

UNIVERZA V LJUBLJANI
FAKULTETA ZA DRUŽBENE VEDE

TetianaSadetska

Vloga skrbništva v odnosu prostovoljec-neprofitna organizacija
The Value of Stewardship in Volunteer-Nonprofit Organization
Relationship

Magistrsko delo

Ljubljana, 2014

UNIVERZA V LJUBLJANI
FAKULTETA ZA DRUŽBENE VEDE

TetianaSadetska

Mentorica: izr. prof. dr. Urša Golob Podnar

Vloga skrbništva v odnosu prostovoljec-neprofitna organizacija
The Value of Stewardship in Volunteer-Nonprofit Organization
Relationship

Magistrsko delo

Ljubljana, 2014

The Value of Stewardship in Volunteer-Nonprofit Organization Relationship

Abstract:

Statistics in the U.S. and Western Europe shows that the nonprofit sector has been one of the fastest growing sectors in the last decade. The function principle and goals of nonprofit organizations are the same all over the world. The mutual task of managers and leaders of these organizations is to identify and implement strategies for increasing volunteer retention. Stewardship is the fifth step of the public relation ROPES model and is an important and necessary component of relationship management. The four sequential elements of stewardship are: reciprocity, responsibility, reporting and relationship nurturing. Stewardship refers to relationship cultivation strategies, and is assumed to have a direct impact on relationship quality. The latter is often measured with the help of four relational dimensions or outcomes proposed by Hon and Grunig (1999), such as: trust, commitment, satisfaction and control mutuality (power balance). This study examines the impact of stewardship strategies on volunteers' perception of their relationship with the organization, more specifically on relationship quality outcomes. It provides public relation practitioners and volunteer coordinators with understanding how stewardship strategies influence the relationship quality and which stewardship strategies are more influential in determining how the relationship is evaluated. This, in turn could improve volunteer engagement efficiency and their retention within the organization. Five hypotheses were successfully tested on a sample of 210 respondents that volunteer for a nonprofit organization. The findings are analyzed and discussed.

Keywords: volunteers, nonprofit organization, stewardship strategies, relationship quality outcomes.

Vloga skrbništva v odnosu prostovoljec-neprofitna organizacija

Povzetek:

Statistični podatki Združenih držav Amerike in zahodne Evrope prikazujejo neprofitni sektor kot enega od hitro rastočih sektorjev v zadnjem desetletju. Neprofitne organizacije imajo po vsem svetu enak način delovanja in cilje. Skupna naloga managerjev in vodij teh organizacij je prepoznati in uporabiti strategije za izboljšanje vključenosti prostovoljcev. Skrbništvo je peta stopnja ROPES modela odnosov z javnostmi, ki predstavlja pomemben in nujen sestavni del managementa odnosov. Štirje zaporedni elementi skrbništva so: vzajemnost, odgovornost, poročanje in vzdrževanje odnosov. Skrbništvo se nanaša na strategije gojenja odnosov in naj bi imelo neposreden vpliv na kvaliteto odnosov. Kvaliteta odnosov je pogosto merjena s pomočjo štirih dimenzij odnosov ali posledic, ki sta jih predstavila Hon in Grunig (1999): zaupanje, zavezanost, zadovoljstvo in vzajemnost vodstva (ravnovesje moči). Ta študija preučuje vpliv skrbniških strategij na prostovoljčevo dožemanje odnosa z organizacijo, natančneje, na posledice kvalitetnega odnosa. Predstavnikom odnosov z javnostmi in koordinatorjem prostovoljcev predstavi razumevanje vpliva skrbniških strategij na kvaliteto odnosov ter katere skrbniške strategije imajo večji vpliv na vrednotenje odnosa. To bi lahko izboljšalo učinkovitost vpletenosti prostovoljcev in trajanje njihove vključenosti znotraj organizacije. Na vzorcu 210 prostovoljcev, ki opravljajo prostovoljno delo v neprofitnih organizacijah, sem preverila pet hipotez ter predstavila in preučila rezultate.

Ključne besede: prostovoljci, neprofitne organizacije, skrbniške strategije, rezultati kvalitetnih odnosov.

TABLE OF CONTENTS

1	INTRODUCTION.....	7
2	NONPROFIT ORGANIZATIONS AND THEIR COMMUNICATION WITH STAKEHOLDERS.....	10
2.1	Defining a Nonprofit Organization.....	10
2.2	Overview of the Types of Nonprofit Organizations and Sectors They Work in	13
2.3	Nonprofit Sector in Slovenia.....	15
2.4	Nonprofit Organizations’ Stakeholders and Communication Practices.....	22
3	VOLUNTEERS AS AN IMPORTANT STAKEHOLDER GROUP.....	26
3.1	The Role of Volunteers for Nonprofit Organizations	26
3.2	Volunteer Motivations	28
3.3	Communication Methods and Strategies Practiced with Volunteers.....	31
4	RELATIONSHIP MANAGEMENT STRATEGIES	34
4.1	The Importance of Relationship and Stakeholder Management.....	34
4.2	Relationship Cultivation Strategies.....	36
5	RELATIONSHIP QUALITY OUTCOMES	38
5.1	Dimensions of Relationship Quality Outcomes.....	38
5.2	Measuring Relationship Quality Outcomes	40
5.3	Volunteer-Nonprofit Organization Relationship Quality Outcomes	42
6	STEWARDSHIP AS A RELATIONSHIP CULTIVATION STRATEGY	44
6.1	The Value of Stewardship.....	44
6.2	The Four Dimensions of Stewardship.....	46
6.3	Up-to-date Research and Findings in Regards to the Impact the Cultivation Strategies have on Relationship Outcomes.....	48
6.4	The Impact of Stewardship on Relationship Outcomes.....	50
6.5	Measuring Stewardship.....	52
7	THE EMPIRICAL STUDY OF VALUE OF STEWARDSHIP IN VOLUNTEER- NONPROFIT ORGANIZATION RELATIONSHIP	53
7.1	Hypotheses and the Model.....	53
7.2	Research Methods	54
7.2.1	Data Collection and Sampling.....	54
7.2.2	Constructs, Variables and Measurement Scales	55
7.2.3	Data Analysis.....	60

7.3	Reliability of the Measurement Scales.....	61
7.4	Descriptive Statistics of the Sample and Variables.....	62
7.5	Hypotheses Testing and Discussion of Results.....	65
	7.5.1 Relationship Outcomes and Stewardship Strategies	65
	7.5.2 Overview of Findings of the Empirical Study	71
7.6	Discussion	72
8	CONCLUSION	75
9	POVZETEK V SLOVENŠČINI	77
10	REFERENCE LIST.....	86

APPENDIXES

Appendix A:	Hon and Grunig's scale for measuring relationship quality outcomes.....	92
Appendix B:	Waters' scale for measuring stewardship	92
Appendix C:	Questionnaire	93
Appendix D:	Descriptive statistics of variables	95
Appendix E:	Hypotheses, variables, measurement scales and tests.....	102
Appendix F:	Reliability – Cronbach's Alpha coefficients	103
Appendix G:	Histograms.....	109
Appendix H:	Regression analysis	111

