunteer is able to understand the work of the organization and could facilitate their integration into the group. However, even without the professional compatibility, four out of the remaining five cases have been successful, possibly due to their participation as non-governance volunteers prior to joining the board. Therefore, professional suitability provides a starting point for understanding the organization, but it is not the only way to prepare for board membership.

Even though it is not necessarily essential that the board members have professions related to the organization, it is one of the criteria that could be part of a policy for the recruitment of new board members. For example, in an organization with a large budget and complicated financial reporting requirements, it would be prudent to have a Treasurer with some financial knowledge or training. But having a board from diverse backgrounds can help to give voice to a variety of stakeholders and allow for presentation of ideas from fresh perspectives. An effective recruitment process examines the needs of the board followed by a search for individuals who can both meet those needs and who believe that their motivations can be met through board participation.

Boards have a tendency to recruit from within their circles (Daly et al., 2020, p 3; Walton et al, 2017, p. 130) and that is also apparent when looking at the participants here. All 14 of the participants had some personal connection to their organization, whether through a friend, neighbour, relative or work colleague. None of them were recruited through advertisements or a general call for volunteers in the community. These are all successful volunteers, but in the case of three of the five groups, they do not have enough board members and they have commented on how difficult it is to find new members. New

sources of volunteers need to be found. Walton et al (2017, p. 130) suggest that boards look within to recruit from their programmatic volunteers. This is strategy that has been used successfully by three of the five groups. These authors also suggest looking beyond their circle of acquaintances, while still applying the criteria they have established for new members (Walton et al, 2017, p. 130). Boards are not required to take all comers, but increasing the pool of potential new members could bring new ideas, new resources and enthusiasm to boards struggling with recruitment.

Regarding volunteer retention, the literature review and the interviews lead to the conclusion that organizations would benefit from fostering organizational commitment in order to retain their volunteers according to the Three stage model of volunteer duration (Chacón et al, 2007). Steps that can be taken to develop a sense of organizational commitment include workshops on topics such as board member rights and responsibilities and issues related to the mission of the organization, opportunities to participate in organizational programming where board members could meet clients and better understand the impact of the work that the organization does and staff visits to the board meetings to provide details of the implementation of board decisions. These sorts of learning opportunities can provide board members with a chance to grow within their roles, set goals and assume new responsibilities, all fostering their continuing participation.

Ultimately the long-term board volunteer will hopefully develop a sense of belonging and identification with their organization. Being provided with ongoing opportunities to see the value of the work the organization does and feel that they are part of that success can create feelings of belonging. It is important that leadership provides feedback that makes board members feel valued.

Recruitment and retention go hand in hand. It is not enough to just find good candidates for a board. The process whereby a volunteer moves through the three stages referred to above will be reinforced where board leadership takes an active role in the management of their volunteers. Chacón et al. (2007, p. 640) suggest that the best way to find out how satisfied a volunteer is with their role is to ask them directly, suggesting that some sort of evaluation process would be useful. This evaluation can be as formal as a performance review or informal as chatting over coffee, as the culture of each organization dictates, to establish how a board member is managing within their role. Even though role satisfaction is most important in the initial phases of board membership, it remains a factor throughout. These authors (Chacón et al., 2007, p. 640) go on to recommend that organizations should create strategies to foster volunteer satisfaction, which can then increase volunteer duration. It is therefore wise for leadership to ensure that their board members continue to be satisfied with their participation even as it develops and changes during their tenure and that individuals who have grown in their capabilities and interests are given opportunities to take on challenges, when ready. These strategies can foster organizational commitment and role identity to retain their volunteers.

The following section of this report will present Recommendations for organizations on developing policies for the recruitment and retention of board volunteers.

## 6 Recommendations

### 6.1 Introduction

The purpose of this chapter is to provide recommendations to organizations seeking to improve their recruitment and retention of volunteer board members. These recommendations are based on the Literature Review and interviews with volunteer board members from organizations in Mendoza, Argentina who have chosen to continue their service past their initial involvement with their organization, as well as my personal experience as a volunteer board member.

Boards should not feel bound to take anyone who shows up offering their services. Neither should they invite people for the sake of having the spots occupied. In order to develop a well-functioning board that is constituted of volunteers who are able to contribute, are happy to do so and are committed to long term participation, this research suggests the need for a conscious, managed process of assessment of the organization's needs, analysis of which of those needs are met and which not, and development of a plan to seek out volunteers to fill the vacant roles. Based on this research, I argue that the plan to search for volunteers should include an assessment of the motivations of those potential volunteers to ascertain whether their participation in the organization could actually satisfy those motivations. Also, to complete the process there should be both ongoing assessment of volunteer satisfaction and training suited to the activities and demands of the organization.

The following sections outline a recommended process to assist an organization to develop a policy for recruitment and retention of board volunteers. These recommendations are summarized below in section 6.2.

