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Identifying Volunteer Needs in Non-Profit Organizations

- An Application of the Path-Goal Theory in Volunteer Management -

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## SUMMARY OF MASTER'S DISSERTATION

Student Identification Number	81634558	Name	Ronny Ho Yung Hui
Title			
Identifying Volunteer Needs in Non-Profit Organizations - An Application of the Path-Goal Theory in Volunteer Management -			
Abstract			
<p>Volunteered time is an important resource to draw on as it is an appealing alternative to donating money for people who want to contribute to the activities of Non-Governmental Organizations and Non-Profit Organizations. However, recommended practices of volunteer management are not widely adopted by smaller organizations due to the high cost of implementation and the lack of implementing guidelines. This research aims to provide NGOs and NPOs with direction in adjusting the degree of implementation for best practices of volunteer management according to the needs of their volunteer pool. An adapted Path-Goal Theory of Leadership Questionnaire is utilized to identify volunteer preference for management styles. Survey data is collected from 30 volunteers working with various NGOs and NPOs which are grouped into organizational categories related to their sector. Correlations and Welch's ANOVA is utilized to investigate relationships between groups. Volunteer preference for directive and participative management styles are found among different organization categories. This indicates that the adapted Path-Goal theory questionnaire is a promising tool for identifying volunteer needs, which is a key aspect of volunteer management.</p>			
Key Words:			
Volunteer management, Non-Profit Organizations, Non-Governmental Organizations, Path-Goal Theory, Volunteer needs			

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## 1 Introduction

Non-Profit Organizations (NPOs) and Non-Governmental Organizations (NGOs) are commonly operated on two main resource streams: donations which cover both monetary and non-monetary resources, and volunteers which serve as human resources. Through one or both inputs, the organization plans projects which serve to execute its mission such as but not limited to serving the undeserved poor or infirm among the populace, arranging clean-up activities after a serious natural disaster, or raising the literacy rate of the population through a series of educational endeavours.<sup>1</sup> The sources of these two resource streams are benefactors, who choose to donate their money or to volunteer their time. However, recent times have seen NGOs and NPOs come under public scrutiny due to poor accountability or misappropriation of funds.<sup>2</sup> This may dissuade current and potential benefactors from making donations. Past research on volunteering has shown that while it is more efficient for benefactors to make donations than to volunteer their time, there are individuals that are more strongly motivated to committing their time anyway.<sup>3</sup> This efficiency refers to the weighing of the benefactor's opportunity cost of donating their money versus volunteering their time. For benefactors who are employed and are being paid a salary, the opportunity cost of volunteered time is often greater than that of a monetary donation. However, this may not be the case for individuals with low disposable income, or for people with plenty of free time. Consequently, these individuals who wish to contribute are also more motivated to volunteer instead of donating funds.

A reason why benefactors choose to volunteer their time instead of donating funds can be explained by the concept of warm-glow giving. This warm-glow giving, a term coined by

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<sup>1</sup> Ahmed, S. (2013). *Effective Non-Profit Management: Context, Concepts and Competencies* [E-reader version]. Retrieved from <https://ebookcentral.proquest.com/lib/keio/reader.action?docID=967993&query=>

<sup>2</sup> Esslemont, T. (2016, April 12). Aid agencies fear damage to reputation as 'Red Cross' appears in Panama Papers. *Reuters*, Retrieved from <https://www.reuters.com>

<sup>3</sup> Brown, A. L., Meer, J., & Williams, J.F. (2013) Why Do People Volunteer? An Experimental Analysis of Preferences for Time Donations. *National Bureau of Economic Research Working Paper Series, 19066*. <http://www.nber.org/papers/w19066.pdf>

James Andreoni, suggests that most individuals who engage in acts of altruism, such as donating and volunteering, often derive positive feelings from these acts. Results from more recent research indicate that individuals may derive more warm-glow giving from volunteering time than making donations.<sup>3</sup>

Considering these factors, volunteering can be quite appealing to people who want to contribute to the activities of NGOs and NPOs. This volunteered time and effort is an important resource for these organizations. As such, it is in the best interest of NGOs and NPOs to efficiently and effectively utilize volunteers as a form of human resource. This study aims to investigate the management aspect of volunteers in NGOs and NPOs.

### 1.1 Best Practices in Volunteer Management

A report published by the Urban Institute based on a sample of nearly 3000 charities in the United States of America highlighted several best practices involving volunteer management.<sup>4</sup> These practices are commonly tied to volunteer retention and involve activities ranging from administrative duties, liability coverage, staff management, and volunteer management.

The nine best practices of volunteer management are:

1. Regular supervision and communication with volunteers
2. Liability coverage or insurance protection for volunteers
3. Regular collection of information on volunteer numbers and hours
4. Screening procedures to identify suitable volunteers
5. Written policies and job descriptions for volunteer involvement
6. Recognition activities, such as award ceremonies, for volunteers

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<sup>4</sup> Hager, M. A. & Brudney, J. L. (2004, June). Volunteer Management Practices and Retention of Volunteers. Retrieved from [http://webarchive.urban.org/UploadedPDF/411005\\_VolunteerManagement.pdf](http://webarchive.urban.org/UploadedPDF/411005_VolunteerManagement.pdf)

7. Annual measurement of the impacts of volunteers
8. Training and professional development opportunities for volunteers
9. Training for paid staff in working with volunteers

The above list was garnered from a government report investigating the capacities of charities and religious organizations based in the United States of America. While these best practices for volunteer management are known, it was found that adoption of these practices were not widespread and were not always tied to greater volunteer retention.<sup>4</sup> Hager reported that the financial size of the NGO or NPO correlated strongly in whether or not the best practices were adopted within the organization. NGOs and NPOs with more financial resources were better able to implement best practices as opposed to smaller organizations. Hager & Brudney do emphasize that the best practices highlighted within the report are not exhaustive and that other factors must be investigated in relation to volunteer retention.<sup>4</sup>

## 1.2 Challenges in Implementing Best Practices

One of the barriers for organizations to fully utilize available volunteer resources is the cost of volunteer management, which increases as more volunteers join the organization. Organizations often utilize volunteers as a form of human resource alongside paid staff members to carry out the organizations' activities. Volunteer management, which includes activities like recruiting, training, and monitoring volunteers, is often done by paid staff members. However, volunteer management costs are ever increasing due to poor scalability of traditional management techniques with respect to volume of the volunteers being recruited.<sup>4</sup> Thus, when organizations attempt to scale back or cut down on management costs, volunteer management is compromised, which could lead to high volunteer turnover rates. This could lead to setbacks for the organization and its activities.

To better guide the direction of this study, in-depth interviews were conducted with a volunteer manager working in an NGO based in Japan. The volunteer manager highlighted the fact that the bulk of management costs associated with volunteer management are incurred by activities related to motivating and retaining volunteers. Motivation related activities are carried out both as a method of reducing turnover rate and as a steady channel of communication between the organization and volunteers. As crucial day-to-day operations are carried out by volunteers, unexpected volunteer turnover may lead to the organization failing to meet their goals or targets. As paid staff are usually bound contractually and are required to fulfil responsibilities and due diligence, management may make decisions concerning human resource allocation under better informed circumstances. Volunteers however are under no obligation contractually and as such, communication between management and individual volunteers is crucial.

Studies in the past have placed an emphasis on identifying the motivations of volunteers to better utilize them as a resource.<sup>5</sup> It is important to recognize that employing volunteers to conduct operations is not a free endeavour; on the contrary, significant resources must be allocated towards the employment of volunteers in the organization's workforce as they must be well supported to execute their tasks effectively.<sup>1</sup> Best practices of volunteer management primarily focus on potentially high involvement strategies such as frequent meetings, close monitoring, and establishing strong relationships between the volunteer and organization. As most organizations operate with a combination of paid staff as management level personnel, high involvement and intensive strategies may result in potentially high costs and oftentimes difficult scalability.