TABLE OF TABLES

Table 2.1: The major activity groups of nonprofit organizations 14

Table 2.2: CSO Sustainability Index and its dimensions in 2003–2011 20

Table 3.1: Communication strategies of the Volunteer Lifecycle program..... 33

Table 5.1: Relationship quality outcomes measurement scales 41

Table 6.1: Stewardship measurement scales 52

Table 7.1: Reliability coefficients 61

Table 7.2: Descriptive statistics of MONTHS & HOURS..... 63

Table 7.3: A summary table of descriptive statistics 64

Table 7.4: H1 – regression analysis results 65

Table 7.5: H2 – regression analysis results 66

Table 7.6: H3 – regression analysis results 68

Table 7.7: H4 – regression analysis results 69

Table 7.8: H5 – regression analysis results 70

Table 7.9: The results of all hypotheses 71

TABLE OF FIGURES

Figure 6.1: The ROPES public relations model 46

Figure 7.1: Graphical summary overview of the hypotheses..... 54

Figure 7.2: Distribution of the areas nonprofit organizations work in..... 63

1 INTRODUCTION

Statistics in the U.S. and Western Europe shows that nonprofit sector has been one of the fastest growing sectors in the last decade. Even though Statistical register in Slovenia does not provide information on the nonprofit sector in the country, we may assume that there is a similar tendency in regards to the sector development. In 2011 Slovenia's government, after the number of Acts adopted in the 1990-es (Institutes Act 1991, Act on associations 1995, The Foundations Act 1995), followed by a significant growth of nonprofit sector (Statistical register of Slovenia), has finally passed on an Act on volunteering. Besides, the International Day of volunteering is celebrated, where volunteers and nonprofit organizations receive national awards. Mentioned above changes forecast that the sector will win attention and more and more publics will get involved.

The function principle and goals of nonprofit organizations are the same all over the world. The mutual task of managers and leaders of these organizations is "in deciding how to best incorporate volunteers in working towards the organization's mission" (Waters and Bortree 2007, 57). Once recruited, the volunteer coordinators have to identify and implement strategies for increasing volunteer retention. Practice has proved that volunteers, who have been with an organization longer period of time, have better understanding of its mission and their role in it (Hager and Brudney 2004a), thus providing better services to the community. Besides, recruiting and training new volunteers may be time consuming and more expensive. Thus, retention of volunteers plays an important role in saving resources while increasing productivity (Millette and Gagné 2008).

Researchers continue to study relationships maintenance strategies used by nonprofit organizations, which influence retention. Thus, Brudney (2005) after exploring the most often used strategies by organization, has written guidelines for organizations to help improve their volunteer management program and retention of volunteers. Waters and Bortree (2007) focused on the measurement of nonprofit-volunteer relationship, applying relationship management theory. Bortree and Waters (2008a) conducted a study, which measured the organization-public relationship between volunteers and nonprofits, discovering a measurement of admiration as an outcome in the organization-public relationship in addition to the four relational quality outcomes, introduced by Hon and Grunig (1999). However, admiration is out of the scope of the current study.

Little has been done to study and measure stewardship. The concept was first introduced by Kelly in 1998 in relation to fundraising, although the researcher recognized that the behaviors she prescribed nonprofit organizations were practiced also in other public relations domains (Waters 2009, 114). Hon and Grunig (1999) viewed stewardship as symmetrical strategies that could impact the organization-public relationship and is the fifth step of the public relation ROPES model. “Stewardship recognizes the value of previously established relationships for future public relations effort” (Hon and Grunig 1999, 17). Ledingham (2003) claimed that stewardship is an important and necessary component of relationship management. However, besides Waters (2009) and Ziebarath (2010) studies, which had significant limitations, stewardship strategies have not been tested or presented in any organization-public relationship studies (Waters 2009, 114). Therefore this study will concentrate on stewardship strategies in regards to nonprofit organization-volunteer relationships.

The four sequential elements of stewardship are: reciprocity, responsibility, reporting and relationship nurturing. Reciprocity means gratitude that organization should demonstrate towards its stakeholders, incl. volunteers (Kelly 2001, Waters 2009). Responsibility is intended for both parties to trust one another. In other words, this component is similar to the “keeping promises” relationship strategy, introduced by Hung in 2002 (Hung in Waters 2009, 114). Reporting means keeping the publics informed about the issues it was supported for (Waters 2009). Relationship nurturing means that organization must accept the importance of its publics, incl. volunteers and keep them central to the organizations perception when making any kind of decision (Kelly 1998, Waters 2009).

Researchers, for example Bortree and Waters (2008a), have examined the impact of cultivation strategies on the nonprofit organization-volunteer relationship and found that cultivation strategies have a strong predictive affect on relationship quality. As stewardship also refers to relationship cultivation strategies, we assume that it has a direct impact on relationship quality. The latter is often measured with the help of four relational dimensions or outcomes proposed by Hon and Grunig (1999), such as: trust, commitment, satisfaction and control mutuality (powerbalance).

Trust is the level of confidence in and willingness to open oneself to the other party. Spitz and MacKinnon in their research proved that trustworthiness is a critical factor in the volunteer’s decision to help advance the organization’s mission (Spitz and MacKinnon

1993). Commitment is defined as “the extent to which one party believes and feels that the relationship is worth spending energy to maintain and promote” (Hon and Grunig 1999, 20). Commitment hints towards future behavior, unlike other relationship outcomes (Waters and Bortree 2008a). Satisfaction is the extent to which one party feels favorably toward the other because positive expectations about the relationship are reinforced (Hon and Grunig 1999, 20). Control mutuality is the degree to which parties agree on who has rightful power to influence one another. To achieve stable, positive relationships, organizations and publics must have some degree of control over the other (Hon and Grunig 1999, 20).

The first research that attempted to measure stewardship and provides original scales was done by Waters in 2008 (published in 2009). The researcher was exploring the impact of stewardship on the fundraising relationships. The current study explores the impact of stewardship strategies on nonprofit organization-volunteer relationship. The purpose of this study is to examine the impact stewardship strategies have on volunteers’ perception of their relationship with the organization. As a result it provides public relation practitioners and volunteer coordinators with understanding if stewardship strategies influence the relationship quality outcomes and which stewardship strategies are more influential in determining how the relationship is evaluated. This, in turn could improve volunteer engagement efficiency and their retention within the organization.

In order to achieve the research study’s purpose, the following goals were set:

- To provide a high quality and extensive theoretical section by carrying out an in-depth analysis of the existing scientific literature on the topic of concern;
- To conduct an empirical study in Slovenia to examine the influence the stewardship strategies have on relationship quality outcomes in volunteers-nonprofit organization relationships.

The master’s thesis consists of eight main chapters. After the introduction, the second chapter and its subchapters, discuss nonprofit organizations and their communication with stakeholders. Firstly, the various definitions of nonprofit organizations are discussed, followed by an overview of the types of nonprofits and sectors they work in. Next, in Subchapter 2.3, the nonprofit sector in Slovenia is described. We conclude the second chapter of the theoretical section with an overview of stakeholders of nonprofit organizations and their communication practiced with those stakeholders. The third chapter presents the

importance of volunteers for nonprofits, analyzes the motivations underlying their volunteer behaviour and discusses the communication strategies commonly practiced with volunteers.

The fourth chapter discusses the value of relationship management and describes relationship cultivation strategies. Then the relationship quality outcomes are presented in Chapter 5 and its subchapters. In this chapter the four dimensions of relationship quality (trust, satisfaction, commitment and control mutuality) are explained and the measurement scales used in the current study are listed. The chapter concludes with an overview of previous studies investigating relationship quality outcomes in volunteer-nonprofit organization relationships. The sixth chapter is devoted to the four stewardship strategies and includes: their definitions, importance, impact on relationship outcomes and measurement scales used in this study.

The empirical part of the thesis is described in Chapter 7. Chapter 7 begins with a summary overview of the hypotheses tested in the study. Next, the research methods used are explained in detail, including – data collection, sampling, constructs, variables, measurement scales and data analysis. Then the chapter continues with a presentation of reliability of the measurement scales and descriptive statistics of the sample and variables. In the Subchapters 7.5 and 7.6 the tests of the five hypotheses are presented and the results are discussed. Chapter 8 provides the conclusion.