### 6.2 Overview of Recommendations

1. **Review** the statutory and organizational constituting document requirements regarding the structure of the board.
2. **Create** a strategic plan for the design of the board, including its role and function within the organization.
3. **Review** current board design and function and assess compared to strategic plan.
4. **Develop** criteria for new board volunteers.
5. **Constitute** a search committee with clear guidelines for its mandate.
6. **Advertise** widely for new board members.
7. **Conduct** orientation sessions for potential board recruits.
8. **Interview** potential board members including an assessment of their motivational factors for wanting to be on this board.
9. **Recommend** new board members for approval according to legislative and organizational requirements.
10. **Establish** a board committee responsible for training and ongoing education of all board members.
11. **Conduct** ongoing educational programming.
12. **Review** board members' performance and level of satisfaction annually.
13. **Develop** organizational support through providing opportunities for board members to grow. Encourage goal setting.
14. **Foster** role identity by providing opportunities to represent the organization, participate in recruitment and see firsthand results of the organization's work.

### 6.3 Assess Organizational Needs

- Review organizational constituting documents and relevant legislation to determine number of board members and defined roles, if any. This can be part of a strategic planning process of the entire board or a specific subcommittee, depending on the size and complexity of the board.
- **Create strategic plan for board design** Strategize what the board should look like, including what functions it should perform and its role in the organization. In this stage, there should be a determination of the extent to which the board will be active in day-to-day operations of the organization, be involved in policy development and be responsible for supervising staff.

### 6.4 Analyse the current state of the organization

- Review strategic plan of board design and compare to current board composition.
- Review current volunteer board members, including their roles, skills, motivations, level of satisfaction with their participation and whether they intend to continue in their role.
- Identify specific roles, for example treasurer, that are unfilled and the qualification or skills required. Consideration should be given to succession planning to decide whether volunteers should be recruited who can grow into specific roles over time and with training.
- Identify other qualities/skills/personalities that would be useful in board volunteers. Would it be useful to have volunteers with skills in areas such as human resources, finance, accounting, communication/social media, fundraising, social work or some area particular to the work of the organization?
- Assess diversity of board members. What is lacking? Would it be possible/useful to have a variety of stakeholders represented? Which ones?
- What other criteria is the organization looking for in a board volunteer? Long term commitment, ability to make financial contributions, connections within government or the community?
- **Develop criteria for new volunteers** (but always be remain open to an exceptional person outside the box).

### 6.5 Create a search committee

**Constitute a search committee** which will continue with the recruitment process and provide recommendations to the board for suitable new members.

#### 6.5.1 Boards that recruit from the general population:

**Advertise** the search for new board volunteers:

- Circle of friends and acquaintances of current board.
- Organization webpage/Facebook/Instagram/Twitter accounts.
- Current volunteers in programming and events.
- Other organizations that work with volunteers.
- Donor organizations.
- Other stakeholders.

**Filter:**

- Once there is a pool of potential volunteers, hold an orientation session to explain what the organization does, who the clients are and where the organization operates. Include site visits, where appropriate.
- Invite potential volunteers to participate in an event or a day of programming.
- Those who are still interested should be interviewed by a recruitment committee. The activities/orientation provided previously should allow the potential volunteer to make an informed choice as to whether they wish to participate.
- Assess whether these potential volunteers enter into the criteria of what the board needs.
- Assess their motivation to become a volunteer (see section 6.6). Determine whether their motivations are appropriate to the type of organization and their activities. Consider whether involvement in the board could satisfy these motivations. Ensure that they willing/able to commit the time expected to attend meetings and fulfill other functions.

### 6.5.2 Boards that recruit from current volunteers

For boards that recruit only from within the organization, that is current volunteers, it still would be useful to assess their motivation and understand their expectations of being on the board. As long as they have had an active role as a programmatic volunteer they should understand the work of the organization sufficiently to be ready to commit to a more responsible role within the organization. It is to be noted though that motivations for programmatic volunteering are not necessarily the same as for board volunteering (Inglis & Cleave, 2006; Tayşir, Pazarcik & Tayşir, 2013) and prior to including someone new in the board it would be prudent to ascertain whether the motivation is suitable to the type of participation sought, for example, length of service, role of board in the organization, activities available to board members.

## 6.6 Assess the motivations of potential volunteers

The task of assessing the motivation of potential volunteers can be relatively simple or become more involved and intricate, depending on the skills available on the search committee, and what they believe would be useful in the context of their organization.