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<sup>5</sup> Singer, P. (2015). *The Most Good You Can Do: How Effective Altruism Is Changing Ideas About Living Ethically* [E-reader version]. Retrieved from <https://ebookcentral-proquest-com.kras1.lib.keio.ac.jp/lib/keio/reader.action?docID=3421594&query=>

Best practices of volunteer management place little emphasis or guidelines on the degree of implementation required for the NGO or NPO, this makes it difficult for organizations to determine and allocate the amount of resources needed.

### 1.3 Research Goal

The goal of this research is to provide NGOs and NPOs with direction in adjusting the degree of implementation for best practices of volunteer management according to the needs of their volunteers.

### 1.4 Problem Analysis

A look at volunteer preferred styles for management may reveal group differences and characteristics for volunteer resource management.<sup>6</sup> In addition, being able to identify group preferences for management styles in the volunteer workforce utilized by the organization may be a key investigative factor and provide insight in adopting best volunteer management practices. Best practices in volunteer management are only able to serve as rough guidelines, especially in terms of direct management of the volunteer experience. As NGOs and NPOs are not able to determine the degree of implementation required, adoption of these best practices is not widespread as it is regarded as a costly endeavour.

A viable approach may be to group volunteers into identifiable categories and determine if there are any significant group management preferences. Should significant differences between groups be found when investigating volunteer preferences for management, volunteer organizations will be able to more efficiently tailor their management approaches to meet the needs of volunteers within their organizations leading to improved efficiency of volunteer management time used and a more impactful volunteer experience.

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<sup>6</sup> House, R. J. (1971). A Path Goal Theory of Leader Effectiveness. *Administrative Science Quarterly*, 16 (3), 321-339. Retrieved from <https://www.jstor.org/stable/pdf/2391905.pdf?refreqid=excelsior%3Ad66f669e0b1d77c7fb421c1ebdae236d>

### 1.5 Definition and Scope of Volunteer Management in this Research

Best practices of volunteer management range from activities covering various aspects including administrative duties, liability coverage, staff management, and volunteer management. In this study, only volunteer management regarding assisting volunteers in carrying out their duties and responsibilities and the recognition of volunteer effort will be considered. Other areas such as volunteer recruitment, safety concerns, or administrative tasks will not be within the scope of this study. The main reason for selecting these areas is to focus on management aspects which emphasize the point of contact between the volunteer and the NGO or NPO.

With this scope in mind, the best practices which are related are:

BP1. Regular supervision and communication with volunteers

BP2. Written policies and job descriptions for volunteer involvement

BP3. Recognition activities, such as award ceremonies for volunteers

BP4. Training and professional development opportunities for volunteers

### 1.6 Research Objective

This research will focus on finding a way for NGOs and NPOs to identify the needs of volunteers within their organization. This will allow them to implement volunteer management strategies that are able to address those needs.

### 1.7 Research Originality

Recommended practices for volunteer management are not widespread among NGOs and NPOs. One of the reasons this occurs is the lack of clarity and guidelines for implementing these practices making it a costly endeavour. This research intends to find a way for NGOs and NPOs to identify the needs of their volunteers and adapt their volunteer management style to better meet those needs. Improved management efficiency and clarity from being able to

identify and subsequently meet volunteer needs within the organization may have positive impact on organizational resources and volunteer retention rate.

As volunteer management is a key aspect of NGO and NPO operations, this research is relevant to both smaller NGOs and NPOs looking towards tailoring volunteer management styles for their volunteers and larger organizations looking to improve volunteer management efficiency by identifying and subsequently meeting the needs of their volunteers. Past research primarily focuses on finding out why volunteers choose to volunteer their time. It is believed that this change in approach will yield interesting findings relevant to the field.

### 1.8 Management Science as an Approach

The discipline of management science aims to solve managerial problems in a structure akin to the scientific method; framing the problem, obtaining relevant data, analysing the findings through quantitative and qualitative methods, and making an informed decision based on the analyses.<sup>7</sup> Skills related to qualitative analyses are inherent in managers and management science aims to supplement this with the quantitative analyses studied in management science. A manager may then increase the effectiveness of their decision-making through the learning and application of quantitative methodology. A management science approach to solving the volunteer management problem illustrated in section 1.2 (Challenges in Implementing Best Practices) will be adopted for this study.

Management science methodology consists of the following steps:<sup>7</sup>

1. Define the problem
2. Identify the alternatives
3. Determine the criteria

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<sup>7</sup> Anderson, D. R., Williams, T. A., & Sweeney, D. J. (1985). *An Introduction to Management Science: Quantitative Approach*. St. Paul, Eagan, Minnesota: West Publishing Company.

4. Analyses
  - a. Quantitative analysis of data
  - b. Qualitative analysis
5. Summary and evaluation
6. Make the decision

Section 1.9 (Thesis structure) will detail the structure of this study in relation to the Management Science approach.

#### 1.9 Thesis Structure

Section 1 (Introduction) provides an overview of NGO and NPO operations and introduces volunteer management. Volunteer management best practices are discussed in section 1.1 (Best Practices in Volunteer Management). Section 1.2 (Challenges in Implementing Best Practices) discusses the difficulties NGOs and NPOs face in best practice implementation. The goal of this research is specified in section 1.3 (Research Goal). Section 1.4 (Problem Analysis) contains an analysis of the problem. The definition and scope of this research is highlighted in section 1.5 (Definition and Scope of Volunteer Management in this Research). The objective is stated in section 1.6 (Research Objective). Research originality is stated in section 1.7 (Research Originality). The approach used in this study is explained in section 1.8 (Management Science as an Approach). The entirety of Section 1 (Introduction) defines the problem.

Section 2 (Management Theory and Categorizing Organizations and their Volunteers) contains related research on tools for human resource management and focuses on identifying the alternatives available.

Section 3 (Research Hypotheses and Reasoning) contains the hypotheses proposed by this research and the reasoning behind them.



Section 4 (Methodology) details the methods used in this research including the questionnaire and changes made to it, sampling methods, categorizing of organizations, and data analysis used in obtaining results. Both section 3 (Research Hypotheses and Reasoning) and section 4 (Methodology) determine the criteria used in this study.

Section 5 (Results and Findings) lists the results of this research based on methods employed in Section 4.4 (Data Analysis) and states the findings in the context of hypotheses stated in Section 3 (Research Hypotheses and Reasoning). Quantitative analysis in the management science approach is covered in this section.

Section 6 (Discussion) discusses the findings of this research. In addition to this, observations on questionnaire internal validity and correlations are also discussed. Qualitative analysis is covered in this section.

Section 7 (Recommendations) states the recommendations for future study and volunteer managers based on the findings of this research.

Section 8 (Conclusion) provides a summary and evaluation of this study.

## 2 Management Theory and Organization Categorizing Factors

There is limited research on current volunteer management styles that are practiced by NGOs and NPOs. According to the management science approach, highlighted in section 1.8 (Management Science as an Approach), skills related to qualitative analyses are inherent to all managers.<sup>7</sup> Contingency management theory was considered to provide a framework for quantitative analyses.

The section reviews the management theory relevant to this study and highlights factors involving NGO and NPO categorizing. Section 2.1 (Contingency Management and The Path-Goal Theory of Leadership) introduces the Path-Goal theory before drawing relevant parallels with recommended practices for volunteer management. Section 2.2 (Categorizing Organizations and their Volunteers) highlights how a formal report involving NGOs and NPOs attempt to categorize them effectively.

### 2.1 Contingency Management and The Path-Goal Theory of Leadership

Contingency management suggests that due to the complex nature and makeup of organizations, there is no best method for organizational management as it is contingent on a variety of factors.<sup>8</sup> As organizations are often a complex web of systems, contingency management suggests that efficient governing requires consideration of the factors surrounding it. One style of management well suited for a certain organization, group, or task may not be as useful when applied to another. Capable leadership or management will be able to evaluate these factors and adjust their strategy accordingly.

The Path-Goal theory of leadership is a situational approach to management in which leaders are free to adapt to the requirements of subordinates and the context.<sup>9</sup> Based on the

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<sup>8</sup> Morgan, G. (1997). *Images of organization*. Thousand Oaks, California: Sage Publishing.

