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**THE EFFECT OF NON-FINANCIAL INCENTIVES ON MOTIVATION OF VOLUNTEERS IN
NON-GOVERNMENT ORGANISATIONS IN TANZANIA: A CASE OF WORLD VISION
TANZANIA**

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Abstract

This study sought to determine the effect of non-financial incentives on motivation of volunteers in Non-Government Organisations (NGOs) in Tanzania particularly World Vision Tanzania - headquarters offices in Arusha. This study used descriptive research design. Simple random sampling method was used to select 81 respondents. Quantitative data was collected by use of questionnaires. Data was analysed using descriptive and inferential statistics by the aid of Statistical Package of Social Science Program (SPSS). The findings unveiled that recognition significantly correlated with Motivation of Volunteers. The study also found that non-financial rewards is significantly correlated with Motivation of Volunteers. Correspondingly, study findings revealed that developmental opportunities significantly correlated with Motivation of Volunteers. The study recommends that, it is important that the volunteers should be publicly recognized, so the volunteers may assure, that they are the important part of the organization.

Keywords: Developmental Opportunities, Non-financial Rewards, Recognitions, Motivation.

Introduction

Today, volunteers in non-governmental organizations carry out such pro-social activities for the community. Volunteers have been a long-standing tradition throughout the globe in community activities (Bidee et al. 2017; Nostrand, Pillai, & Ware, 2018). Some of the volunteer activities attempt to help marginalized individuals in the Community face broader social, economic, political and even environmental concerns (Hughes et al. 2020; Pi et al. 2014; Ukpe et al., 2009). Such areas of community challenges require human resources to support and help implementation of the related activities that support addressing the community challenges. In this regard, some organisations opt to use volunteers in the place of employing employees. As the word denotes, volunteers are individuals being professionals or non-professionals who are willing to offer their time, knowledge and energy to perform organisational activities without expecting payment (Lockstone-Binney et al., 2015). Volunteers do complement the activities done by employees, and sometimes, they do the same activities performed by employees in an organisation without them being paid a salary (Lee & Higgins, 2017).

Most NGOs need volunteers desperately for socio-economic benefit while serving the community (Hager & Brudney, 2019). (Hager & Brudney, 2019). The usage of volunteers has been so helpful to NGOs in such a manner that it saves the payroll budget, which otherwise might be used to pay salaries to paid personnel (van Nostrand et al., 2018). (van Nostrand et al., 2018). Also, volunteers have been highlighted as determined individuals in helping towards the achievement of key operations of the NGOs such as patient care assistance, environmental care activities, political difficulties, administration and strategic plan creation activities in either full or part-time (Church, Payne, Peel, & Prokopy, 2019; Handy & Srinivasan, 2017). Volunteers also function as a link between the NGOs' community and the communities they serve (Frensley et al., 2017). In addition to the advantages for the NGOs, these NGOs gain from volunteers. Research carried out by many authors includes volunteering at events and festivals as a technique that young people get job experience and improve various skills in employability such as teamwork, networking and communication (Detjen, Volkert, & Geisler, 2016; Kim, 2018; Lockstone-Binney et al., 2015). First of all, they are learning and gaining skill in certain community activities or in specialized fields dependent on the NGO they serve. In certain situations, nongovernmental organizations are also helping volunteers on basic necessities while volunteering, such as food, refuge and even

clothing, to satisfy their own personal demands (Connell, Warner, & Weeks, 2017; Lowe et al., 2019; Treuren, 2018).

The employment of volunteers has become widespread practice among NGOs in America, Europe, Asia and Africa in a variety of fields of human development worldwide. The contribution and advantages of free practice are on the agenda (Chandler et al., 2017).

Americans' voluntary culture is so widespread that many individuals are happy to volunteer once in a lifetime. In 2017, over 77.34 million individuals (30.3 per cent) had volunteered through many organizations, according to the voluntary report (Schonberger et al., 2018). Americans, generally speaking, volunteer in different sectors such as community services, the military, medical services, environmental concerns, schools, NGO's, food programmes, and so on (Connell et al. 2017; Lucky et al. 2014;).

Americans, on the basis of an estimated Independent sector average voluntary hour, volunteered about 6.9 billion hours totaling \$167 trillion in economic value in total (Connell et al., 2017; Nostrand et al., 2018).

On the other hand, in the context of a commemorative year for honoring and encouraging volunteering, the European nations appreciate and encourage the voluntariness of their inhabitants. It was launched in 2011, and the event takes place every year. The European Year of Voluntary Work (Li, Wu, & Kee, 2016). This event celebrates and promotes the involvement of volunteers and organizations in Europe, helps them to tackle the problems that volunteers confront. This demonstrates that the European governments recognize the participation of the volunteers as a way to study, to get credentials and skills on a "work experience" basis. Europe's national voluntary studies reveal that volunteering is particularly high in Austria, the Netherlands, Sweden and the UK, with over 40% of individuals participating in voluntary work in these countries (Gastañaduy, Herrera, & Lens, 2014; Lockstone-Binney et al., 2015).