For larger organizations, it is possible that their search committee might be interested in using an assessment instrument to assist with the task, particularly if they are able to recruit a large group of potential volunteers. A Spanish version of Clary et al.'s Volunteer Functions Inventory (1998) is available in Dávila & Chacón (2003 in Dávila de León y Chacón Fuertes, 2005, p. 4) and updated in Dávila de León y Chacón Fuertes (2005). As indicated by Chacón et al. (2010), an open-ended question on motivation should be added to provide more in-depth responses. The practicality of using a survey would depend on whether there was anyone comfortable implementing and interpreting it and how something as formal as a survey might be received by their potential volunteers.

However, for most organizations similar in size to the ones involved in this project (Appendix E), I would recommend face-to-face, one-on-one interviews. The interview guide could be developed using the criteria for new volunteers developed by the board, the characteristics of the position to be filled, if any, and the outline developed in Spanish by Chacón et al. (2010) of volunteer motives. As discussed in chapters 4 and 5, the successful board volunteers who were interviewed for this project are largely motivated by a desire to help others and the community, which corresponds to Clary et al.'s Values, with other motivations that are widely variable and are dependant on personal needs and desires. By

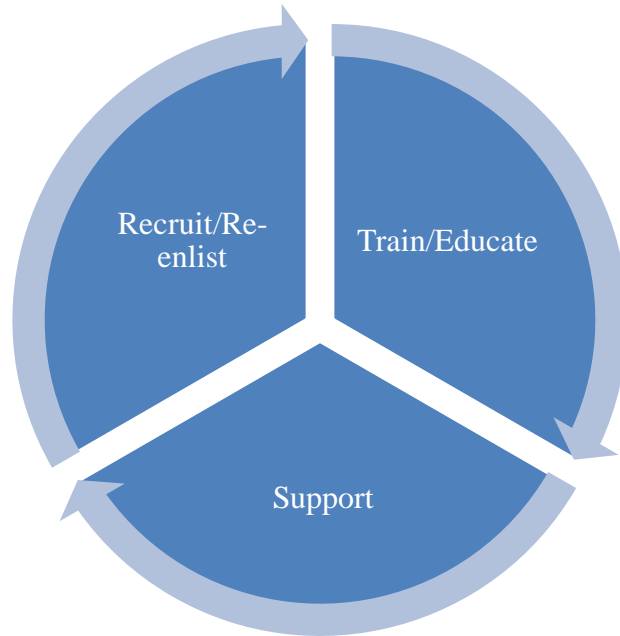
understanding what the potential recruits are looking for, a selection committee will have a chance to see whether those motivations could be met by the activities of the organization. For example, someone who wants to help the community but wishes to do so by working directly with children, might become frustrated and therefore unsatisfied with their participation, if working with an organization that serves children, but where the board has no opportunity to participate directly in program delivery.

New volunteers who are selected for inclusion in the board may be subject to voting by the membership, depending on the laws and regulations that govern the organization.

## 6.7 Provide Training and support

- **Establish a group on the board responsible for training.** All board members, current and new, should have training available as part of their participation. Training themes could include how boards work and the responsibilities of board members, updates of issues relevant to the board's work such as changes to legislation and annual strategic review and evaluation of board performance. Jaskyte & Holland (2015, p. 164) emphasize how board members who don't understand their roles create challenges to effective board functioning. You can't expect someone to do a good job when they don't understand what the job is.
- **Review the board members' performance and level of satisfaction on an annual basis.** The best way to find out if your board members intend to stay in the long term is to ask them directly (Chacón et al., 2007, p. 640) and to find out why or why not. Volunteers are valuable assets and they need to be cared for as such.
- **Develop organizational support** through ensuring that members have opportunities to grow within their roles and set goals for their participation.
- **Foster role identity** through opportunities to represent the organization, participate in recruitment and see the results of the work done by the organization.

This is an iterative process (Figure 6.7.1 Iterative process for Volunteer Board Member Retention) that should be reviewed annually, ideally in sufficient time prior to the annual meeting to contemplate a search for new members, if necessary.



**FIGURE 6.7.1 ITERATIVE PROCESS FOR VOLUNTEER BOARD MEMBER RETENTION**

## **6.8 Costs and timeline**

All of these recommendations could be carried out with little or no cost to the board, other than time. A group could choose to hire facilitators, speakers or meeting space, but it is not necessary to carry out the process. This does not have to be an expensive exercise. Rather it is a way of managing a resource.

As well, depending on the current structure and functioning of a given board, some of the recommendations could be modified or skipped where there are already procedures in place that provide similar functions effectively.

For those boards that are currently awaiting their election year, the stages of review and assessment could be undertaken initially, followed by the training and support of current board members. This would strengthen the board in readiness for the time when recruitment of new members is required, prior to their election period.

## 7 Conclusion

The volunteer board members of an organization are a valuable resource. These board members are essential to efficient and effective board functioning. Unfortunately, though, many boards have difficulty when it comes time to recruit new board members. These difficulties often extend to retaining the board members that the board already has.