<sup>9</sup> Mulder, P. (2018). Path-Goal Theory of Leadership. Retrieved from <https://www.toolshero.com/leadership/path-goal-theory-leadership/>

needs of the context and of their subordinates, leaders utilize four leadership styles as tools to address those needs and fulfil the organization's goals.<sup>10</sup>

The four main approaches of the Path-Goal Leadership theory are:

**Directive:** When leaders provide specific guidelines on how the task should be completed, when the deadline is, and what needs to be done.

**Supportive:** When leaders pay attention to the needs and well-being of subordinates with emphasis on maintaining a friendly and empathic relationship with them.

**Participative:** When leaders take steps to incorporate subordinate ideas and opinions in the decision-making process.

**Achievement-oriented:** When leaders set challenging goals and desire the highest level of performance from subordinates.

Approaches in the Path-Goal Theory of Leadership are not mutually exclusive; managers may freely adopt styles based on the needs of the subordinate or context and are encouraged to do so to bring out the best in their subordinates. Section 2.1.1 (Volunteer Management in Relation to the Path-Goal Theory) explores the research problem in the framework of the Path-Goal Theory.

### 2.1.1 Volunteer Management in Relation to the Path-Goal Theory

Based on the four approaches of the Path-Goal Theory of Leadership, best practices of volunteer management within the scope of section 1.5 are illustrated in Table 1 below.

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<sup>10</sup> Bass, B. M., Bass, R., & Bass, R. R. (2009). *The Bass Handbook of Leadership : Theory, Research, and Managerial Applications* [E-reader version]. Retrieved from <https://ebookcentral-proquest-com.kras1.lib.keio.ac.jp/lib/keio/detail.action?docID=4935080>

<b>Best practice \ Approach</b>	<b>Directive</b>	<b>Supportive</b>	<b>Participative</b>	<b>Achievement-oriented</b>
BP1. Regular supervision and communication with volunteers	X	X	X	X
BP2. Written policies and job descriptions for volunteer involvement	X			
BP3. Recognition activities, such as award ceremonies for volunteers				X
BP4. Training and professional development opportunities for volunteers	X		X	X

Table 1. Best Practices of Volunteer Management in the Path-Goal Theory Framework

As shown in Table 1, best practices may encompass multiple approaches of the Path-Goal Leadership theory. For example, in the instance of BP1, regular supervision and communication may encompass one or a combination of directive, supportive, participative, and achievement-oriented styles which may be tailored to the context and subordinate. However, BP2 may be more geared towards a directive approach while BP3 may be towards achievement-oriented approaches. Finally, BP4 emphasizes the directive, participative, and achievement-oriented approach. It must be noted that even within the recommended best practices for volunteer management, volunteer managers are able to tailor their management styles to best suit the needs of volunteers.

These recommended practices of volunteer management and the Path-Goal Theory's situational and adaptive approach towards leadership and management appears to be a good fit for offering volunteer managers in NGOs and NPOs some direction in implementing best practices. Using the Path-Goal framework, volunteer managers will be able to identify the preferred management styles of volunteers within their organization and adjust their approach accordingly.

### 2.1.2 Studies Utilizing the Path-Goal Theory of Leadership

This section contains studies which utilized the Path-Goal theory in their methodology as well as a brief analysis of their strengths and weaknesses.

#### Study 1:

This paper investigated the relationship between individual leadership behaviour and the acceptance of their leadership by their subordinates in the telecommunications sector.<sup>11</sup> The Path-Goal theory was used to identify management styles practiced by managers in the telecommunications sector. In addition to this, subordinates' acceptance of their leader was obtained alongside other factors such as years of experience. The study found that subordinates' acceptance correlated most strongly with leaders who self-reported more directive style management though the scores also correlated strongly with all styles of management in the Path-Goal theory. The researchers were able to obtain data from both managers in the telecommunication sector in Pakistan as well as information from their subordinates resulting in a large but still cohesive sample for study. However, as the study looked at leadership styles practiced by the managers through self-report and attempted to correlate the information with the acceptance scores from their subordinates, they were no closer to identifying preferred

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<sup>11</sup> Malik, S. H., Aziz, S., & Hassan, H. (2014). Leadership Behavior and Acceptance of Leaders by Subordinates: Application of Path Goal Theory in Telecom Sector. *International Journal of Trade, Economics and Finance*, 5 (2), 170-175. Retrieved from <http://ijtef.org/papers/364-N10017.pdf>

management styles. It may have been beneficial to ask subordinates what their preferred management style was and possibly contrast that information with the managers' self-reported information.

#### Study 2:

This paper utilized the Path-Goal theory to improve the performance of nurses in leadership positions.<sup>12</sup> The focus was on utilizing the four areas of the theory to come up with ways nurses in leadership positions could better lead fellow nurses. The study utilized no statistical analysis and identified potential strategies for all four areas of the theory. As the paper was theoretical in nature, it highlighted several challenges faced by nurses and thoroughly addressed them using all four areas of the theory. However, as no data analysis was made, this study does not meet the quantitative analysis required in management science to decide on a course of action.

## 2.2 Categorizing Organizations and their Volunteers

To make sense of how volunteers differ in preferred management styles, meaningful categories are necessary to identify characteristics which affect volunteer preference. The categories for volunteers are primarily drawn from Hager and Brudney's Urban Institute report.<sup>4</sup>

### 2.2.1 Categorizing Organizations by Primary Volunteer Activity

The Urban Institute report grouped NGOs and NPOs by the primary activities carried out.<sup>4</sup> The groups by activities are as follows:

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<sup>12</sup> Ani, G. J., Nwodoh, C. O., Okpala, P. U., Dyages, E. O., & Akese, M. I. (2017). USING THE PATH-GOAL THEORY OF LEADERSHIP TO ENHANCE ADMINISTRATION OF NURSING CARE SERVICE. *Journal of Harmonized Research in Management*, 3 (2), 95-105. Retrieved from <https://www.johronline.com/issue/20170630-010406.167.pdf>

**Direct Service:** Activities which place the volunteer in direct contact with beneficiaries of the NGO or NPO. Examples include mentoring or tutoring.

**Indirect Service:** Activities which assist with the NGO or NPOs goals but do not involve direct contact with their beneficiaries such as training of staff on how to counsel child victims in violence.

**Internal Administration:** Internal administrative activities which include duties such as filing, copying, and answering the telephone.

**External Administration:** Activities that assist with the organization when dealing with other individuals, organizations, or entities such as the government. Examples include fundraising, lobbying, or public relations.

### 2.2.2 Categorizing Organizations by Sector

The Urban Institute report grouped NGOs and NPOs by the organization's operating sector.<sup>4</sup> The groups by sector are as follows:

**Human Services:** Organizations which are involved in services like welfare.

**Education:** Organizations which are involved in educating.

**Health:** Organizations which are focused on health-related areas such as the cancer institute.

**Arts, Culture, and Humanities:** Organizations such as museums, art houses, and social history.

### 2.2.3 Categorizing Volunteer Organizations in this Study

As data gathered for this study may not be a good fit for the categories espoused in section 2.2.1 and section 2.2.2, it is intended that both organization activities and organization sector be considered following data collection.

### 3 Research Hypotheses and Reasoning

Considering the research goal of this study in clarifying the degree of implementation for best practices in view of the challenges faced by NGOs and NPOs in adopting them, the Path-Goal theory is utilized to allow volunteers to communicate their needs. In addition to this, different factors such as hours volunteered per week and the type of organization they are most involved is recorded. Hypotheses in this research were based off preliminary interviews conducted with both volunteers and volunteer managers to gain understanding of the situation at hand as well as related literature.