Although voluntary behaviours are frequent, their influence and their worth have been underestimated in Africa, due to a lack of awareness of the significance of volunteering and to a lack of quantifiable data for its contribution (Loth et al., 2020). Africa has around 12,1 million full-time equivalent volunteers, as per the 2018 State of the World voluntary report (Loth et al., 2020).

Tanzania relies heavily on volunteer labour, which accounts for 2.9 percent, for the total of half of the workforce in manufacturing (GDP), of the Tanzanian Gross Domestic Product (Loth et al., 2020). The use of non-salary volunteers by definition needs some inducement to keep them on board. For NGOs, use of financial and non-financial incentives in terms of encouraging volunteers is therefore regarded essential.

Statement of the Research Problem

Volunteer motivation for many researchers and humanitarian agencies has become a comprehensive study as volunteers play an important role and help the whole community in national development (Niens et al. 2018). In problems like cost saving, building connections to the people they serve, saving time in addressing many issues and supporting implementation of key tasks, voluntary contributions are extensive. NGOs are well recognized globally for the use of volunteers (Malmedal et al. 2020). To utilize volunteers, however, NGOs must identify motivating techniques to upkeep volunteers in activities. Most

NGOs use financial incentives in the form of monetary allowance to support volunteers while they work for that particular NGOs and studies show that volunteers do stay long when they see the NGOs are working with offers such incentives (Taderera et al. 2017). On the other side, there are very few studies available which highlight the applications and impacts of non-financial incentives among volunteers in NGOs hence lead to a knowledge gap on the impact of non-financial incentives. Specifically, non-financial incentives are being applied through recognition of volunteer contributions, thank you cards, feedback of work performed by volunteer and training volunteer (Taderera et al. 2017). The limited applications of non-financial incentives have been noted to affect volunteers psychologically as their emotional needs have not been met (Hughes et al., 2020). Additionally, there is a contradiction among scholars in regard to impacts of non-financial incentives as some agreed that they positively impact volunteers to work and stay in the organisations while others oppose that issues such as recognition and developmental opportunities do not motivate volunteer (Haile et al. 2014). Based on the above insights, it is therefore relevant to explore the above gaps in details in relation to the impact of non-financial incentives as applied among selected NGOs. Precisely, the study intended to determine the effect of non-financial incentives on the motivation of volunteers in NGOs in Tanzania since there are very few studies on this regard in Tanzania. This study included both local volunteers and international volunteers who are volunteering in Tanzania under World Vision Tanzania.

Objectives of the study

Generally, this study intended to determine the effect of non-financial incentives on motivation of volunteers in Non-Government Organisations (NGOs) in Tanzania. Specific objectives of the study were:

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- i. To assess the extent to which recognitions determine the motivation of volunteers in World Vision in Tanzania.
- ii. To assess the extent to which non-financial rewards determine the motivation of volunteers in World Vision in Tanzania.
- iii. To assess the extent to which developmental opportunities determine the motivation of volunteers in World Vision in Tanzania.

Literature Review

This chapter provides an insight to conceptual definitions related to the non-financial incentives to volunteers in NGOs. In addition, the chapter intends to review the various existing literature on concepts related to effect of non-financial incentives on motivation of volunteers in Non-Government Organisations

Self – Determination Theory

The motivation area has many theories through which various authors and scholars have been using them in relation to their studies. In this study, the researcher chooses to apply the theory of self-determination, which is in line with the motivation studies, especially those focusing on volunteers. Self-determination theory is among popular motivation theory recently developed by Deci and Ryan in 1985 (Haivas, Hofmans, & Pepermans, 2012; Ryan & Ryan, 2019). The theory focusses on the concept that individuals are ready to find opportunities to further enhancing and developing their potentials (Donald et al., 2020). Furthermore, the theory explains on critical issues to motivation and thus related to volunteering such as attachment to activities, fulfilling the needs of attached individuals as well as their well-being while working or attached to the organisations (Jemima Bidee et al. 2017).

The theory is based on the key assumption that people possess an internal desire for their personal growth, of which their actions and decisions reflect that inside desire for growth (Wu & Li, 2019). This assumption reflects what motivate people to do what they do in their environment. Another assumption in the self-determination theory is related to the role of environment on influencing motivation to an individual that the role of the environment to support individual needs is what matters as opposed to the environment itself per se (Sebire, Jago, Fox, Edwards, & Thompson, 2013).