This research was undertaken to understand the motivations of successful volunteer board members, where successful is defined as individuals who have chosen to continue their participation after their initial period of involvement. The goal was to understand what motivates these individuals and how those motivations translate into long-term service. This understanding was then used to develop recommendations for those organizations trying to recruit and retain volunteer board members.

The research showed that these board members are motivated to join their boards by the desire to serve the community as well as a variety of other individual motivations. So although they have personal goals, they are also driven by a desire to serve the common good. Their motivations for remaining on the board are based on satisfaction with their role, commitment to their organization and having developed an identity as a volunteer.

It is recommended that organizations looking for board volunteers look for people who have a drive to serve the community and have other motivations that can be fulfilled through their involvement with the organization. The effort to retain these volunteers would benefit from ongoing education and assessment of whether these motivations are still being met, to develop organizational commitment and the incorporation of volunteering as a part of their life.

## 8 Future research

- This research involved only five organizations, all located in Mendoza, Argentina. Future research would be useful taking a larger sample into consideration to see if the results are generalizable.
- It would also be useful to follow the organizations in this research to see if they applied the recommendations from this report, to what extent they applied the recommendations and with what results.
- It would be interesting to modify the recommendations to apply to programmatic and event volunteers in the organizations with a view to developing a board succession plan. By beginning the process of developing organizational commitment and role identity, some future board volunteers could be recruited from these other groups of volunteers who have already shown support for the organization and its mission.

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## Appendices

### APPENDIX A - EXAMPLE OF INVITATION TO PARTICIPATE EMAIL

SUBJECT: Research into board volunteer motivation which will examine the following questions:

- How can non-profit organizations design their recruitment and retention procedures to find and keep suitable board volunteers?
- What factors do board volunteers report as important in their decision to assume governance roles?
- What factors do board volunteers report as important in their decision to continue their participation in the long term?

The objective of this project is to examine the motivations of governance volunteers to assume the responsibility and continue to serve in non-profit organizations in Mendoza, Argentina. By understanding the motivation of these long serving volunteers, recommendations will be developed to help organizations design programs to recruit and retain these important participants.

Dear [Board Chair]

I am a Master's degree student at the University of Victoria in Canada, although I have lived in Mendoza for the last 22 years. I am currently working on my thesis project in which I am studying the motivation of volunteers who choose to give their time as board members of non-profit organizations. The aim is to understand these motivations better to be able to provide advice to non-profit organizations on recruitment and retention of these important volunteers. My research is focused in Mendoza, though I will be comparing my results to research conducted in other countries.

As a result, I would like to interview board volunteers from your organization in order to understand the motivation behind their decision to participate on the board of NPO. I am specifically looking for board volunteers who have completed at least one term and have chosen to continue to serve.

In your role as Chair of the board of [NPO], I wonder if you would be willing to canvass your board members to see one or two of them would be willing to be interviewed by me for the purposes of my research. I expect that the interview would last between 30 minutes and 1 hour. I am happy to meet individually with these members at a time and place of their convenience.

All of the information provided in the interview will remain confidential.

If any of your board are able to participate, I would be happy to provide the text of the recommendations in my thesis to your organization when it is completed.

If you have any questions, please do not hesitate to contact me by email or at 9261-599-3843 or 261-439-0977.

I look forward to hearing from you.

Thank you for your assistance.

Fiona Morrell Lhotka

## APPENDIX B - PARTICIPANT CONSENT FORM



**University  
of Victoria**

### University Research Study:

#### What motivates volunteers to assume governance responsibilities? A study of volunteer motivation in Mendoza, Argentina.

You are invited to participate in a study entitled, “What motivates volunteers to assume governance responsibilities? A study of volunteer motivation in Mendoza, Argentina” that I am conducting under the supervision of Dr. Astrid Pérez-Piñán.

I am a graduate student in the department of Public Administration at the University of Victoria, Canada. This study is part of my Master’s program in Community Development. You may contact me if you have any further questions.

- Fiona Morrell Lhotka
- 9261-599-3843 or 261-439-0977
- fiona@minexgeologist.com

As a graduate student, I am required to conduct research as part of the requirements for a degree in Master of Arts. If you have any concerns, you may contact my supervisor at:

- Dr. Astrid Pérez-Piñán
- +1-250-721-6116
- perezpin@uvic.ca

#### **Purpose and Objectives of the Research:**

The objective of this project is to examine the motivations of governance volunteers to assume the responsibility and continue to serve in non-profit organizations in Mendoza, Argentina. By understanding the motivation of these long serving volunteers, recommendations will be developed to help organizations design programs to recruit and retain these important participants.

#### **Importance of the Research**

Research of this type is important because it can provide practical guidance to non-profit organizations on how to optimize their recruitment and retention policies regarding board volunteers.

#### **Participants Selection**

You are being asked to participate in this study because you are a member of the Board of Directors of a non-profit organization in Mendoza, Argentina, and who has served at least one term and continues to serve.