2 NONPROFIT ORGANIZATIONS AND THEIR COMMUNICATION WITH STAKEHOLDERS

2.1 Defining a Nonprofit Organization

There is a great diversity of organizational forms and activities in the nonprofit sector. That is why a large number of different terms appeared to describe this sector, like: “nonprofit sector”, “independent sector”, “charities”, “voluntary sector”, “tax-exempt sector”, “nongovernmental organizations”, and others. Each of these terms describes a specific feature of the sector, but overlooks the others at the same time. This great diversity makes it challenging for researchers to define and understand the nonprofit sector (Anheier 2005, 38).

There exists a structural-operational definition of organizations that comprise the nonprofit sector. Such organizations have the following five core features that best explain their structure and operations (Salamon and Anheier 1999, 1):

- formally constituted,
- nongovernmental in basic structure,
- self-governing,
- non-profit-distributing,
- voluntary to some meaningful extent.

A nonprofit organization is formally constituted, meaning that it is organized and institutionalized to some degree. It should have an internal organizational structure, persist with some activities and goals, have organizational boundaries (members and nonmembers could be distinguished). The feature of being nongovernmental in basic structure means that the nonprofit organizations are institutionally separate from the government and are not part of the government apparatus. But they can still receive government support or even have a government official in their board. What is important is that it is not an instrument of any local or national government unit and does not have governmental authority. Self-governing indicates that nonprofit organizations control their own activities to a significant extent, have internal governance procedures and a meaning level of autonomy (Salamon and Anheier 1996, 2–3).

The feature of being non-profit-distributing indicates that nonprofits do not distribute the profit generated from their operations to their owners, directors or members, but use this profit to achieve their mission. Profit should be reinvested or otherwise used to achieve the stated goals of the nonprofit organization. The prime goals of such organizations are not commercial or profit generating. Nonprofit organizations should include a significant degree of voluntary participation. This includes two different aspects. The first one relates to engaging volunteers in the organization's operations or management, and the second, relates to the non-compulsory nature on the nonprofit organizations. The membership in such organizations or contributions of time and money can not be required or enforced by law.

The five features of the structural-operational model are present to a different degree in one or the other nonprofit organization (Salamon 1997, 34). However, to be considered as part of the nonprofit sector, an organization must demonstrate all the five features.

There are also other definitions of nonprofit organizations, these include – the legal, economic and functional definitions. The legal definition is the definition provided by the country's laws and regulations (Anheier 2005).

In Slovenia there are three prevailing legal forms of nonprofit organizations: *društvo*, *ustanova* and *zavod* (Regijski NVO center 2012). The Slovenian law “The Societies Act” (*Zakon o društvih ZDru-1*) defines “*društvo*” as an independent and nonprofit association, which is founded to achieve common interests. The profit from all activities and other resources the association uses to achieve its goals and does distribute it among its members (*Zakon o društvih*). The Slovenian Foundations Act (*Zakon o ustanovah*) says that the purpose of a foundation (“*ustanova*”) should be for the common good or charitable. The purpose of common good includes foundations founded in the areas of science, culture, sports, education, health, childcare, disability and social security, environmental protection, natural and cultural heritage, for religious purposes and similar. Charitable purposes include foundations founded to help individuals in need for help (*Zakon o ustanovah*). Slovenia's Institutes Act defines an institute (“*zavod*”) as organizations that are set up to operate in the areas of education, science, culture, sports, health, social care, childcare, disability care, social security or other activities, if the goal of the business is not earning profit. These institutes obtain financial resources for their operations from the founders, from selling their goods or services on the market and from other sources that are defined in the law and foundations act. Profit may only be used for carrying out and developing operations, if not otherwise specified in the foundations act (*Zakon o zavodih*, 1. čl.).

The economic definition focuses on the source of income to identify a nonprofit organization. This definition comes from the U.N. System of National Accounts (SNA). This is a set of conventions used for reporting on national income accepted by many governments worldwide. The SNA differentiates five major economic sectors: nonprofit sector, non-financial corporations, financial corporations, government and households. The key features of the institutions that comprise the nonprofit sector, is that a large part of their incomes comes from dues and contributions of their supporters and members and not from sales of their goods and services on the market. In the SNA system, only organizations that obtain half or more of their income as contributions from households are classified as “nonprofit organizations serving household”. The name “nonprofit organizations serving household” emphasizes that

the nonprofits obtain most of their income from contributions of private individuals and households (Salamon and Anheier 1997, 30).

The economic definition significantly restricts the scope of the nonprofit sector. If the SNA definition would be used in the U.S., a vast number of organizations that commonly fit in the nonprofit sector would disappear from it. Most of them obtain more than a half of their income from sales of their products or service, or from governments, for example: hospitals, universities, social service providers and others. This definition narrows the nonprofit sector to solely voluntary organizations and organizations where a half or more of the income comes from charitable gifts.

The functional definition of nonprofit organizations underlines the functions and purposes that the organization carries out. The most common function associated with nonprofit organizations is the promotion of public interest or public purpose. The core idea of this definition is that nonprofit organizations can be identified by their financial behaviour. This behaviour includes the constraint of distribution of profit and the absence of a financial profit motive (Anheier 2005).

From the above definitions we can clearly understand the nature, structure and functioning of nonprofit organizations. For the purposes of the current study, the structural-operational definition was chosen.

This definition can identify a wide range of organizations with just five main conditions. In developed countries, the nonprofit sector has often been defined as a sector consisting of nongovernmental organizations (NGOs). This structural-operational definition allows to broaden the NGO nonprofit sector and shows that there many more organizations with which NGOs share common characteristics. Moreover, the structural-operational definition is not restricted to a certain country. It defines organizations that have a similar structure and operations not depending on their geographic location or are of activity (Salamon and Anheier 1997, 38).

2.2 Overview of the Types of Nonprofit Organizations and Sectors They Work in

The International Classification of Nonprofit Organizations (ICNPO) classifies nonprofit organizations that fit the structural-operational definition into 12 major activity groups. These

12 groups include 24 subgroups, which are in their turn broken down into activities which illustrate the kinds of organizations that fit into each subgroup (Salamon and Anheier 1996, 3, 7). Table 2.1, below, lists the 12 major groups and their subgroups.

Table 2.1: The major activity groups of nonprofit organizations

Group 1	CULTURE AND RECREATION
Subgroups	Culture and Art; Sports; Other Recreation and Social Clubs
Group 2	EDUCATION AND RESEARCH
Subgroups	Primary and Secondary Education; Higher Education; Other Education, Research
Group 3	HEALTH
Subgroups	Hospitals and Rehabilitation; Nursing Homes; Mental Health and Crisis Intervention; Other Health Services
Group 4	SOCIAL SERVICES
Subgroups	Social Services, Emergency and Relief, Income Support and Maintenance
Group 5	ENVIRONMENT
Subgroups	Environment, Animal Protection
Group 6	DEVELOPMENT AND HOUSING
Subgroups	Economic, Social and Community Development; Housing; Employment and Training
Group 7	LAW, ADVOCACY AND POLITICS
Subgroups	Civic and Advocacy Organizations, Law and Legal Services, Political Organizations
Group 8	PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION
Group 9	INTERNATIONAL
Group 10	RELIGION
Group 11	BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS
Group 12	[NOT ELSEWHERE CLASSIFIED]

Source: Salamon and Anheier (1996, 3, 7).