The theory has been noted to possess a number of strengths which therefore, makes it relevant and applicable in motivational related studies. The noted strengths through various literature are explained here below; First, in many motivation theories, the concepts of intrinsic and extrinsic motivations are combined and operate in parallel. However, in self-determination theory, the extrinsic motivations are explained in details, and furthermore, they can become independent (Corduneanu, Dudau, & Kominis, 2020). Secondly, the self-determination theory pointed out an important and powerful motivator to individuals in various organisational and life settings that the quality of motivators matters a lot as compared to the quantity of motivators. Thus, this theory provides a framework on where and what to focus onto between the quantity and quality aspects of motivations (Hsu, Wang, & Levesque-Bristol, 2019). Thirdly, the theory possesses a strength by providing a linkage between person and environment hence placing the right incentives to individuals of which the outcome is usually commitment and performance. This personal environment fit is a very significant determinant of whether motivational strategies can work to an individual or not (Barrable & Arvanitis, 2019).

Additionally, the self-determination theory predicts engagement of the person into an activity by depicting self-determination behaviour which ultimately leads to engagement behaviour as an outcome noted through the application of self-determination theory (Cormack, Rowell, & Postăvaru, 2020). Lastly, the theory possesses strength by providing a setting or platform to enhance the satisfaction of individual needs in relation to knowledge, skills, attitude and autonomy (Huang, Backman, Backman, McGuire, & Moore, 2019). This means the theory focusses on ensuring peoples' needs are met; hence they get motivated and offer the best output (Al-Jubari, Hassan, & Liñán, 2019).

In regard to weaknesses, the theory promotes external causality, which some scholars suggest that it reduce the feeling of autonomy which the theory claims to promote (Bidee et al. 2017). This is one of the criticisms of this theory because what it promotes in one side it is what it rejects on the other side. While the theory suggests for the support of the environment into creating motivating context, other scholars argue that the theory is not an automatic framework for achievement but requires active encouragement from the environment so as to motivate an individual (Güntert, Strubel, Kals, & Wehner, 2016). Lastly, the theory advocates for autonomy as part of what motivates individuals. However, the autonomy concept has received multiple criticisms as some scholars argue against it that autonomy is not the most important need for motivating people whether in working organisations or social contexts (Sedikides, Ntoumanis, & Sheldon, 2019).

As noted in the above discussion, it is overt that the self-determination theory is suitable for this study as there are many other scholars who used self-determination theory in studies related to volunteers' motivation which this study is also examining on the same. In this study which is based on specific objectives, exploring non-financial incentive issues such as recognition, non-financial rewards and

development opportunities are all reflected in the self-determination theory. The theory focuses on issues related to competency, which is connected to developmental opportunities (Okun, Barr, & Herzog, 1998). The theory points on tangible rewards offered in the working environment, which is also connected to non-financial rewards objective in this study (Messineo, Allegra, & Seta, 2019). Lastly, the theory dwells on issues such as autonomy which in this study is linked to the recognition of individuals in workplaces (Howard, Gagné, Morin, & van den Broeck, 2016).

Empirical Literature Review

Recognitions and Motivating Volunteers

To motivate volunteers using non-financial incentives in an organizational setting, several techniques based on the organization's nature need to be applied. Some organizations also take advantage of recognition for their volunteers and team members. Certain organizations recognize the usage of recognition whilst its volunteers are recognized with a particular introduction, letters, recognition certificates and other related methods. In a Korean research by Oh (2019), the objective of the study was to analyze the factors that impact volunteers in Daegu city public libraries. The study demonstrated that the acknowledgment they receive from the company they volunteer motivates volunteers, thereby increasing happiness and performance.

Mohiuddin and Dulay (2015) carried out in the United Kingdom a further study, focusing on the motivation of volunteers in NGOs, finding a significant influence on non-financial motivation for volunteers. The study showed the utilization of non-financial incentives, such as recognition, when NGOs do not have enough cash incentives to provide voluntaries. This incentive gives volunteers this influence; it is thus recommended that NGOs use it also in circumstances when the amount of organizational financing is restricted.

Besides the research described above, the study by Saran et al. (2020) in Kenya shows that volunteers in health care services offer incentives for their work inside organizations. The study utilized for 199 community volunteers indicated that the financial incentives in relation to appreciation, training and recognition were appreciated by volunteers and community service workers in Kenya. This conclusion in this study shows the character and interest in monetary incentives as opposed to acknowledgment or gratitude for many volunteers in third world nations.

In many areas of the globe, including France, the use of non-financial incentives for volunteers is common. Khasanzyanova's (2014) research of talents and recognition among volunteers in France demonstrates the important impact played by voluntary non-financial incentives. The study especially indicates that volunteers are motivated and happy when they are recognized by their skills to help the organisation. In other words, the NGOs might use new ways to recognize the talents, skills and composition of volunteers, which give them a sense of motivation.