#### **What is involved**

If you consent to voluntarily participate in this research, your participation will involve an interview with me that will last between 30 minutes and 1 hour. The day, time and location of the interview will be arranged according to your schedule and what is most convenient for you.

Notes will be taken of the interview and an audio recording will be made with your consent. The audio recording will be transcribed to allow for analysis of the content of the interview.

If you don't want the interview to be recorded, please let the researcher know before the interview starts.

You may refuse to answer any question without explanation.

### **Risks**

There are no known or anticipated risks to you by participating in this research.

### **Benefits**

As a result of your participation in this research, you will receive a copy of the results which you may choose to use within your organization.

### **Voluntary Participation**

Your participation in this research must be entirely voluntary. If you do decide to participate, you may withdraw at any time without any consequences or any explanation. If you do withdraw from the study your data will not be used and will be destroyed.

### **Anonymity**

Your identity as a participant will likely be known to other members of your board as a result of the selection process. Your name will not be attached to any data. All data will remain anonymous.

### **Confidentiality**

Your confidentiality and the confidentiality of the data will be protected by identifying the data by a number given to each participant. The digital data will be stored in the file storage system at the University of Victoria in Canada. Any interview notes will be safely stored in my office.

### **Dissemination of Results**

It is anticipated that the results of this study will be shared with others in the following ways: with participants and their organizations, as part of my thesis defense ceremony and as part of the online catalogue of thesis projects of the University of Victoria.

### **Disposal of Data**

Data from this study will be disposed of one year after the thesis acceptance. Electronic data will be erased, including audio files and their transcripts. Interview notes will be shredded.

### **Questions or Concerns**

You may contact me or my supervisor with regard to any questions or concerns. See our contact information above.

In addition, you may verify the ethical approval of this study, or raise any concerns you might have, by contacting the Human Research Ethics Office at the University of Victoria, Canada, 1-250-472-4545 or [ethics@uvic.ca](mailto:ethics@uvic.ca)

Your signature below indicates you understand the above conditions of participation in this study and that you have had the opportunity to have your questions answered by the researchers, and that you consent to participate in this research project

Name of Participant

Signature

Date

*A copy of this will be left with you, and a copy will be taken by the researcher.*

## APPENDIX C - EJEMPLO DE INVITACIÓN PARA PARTICIPAR POR CORREO ELECTRÓNICO

ASUNTO: Investigación sobre la motivación del voluntariado en comisiones directivas y consejos de administración que examinará las siguientes preguntas:

- ¿Cómo pueden las organizaciones sin fines de lucro diseñar sus procedimientos de reclutamiento y retención para encontrar y mantener voluntarios idóneos?
- ¿Qué factores informan los voluntarios de las comisiones directivas y consejos de administración como importantes en su decisión de asumir roles de gobernanza?
- ¿Qué factores informan los voluntarios de las comisiones directivas y los consejos de administración como importantes en su decisión de continuar su participación a largo plazo?

El objetivo de este proyecto es examinar las motivaciones de los voluntarios de gobernanza para asumir la responsabilidad y continuar sirviendo en organizaciones sin fines de lucro en Mendoza, Argentina. Al comprender la motivación de estos voluntarios de servicio prolongado, se desarrollarán recomendaciones para ayudar a las organizaciones a diseñar programas para reclutar y retener a estos importantes participantes.

Estimado [Presidente de la comisión o consejo]

Soy estudiante de maestría en la Universidad de Victoria en Canadá, aunque he vivido en Mendoza durante los últimos 22 años. Actualmente estoy trabajando en mi proyecto de tesis en el que estoy estudiando la motivación de los voluntarios que eligen dedicar su tiempo como miembros de la comisión directiva o consejo de administración de organizaciones sin fines de lucro. El objetivo es comprender mejor estas motivaciones para poder brindar asesoramiento a organizaciones sin fines de lucro sobre el reclutamiento y la retención de estos importantes voluntarios. Mi investigación se centra en Mendoza, aunque compararé mis resultados con la investigación realizada en otros países.

Como resultado, me gustaría entrevistar a voluntarios de la comisión directiva o consejo de administración de su organización para comprender la motivación detrás de su decisión de participar en la NPO de esta manera. Estoy buscando específicamente voluntarios de la comisión directiva o consejo de administración que hayan completado al menos un período y hayan elegido continuar sirviendo.

En su papel de Presidente de la comisión directiva/consejo de administración de [NPO], me pregunto si estaría dispuesto a encuestar a los miembros de su comisión/consejo para ver si algunos de ellos estarían dispuestos a ser entrevistados por mí a los fines de mi investigación. Espero que la entrevista dure entre 30 minutos y 1 hora. Me complace reunirme individualmente con estos miembros en el momento y lugar que les resulte conveniente.