It is hypothesized that volunteers who invest more time per week prefer to be part of the decision process and place greater emphasis on friendly and empathic interactions. As volunteered hours per week increases, the number of interactions volunteers may have with employees within the organization increases as well. Supportive management counteracts emotional depletion that may occur from unpleasant interactions. A study investigating the dynamics of volunteer and staff interactions found that volunteer satisfaction is strongly tied to appreciative communication, openness to volunteer feedback, making volunteers feel important, and providing helpful feedback.<sup>13</sup>

To better guide the direction of this study, preliminary talks with volunteers based in Malaysia were conducted. The volunteers revealed that individuals who did not have much time to volunteer in a week but did so anyway strongly preferred to be given clear directions when volunteering. In this study, it is hypothesized that volunteers who spend less hours per week at volunteer activities may prefer a more directive management style. This may be because volunteers who are able to commit a small portion of their time to the organization

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<sup>13</sup> Rimes, H., Nesbit, R., Christensen, R. K., & Brudney, J. L. (2017). Exploring the Dynamics of Volunteer and Staff Interactions: From Satisfaction to Conflict. *Nonprofit Management and Leadership*, 28 (2), 195-213. <http://dx.doi.org/10.1002/nml.21277>



will welcome opportunities to work meaningfully without being able to contribute much to the decision-making process of the organization.<sup>14</sup>

It is also hypothesized that volunteers who commit more hours per week will be more invested in the organization and prefer a more participative management approach. This hypothesis is formulated as an extension of findings from studies and articles leading to the first two hypotheses.

This study intends to study volunteer preferences of the Path-Goal theory of leadership across different factors including hours volunteered per week and the type of organization volunteers are mostly involved in. This may then be used to identify the management preferences of volunteers in different types of NGOs or NPOs.

To summarize, the hypotheses of this research are as follows:

H1. Hours volunteered per week is negatively correlated with preference for directive management.

H2. Hours volunteered per week is positively correlated with preference for supportive management.

H3. Hours volunteered per week is positively correlated with preference for participative management.

H4. There are significant differences in preference for directive management across organization categories.

H5. There are significant differences in preference for supportive management across organization categories.

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<sup>14</sup> Fish, S. (2015, March 25). Waiting but not idle: How to keep potential volunteers engaged with your organization. Retrieved from [https://charityvillage.com/cms/content/topic/waiting\\_but\\_not\\_idle\\_how\\_to\\_keep\\_potential\\_volunteers\\_engaged\\_with\\_your\\_organization](https://charityvillage.com/cms/content/topic/waiting_but_not_idle_how_to_keep_potential_volunteers_engaged_with_your_organization)

H6. There are significant differences in preference for participative management across organization categories.

H7. There are significant differences in preference for achievement-oriented management across organization categories.

## 4 Methodology

This section describes the methodology used in this research. Section 4.1 (The Path-Goal Leadership Questionnaire) describes the questionnaire used and the changes made to it to adapt it for this study. Section 4.2 (Sampling) describes the data sample and the sampling method used. Section 4.3 (Organization Categories in this Study) describes how the volunteer organizations were categorized. Section 4.4 (Data Analysis) states the analysis methods used to test survey data obtained in this study.

### 4.1 The Path-Goal Leadership Questionnaire

The Path-Goal Leadership Questionnaire containing 20 questions was adapted and rewritten to fit management by the NGO or NPO from the perspective of the volunteer. Both the questionnaire used in this research and the original questionnaire by Indvik (1988)<sup>15</sup> can be found in section 11 (Appendix) of this paper.

In addition to this, reverse coded questions within the questionnaire were recoded for consistency. The Path-Goal Leadership Questionnaire used as the starting point for this study emphasizes the leader-subordinate relationship and interactions.<sup>15</sup> 5 questions were presented in each of the four areas with some questions requiring reversed scoring. Reverse scoring is a method usually employed to counteract response bias, a situation where respondents to a questionnaire score most or all items highly<sup>16</sup>. Research seems to indicate that this method does little to prevent bias and in fact may lead to errors due to misunderstanding reverse coded questions. An example of a standard question, reverse scored question, and recoded question is depicted in Figure 1 below.

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<sup>15</sup> Indvik, J. (1988). A Path-Goal Theory Investigation of Superior Subordinate Relationships. Retrieved from <http://people.uncw.edu/nottinghamj/documents/slides6/Northouse6e%20Ch7%20Path-Goal%20Survey.pdf>

<sup>16</sup> Sonderen, E. V., Sanderman, R., & Coyne, J. C. (2013). Ineffectiveness of Reverse Wording of Questionnaire Items: Let's Learn from Cows in the Rain. *PLoS ONE*, 8 (9). <https://doi.org/10.1371/annotation/af78b324-7b44-4f89-b932-e851fe04a8e5>

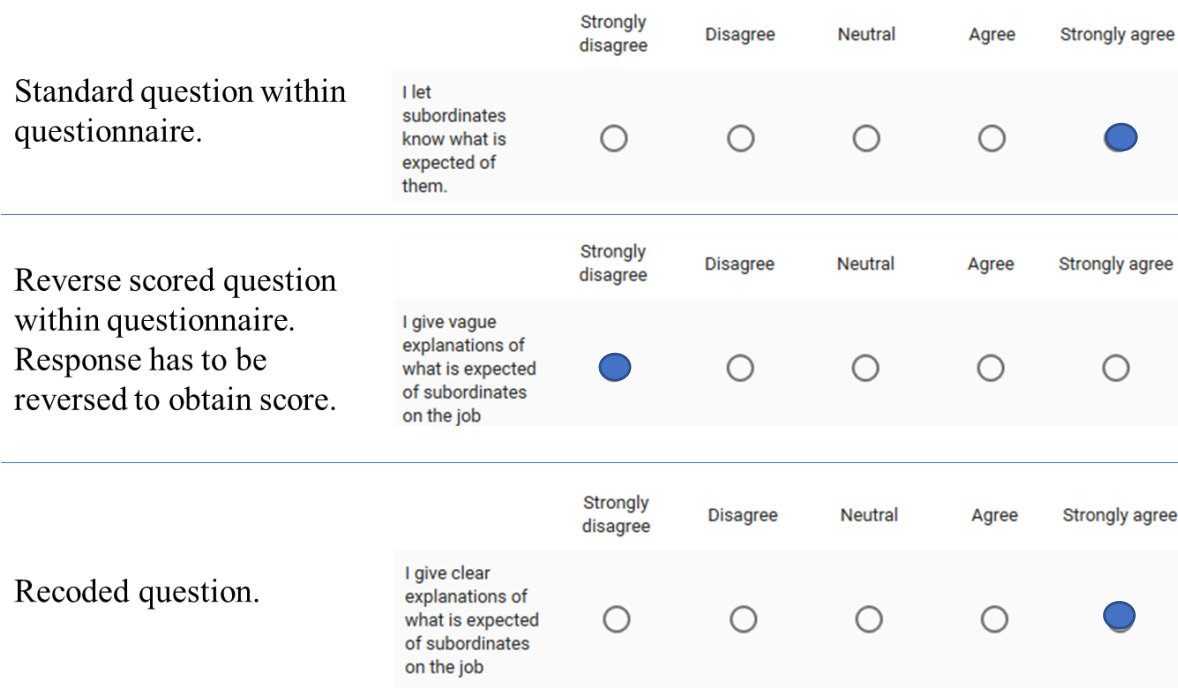


Figure 1. Comparison of standard, reverse scored, and recoded questions

The questionnaire contained five questions each for directive, supportive, participative and achievement-oriented management styles. All questions were scored on a 5-point Likert scale with 1 being “Strongly disagree” and 5 being “Strongly agree”. Total scores from all 4 management styles range from a minimum of 5 points to a maximum of 25 points in preference for directive, supportive, participative, and achievement-oriented management (Higher scores indicate a higher preference). In addition to this, the presence of extrinsic motivators, hours volunteered per week, and the organization which the volunteer invested the most time in was also recorded. Volunteers filled in the survey online through a link provided by the researcher.

#### 4.2 Sampling

A convenience sampling method was adopted yielding a sample of 30 volunteers from 25 different organizations. The volunteers and the organizations were from Malaysia. Volunteer managers from NGOs and NPOs in Malaysia were approached for this study. After explaining the purpose of the study, the volunteer managers were encouraged to forward the relevant questionnaire to volunteers within their respective organizations. Measures were taken to ensure that no duplication of records were made.

#### 4.3 Organization Categories in this Study

25 different volunteer organizations were grouped into seven different organization categories based on their sector. These categories were created for this study based on the research sample.