As previously mentioned, voluntary activities among NGOs and the community service department were very beneficial in community initiatives across the world. In the 2016 Sanou et al. research covering Burkina Faso, Nigeria and Uganda, the high degree of satisfaction gained through the use of non-financial incentives, such volunteer recognition, is supported. More than 200 voluntaries participated in the survey and indicated that they are well recognized by the community where they serve and thus cherish such recognition while working in a challenging environment.

Non-Financial Rewards and Motivating Volunteers

The usage of tangible benefits occasionally goes on in order to encourage voluntary workers to provide their best assistance to the operations of NGOs. Different studies demonstrate the usage and motivation of volunteers to work and to remain in their own groups. The study by Alam and Campbell (2017) on the dynamics of motivation of volunteers shows that volunteers are motivated by a number of awards. In particular, the study indicated that volunteers in the library and museum services reacted favorably when they received the awards. The study confirmed that the benefits of these awards are significant and that these volunteers' long-term participation in a number of activities has been improved.

When applied to volunteers, rewards seem to be important and relevant and add substantially to the encouragement of volunteers as demonstrated by Pieper et al (2018). In this study, which aimed to evaluate the influence of voucher incentives on volunteers, volunteers were able to respond extremely positively to the reward offered for coffee instead of money of merely \$1. Through this award, their response to activities that gave them a high effect was fascinating.

In many NGOs, volunteers provide the hosting organizations tremendous help in terms of their activity. It asks on NGOs to develop ways to offer awards or other measures to express their gratitude to these folks. As shown in earlier research, the incentives for volunteers might change, as Baradaran Eftekhari et al. (2014) demonstrated in their study in Iran. In this study involving community health volunteers, participants recognize tangible incentives as strong motivators in serving communities. The respondents acknowledged that their engagement in various activities increases when these rewards are applied to them.

An intriguing discovery about the use and effects of incentives on volunteers and staff performance was notable in the Riaz, Akhtar, & Aslam (2018) research. In a research carried out in Pakistan, non-financial benefits have a large influence in comparison with the financial incentives on workers and volunteers' performance. This study shows a contradictory impression by other writers whether financial incentives in comparison with non-financial incentives are powerful or vice versa.

Máca et al. (2020), who concentrated on prizes to community bikers, performed the other study on the implementation of non-financial incentives. The research gave both money and non-financial rewards with a link and impact. The study demonstrated that both money and non-financial awards may perform quite effectively in encouraging volunteers. The study proposed the successful implementation in the host organizations of a combined strategy capable of providing more incentive for volunteers.

Developmental Opportunities and Motivating Volunteers

Volunteers who are given the opportunity to work in a host organization would like growth opportunities, in a regular environment, if opportunities permit. These possibilities for development are chances for a career and profession to grow. These are chances to participate in training, conferences and seminars, and also to obtain a college or university bursary for continuing education. An extensive influence in training opportunities was identified in a research by Hurst, Coyne, Kellett and Needham (2020) in Australia on motivating factors for volunteers in hospitals. The study especially revealed that voluntary training options were essential and hence motivated volunteers to participate further in voluntary activity.

In Ghana, another research was done by Afari-Asiedu et al (2018), with the objective to examine the function of volunteers in the communities. In this study, when volunteers were exposed in the hard work environment and were exposed to new practice and new circumstances, it was obvious to some volunteers that they were exposed to training and exposed to them.

Another noteworthy result on the impact of voluntary opportunities in terms of motivation was a Hewitt and Eve (2012) research examining the usage of volunteer workers in library initiatives. The study revealed that the motivation of volunteers is professional training. They benefit from the workplace where management-to-other workers contact is essential to host businesses.

In this study by Paço and Nave (2017), although numerous studies are pertinent in relation to the roles and contributions of inspiring volunteers, a fresh precaution on whether training offers incentives for volunteers are offered. In the study, more investigations will be needed to determine if training has such a good effect towards the motivation of volunteers in order to understand more contextual phenomenon details.

In keeping with the intricacy mentioned above on the importance of development opportunities in inspiring volunteers, a Hamilton, Henderson, Burton and Hagger research (2019) gives another challenge to understand the role of development possibilities to motivate volunteers. The study definitely affirmed that a more detailed investigation is needed to validate the findings about the significance of opportunities as motivating volunteers.

Although we have conflicting opinions of the role of volunteer opportunities, numerous researches, such as Pendell, Withers, Castek, and Reder (2013), continue to reaffirm the fact that volunteer opportunities are motivated. These chances had once extended to organizational volunteers and therefore improve their motivation and engagement for major events in the organisation.