Toda la información proporcionada en la entrevista será confidencial.

Si alguno de los miembros de su comisión/consejo puede participar, me complacerá proporcionar el texto de las recomendaciones de mi tesis a su organización cuando se complete.

Si tiene alguna consulta, no dude en comunicarse conmigo por correo electrónico o al 9261-599-3843 o al 261-439-0977.

Muy agradecida.

Fiona Morrell Lhotka

## APPENDIX D - FORMULARIO DE CONSENTIMIENTO



**University  
of Victoria**

### Estudio de investigación universitaria:

#### ¿Qué motiva a los voluntarios a asumir responsabilidades de gobernanza? Un estudio sobre la motivación del voluntariado en Mendoza, Argentina.

Usted está invitado a participar en un estudio titulado, “¿Qué motiva a los voluntarios a asumir responsabilidades de gobernanza? Un estudio sobre la motivación del voluntariado en Mendoza, Argentina” que estoy realizando bajo la supervisión de la Dra. Astrid Pérez-Piñán.

Soy un estudiante graduado en el departamento de Administración Pública de la Universidad de Victoria, Canadá. Este estudio es parte del programa de mi maestría en desarrollo comunitario. Puede contactarme si tiene más preguntas.

- Fiona Morrell Lhotka
- 9261-599-3843 o 261-439-0977
- [fiona@minexgeologist.com](mailto:fiona@minexgeologist.com)

Como estudiante graduado, debo realizar investigaciones como parte de los requisitos para obtener un título en Master of Arts. Si tiene alguna inquietud, puede comunicarse con mi supervisora al:

- Dra. Astrid Pérez-Piñán
- + 1-250-721-6116
- [perezpin@uvic.ca](mailto:perezpin@uvic.ca)

### **Propósito y objetivos de la investigación:**

El objetivo de este proyecto es examinar las motivaciones de los voluntarios de gobernanza para asumir la responsabilidad y continuar sirviendo en organizaciones sin fines de lucro en Mendoza, Argentina. Al comprender la motivación de estos voluntarios de servicio prolongado, se desarrollarán recomendaciones para ayudar a las organizaciones a diseñar programas para reclutar y retener a estos importantes participantes.

### **Importancia de la investigación**

La investigación de este tipo es importante porque puede proporcionar orientación práctica a las organizaciones sin fines de lucro sobre cómo optimizar sus políticas de reclutamiento y retención con respecto a los voluntarios de la junta.

### **Selección de participantes**

Se le pide que participe en este estudio porque es miembro de la comisión directiva/consejo de administración de una organización sin fines de lucro en Mendoza, Argentina, y que ha cumplido al menos un mandato y continúa prestando servicios.

### **Lo que implica**

Si acepta participar voluntariamente en esta investigación, su participación implicará una entrevista conmigo que durará entre 30 minutos y 1 hora. El día, la hora y el lugar de la entrevista se organizarán de acuerdo con su horario y lo que sea más conveniente para usted. Se tomarán notas de la entrevista y se realizará una grabación de audio con su consentimiento. La grabación de audio se transcribirá para permitir el análisis del contenido de la entrevista. Si no desea que se grabe la entrevista, avísele al investigador antes de que comience la entrevista. Puede negarse a responder cualquier pregunta sin explicación.

### **Riesgos**

No hay riesgos conocidos o anticipados para usted al participar en esta investigación.

### **Beneficios**

Como resultado de su participación en esta investigación, recibirá una copia de las recomendaciones que puede elegir usar dentro de su organización.

### **Participación voluntaria**

Su participación en esta investigación debe ser completamente voluntaria. Si decide participar, puede retirarse en cualquier momento sin ninguna consecuencia y sin ninguna explicación. Si se retira del estudio, sus datos no serán utilizados y serán destruidos.

### **Anonimato**

Es probable que otros miembros de su junta conozcan su identidad como participante como resultado del proceso de selección. Su nombre no se adjuntará a ningún dato. Todos los datos permanecerán anónimos.

### **Confidencialidad**

Su confidencialidad y la confidencialidad de los datos estarán protegidas mediante la identificación de los datos por un número dado a cada participante. Los datos digitales se almacenarán en el sistema de almacenamiento de archivos de la Universidad de Victoria en Canadá. Cualquier nota de la entrevista se guardará de forma segura en mi oficina.

### **Difusión de resultados**

Se anticipa que los resultados de este estudio se compartirán con otros de las siguientes maneras: con los participantes y sus organizaciones, como parte de mi ceremonia de defensa de tesis y como parte del catálogo en línea de proyectos de tesis de la Universidad de Victoria.

### **Eliminación de datos**

Los datos de este estudio se eliminarán un año después de la aceptación de la tesis. Se borrarán los datos electrónicos, incluidos los archivos de audio y sus transcripciones. Las notas de la entrevista serán trituradas.