The classification presented on previous page has been used in many countries and accounts for various differences that exist among them (cultural, legal, political systems, economic development, the size and role of the nonprofit sector, etc.). The basis for the classification is the economic activity the nonprofit organization is involved in (Salamon and Anheier 1996, 1, 3). Examples of some types of organizations that fall under each of the 12 groups include: Group 1 – organizations producing and disseminating information and communication (radio and TV stations, libraries, film production, etc), sculpture, photographic, painting and architectural associations, theatres, ballet, opera, historical and literary societies, museums, zoos and others; Group 2 – organizations providing, promoting, supporting different levels of education and research organizations; Group 3 – hospitals, rehabilitation therapy, nursing homes, mental health treatment and others; Group 4 – child care, adoption services, youth centres and clubs, job programs for youth, scouts, family services, services for elderly, temporary shelters, refugee help, material assistance (food, clothing, etc.) and others; Group 5 – organizations promoting clean air, water or radiation control, recycling programs, conservation of natural resources, botanical gardens, animal protection, animal hospitals and others; Group 6 – organizations improving the quality of life in neighbourhoods, improving infrastructure, entrepreneurial programs, organizations helping with housing search, legal services, job training programs, etc.; Group 7 – organizations that protect the rights of certain groups of people, legal services, dispute resolution, promotion of safety, support to victims, organizations supporting certain political candidates and others; Group 8 – organizations that promote volunteering, recruit and train volunteers, fund-raising organizations and others; Group 9 – organizations promoting international exchange, friendship and cultural programs, promotion of social and economic development abroad, organizations providing help to other countries in cases of emergency or disaster, international human rights and piece promotion, etc.; Group 10 – churches, temples, monasteries, organizations promoting and supporting religious beliefs, services and rituals; Group 11 – business associations safeguarding certain areas of businesses (farmers association, bankers association, etc.), labour unions and others, Group 12 – not elsewhere classified (Salamon and Anheier 1996, 10–22).

2.3 Nonprofit Sector in Slovenia

Slovenian Legal and Information Centre for NGOs (Pravno-informacijski center nevladnih organizacij, PIC) defines nongovernmental organizations as such organizations that were founded as an association (*društvo*), institute (*zavod*), foundation (*ustanova*) or another legal

form and has the following characteristics: its founders are domestic or foreign individuals or legal entities of private law; it is not founded to serve personal or business purposes; is founded on a voluntary basis, participation is voluntary and usually includes voluntary work; its founding act defines that the purpose and goal of its activities is nonprofit (profit may not be distributed among founders or members); it is free in determining the goals of its activities and in choosing what means to use to achieve these goals, but they have to be legal; operates independently and is independent of other entities, particularly from government bodies, political parties and economic entities; works publicly and open. According to this definition, NGOs (*nevladna organizacija*) in Slovenia fit under the scope of organizations which constitute the nonprofit sector (Pravno-informacijski center nevladnih organizacij 2012).

While searching for information about nonprofit organizations in Slovenia, I found that several terms are used in Slovenian language when referring to nonprofit organizations that constitute the nonprofit sector discussed in this study, these include: *nevladne organizacije* (nongovernmental organizations), *neprofitne organizacije* (nonprofit organizations), *nevladne nepridobitne organizacije* (nongovernmental nonprofit organizations), *prostovoljske organizacije* (voluntary organizations), *dobrodelne organizacije* (charitable organizations), *humanitarne organizacije* (humanitarian organizations), *neodvisne organizacije* (independent organization), and others. That is why when analyzing the nonprofit sector in Slovenia, information collected about these differently termed nonprofit organizations was used. The most common term that I encountered was *nevladne organizacije* (nongovernmental organizations).

In a report about the state of the nongovernmental sector in Slovenia in 2004, in which nongovernmental nonprofit organizations are discussed, it is estimated that more than one million people (every second Slovenian) is in some kind of manner involved with a nonprofit organization. This involvement includes membership, volunteering, employment or use of services provided by nonprofits. First Slovenian associations appeared approximately in 1848. In 1869 there were only 58 associations, in 1922 their number was already 3317 and in 1938 their number grew to 8211 associations. After the Second World War the number of associations significantly decreased and was lower than in between the two wars. Nonprofit organizations posed a threat for political power and were only organized in a limited form mostly at the local level. Public sector mainly took over all the functions of nonprofit organizations. There were mostly associations in the area of sport, recreation, culture, hobbies

and professional training. In 1974 a new law about associations was accepted and the number of nonprofit organizations began to grow again. In 1975 the number of registered nonprofit organizations was 6761 and in 1980 – 8446 organizations. After 1980 the number of nonprofit organizations continuously grew, in 1995 there were already almost 14 thousand (Dobra družba 2004).

In 1997 there were registered approximately 15 thousand associations, 60 foundations and 160 private institutes. Not all registered associations were actually active, approximately one third was not functioning. Half of these associations were working only in the interests of its members and not in the public interest. About 28% of associations were working in the area of sports, 12% in the area of culture, 12% in the area of fire fighting, 6% in the area animal and environment protection, and others (Salamon and Anheier 1996, 8). Nonprofit organizations have three main sources of funding: private donations by individuals and legal entities, governmental subsidies or payments based on various contracts, payments for goods and services that the organization sells on the market (Salamon and Anheier 1996, 10).

According to Regijski NVO center, nongovernmental organizations (as we mentioned these fall under the term of nonprofit organizations in this study) create the nongovernmental sector (would be correctly to say nonprofit sector in the current study) which is also called the third sector or civil society. Among the 23 thousand Slovenian nongovernmental organizations the majority are associations, then institutes and then foundations. Nongovernmental organizations can obtain a status of operating in the public interest. Such a status can be obtained by organizations which are not intended to meet only the needs of its members, but their operations are recognized as being generally beneficial for the whole society (Regijski NVO center 2012).

Nowadays, NGOs in Slovenia are organized in a specific way. Connections between Slovenian nongovernmental organizations can be classified by three criteria. The first criterion is the content. Under this criterion, content and horizontal connections can be distinguished. Under content connections, for example, fit the following organizations: gasilska zveza, planinska zveza, zveza kulturnih društev, zveza društev upokojencev, zveza invalidskih organizacij etc. Therefore, connections joining organizations from the same or very similar area of activity. Such unions are the oldest in Slovenia, the most numerous and their number is increasing yearly.

Horizontal connections of nongovernmental organizations are rather new and have developed in last few years. The key for their occurrence is a common legal form. Members of the “Zveza društvenih organizacij Slovenije” (ZDOS) include various associations not depending on their area of activity. The same is true for Združenje slovenskih ustanov (ZSU), where the members are Slovene foundations. Recently, Skupnost privatnih zavodov (SKUP) was established, that combines some of the Slovene private institutes. There also exists a Center nevladnih organizacij Slovenije (CNVOS) which unites associations, institutes and foundations. It is a network where members can be all Slovene nongovernmental organizations, not depending on their area of activity or legal form.

The second classification criterion, divides the nongovernmental organizations based on the strength of their connections. It can be a network, the organization of which is quite loose, with no representative function or a network that has such a function. The third criterion for classification of nongovernmental organizations is territorial. Some connections unite organizations from all the regions in Slovenia, others only from a certain area or region. These are so-called national, regional and local unions or networks. In the past, attention was focused mostly on national unions, which then shifted to regional networks. Regional content networks are older than horizontal ones. Horizontal networks started to develop only few years ago, with the purpose to strengthen and connect the nongovernmental organizations within an individual region.