The organization categories used are as follows:

- O1.Sustainable living projects: Organizations which focus on assisting beneficiaries in creating goods for sale, finding jobs, or other forms of income generation.
- O2.Feeding and housing the poor and homeless: Organizations which focus on feeding and housing the poor and homeless.
- O3.Refugee community services: Organizations which cater for refugee communities which do not have access to the rights a citizen might enjoy. The communities are usually targeted towards a specific refugee community which is usually but not always based on ethnicity or religion.
- O4.Educating underprivileged children: Organizations which focus on providing education for poor or underprivileged children. These organizations provide support classes and materials needed such as books, bags, and stationeries.
- O5.Assisting people with special needs: These organizations provide support for people with special needs such as individuals with down syndrome, autism, blindness, deafness, and developmental disabilities.
- O6.Museum, science, or other educational facility: These organizations are devoted towards the preservation, sharing, or display of the arts, books, and culture for educating the public.
- O7.Mental health services: These organizations provide counselling to a wide variety of clients for conditions such as suicide risk, child abuse, and depression.

#### 4.4 Data Analysis

All data analysis conducted in this study was measured to a significance value of 5% ( $p = 0.05$ ).

Correlational analyses were conducted with Pearson's  $r$  which is a measure of linearity between two variables. Pearson's  $R$  measures the extent that two variables are explained by each other. This test was conducted on the data to observe if the hypotheses H1, H2, and H3 yielded significant results.

Welch's ANOVA was utilized to determine significance between nominal groups and ordinal Likert-scale data. As a prerequisite for the Welch's ANOVA, observations made on dependents (preference for directive, supportive, participative, achieve-oriented management) should be normally distributed. Welch's ANOVA was selected due to the uneven distribution of samples across groups.<sup>17</sup> The test of significance also requires a group size of at least 2. As such, one sample from Mental Health Services was omitted from the analysis. Prior to conducting Welch's ANOVA, Shapiro-Wilk's Test for Normality was conducted as Welch's ANOVA results may yield false positives when Welch's ANOVA's significance values are close to 0.05. In the case of Shapiro-Wilk's Test for Normality, the null hypothesis is that the data is normally distributed. Significance levels of less than 0.05 suggest a skewed sample.

Following this, Tukey's Post Hoc test was conducted within data obtained from approaches which yielded significant results in Welch's ANOVA. Tukey's Post Hoc test is used as a comparison of means between groups (Organization Categories) for significance. It is used to identify specific differences when the ANOVA table yields significant results.

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<sup>17</sup> McDonald, J. H. (2014). *Handbook of Biological Statistics (3<sup>rd</sup> Edition)*. Baltimore, Maryland: Sparky House Publishing.

Further information on the statistical analyses used in this study can be found in section 11 (Appendix).

## 5 Results and Findings

This section shows the results obtained from this research and interprets them in the context of this research's hypotheses.

H1. Hours volunteered per week is negatively correlated with preference for directive management.

The results from the Pearson's  $r$  correlational analysis for hours volunteered per week and volunteer scores in preference for directive management are illustrated in Table 2 below.

		<i>Hours Volunteered per Week</i>	<i>Preference for Directive Management</i>
<i>Hours Volunteered per Week</i>	Pearson Correlation	1	.131
	Sig. (2-tailed)		.497
	N	29	29
<i>Preference for Directive Management</i>	Pearson Correlation	.131	1
	Sig. (2-tailed)	.497	
	N	29	29

Table 2. Hours Volunteered per Week and Preference for Directive Management

There was no significant correlation between hours volunteered per week and preference for directive management,  $r(29) = .131$ ,  $p = .497$ . Based on the non-significant finding between hours volunteered per week and preference for directive management ( $p = .497$ ), H1 is not proven to be true within this sample.

H2. Hours volunteered per week is positively correlated with preference for supportive management.

The results from the Pearson's  $r$  correlational analysis for hours volunteered per week and volunteer scores in preference for supportive management are illustrated in Table 3 below.



		<i>Hours Volunteered per Week</i>	<i>Preference for Supportive Management</i>
<i>Hours Volunteered per Week</i>	Pearson Correlation	1	.008
	Sig. (2-tailed)		.968
	N	29	29
<i>Preference for Supportive Management</i>	Pearson Correlation	.008	1
	Sig. (2-tailed)	.968	
	N	29	29

Table 3. Hours Volunteered per Week and Preference for Supportive Management

There was no significant correlation between hours volunteered per week and preference for supportive management,  $r(29) = .008$ ,  $p = .968$ . Based on the non-significant finding between hours volunteered per week and preference for supportive management ( $p = .968$ ), H2 is not proven to be true within this sample.

H3. Hours volunteered per week is positively correlated with preference for participative management.

The results from the Pearson's  $r$  correlational analysis for hours volunteered per week and volunteer scores in preference for participative management are illustrated in Table 4 below.

		<i>Hours Volunteered per Week</i>	<i>Preference for Participative Management</i>
<i>Hours Volunteered per Week</i>	Pearson Correlation	1	.222
	Sig. (2-tailed)		.246
	N	29	29
<i>Preference for Participative Management</i>	Pearson Correlation	.222	1
	Sig. (2-tailed)	.246	
	N	29	29

Table 4. Hours Volunteered per Week and Preference for Participative Management

There was no significant correlation between hours volunteered per week and preference for participative management,  $r(29) = .222$ ,  $p = .246$ . Based on the non-significant finding between hours volunteered per week and preference for participative management ( $p = .246$ ), H3 is not proven to be true within this sample.

The results for Shapiro-Wilk's Test of Normality as a prerequisite for Welch's ANOVA are illustrated in Table 4 below.

	Statistic	Shapiro-Wilk df	Sig.
<i>Preference for Directive Management</i>	.913	29	.021
<i>Preference for Supportive Management</i>	.954	29	.230
<i>Preference for Participative Management</i>	.960	29	.333
<i>Preference for Achievement-Oriented Management</i>	.950	29	.180

Table 5. Test of Normality for Path-Goal Preferences

Based on the test of normality and equality of variances, preference for directive management yielded a significant result,  $W(29) = .913$ ,  $p = .021$ ; preference for supportive management yielded no significant result,  $W(29) = .954$ ,  $p = .230$ ; preference for participative management yielded no significant result,  $W(29) = .960$ ,  $p = .333$ ; and preference for achievement-oriented management yielded no significant result,  $W(29) = .950$ ,  $p = .180$ .

A histogram of preference for directive management scores is depicted in Figure 2 below.