**Preguntas o inquietudes**

Puede comunicarse conmigo o con mi supervisora con respecto a cualquier pregunta o inquietud. Vea nuestra información de contacto arriba.

Además, puede verificar la aprobación ética de este estudio, o plantear cualquier inquietud que pueda tener, comunicándose con la Oficina de Ética de Investigación Humana de la Universidad de Victoria, Canadá, 1-250-472-4545 o [ethics@uvic.ca](mailto:ethics@uvic.ca)

Su firma a continuación indica que comprende las condiciones anteriores de participación en este estudio y que ha tenido la oportunidad de que sus preguntas sean respondidas por los investigadores, y que acepta participar en este proyecto de investigación

Nombre del participante

Firma

Fecha

*Se dejará una copia de esto y el investigador tomará una copia.*

## APPENDIX E - PARTICIPATING ORGANIZATIONS

All of the organizations included in this study are located in Mendoza, Argentina.

**Fundación Banco de Alimentos Mendoza (Mendoza Food Bank)** (<https://www.bdamendoza.org.ar/>)

The Mendoza Food Bank was formed in 2002 by a group of concerned citizens in response to the economic crisis in Argentina. The organization receives donations from manufacturers, supermarkets, farmers and the public. These resources are then distributed to 84 community organizations that include soup kitchens, day care centres and other community organizations that support populations at risk of suffering food insecurity. These 84 organizations serve 32,000 people.

In the past reporting year, this organization rescued 845,814 kgs of food and distributed a total of 862,705 kgs. to the 84 member organizations.

The organization also provides educational programming regarding nutrition, food handling techniques and the problem of food insecurity. In the last reporting year, 24 workshops were conducted involving 54 organizations. It is a member of the Red Banco de Alimentos Argentina (Argentine Network of Food Banks).

**Biblioteca Popular Chacras de Coria (Chacras de Coria Community Library)** (<https://www.facebook.com/biblioteca.chacrasdecoria>)

Formed in 1996, this civil association formed by community members offers traditional book lending and research services as well as provides space for language and handiwork classes, lectures and visiting speakers to the community of Chacras de Coria, Mendoza. A community library is formed and run by private citizens and also receives funding from different levels of government. It is a member of CONABIP-Comisión Nacional de Bibliotecas Populares (National Commission of Community Libraries), CoProBiP-Comisión Provincial Protectora de Bibliotecas Populares (Provincial Commission for the Protection of Community Libraries) and COLUBIP-Comisión Lujanina de Bibliotecas Populares (Commission of Community Libraries of Luján de Cuyo).

**Fundación Alas** (<https://www.facebook.com/fundacionalasmza>)

This foundation was formed in 1990 and aims to provide spaces of support, education and training for at risk populations, particularly children. Among its activities, the organization provides tutoring for school age children, skills training for teenagers and adults and workshops on social issues such as violence prevention, reproductive health and a school for parents. The organization's programming is delivered in three centres located in different areas of Mendoza.

Fundación Alas also delivers the MANNA program based on an agreement with E.B.M (European Baptist Mission) International in eight communities in Argentina. There are currently 75 children in the program.

This organization delivers its services from a Christian perspective.

**A.V.O.M.E.-Asociación Voluntarios Mendoza** (<http://www.avome.org/>)  
(<https://www.facebook.com/avome.asociacionvoluntariosmendoza>)

This organization has been supporting children and families in Mendoza since 1971. Their services include day care centres, support of foster families and development and presentation of programs that advocate for the protection of the rights of children and their families.

Since their inception, more than 10,000 volunteers have participated in their programming. Their programs have reached approximately 343,000 families.

**Proyecto Crecer Felices-Grow Happily Project (<https://www.facebook.com/crecerfelices>)**

Formed in 2008, this organization of university age adults present workshops at five educational support centres to at risk children promoting values such as honesty, loyalty, friendship and teamwork through games. The goal is to personal development and inclusion through classes. The organization also promotes youth volunteering. In 2019, 70 volunteers worked to provide programming for 250 children.

## APPENDIX F - INTERVIEW OUTLINE MACD CAPSTONE PROJECT - FIONA MORRELL LHOTKA

Interviewee ID# -

Date –

---

NPO = insert name of organization

### Context:

1. How did you come to join the board of NPO? Did you seek out this role or were you invited? Who first talked to you about your willingness to serve on this board? When was it?
2. Did your previous experience influenced your decision to join this NPO? How?
3. Please, describe your previous experience with other organizations as a volunteer.
4. How much time do you dedicate to your role? Do you have specific tasks or projects that are your responsibility? Are there tasks that you perform outside the board meetings?
5. What role do you see volunteers playing in NPOs in Mendoza? How do you fit into that?