The NGO Sustainability Index for Central and Eastern Europe and Eurasia reports the strength and overall viability of the NGO sector in a country. The index consists of seven interrelated dimensions: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure and public image. The score for each dimension is assessed by NGO practitioners and experts in each country. The average of the scores for each dimension is calculated to obtain the overall sustainability score. Based on the overall score on the index, a country can be classified in one of the three stages of development of NGO sustainability: sustainability enhanced, sustainability evolving, and sustainability impeded (United States Agency for International Development 2011).

The legal environment dimension examines the following factors: ease of registration, legal rights and conditions regulation NGOs, how taxation laws and regulations benefit or deter NGOs operations, access to information for NGOs, etc. The organizational capacity

dimension analyzes the operation of NGOs, like: are missions clearly set, are strategic planning techniques used in decision-making processes, are the management structure and responsibilities clearly defined, are volunteers sufficiently recruited and engaged, etc. The financial viability dimension addresses such questions as: from where and how NGOs raise their funds, how they manage their finances, do they get sufficient volunteer and nonmonetary support, etc. The advocacy dimension looks how NGOs influence public policy, the extent to which coalitions of NGOs have been formed and whether NGOs monitor government performance. The service provision dimension analyzes in what sectors the NGOs provide services, do they meet the needs of the communities, do they take fees for their services, does the government value of NGOs' service, etc. Infrastructure dimension assesses whether there are Intermediary support organizations (ISOs) that inform, train and advise NGOs and provide access to networks and coalitions that pursue common interests. The public image dimension examines how media covers NGOs and public's perception and knowledge of the sector. The NGO Sustainability Index is measured on a seven-point scale, where 7 means a low level of development and 1 means a very advanced NGO sector (Salamon and Anheier 1996, 14–15).

In 2011, to have a more representative title, the NGO Sustainability Index was renamed to CSO Sustainability Index. This was due to the fact that there is a wide range of nonprofit civil society organizations (CSOs) which operate in the countries where this index is analyzed (United States Agency for International Development 2012).

The CSO Sustainability Index in Slovenia was equal to 3.7 in 2011. This means that Slovenia can be classified as having the stage of development of NGO sustainability called sustainability evolving. The development of the CSO Sustainability Index in Slovenia and its seven dimensions can be seen from Table 2.2 on the next page. The overall index has not changed in 2011 compared to 2010. According to the CSO Sustainability Index Slovenia performed badly compared to the other northern group of countries: Czech Republic (2.7), Estonia (2.0), Latvia (2.7), Lithuania (2.8), Poland (2.2) and Slovakia (2.7). All these countries of the Northern tier fall under the Sustainability Enhanced category (United States Agency for International Development 2012, 238–248).

Table 2.2: CSO Sustainability Index and its dimensions in 2003–2011

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011
NGO Sust. Index (CSO Sust. Index in 2011)	3.4	4.0	4.0	4.0	3.9	3.9	3.8	3.7	3.7
Legal Environment	3.7	3.7	3.7	3.5	3.5	3.5	3.5	3.4	3.3
Organizational Capacity	3.5	4.2	4.2	4.2	4.1	4.0	3.9	3.8	3.8
Financial Viability	3.3	4.5	4.5	4.5	4.5	4.4	4.4	4.4	4.4
Advocacy	3.0	3.8	4.0	4.0	3.9	3.9	3.8	3.6	3.5
Service Provision	3.0	3.6	3.6	3.5	3.5	3.5	3.5	3.5	3.5
Infrastructure	3.8	4.2	4.1	4.0	3.9	3.8	3.7	3.6	3.6
Public Image	3.6	4.1	4.2	4.1	4.0	3.9	3.8	3.8	3.7

Source: United States Agency for International Development (2012, 238–248).

The subsequent paragraphs discuss each of the dimensions of the CSO Sustainability Index in Slovenia. The report indicates that in 2011, due to the cut of the national and local budgets, the funding of CSOs also fell. Nonprofit civil society organizations in 2011 arranged activities to promote the necessity to be accountable and transparent. Networks and partnerships among CSOs are increasing. According to the report, there were registered approximately 24 thousand CSOs in Slovenia in 2011. Out of these, approximately 2000 were private institutes, an increase of 500 compared to 2010. There were approximately 240 foundations, which is 40 foundations higher compared to 2010. The number of associations was more than 22 thousand, an increase of 1000 associations compared to 2010. It is hard to say the number of organizations that are actually active (United States Agency for International Development 2012, 190–191).

The legal environment improved compared to 2010. One of the reasons is that the Act on Volunteering was passed by the parliament in February 2011. This act included basic principals, rights and obligations of voluntary organizations and volunteers. A few other laws were passed in 2011 which contributed to the CSO sector: Act on Social Entrepreneurship (defines types of social enterprises and provides benefits for them) and the Act on the Promotion of Balanced Regional Development (recognizes the importance of CSOs in regional development). Taxation still remains unfavourable. CSOs receive only tax exemptions on public budget grants and nothing else. The organizational capacity of CSOs did not change in 2011. Most CSOs have a clear mission and vision, but only national CSOs have good strategic plans. In 2011 CSOs arranged several events to promote strategic planning, transparency and accountability. Approximately 7000 people are employed in CSOs

and many CSOs take advantage of state subsidies, which were decreased in the beginning of the year and this of course negatively affected CSOs. As a result of the Act on Volunteering, awareness about the importance of volunteer mentoring and management grew. Promotion events were held, for example, a conference where volunteers got national awards. Many companies donate technical equipment to CSOs, which makes them well equipped (United States Agency for International Development 2012, 191–192).

The score on the financial viability dimension did not change in 2011 compared to 2010 and was equal to 4.4. The funds that CSOs receive from 0.5% income tax provision (citizens can choose to give 0.5% of their income tax to public benefit organizations, political parties or trade unions) was the same as in 2010 and amounted €3400000. Private Local and national funding decreased. In the area of culture, funding fell by 36% and in other areas from 10 to 20%. CSOs started to improve their fundraising activities to be less dependent on public funding. These include: on-line donations, through SMS, phone calls, etc. To help fund projects, CSOs are able from 2011 to get loans up to €50000 (United States Agency for International Development 2012, 193).

In 2011, the advocacy dimension slightly improved. CSOs and policy makers cooperate with each other through consultative councils or public consultations on the national level. On the local level, they cooperate through special commissions or local agreements. In 2011, CSOs established several election-related coalitions, like coalition of human rights CSOs (asked candidates about issues related to non-discrimination and equal treatment) or Plan B coalition of environmental CSOs (questioned parties about sustainable development and climate change). Advocacy initiatives concentrated on persuading municipalities to have multi-year funding for projects as opposed to one-year funding, and also to be able to use offices owned by the municipality for free or rent with a discount (United States Agency for International Development 2012, 193–194).

Service provision did not change in 2011. Services that are provided by CSOs result from the needs of the community as well as from the available funds. Based on available funds, services are sometimes changed to meet the call requirements. Because of the cut of the funding, CSOs depend more and more on their services. Also the short-term project funding lowers service development. Infrastructure did not change compared to 2010. CSOs have sufficient access to information, trainings and consultations (there is one national and 12

regional support organizations). Technical equipment can be rented from support organizations. Importance of coalitions and networks is recognized – membership of existing networks increased and new networks were created. For cooperation between CSOs and the business sector a Donor’s forum was organized, where corporate social responsibility and partnership practices can be discussed. The score of the last dimension of the CSO Index – public image attention improved in 2011. The year 2011 was named as the European Year of Volunteering. Due to this, there was more information on the media about CSO. An action called Every Day Working as a Journalist, One Day Working in an NGO was organized, during which journalists were one day working in a CSOs and then writing an article about it (almost 40 articles were written). Election-related activities of CSOs were also noticed by the media. National television and daily newspapers regularly cover stories about CSOs. Nevertheless, the public has a negative perception of CSOs – the importance of the sector as a whole is not recognized, but individual CSOs are appreciated (United States Agency for International Development 2012, 194–196).