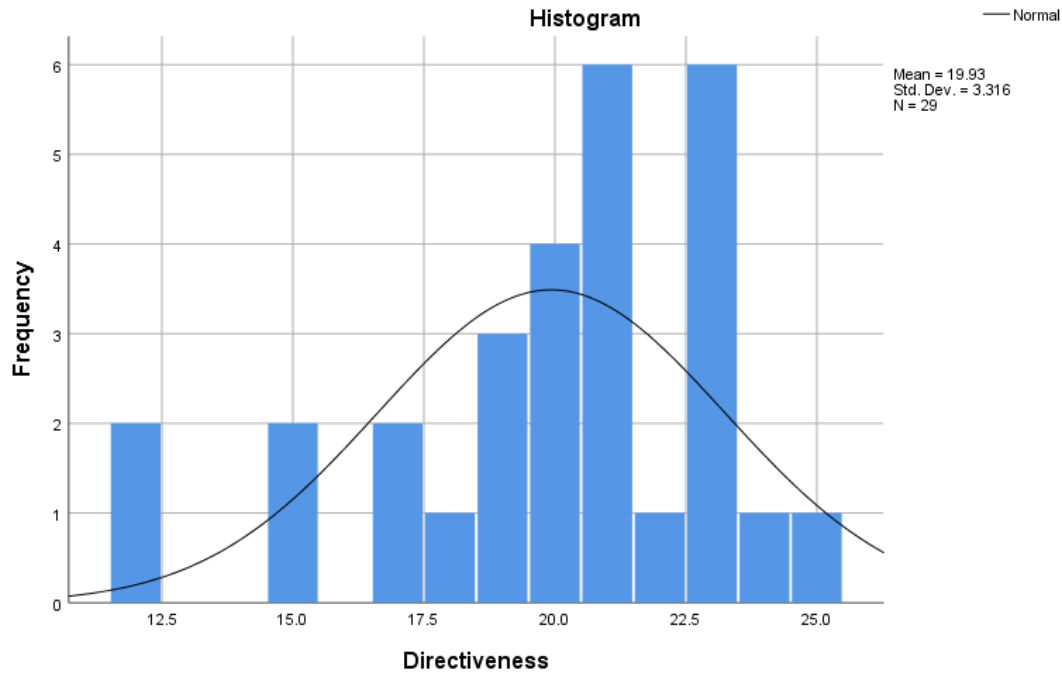


Figure 2. Histogram of Preference for Directive Management

Based on Shapiro-Wilk’s Test of Normality for the Path-Goal approaches, we find that a significant result for preference for directive management indicates that the data is not normally distributed. Based on the histogram, data obtained from the sample appears to be right skewed. This indicates that the upcoming Welch’s ANOVA scores for preference for directive management may yield false positives if significance values are close to 0.05.

The results from Welch’s ANOVA between organization categories are described in Table 6 below.

			ANOVA				
			Sum of Squares	df	Mean Square	F	Sig.
<i>Preference for Directive Management</i>	Between Groups		153.980	5	30.796	4.603	.005
	Within Groups		153.882	23	6.691		
	Total		307.862	28			
<i>Preference for Supportive Management</i>	Between Groups		119.791	5	23.958	2.061	.108
	Within Groups		267.382	23	11.625		
	Total		387.172	28			
<i>Preference for Participative Management</i>	Between Groups		145.308	5	29.062	3.319	.021
	Within Groups		201.382	23	8.756		
	Total		346.690	28			
<i>Preference for Achievement-Oriented Management</i>	Between Groups		111.421	5	22.284	2.190	.090
	Within Groups		234.027	23	10.175		
	Total		345.448	28	30.796		

Table 6. ANOVA between Organization Categories

H4. There are significant differences in preference for directive management across organization categories.

There was a significant finding of organization category on preference for directive management,  $F(5, 23) = 4.603$ ,  $p = .005$ . As the significance value is not close to 0.05, this effect is not regarded as a false positive. The significant findings for group differences found in Tukey's Post Hoc test for volunteer preference for directive management are illustrated in Table 7 below.

Multiple Comparisons				
Organization 1	Organization 2	Mean Difference	Std. Error	Sig.
O5. <i>Assisting people with Special Needs</i> (Mean = 13.50)	O2. <i>Feeding and Housing the Poor</i> (Mean = 22.00)	-8.50	2.112	.006
	O3. <i>Refugee Community Services</i> (Mean = 21.40)	-7.90	2.164	.015
	O6. <i>Museum, Science or other educational facility</i> (Mean = 23.00)	-9.50	2.587	.014

Table 7. Significant Mean Differences in Preference for Directive Management between Organization Categories

Tukey's Post Hoc test found significant mean differences between O5 and O2 ( $p = 0.006$ ), O5 and O3 ( $p = 0.015$ ), and O5 and O6 ( $p = 0.014$ ). Volunteers in organizations which are assisting people with special needs have a lower preference for directive management than volunteers in organizations which are feeding and housing the poor, involved in refugee community services, and are a museum, science or other educational facility. Based on the significant finding in Welch's ANOVA of organization categories on preference for directive management, ( $p = .005$ ) and differences illustrated in Table 7, H4 is proven to be partially true within this sample.

H5. There are significant differences in preference for supportive management across organization categories.

There was no significant finding of organization category on preference for supportive management,  $F(5, 23) = 2.061$ ,  $p = .108$ . Based on the non-significant finding in Welch's ANOVA of organization categories on preference for supportive management, ( $p = .108$ ), H5 is not proven to be true within this sample.

H6. There are significant differences in preference for participative management across organization categories.

There was a significant finding of organization category on preference for participative management,  $F(5, 23) = 3.319$ ,  $p = .021$ . The significant findings for group differences found in Tukey's Post Hoc test for volunteer preference for participative management are illustrated in Table 8 below.

Multiple Comparisons				
Organization 1	Organization 2	Mean Difference	Std. Error	Sig.
O5. <i>Assisting people with Special Needs</i> (Mean = 13.50)	O6. <i>Museum, Science or other educational facility</i> (Mean = 24.00)	-10.50	2.959	.019

Table 8. Significant Mean Differences in Preference for Participative Management between Organization Categories

Tukey's Post Hoc test found significant mean differences between O5 and O6 ( $p = 0.019$ ). Volunteers in organizations which are assisting people with special needs have a lower preference for participative management than volunteers in organizations which are a museum, science or other educational facility. Based on the significant finding in Welch's ANOVA of organization categories on preference for directive management, ( $p = .021$ ) and differences illustrated in Table 8, H6 is proven to be partially true within this sample.

H7. There are significant differences in preference for achievement-oriented management across organization categories.

There was no significant finding of organization category on preference for achievement-oriented management,  $F(5, 23) = 2.190$ ,  $p = .090$ . Based on the non-significant finding in Welch's ANOVA of organization categories on preference for achievement-oriented management, ( $p = .090$ ), H7 is not proven to be true within this sample.

## 6 Discussion

This section discusses the findings of the research and highlights several areas concerning questionnaire validity.

### 6.1 Overview

The Path-Goal theory highlights that depending on characteristics of the subordinate and context, an effective leader can identify and adapt their management styles accordingly. While the study yielded no significant correlation between directive, supportive, participative, and achievement-oriented management and hours volunteered per week, significant mean differences were identified between NGO or NPO types, particularly with organizations that deal with assisting people with special needs.

### 6.2 Directive Style Management in NGOs and NPOs

Volunteers involved with “assisting people with special needs” reported significantly lower directiveness when describing an ideal organization to volunteer with in comparison with volunteers who dealt with “refugee community services”, “feeding and housing the poor”, and “museum, science, or other educational facility”. While it is beyond the scope of this research to identify the reasons, a closer look at activities and the challenges involved in dealing with those activities may reveal interesting findings. This finding also appears to concur with professional opinion that dealing with people with special needs requires a certain degree of adaptability as situations may greatly differ from each other when working with such individuals.<sup>18</sup> Beneficiaries of these organizations may deal with a wide range of challenges both physical and mental and a more directive style of approach may leave volunteers pigeonholed and unable to adapt quickly.

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<sup>18</sup> Dale, N. (1995). *Working with Families of Children with Special Needs : Partnership and Practice* [E-reader version]. Retrieved from <https://ebookcentral-proquest-com.kras1.lib.keio.ac.jp/lib/keio/detail.action?docID=178262>



Qualitative survey data from a volunteer conducted during this study revealed that a key motivation of some volunteers was to feel that they were able to make a difference. Directive management may assist volunteers in feeling so when they are dealing with specific interactions or tasks such as “feeding and housing the poor” or task-oriented activities associated with “museum, science, and other educational facility” but may serve as a hindrance when dealing with the potentially complicated nature of “assisting people with special needs”. As such, volunteers may prefer more autonomy when dealing with situations which demand flexibility. Future research may be developing towards developing an understanding of activities or organizational makeups which strongly affect the need for directive management.

Organizations dealing with “refugee community services” often work with a network of organizations both formal and informal to address beneficiary needs. In the case of organizational interactions, formal paperwork or referrals may be involved.<sup>19</sup> It may be relevant here that volunteers with these organizations prefer higher directiveness as ambiguity in these situations often leads to lowered effectiveness and a feeling that little has been contributed. With organizations categorized as “museum, science, or other educational facility”, the structure of the organization is typically predetermined by management and volunteering with such an organization is usually to assist with manpower-oriented tasks. This is also relevant for organizations falling under the “feeding and housing the poor” umbrella. A possible direction for future research may be focusing on interactions with formal bodies when volunteering.