### Motivation for joining:

1. Why did you join the board of NPO? Comment on your decision-making process.
2. [Get interviewee to expand on reasons and using the different lenses of self vs organization vs community]
3. Have you been successful in fulfilling your reasons for joining?
4. Is there anything specific you want to accomplish in serving on this board? Have you or are you in the process of accomplishing this? If you were unable to accomplish this specific outcome would you cease to volunteer with NPO?
5. Has participation on this board benefited you in any way? How? What do you get out of being on the board? Were these benefits expected/sought by you?

### Motivation for continuing:

1. Why did you choose to continue with NPO after your first term was completed?
2. Did you receive any kind of training to be a board member from NPO? What type of training?
3. Do you think that you would have benefitted from training on how to perform your role? What specifically could have been helpful?
4. Do you feel valued as a volunteer in NPO?
5. Is being a volunteer at NPO important to you? Is it part of your identity? Are you satisfied in your role? At this time, do you intend to continue to volunteer with NPO when this term is up?
6. Have you taken on other volunteer roles with other NPOs as a result of your experience here?
7. Do you list your role with NPO on your resume/LinkedIn profile etc.?

### Demographic information:

Age

Sex

Education

Occupation

How long have you lived in Mendoza?

December 16, 2019

## APPENDIX G - ENTREVISTAS MACD PROYECTO FINAL

Entrevistado n°

Fecha -

Muchas gracias por tomar el tiempo de ser entrevistado sobre tu motivación de ser voluntario en la comisión directivo-consejo administrativo de NPO. Tus comentarios son 100% confidenciales y no voy a compartirlos con NPO. Mi idea es para grabar la entrevista, ¿estás de acuerdo con eso? ¿Has tenido una oportunidad de leer el formulario de consentimiento? ¿Entendés que no tenés que contestar una pregunta si no querés y podrías terminar la entrevista en cualquier momento si querés? ¿Alguna pregunta sobre el formulario? ¿Estás preparado para firmar el formulario de consentimiento y hacer la entrevista?

### Contexto:

1. ¿Cómo llegaste a formar parte de la junta de NPO? ¿Buscaste este papel o fuiste invitado?
2. ¿Quién te habló por primera vez acerca de tu disposición a servir en este foro? ¿Cuándo fue?
3. ¿Tu experiencia previa influyó en tu decisión de unirse a esta organización? ¿Cómo?
4. Por favor, describe tu experiencia previa con otras organizaciones como voluntario.
5. ¿Cuánto tiempo dedicas a tu papel? ¿Tenés tareas o proyectos específicos que son tu responsabilidad? ¿Hay tareas que realizas fuera de las reuniones de la junta?
6. ¿Qué papel ves que juegan los voluntarios en las ONGs en Mendoza? ¿Cómo encajas en eso?

### Motivación para unirse:

1. ¿Por qué te uniste a la junta de esta organización? Coméntame sobre tu proceso de toma de decisiones.
2. [Haga que el entrevistado amplíe las razones y utilice las diferentes lentes de sí mismo versus organización versus comunidad]
3. ¿Has tenido éxito en cumplir tus razones para unirse?
4. ¿Hay algo específico que quieras lograr al servir en este foro? ¿Lo has logrado o estás en el proceso de lograr esto? Si no pudieras lograr este resultado específico, ¿dejarías de ser voluntario en la organización?
5. ¿Te ha beneficiado de alguna manera la participación en este foro? ¿Cómo? ¿Qué obtienes de estar en el/la consejo/comisión? ¿Fueron estos beneficios esperados / buscados por vos?

Motivación para continuar:

1. ¿Cuánto tiempo dura un mandato en la organización?
2. ¿Por qué elegiste continuar con la organización después de completar tu primer mandato?
3. ¿Recibiste algún tipo de capacitación para ser miembro de la comisión? ¿Qué tipo de capacitación?
4. ¿Crees que te habrías beneficiado de la capacitación sobre cómo desempeñar tu papel? ¿Qué podría haber sido útil específicamente?
5. ¿Te sientes valorado como voluntario en la organización?
6. ¿Es importante para vos ser voluntario en esta organización? ¿Es parte de tu identidad? ¿Estás satisfecho en tu papel?
7. En este momento, ¿tenés la intención de seguir siendo voluntario con la organización cuando termines este período? ¿Por qué?
8. ¿Has asumido otras funciones voluntarias con otras ONGs como resultado de tu experiencia aquí?
9. ¿Enumeras tu rol con la organización en tu currículum / perfil de LinkedIn, etc.?

Información demográfica:

Edad

Sexo

Educación

Ocupación

¿Cuánto tiempo llevas viviendo en Mendoza?

Eso es todo de parte mía. ¿Querías agregar algo más?

Si no, muchas gracias por tu participación. Cuando esté terminado el informe, voy a mandar una copia de los resultados y recomendaciones a NPO.

13 febrero 2020