2.4 Nonprofit Organizations’ Stakeholders and Communication Practices

Anheier (2005, 227–228) define stakeholders as: “people or organizations that have a real, assumed, or imagined stake in the organization, its performance, and sustainability”. Examples of stakeholders include: employees, volunteers, members, clients or users, customers, government, contractors, funders, community groups, and others.

Stakeholders can be divided into internal and external stakeholders. Internal stakeholders include donors, employees, volunteers and board members. These are the stakeholders that are committed to serving the nonprofit organization and carrying out its mission. External stakeholders include the publics that are served and impacted by the nonprofit organization. They are mainly determined by the mission of the nonprofit. It is important for an organization to identify its key stakeholders. Major donors and boards of directors are always ones of the key stakeholders for nonprofit organizations. Clear knowledge of the key stakeholders helps a nonprofit carry out suitable advertising and fundraising campaigns. A nonprofit must be accountable to its stakeholders (Wilson 2012). Identification of the key stakeholders, their interests and sources of power, nonprofits usually conduct during their strategic planning process (Buchanan and Bradshaw 2011).

Direct and intermediary stakeholders can also be distinguished. Direct stakeholders include funders, beneficiaries, charity commission, etc. These are the stakeholders that are directly connected to your organization. Examples of intermediary stakeholder include: parents of a child (where child is a direct stakeholder), MPs that represent the interests of a community and others. These are stakeholders that represent others. Knowing ones stakeholders and understanding their needs is fundamental for nonprofit organizations. Stakeholders contribute to an organization reaching its goals (Copeman 2010).

Balser and McClusky (2005, 296) conducted a study where they analyze how nonprofits understand their stakeholder environment and practices they use in relation to their stakeholders. The authors examine the relationship between stakeholder management and an assessment of a nonprofit's effectiveness. Herman and Renz (in Balser and McClusky 2005, 296) indicate that a relationship with a nonprofit organization is assessed by the stakeholders based on how well they are treated and whether their expectations are met. Balser and McClusky (2005, 297–298) suggest that expectations of stakeholders should be influenced in a way that they are aligned with the capabilities, values and mission of the nonprofit organization. This increases the possibility of being viewed as satisfying public interests and stakeholder needs. In relation to stakeholders consistent approach needs to be used. Consistency decreases the uncertainty stakeholders may feel in regards to a nonprofit and makes it easier for them to know the dynamics of their communication with the organization. If an organization acts consistently, it is likely to be seen as being accountable, responsive and effective.

In their study, Balser and McClusky (2005, 299–302), examined how three nonprofit organizations manage their stakeholders. The authors conducted in-depth interviews with executive directors in regards to their stakeholders, expectations stakeholders have and practices used in managing the relationships. Six experts of the local nonprofit community were asked to evaluate the effectiveness, stakeholder management, financial resource development and program and services provision of the nonprofit organizations. The three nonprofits provided individualized long-term or residential treatment and exist more than 40 years. Two out of three were ranked as being highly effective and one was ranked low on the effectiveness. Results of the study showed that the two organizations ranked as being highly effective continuously used a consistent approach in their stakeholder management. On the other hand, from the interview with the executive director of the low effective organization it

was apparent that such an approach was missing. The following statements were mentioned: repair damaged relationships with stakeholders, difficult encounters with the board of directors and unrealistic expectations from clients.

In their study, Balser and McClusky (2005, 310–311), found that the effective nonprofit organizations with a consistent approach in dealing with their stakeholders acknowledged the importance of: adhering to the mission and core values of the organization when dealing with stakeholders (developing programs, raising funds, choosing organizations with which to cooperate, etc.), cultivation the relationships with stakeholders and developing channels for two-way communication. The authors also found that directors of the nonprofits recognized that groups of stakeholders are not isolated from each other, but on the contrary were interconnected and communicated directly or indirectly with one another. Hence the stakeholders communicate with one another, developing good relationships, trust and using a consistent approach in the relationships with various stakeholders, complements to the nonprofit organization. By using a consistent approach, information that various stakeholders exchange among themselves is more appropriate and the organization is viewed as being reliable and accountable.

Ospina et al. (2002, 6, 11, 17–18, 20) conducted a study in which they examined a set of successful nonprofit organizations, more specifically: measures used for accountability and responsiveness, how much attention is paid to different stakeholders and how relationships with the community are managed. The authors focused on those who depend on the organization, as well as on those that the organization depends on. They conducted in-depth interviews with the top executives. One of the key findings was that in order to have sustainable relationships with the community, the examined successful nonprofits were constantly trying to get input from the community. In order to learn about the community and respond to its needs, different communication methods were necessary. The following communication mechanisms were used by the nonprofits: conferences, surveying their members, organizing topical forums, establishing boards of advisors and task forces, organizing meetings, using newsletters, datasheets and reports. Several managers that were being interviewed mentioned that two-way communication between the organization and the community was the key in maintaining a good relationship.

Social media facilitates two-way communication between nonprofit organizations and their stakeholders. Nonprofits have the possibility to establish great and open relationships and engage stakeholders with the help of social media. On the other hand, social media can also be a strong weapon for stakeholders. For example, they have the possibility to mention their dislikes directly on the Facebook page of the organization. That is why it is very important for the nonprofit organizations to take the time and effort needed to establish proper communication with their stakeholders (Buchanan and Bradshaw 2012).

Lovejoy et al. (2012) found that nonprofit organizations are not using social media in full capacity as it could be. In their study they analyzed how 73 nonprofit organizations used Twitter to engage stakeholders. Tweets were collected during one month and then analyzed. The results revealed that mostly twitter was used for sharing information and announcing news (60% of tweets were one-way communication messages) and rarely was used for engaging stakeholders and for two-way communication with them (less than 20% of tweets). Other tweets were used for retweeting other users. The authors recommend that practitioners should use social media in a more interactive way to build relationships with their stakeholders and establish virtual communities.

Another study conducted by Waters et al. (2009, 1–2, 4–5) regarding the use of Facebook in order to communicate and engage stakeholders and foster the relationships with them found that nonprofit organizations did not utilize all the possibilities of this social network. The authors performed a content analysis of 275 Facebook profiles of nonprofit organizations. The profiles were analyzed to find out how nonprofits used Facebook for organizational disclosure (description of the organization and its services, mission, history, logo, etc.), information dissemination (links to news, photos, video, audio, press releases, etc.) and involvement (contact, volunteer and donation methods, message boards, calendar of events, e-stores). Results of the study indicated that nonprofits did not use all the available features of Facebook and mainly used their profiles for organizational disclosure. Not all the opportunities were used for their relationship cultivation efforts. The interactive nature of the social network was not used in the capacity it could be. Involvement of stakeholders was mostly provided just by offering them a contact e-mail. Information dissemination was mainly by providing links to external news and photos. Other public relations possibilities, like posting press releases, summaries of campaigns and different multimedia files were rarely used. Facebook has applications allowing to make donations to the nonprofits. This possibility

was also underutilized by the nonprofits. Social networks are an effective way to reach stakeholders and nonprofit organizations should understand how to use them in full capacity.