Methodology

Conducting research requires a plan which ultimately shows the roadmap to achieve the purpose of the study. The target population of this study was volunteers at all offices and project areas under World Vision Tanzania due to the fact that they have knowledge of the volunteering and therefore, they can respond to the measurement tool. The total number of population (volunteers) is 102. Simple random sampling was used to pick samples from this research. Every volunteer from World Vision Tanzania offices in Arusha had equal chance to be included in this study. From the total number of study population, which is 102; the sample size can be deduced using Yamane (1967) formula for calculating sample size,

$$n = \frac{N}{1+N(e)^2} = n = \frac{102}{1+102(0.05)^2} = 81$$

Therefore, the sample size is 81 respondents. The researcher collected data from 81 respondents as it was manageable hence made it possible to collect and analyse data from every group member.

This study used both primary and secondary data. Primary data was collected by the use of questionnaire. Questionnaires had closed questions requiring the respondent to tick an appropriate response based on Likert continuum scale of the range of 1 to 5 on the level of agreement. Through questionnaires, the study collected data in response to degree of extent in which non-financial incentives affect the motivation of volunteers in Non-Governmental Organisations (NGOs) in Tanzania. Questionnaires were

distributed through 'drop and pick' method together with forms to collect data online in order to speed up the exercise. Researcher timely followed-up of respondents to collect questionnaires.

After data collection, the completed questionnaires were checked for errors before subjecting them to analysis. Statistical techniques such as descriptive statistics and inferential statistics were carried out using Statistical Package for Social Sciences version 25 (SPSS) computer package. Data was analysed descriptively to provide frequency ranges and percentages of the results. Cross-tabulation was used to determine the relationships between the study variables. Multiple regression analysis was used to determine the relationship between non-financial incentives and motivation of volunteers in Non-Government Organisations (NGOs)

Findings and discussions

This study had three specific objectives and the aim of the findings is to show if the objectives were met. A five-point scale was used where 1 represents Strongly Disagreed, 2 Disagreed, 3 represents Neutral, 4 represents Agreed and 5 represents Strongly agreed. Based on the mean values, the five-point scale ranges are as follows: mean scores of less than 1.5 represents Strongly Disagreed; mean scores of 1.5 but less than 2.5 represents Disagreed mean scores of 2.5 but less than 3.5 represents Neutral; mean scores of 3.5 but less than 4.5 represents Agreed; mean scores of 4.5 to 5 represents Strongly agreed.

Recognitions Determine the Motivation of Volunteers

The objective was to assess the extent to which recognitions determine the motivation of volunteers in World Vision in Tanzania. Table 4.2 shows the findings with regard to the extent to which recognitions determine the motivation of volunteers in World Vision in Tanzania. Majority of the respondents agreed (Mean = 4.1) that offering recognition letters to volunteers motivate them so much. Majority of the respondents agreed (Mean = 4.0) mentioning the name of volunteer after the well-done job motivates volunteer in their work and providing certificate of recognition is a very impactful motivator to volunteers (Mean = 4.0). Volunteers must be recognized for their work in a meaningful manner. This contributes to self-esteem and trust. The acknowledgement of volunteer retention is an essential element. Volunteers are more likely to get involved in the program and continue to be involved if you feel valued and valuable. Also, majority of the respondents agreed (Mean = 3.9) that appearing in promotional and official documents of the organisation motivates a volunteer while with the mean of 4.7, majority of the respondents strongly agreed that receiving recognition as a member of the organisation despite volunteering status motivates a volunteer. It is true that World Vision Tanzania has grown to give recognition to its volunteers regardless of the unit volunteer works for or the status of the volunteer, this has been a great help as it has significantly increased the motivation for volunteers. Moreover, with mean of 4.8, majority of the respondents agreed that recognition by superiors in the organisation motivate volunteer. Volunteers will probably make more efforts if they know that they evaluate, quantify and applaud performance. In addition, volunteers acquire excessive morale, work satisfaction and are also engaged in management duties when it recognizes their work and their productivity.

Table 1: Recognitions Determine the Motivation of Volunteers

Statements	Mean
Recognition by superiors in the organisation motivate volunteer	4.8
Receiving recognition as a member of the organisation despite volunteering status motivates a volunteer	4.7

Offering recognition letters to volunteers motivate you so much	4.1
Mentioning the name of volunteer after the well-done job motivates volunteer in their work	4.0
A certificate of recognition is a very impactful motivator to volunteers	4.0
Appearing in promotional and official documents of the organisation motivates a volunteer	3.9
Composite Mean	4.25

Source: Field data (2021)