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<sup>19</sup> Bolland, J. M. & Wilson, J. V. (1994). Three faces of integrative coordination: a model of interorganizational relations in community-based health and human services. *Health Services Research*, 29 (3), 341-366. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1070009/>

### 6.3 Participative Style Management in NGOs and NPOs

Volunteers involved with organizations “assisting people with special needs” reported significantly lower levels of preference for participative management when describing their ideal organizations to volunteer with in comparison with “museum, science, or other educational facility”. While the reasons for this difference are currently unclear, future studies may investigate the activities involved with both organization as well as interaction levels between volunteers and beneficiaries to provide a clearer understanding of this. Future studies may investigate other key factors which indicate volunteers’ investment or commitment to their volunteer organization. Based on findings of this research, hours volunteered per week may not be a good indicator of volunteer commitment, at least in the case of the sample of this study.

### 6.4 Correlation between Results Obtained in the Four Approaches

An investigation in the relationship between directive, supportive, participative, and achievement-oriented scores obtained revealed that these four areas had strong significant correlations with each other ( $p = 0.00$ ). Future studies may investigate the possibility of refining descriptions or tasks involved with the Path-Goal Theory. It is also worth noting that the Path-Goal approach is not one of mutual exclusivity and recommends that leaders freely adapt to the roles required of them.<sup>6</sup> A strong correlation significant correlation between the four areas may also indicate the possibility that certain NGO or NPO categories may be more resource intensive in terms of volunteer management. This correlation is illustrated in Table 7 below.

		Correlation			
		<i>Directive</i>	<i>Supportive</i>	<i>Participative</i>	<i>Achievement-Oriented.</i>
<i>Directive</i>	Pearson Correlation	1	.794	.699	.842
	Sig. (2-tailed)		.000	.000	.000
	N	29	29	29	29
<i>Supportive</i>	Pearson Correlation	.794	1	.719	.780
	Sig. (2-tailed)	.000		.000	.000
	N	29	29	29	29
<i>Participative</i>	Pearson Correlation	.699	.719	1	.758
	Sig. (2-tailed)	.000	.000		.000
	N	29	29	29	29
<i>Achievement-Oriented</i>	Pearson Correlation	.842	.780	.758	1
	Sig. (2-tailed)	.000	.000	.000	
	N	29	29	29	29

Table 9. Correlation between Four Approaches of the Path-Goal Theory in Volunteers

As the areas of the Path-Goal Theory Questionnaire show strong significant correlation with each other, further research may be able to clarify tasks in volunteer management that offer benefits in multiple areas of leadership.

### 6.5 Question Consistency and Validity within the Questionnaire

After recoding the Path-Goal Leadership Questionnaire, some questions appear to be very similar to each other. For instance, “I let subordinates know what is expected of them” and “I give clear explanations of what is expected of subordinates on the job” are both structured similarly. In this study, the questions were adapted to fit management by the NGO

or NPO from the perspective of the volunteer. It is interesting to note that there was a correlation between scores from these items with a highly significant value,  $r(29) = 0.633$ ,  $p = 0.000$ .

Future studies may investigate if recoded questions that are structurally similar or identical to questions within the same group of the questionnaire should be dropped or replaced in any way as they may influence the degree of management preference by risking a double count.

## 7 Recommendations

This section contains recommendations for both future studies and volunteer managers who wish to implement volunteer management practices.

### 7.1 Future Research

Where possible, a one-way ANOVA should be conducted to determine preferences for the four areas of the Path-Goal theory across identified organizational categories and/or activities. The requirements for the one-way ANOVA are as follows:<sup>17</sup>

R1. Observations within each defined nominal group are normally distributed

R2. The number of observations per group are equal and/or standard deviation for observations between groups are similar

In addition to the above, sample sizes of at least 10 per group will greatly benefit the reliability of future research data.

Studies may also look at other potential identifying factors such as the nature of activities volunteers spend the most time doing, the number of interactions they have with other volunteers, and the number of interactions they have with volunteer managers or other employees within the NGO or NPO. Other suggested factors to consider are listed in section 6 (Discussion).

### 7.2 Volunteer Managers

Results from this study indicate that volunteers have statistically significant differences for directive and participative management with respect to certain organization categories. Volunteer managers may investigate greater directive management implementation or solutions that fulfil directive styles especially when organizations are involved in the following categories:

O2. Feeding and housing the poor and homeless

O3. Refugee community services

O6. Museum, science, or other educational facility

In addition to this, volunteer managers may engage in more participative management when their organizations are involved in the following categories:

O6. Museum, science, or other educational facility

Future studies equipped to investigate results from a larger pool of volunteers may be able to determine NGO or NPO wide means for all four areas of volunteer management and compare that over a variety of different factors. It may benefit the NGO or NPO to use the Path-Goal Theory Questionnaire as a needs assessment tool for their present volunteer pool. Volunteer managers may also combine or compare their professional experience with the findings of this study to come up with more comprehensive and scalable solutions to dealing with volunteer management.

As mentioned by a respondent of the questionnaire, volunteers who feel like their volunteer organization provides them with the resources and direction to carry out their duties effectively are more driven to continue being active with NGOs or NPOs.

## 8 Conclusion

Significant findings in this research indicate that volunteer managers in organizations which are involved in feeding and housing the poor, provide services to refugee communities, and operate a museum, science, or other educational facility should adopt a more directive style of management. An example of directive style management is to provide specific guidelines on how the task should be completed, when the deadline is, and what needs to be done. In addition to this, there is also indication that volunteers in organizations which assist people which special needs prefer a less directive style in management. Expert opinion further corroborates this as the challenges working with special needs may not favour heavily directive management.

These differences in preference for management styles indicate that the adapted Path-Goal theory of leadership questionnaire is a promising tool for identifying volunteer needs, which is a key aspect of volunteer management. NGOs and NPOs will be able to better tailor their volunteer management approaches based on shared characteristics of their volunteer pool. Other characteristic differences such as activity groups, geographical location, or beneficiary type may be investigated in future studies. Having these indicators to help implement best practices for volunteer management may be key in improving the adoption rate of volunteer management practices among organizations that may initially be put off by the perceived difficulty or cost of implementation.

## 9 Acknowledgements

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I thank all participants of the web survey who took time out of their day to respond to my student questionnaire.



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<http://people.uncw.edu/nottinghamj/documents/slides6/Northouse6e%20Ch7%20Path-Goal%20Survey.pdf>

<sup>16</sup> Sonderen, E. V., Sanderman, R., & Coyne, J. C. (2013). Ineffectiveness of Reverse Wording of Questionnaire Items: Let's Learn from Cows in the Rain. *PLoS ONE*, 8 (9). <https://doi.org/10.1371/annotation/af78b324-7b44-4f89-b932-e851fe04a8e5>

<sup>17</sup> McDonald, J. H. (2014). *Handbook of Biological Statistics (3<sup>rd</sup> Edition)*. Baltimore, Maryland: Sparky House Publishing.

<sup>18</sup> Dale, N. (1995). *Working with Families of Children with Special Needs : Partnership and Practice* [E-reader version]. Retrieved from <https://ebookcentral-proquest-com.kras1.lib.keio.ac.jp/lib/keio/detail.action?docID=178262>

<sup>19</sup> Bolland, J. M. & Wilson, J. V. (1994). Three faces of integrative coordination: a model of interorganizational relations in community-based health and human services. *Health Services Research*, 29 (3), 341-366. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles>

## 11 Appendices

### 11.1 Web Questionnaire

This appendix contains the web questionnaire of the adapted Path-Goal Theory Questionnaire used in this research.

# Volunteer Questionnaire

This questionnaire contains a series of questions to determine preferred management styles among volunteers. As the volunteer experience is an important one for both the beneficiaries and the volunteer organization, this study intends to discover a combination of management techniques well suited for volunteers to carry out their duties effectively.

**\*Required**

**Email address \***

Your email address

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**Gender**

- Female
- Male
- Prefer not to say

**Age (in years)**

Your answer

---

**Do you participate in volunteer activities on a regular basis?**

- Yes
- No

## Volunteer Experience

Please specify the organization which you volunteer at (top organization in terms of time if you volunteer at more than 1)

Your answer \_\_\_\_\_

On a weekly basis, how many hours do you spend on volunteer activities at said organization?