In an interview carried out with the author of the book “Donor Centred Fundraising” Penelope Burk, she mentions that in relation to donors, organizations can send a thank you letter for a gift, or a report about the progress of the organization, or make a phone call, but what is most fundamental in this process is communication. It connects nonprofits with its donors. Communication quality and timeliness is what influences donors’ future decisions to give (Zinkan 2011).

3 VOLUNTEERS AS AN IMPORTANT STAKEHOLDER GROUP

3.1 The Role of Volunteers for Nonprofit Organizations

Because of the nature of the services provided by nonprofit organizations and the fields they work in, they tend to be labour-intensive rather than capital intensive. Nonprofits usually have paid and unpaid workers. The proportion of such workers depends on such factors like: the type of economy, the field of operation of the organization, geographical location, age of the organization and size. Both paid and unpaid workers can take part in governance of the organization, fundraising, advising, in main activities of the organization, etc. At the beginning of the organizational life cycle, a nonprofit organization may solely rely on volunteers. Later on, after growth and development, the organization may open paid positions (Anheier 2005, 214).

In the nonprofit sector, the most prevalent type of unpaid work is volunteering. Volunteering can be interpreted as giving time for helping others without getting monetary payment. Badelt (in Anheier 2005, 219) defines volunteering as: “... work without pay or legal obligation provided for persons outside the volunteer’s own household”. This definition also distinguishes volunteering from household and family work, as well as from individuals who are legally obliged to provide voluntary services (for example civil servants).

For example, the U.S. Bureau of Labor Statistics (2012) reported that during the period from September 2010 and September 2011 in the U.S. approximately 27% of the population

volunteered at least once (this is about 64.3 million people). Overall, it is estimated that in 2010 volunteers in the U.S. contributed 8.1 billion hours, which amount for \$173 billion. Volunteers serve the critical needs of the society (Corporation for National and Community Service 2011, 2).

Reasons why organizations have volunteers may include the following: building organizational strength, volunteers have credibility higher than any paid staff (because they chose to come to the organization by their own will and believe in the organization) and increasing the resources of an organization (International Erosion Control Association, 1). Volunteers are a valuable asset for an organization, but many nonprofits do not know how to correctly manage them or underestimate their value. This results in large numbers of volunteers that do not continue volunteering the following year. Volunteers can contribute with their professional knowledge and skills to the nonprofits organizations, like: developing programs, technology service, trainings, strategic planning, fundraising, take on leadership roles and others. They do not require to be paid for their work and often also donate to the organizations they work in (Eisner et al. 2009, 32–33).

Benefits that volunteers can bring to nonprofit organizations can be divided into direct and indirect benefits. Direct benefits include: reduction of money necessary for carrying out a program, increase of the amount of work performed and an increase of skills the organizations holds. Indirect benefits can be: organizations have larger exposure to the outside world, increased partnership and networking, positive public relations, volunteers can propose new ideas, lower priority tasks are implemented, etc. (Kentner et al. 2003, 3) One of the key characteristics of the nonprofit sector is voluntarism. Certain nonprofit organizations are defined entirely by the manner in which they use volunteers to perform their services. Usually, nonprofit organizations rely on volunteers to increase the quantity of their services, to bring in new resources, to build relationships and improve the quality of the services. Volunteers are mainly a benefit for a nonprofit, but managers should also take into account the costs connected with managing the volunteers, training them, etc. (Kushner 2003, 1)

A study was conducted in the U.S. which analyzed the volunteer management practices, benefits and challenges in volunteer programs of almost 3000 charities. The aim of the study was to create a measure of volunteer “net benefits”. Net benefits is “the value of the benefits that volunteers bring to the organization when the costs of dealing with recruitment and

management challenges are taken into account” (Hager and Brudney 2004b, 5). The main challenges of volunteer recruitment and management that most charities reported included: recruiting sufficient number of volunteers, recruiting volunteers with the right skills or expertise, recruiting volunteers available during the workday, lack of funds to support volunteer administration and lack of paid staff time to train and supervise volunteers. Despite the challenges, most of the charities indicated that volunteers were beneficial to a great extent. Six items were evaluated on the extent they were beneficial to the organization, like: increase in the quality of services or programs you provide, cost saving to your organization, increased public support for your programs, or improved community relations, services or levels of services you otherwise could not provide, more detailed attention to the people you serve and access to specialized skills possessed by volunteers. For these six items, charities were asked to evaluate whether volunteers were beneficial to a “great extent”, “moderate extent” or “no extent”. For the first five items, most of the charities replied that volunteers were beneficial to a great extent. Regarding the specialized skills, less charities indicated “great extent” (one quarter), but about three quarters chose “moderate extent”. The study also provided a tool for organizations to calculate the volunteer net benefits score. It is important for organizations to keep in mind that the net benefits of volunteers are the highest when they succeed to obtain the maximum possible benefits from volunteers and lower the challenges connected to volunteer management and recruitment (Hager and Brudney 2004b).

3.2 Volunteer Motivations

According to Barker (in Anheier 2005, 222) there are three motives for volunteering. These include: altruistic (solidarity for the poor and compassion for people in need, identification with suffering people, hope and dignity to the disadvantaged), instrumental (new experience and skills, worthwhile to do in spare time, meeting new people and personal satisfaction) and obligatory (moral or religious duty, contribution to local community, political duty to bring about change, repayment of debt to society). Usually there is not just one motivation, but some kind of a combination of the motives mentioned above.

Clary et al. (1998, 1517–1522) mention that volunteers usually seek opportunities to help others and commit to the helping relationship a considerable amount of time. The authors examined, the motivations underlying volunteerism using a functional approach. They suggested six motivational functions underlying volunteerism: values (volunteer activities

give an opportunity to the individual to express their altruistic and humanitarian values), understanding (new learning experiences and possibility to use existing skills and knowledge), social (relationships with others, spend time with friends and engaging in activities that are seen good by others), career (benefits from volunteering connected to ones career), protective (to protect ones' ego or reduce guilt for being more fortunate than somebody else, to overcome personal problems) and enhancement (personal development, ego's growth and positive striving). The authors have also designed a measure for the motivational functions served by volunteerism called the Volunteer Functions Inventory (VFI), which was later used by many other researchers.

By understanding what motivates volunteers, managers can better recruit and retain them. Using the VFI to measure volunteer motivations, an interesting study was conducted that analyzed the motivational factors to volunteer of undergraduate students as well as the constraints. The sample was gathered from a large south-eastern university in the U.S. and the results of the study showed that among the items with the highest mean were: I feel it is important to help others, I am concerned with those less fortunate than myself, I can do something for a cause that is important to me, I am genuinely concerned about the particular group I am serving and volunteering allows me to gain a new perspective on things. The lowest mean was for items like: I feel volunteering is a religious duty, by volunteering I feel less lonely, volunteering is a good escape from my own troubles, doing volunteer work relieves me of some of the guilt over being more fortunate than others and volunteering helps me work through my own personal problems (Gage III and Tapa 2011, 411–414, 418–421). The authors found five dimensions of motivation as compared to the original study of Clary et al. (1998) that included six. This could be connected to the unique population of undergraduate students that was used. The five dimensions, starting from the one that had the highest mean, included: values and understanding (mean=5.45), career (mean=4.72), enhancement (mean=4.70), social (4.07) and protective (4.01). In another study that also used the VFI, conducted by Fletcher and Major (2004), it was found that the motivations to volunteer can also differ across gender. In their sample of medical students, women ranked all the motivations of the VFI higher than men. Nevertheless, according to importance, the motivations were ranked the same by both genders: first values, and then understanding, enhancement, social, career and protective. If we compare the two studies described in this paragraph, in both the most important motivations were ranked to be values and enhancement.