Non-financial Rewards Determine the Motivation of Volunteers

The second objective of this study sought to disclose the extent to which non-financial rewards determine the motivation of volunteer in World Vision in Tanzania. The findings of this study indicated that, majority of the respondents felt so motivated when they receive a gift card from the organisations as well as felt motivated to receive airtime offer that simplifies their work as a volunteer. This was shown by the mean of 3.8 and 4.5 respectively. Also, findings depicted that to the large extent majority of the respondents agreed that they feel motivated when transport to and from work is offered by the organisation and the meals offered by the organisation increases volunteers; motivation to stay in the organisation. This was shown by the mean of 3.9 and 3.6 correspondingly. Gift cards, airtime offer, transport fare and free food and drinks are commonly used incentives that encourage volunteers in World Vision Tanzania. Volunteers are more eager to assist in organization activities if they know they will receive incentives in return. With mean of 4.2 respondents agreed that improvement of the quality of work increases my motivation to stay in the organisation and with mean of 4.7 majority of the respondents strongly agreed that they feel motivated when organisation shows caring attitude. The World Vision Tanzania is strike hard to ensure that it improve the working environment of its employees and volunteers so as to enhance the productivity while practising caring attitude. If volunteers are motivated and satisfied, they will perform their duties diligently and actively (Paço and Nave 2017).

Table 2: Non-financial Rewards Determine the Motivation of Volunteers

Statements	Mean
I feel motivated when my organisation shows caring attitude	4.7
I feel motivated to receive airtime offer that simplifies my work as a volunteer	4.5
Improvement of the quality of work increases my motivation to stay in the organisation	4.2
I feel motivated when transport to and from work is offered by my organisation	3.9
I feel so motivated when I receive a gift card from my organisations	3.8
The meals offered by the organisation increases my motivation to stay in the organisation	3.6
Composite Mean	4.12

Source: Field data (2021)

Developmental Opportunities Determine the Motivation of Volunteers

This section sought to unveil the extent to which developmental opportunities determine the motivation of volunteer in World Vision in Tanzania. Findings revealed that, respondents feel motivated when they attend a short course training and feel motivated when the get support for long-term education. This was

shown by the mean of 4.8 and 4.3 respectively. Volunteer feel motivated when they get a chance to attend a mentorship program scored mean of 4.1. Mentorship programs given to volunteers by World Vision in Tanzania provide chances to build skills and to acquire experience with experienced professionals. Volunteer feel so motivated when get a chance to represent the organisation in higher forums scored mean of 4.5 while developmental opportunities have improved volunteers' willingness to accept change scored mean of 4.0. World Vision in Tanzania has developed a habit of giving volunteers the opportunity to represent organization in higher forums. The prime goal is to build volunteers' confidence and experience to make a presentation for their future benefit. Developmental opportunities allow volunteers' to proactively identify future challenges and opportunities scored mean of 4.8. The benefit to the volunteers during a developmental opportunity appointment is gaining increased skills and experience which will benefit their career advancement.

Table 3: Developmental Opportunities Determine the Motivation of Volunteers

Statements	Mean
Volunteer feel motivated when I attend a short course training	4.8
Developmental opportunities allow volunteers' to proactively identify future challenges and opportunities	4.8
Volunteer feel so motivated when get a chance to represent the organisation in higher forums	4.5
Volunteer feel motivated when get support for my long-term education	4.3
Volunteer feel motivated when get a chance to attend a mentorship program	4.1
Developmental opportunities have improved volunteers' willingness to accept change	4.0
Composite Mean	4.42

Source: Field data (2021)

Correlation Analysis

The study sought to assess the effect of non-financial incentives on motivation of volunteers in Non-Government Organisations (NGOs) in Tanzania. To check how dependent and independent variable were related, Pearson correlation analysis was used. Correlation analysis is used to establish if there exists a relation between two variables which lies between (-) strong negative correlation and (+) perfect positive correlation. Results are presented in the table below;

Table 4: Correlations

Correlations					
		Recognitions	Non-Financial Rewards	Developmental Opportunities	Motivation of Volunteers
Motivation of Volunteers	Pearson Correlation	.709**	.716**	.726**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	80	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data (2021)

Table 4 presents the correlation results for the study variables. It is found that Recognitions is significantly correlated with Motivation of Volunteers at 0.709 Pearson correlation. Findings unveiled

that Non-financial Rewards is significantly correlated with Motivation of Volunteers at 0.716 Pearson correlation while Developmental Opportunities was significantly correlated with Motivation of Volunteers at 0.726 value of Pearson correlation.

Regression Analysis

In section regression analysis was done on independent variables and dependent variables. Coefficient of determination (r^2) in the model summary explains 60.5% of the independent variables. This implies that independent variables under *Recognitions, Non-financial Rewards and Developmental Opportunities*, explain only 60.5% of the effect of non-financial incentives on motivation of volunteers in Non-Government Organisations (NGOs) particularly World Vision Tanzania. The coefficient of determination is very significant because 39.5% of variations are brought about by characteristics not captured in the independent variables.