Your answer \_\_\_\_\_

The volunteer organization I work with provides me with the resources and direction to carry out my duties effectively.

	1	2	3	4	5	
Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Are there any extrinsic motivators (class requirement, etc.) involved with your volunteer experience?

Yes

No

## Volunteer Needs

The following represents the ideal volunteer organization that I would like to work with.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The organization lets me know what is expected of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization maintains a friendly working relationship with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization consults me when facing a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization listens receptively to my ideas and suggestions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization informs me of what needs to be done and how it needs to be done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization lets me know that they expect the best from me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization makes decisions after consulting me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization does things to make me feel welcome.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The organization has rules and regulations I must follow.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization sets goals for me which are quite challenging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization takes care to make sure my feelings are not hurt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization asks me for suggestions concerning how to carry out assignments.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization encourages me to continue improving.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization explains the level of performance expected of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization helps me overcome problems which stop me from carrying out my tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization shows that they have faith in my ability to meet objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization asks me for suggestions on what assignments should be made.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The organization gives clear explanations on what is expected of me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization consistently sets challenging goals for me to obtain.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization behaves in a manner that is thoughtful to my personal needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Additional Feedback

In addition to the above, please specify other essential characteristics of an ideal volunteer organization you would like to work with.

Your answer

---

Is there anything else you would like to add on this topic?

Your answer

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## 11.2 Original Path-Goal Theory Questionnaire

This appendix contains the original Path-Goal theory questionnaire developed by Indvik (1988).  
 (1988).Error! Bookmark not defined.

### Path–Goal Leadership Questionnaire

**Instructions:** This questionnaire contains questions about different styles of path–goal leadership. Indicate how often each statement is true of your own behavior.

**Key:** 1 = Never 2 = Hardly ever 3 = Seldom 4 = Occasionally 5 = Often  
6 = Usually 7 = Always

- |   |               |
|---|---------------|
| 1. I let subordinates know what is expected of them.                                    | 1 2 3 4 5 6 7 |
| 2. I maintain a friendly working relationship with subordinates.                        | 1 2 3 4 5 6 7 |
| 3. I consult with subordinates when facing a problem.                                   | 1 2 3 4 5 6 7 |
| 4. I listen receptively to subordinates' ideas and suggestions.                         | 1 2 3 4 5 6 7 |
| 5. I inform subordinates about what needs to be done and how it needs to be done.       | 1 2 3 4 5 6 7 |
| 6. I let subordinates know that I expect them to perform at their highest level.        | 1 2 3 4 5 6 7 |
| 7. I act without consulting my subordinates.  | 1 2 3 4 5 6 7 |
| 8. I do little things to make it pleasant to be a member of the group.                  | 1 2 3 4 5 6 7 |
| 9. I ask subordinates to follow standard rules and regulations.                         | 1 2 3 4 5 6 7 |
| 10. I set goals for subordinates' performance that are quite challenging.               | 1 2 3 4 5 6 7 |
| 11. I say things that hurt subordinates' personal feelings.                             | 1 2 3 4 5 6 7 |
| 12. I ask for suggestions from subordinates concerning how to carry out assignments.    | 1 2 3 4 5 6 7 |
| 13. I encourage continual improvement in subordinates' performance.                     | 1 2 3 4 5 6 7 |
| 14. I explain the level of performance that is expected of subordinates.                | 1 2 3 4 5 6 7 |
| 15. I help subordinates overcome problems that stop them from carrying out their tasks. | 1 2 3 4 5 6 7 |
| 16. I show that I have doubts about subordinates' ability to meet most objectives.      | 1 2 3 4 5 6 7 |
| 17. I ask subordinates for suggestions on what assignments should be made.              | 1 2 3 4 5 6 7 |

- |   |               |
|---|---------------|
| 18. I give vague explanations of what is expected of subordinates on the job. | 1 2 3 4 5 6 7 |
| 19. I consistently set challenging goals for subordinates to attain.          | 1 2 3 4 5 6 7 |
| 20. I behave in a manner that is thoughtful of subordinates' personal needs.  | 1 2 3 4 5 6 7 |

### Scoring

1. Reverse the scores for Items 7, 11, 16, and 18.
2. Directive style: Sum of scores on Items 1, 5, 9, 14, and 18.
3. Supportive style: Sum of scores on Items 2, 8, 11, 15, and 20.
4. Participative style: Sum of scores on Items 3, 4, 7, 12, and 17.
5. Achievement-oriented style: Sum of scores on Items 6, 10, 13, 16, and 19.

### Scoring Interpretation

- Directive style: A common score is 23, scores above 28 are considered high, and scores below 18 are considered low.
- Supportive style: A common score is 28, scores above 33 are considered high, and scores below 23 are considered low.
- Participative style: A common score is 21, scores above 26 are considered high, and scores below 16 are considered low.
- Achievement-oriented style: A common score is 19, scores above 24 are considered high, and scores below 14 are considered low.

The scores you received on the path-goal questionnaire provide information about which style of leadership you use most often and which you use less often. In addition, you can use these scores to assess your use of each style relative to your use of the other styles.

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SOURCES: Adapted from *A Path-Goal Theory Investigation of Superior Subordinate Relationships*, by J. Indvik, unpublished doctoral dissertation, University of Wisconsin-Madison, 1985; and Indvik (1988). Based on the work of House and Dessler (1974) and House (1977) cited in Fulk and Wendler (1982). Used by permission.

### 11.3 Statistical Analyses Used in this Study

This section provides more details in the statistical analyses used in this study. All tests were conducted on IBM SPSS Statistics software version 25 (64 bit).

#### 11.3.1 Coding of Variables Used in this Study

Variables in SPSS must be specified before the data entry and statistical analyses. Factors such as the type of data to be entered (Nominal, ordinal, and scale) and the role it plays (Input, target, etc.). An example of the variable view in SPSS is as follows.

	Name	Type	Measure	Role
1	Gender	String	 Nominal	 Input
2	Age	Numeric	 Scale	 Input
3	Regular	String	 Nominal	 Input
4	Organization	String	 Nominal	 Input
5	Organizatio...	String	 Nominal	 Input
6	HoursperW...	Numeric	 Scale	 Input
7	HoursperW...	String	 Ordinal	 Input
8	VolunteerSa...	Numeric	 Ordinal	 Input
9	ExtrinsicMo...	String	 Nominal	 Input
10	Directiveness	Numeric	 Ordinal	 Target
11	Supportiven...	Numeric	 Ordinal	 Target
12	Participative...	Numeric	 Ordinal	 Target
13	Achievemen...	Numeric	 Ordinal	 Target

#### 11.3.2 Explanation of Pearson's r

The Pearson's r correlational test measures how much one variable is explained by separate variable. Results range from -1 to 1 where -1 indicates a perfect negative correlation and 1 indicates a perfect positive correlation. A result of 0 indicates no correlation whatsoever. In this study, a correlational test was conducted between hours volunteered per week and volunteer preference for management style.

#### 11.3.3 Explanation of Welch's ANOVA

An analysis of variance or ANOVA measures the distinctiveness of the target variable among specified components. Welch's ANOVA is used instead of the standard One-Way

ANOVA when sample sizes between those specified components are unequal; in the case of this study, samples from different organization categories were unequal. Welch's ANOVA may yield a false positive if the test for normality on the target data proves that it is significantly different from normally distributed data and the ANOVA resolves with a p value of close to 0.5. Caution must be taken as false positives taken as significant values may lead to misinterpretation of the findings.

#### 11.3.4 Explanation of Tukey's Post Hoc

Following significant findings in Welch's ANOVA, Tukey's Post Hoc compares the mean values and calculates the degree of difference one component against all others in the same level. With a large enough mean difference, Tukey's Post Hoc returns a significant finding indicating further investigation in the direction of the relationship. Within this study, each organization will be compared to six other organizations.