Table 5: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.778 ^a	.605	.589	3.01470

Source: Field data (2021)

Table 6 is a summary of the analysis of the model. The significant (p-value) at 5% level of significance and 95% of confidence level was 0.000. As is illustrated in the table, thus the model is statistically significant and the assumption which states that at 5% level of significance and 95% confidence level, the significance value (P-value) in the ANOVA should be P, 0.000-0.05 was held

Table 6: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1057.483	3	352.494	38.78	.000 ^b
	Residual	690.717	76	9.088		
	Total	1748.200	79			
a. Dependent Variable: Motivation of Volunteers						
b. Predictors: (Constant), Developmental Opportunities, Non-financial Rewards, Recognitions						

Source: Field data (2021)

Table 7 explains the overall relationship between the independent variables and the dependent variable and the significance of each relationship. The table depicts that under Recognitions, Non-financial Rewards and Developmental Opportunities are prominent in motivation of volunteers in Non-Government Organisations (NGOs).

Table 4.9: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	13.415	1.691		7.932	.000

Recognitions	.184	.192	.161	.958	.041
Non-financial Rewards	.262	.077	.374	3.428	.001
Developmental Opportunities	.234	.128	.308	1.827	.027
a. Dependent Variable: Motivation of Volunteers					

Source: Field data (2021)

The regression equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \alpha$) was;

$$Y = 13.415 + 0.184X_1 + 0.262X_2 + 0.234X_3 + \alpha$$

Where by Y = Motivation of Volunteers

X_1 = Recognitions

X_2 = Non-financial Rewards

X_3 = Developmental Opportunities

According to the regression equation established, taking all factors into account with constant at zero, outcomes will be 13.415. Taking all other independent variables at zero, Recognitions will increase the motivation of volunteers by 0.184. While Non-financial Rewards will increase the motivation of volunteers by 0.262 and Developmental Opportunities will increase the motivation of volunteers by 0.234.

Discussions

The objective was to assess the extent to which recognitions determine the motivation of volunteers in World Vision in Tanzania. Maslow's classical motivation theory points to the importance of social needs such as love and recognition to be important motivation factors. This was consistent with this study's findings which show that a majority of the volunteers agree that offering recognition letters to volunteers motivate them so much. Reference letters could be seen as an example of recognition mechanisms. These findings are in agreement with Oh (2019) who confirmed that volunteers get motivated by the recognition they receive from the organisation where they volunteer, and this increase both satisfaction and performance. Also, Mohiuddin and Dulay (2015), who emphasized that the use of non-financial incentives such as recognition is the way to go. It offers such an impactful motivation to volunteers; hence NGOs are advised to apply it as well in situations where the level of organisational funding is limited. From the research findings, majority of the respondents strongly agreed that mentioning the name of volunteer after the well-done job motivates volunteer in their work. This perspective is inconsistent with Saran et al. (2020) that the nature and interest of many volunteers in third world countries to appreciate or value for monetary incentives as opposed to recognition or appreciation.

Study findings showed that majority of the respondents characterized a certificate of recognition is a very impactful motivator to volunteers. Researcher found that respondents felt that appearing in promotional and official documents of the organisation motivates volunteers. Also, majority of the respondents asserted that receiving recognition as a member of the organisation despite volunteering status motivates volunteers. It is important that managers devise programmes and practices aimed at satisfying volunteers' emerging and unmet needs. This means that NGOs may employ innovative approaches to recognition of volunteers' knowledge, skills and attitude which makeup competency and by doing so, volunteers feel motivated. However, the study finding showed that recognition by superiors in the organisation motivate

volunteers. This compares favourably to the findings from Sanou et al. (2016), who confirmed that receiving recognition from the community where they are working counts significantly and thus, they value such recognition despite working in a difficult environment. It is evident from the results that all the recognition factors assessed were found to be positive motivators to volunteer in spite of the fact that managers in participating organizations do not implement the same.

Study findings revealed that majority of the respondents felt motivated when they receive a gift card from my organisations. This shows that ensuring that volunteers are properly motivated is a function of motivational practices put in place by the organization and volunteer needs. This finding confirms with Alam and Campbell (2017) who confirmed that the impacts of these rewards are notable and enhance the long-term involvement of these volunteers in a number of activities. The research findings indicate that a majority of the respondents agreed that airtime offered by the organization simplifies work of volunteers. This study further revealed that majority of respondents felt motivated when transport to and from work is offered by my organisation. Pieper et al. (2018). noted that an organization with a strong non-financial reward motivates volunteers to perform because they know what is expected of them. Through that reward, their response was interesting as they responded to activities assigned to them with high impact. The research findings indicate that a majority of the volunteers strongly agreed that they felt that the meals offered by the organisation increases their motivation to stay in the organisation. The findings are consistent with those of Baradaran Eftekhari et al., (2014) who studied the relationship between non-financial rewards and volunteers and found that non-financial rewards have more powerful effects on employees' motivation than the monetary rewards. Either, the match the findings of In the study by Riaz, Akhtar, & Aslam (2018) who revealed that non-financial rewards have a great impact on employees and volunteers' performance as compared to financial rewards. Also, matches the finding of Máca et al. (2020) who confirmed that the non-financial rewards could work quite well in motivating volunteers. Non rewards mechanisms boost volunteers' motivation to keep performing at their optimum.

By using close-ended questions for the volunteers, the researchers sought to unveil the extent to which developmental opportunities determine the motivation of volunteer in World Vision in Tanzania. Job training seeks to increase the understanding and abilities of performing a specific task, hence the abilities acquired through training increase the employee's ability to perform his job, thus increasing productivity and efficiency and reducing supervisory reliability. Afari-Asiedu et al. (2018) clearly noted that taking them to training and getting them exposed to a new practice and new situations were regarded as a motivation to some volunteers. Researcher discovered that that training helps to reduces frequency of supervision.

This study revealed that respondents felt so motivated when they attend short course training. This imply that developmental opportunities are important determinant of volunteers' motivation. The findings agree with those of Hurst, Coyne, Kellett, and Needham (2020) who found that the training opportunities offered to volunteers were vital, and thus motivating volunteers in further participation in volunteering work. Much of the contribution that education offers is to the development of fresh abilities that assist staff fulfil their responsibilities (Hamilton, et al., 2019). The research findings indicated that majority of the volunteers strongly agreed that they felt motivated when they get support for their long-term education. It's true that there is a strong relationship that long-term education increase skills of the volunteers at work place hence motivation.

The research findings indicate that a majority of the volunteers strongly agreed that they felt motivated when they get a chance to attend a mentorship program. Volunteers need mentorship program to adapt to the evolving and difficult organization setting and technology (Pendell et al., 2013). The research findings indicated that majority of the volunteers strongly agreed that they felt so motivated when they get a chance to represent the organisation in higher forums. The organization should give volunteers chance to represent the organisation in higher forums and provide reward on good performance. In case of failure the organization should investigate reasons and should take corrective actions.

Conclusions

Motivation is a key ingredient that encourages volunteerism to take place. The study concluded that there is positive relationship between recognitions and motivation of volunteers. Volunteers need to be recognized in a meaningful way for their efforts like recognition by superiors and recognizing volunteers as a member of the organisation despite of volunteering status which motivate them so much in the organization. This helps to build self-esteem and confidence. When volunteers feel appreciated and important, they are more likely to feel connected to the program and continue their involvement. The study concluded that there is positive relationship between non-financial rewards and motivation of volunteers in World Vision Tanzania. When organization showing caring attitude and offer airtime that simplifies volunteer's work also they play a prominent role in influencing volunteers' motivation and engagement. Non-financial rewards not only motivate volunteers' as they are vital in satisfying volunteers' many other needs such as creating a sense of belongingness and through involvement in making company decisions. Also, this study concluded that there is significant relationship between developmental opportunities and motivation of volunteers in World Vision Tanzania. Developmental opportunities provide ability to create new skills and sharpen existing ones for volunteers. Volunteers are given the opportunity to practice skills, learn new techniques, and observe others who may be more adept in a specific role or opportunity.

World Vision Tanzania should not institutionalize 'one-size fits all' type of non-financial incentives that addresses their volunteer's motivational needs. They should put in place different types of non-financial incentives for the different audiences of volunteers. This can be accomplished by having the World Vision Tanzania enquire from their volunteers on the non-financial incentives that they would find useful and relevant and institutionalize the same. However, World Vision Tanzania need to strike a balance between that which volunteers find useful and that, which will be beneficial and affordable to the organizations.

Recommendations

Recognition for motivation is very important. However low numbers of volunteers are receiving some sort of recognition. Therefore, whenever it is possible, the top management should recognize majority of the volunteers for their goal attainments. It is also important that the volunteers should be publicly recognized, so the volunteers may assure, that they are the important part of the organization. The study also advises that the Non-Government Organisations to focus much on non-monetary rewards, primarily through appreciation, autonomy, flexible working hours as well as encouragement of learning opportunities for their volunteers. These forms of rewards would undoubtedly significantly increase volunteers' performance and improve organization efficacy. Development opportunities and career growth is very important for motivation. Appropriate training and development as well as scientific performance evaluation system is needed for rewarding best volunteers by promoting them.

Similar studies should be conducted, but this time the focus should be on the non-financial incentives on motivation of volunteers in government organizations. To gain more understanding into this subject, studies that are more comprehensive could be conducted in different Non-Government Organisations (NGOs) in East Africa to see the effect of non-financial incentives on motivation of volunteers. Financial incentives on motivation of volunteers in Non-Government Organisations (NGOs) was ignored by researcher; therefore, future researches should try to assess that factor.

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