Some researches argue that in order to understand volunteer motivations it is better to use open-ended questions and not standardized questionnaires. Chacón et al. (2011) asked 1515 volunteers an open-ended question to list in order of importance their reasons to volunteer and then analyzed the answers. The authors revealed 19 different categories or subcategories, which is 13 more than in the most commonly used VFI. These 19 categories and subcategories included: Values (subcategories – religious values, social transformation values, reciprocity values and community concern value), Knowledge-Understanding Motive (subcategory – self-knowledge), Social Adjustment Motive, Career, Protective, Enhancement (subcategories – enhancement, personal growth, social relations and enjoyment), Organizational Commitment (subcategories – institutional commitment and commitment to the group), Interest in the Activity (subcategories – interest in the specific activity and interest in the activity with people), Conditions (include conditions or requirements facilitating to become a volunteer – free time, unemployed, etc.) and Others (includes responses that could not be classified). On average, it was found that a volunteer had 2 or 3 motivations to engage in volunteering activities. Similar as in previous findings of other researchers, results of this study also indicated that the most commonly mentioned motivation by the volunteers was Values (48% of volunteers) and on the second place was the Enhancement motivation (17%) (Chacón et al. 2011, 49–52, 54).

Research shows that if the initial motivations of an individual to engage in volunteering are met in the volunteering activities, then they are satisfied with their services and also plan in the short-term and long-term future to continue volunteering (Clary et al. 1998, 1524–1526). Accadia and Walker (2009) revealed that the motivations like values and understanding have a positive significant relationship with the intention to stay and continue volunteering. Thus, volunteers in whom these two motivations prevail are more likely to stay with the organization. On the contrary, the career motivation had a significant negative relationship with the intention to stay in the organization. With regards to the career motivation, it could be seen as a step towards a future position (Accadia and Walker 2009, 8–9, 11). Finkelstein (2007) analyzed the relationship between satisfaction and motives, motive fulfilment and time spent volunteering, as well as motive fulfilment and length of service. Significant positive correlation was found among satisfaction and four out of six functional motives and with motive-fulfilment (excluding career and protective motivations). Satisfaction also had a positive correlation with the amount of time spent volunteering, but had no correlation with the length of service. The findings revealed that those volunteers that were more satisfied

were mainly motivated by altruistic values. Career and protective motives did not contribute to satisfaction, which is probably due to the sample consisting of older volunteers. In any case, regardless of the motive, volunteers' satisfaction was dependent on the fulfilment of their motivations (Finkelstein 2007, 6, 8–10).

It is also important to match motivations with the persuasive communication messages to attract volunteers, which was found in the fourth of the six-cycle study by Clary et al. (1998, 1523–1524). Six advertisements were created, which corresponded to each of the six functional motivations of the VFI. For example, an advertisement emphasising the career motivation said: “Explore career options, develop a strong resume, and make new career contacts” (Clary et al. 1523). The results showed that participants ranked the advertisements as being persuasive to engage in volunteering to the extent in which it matched their motivations. Thus, understanding the motivations underlying volunteerism helps organizations attract, improve their recruitment efforts and retain their volunteers, decreasing their turnover rates (Widjaja 2010, 8–9).

3.3 Communication Methods and Strategies Practiced with Volunteers

Fisher and Ackerman (1998) suggest that when promoting volunteerism, it is important to emphasize both the group in need and also promise recognition of volunteers' help. Nonprofit organizations often use the recognition strategy, for example, these could be formal recognition ceremonies or noneconomic rewards. Recognition is an important basis for volunteer motivation and recruitment. In a study about nonprofit and voluntary organizations conducted in Canada, one of the important issues touched was the improvement of volunteer engagement. The research provided several recommendations for nonprofits, these included: improve volunteer management (develop management programs), offer volunteer training and provide certificates and reference letters, develop recognition programs, assess volunteers' skills to best match with positions, write clear position descriptions and promote the value of volunteers (Imagine Canada 2006, 3–5).

A study conducted by Accadia and Walker (2009), as one of its parts investigated the relationship between a volunteer's intention to remain in the organization and three types of perceived support, like organizational, supervisor and co-worker. The researchers collected a sample of 817 volunteers from over 1500 Australian organizations. Their findings suggested

that two out of three types of support influenced the intention to remain and are significant positive predictors. These were organizational support and co-worker support. The more volunteers felt they are supported by the organization and their co-workers, the more likely they were to stay with the organization. The role of volunteers is different than of paid staff and is less dependent on their relationship with the supervisor, this could be a possible explanation why supervisor support was not found to be significant (Accadia and Walker 2009, 4–6, 10).

It is essential for nonprofits to develop good relationships with their volunteers and tell them how important they are to the organization and how the organization values them. In order to do this continuous communication with volunteers should be in place. The organization should not only share information with its volunteers, but also collect input and feedback from them. Useful input from volunteers may include: what are needs of the community, how the organization is seen by others, how the organizations can improve its image, how the volunteers feel about their work, does their supervisor support them, whether they need some help, etc. Volunteer input can be very valuable and help the organization to serve the community better, as well as use its volunteers more efficiently (U.S. Department of Health and Human Services 2005, 2–4).

An organizations communication strategy is a plan, indicating how they will reach with their message certain publics, in our case volunteers. As nonprofits usually have limited resources, their communications strategies should effectively reach the necessary publics in an easy and affordable way that brings results. A communication strategy should consider the following: the message the organizations wants to share, the targeted public (for example, volunteers), types of media that will be used, resources necessary to achieve the goals, a plan setting responsible people and timeline for implementation (Victoria's Volunteering Portal 2012).

The New York Cares is a leading volunteer organization that conducts volunteer programs for 1000 nonprofits, city agencies and public schools in New York. They have developed 13 principles that form a basis for their volunteer communication strategy. Firstly, the organization must understand that all volunteers are different, with their own needs and interests. The New York Cares segmented volunteers according to their commitment level (six segments were identified – shoppers, episodic contributor, short-term contributor, reliable regular, fully engaged volunteer and committed leader). They emphasized that nonprofits

should know each segment very well. The next principle suggests that targeted and interactive communication should be used. Organizations should use a personalized approach if they want to achieve higher engagement of their volunteers. Communication activities should be planned for each of the organization’s segment of volunteers and an emphasis in the communication should be on what each segment wants. Communication with volunteers should be frequent, targeted, increase engagement and motivate. One of the most important communication methods used by New York Cares is online communication, which requires moderate costs and allows reaching its volunteers. In their messages, the organization focuses on the impact volunteers have made and on the outcomes. They use such techniques as storytelling, emotional language and imagery to engage their volunteers and believe this is more effective. The New York Cares have developed a Volunteer Lifecycle communications program which includes a plan of communication strategies with volunteers used on each stage of their volunteer lifecycle (Schwartz 2010). These strategies can be seen in Table 3.1 below.

Table 3.1: Communication strategies of the Volunteer Lifecycle program

Recruiting volunteers	Training & activating	Motivating & retaining	Recruiting team leaders	Onsite project experience	Building community
Word of mouth; Online; Corporate converts; Annual event converts; Others.	Orientation Experience (materials & presentations); Program guide; E-mail and mail communication; Web site; Etc.	E-mail and online communication (recognition after 1 st and 5 th project); Inspiring collaterals (program guide); Great onsite experience; Great experience with team leaders.	Contact after 3 projects (targeted e-mails, leadership messaging; messaging about need); Training (flexible timing, annual conferences).	How time spent (organized, efficient, fun); Community and relationship (via teams); Getting them involved further.	Recognition (National and local awards, online profiles); Targeted communication; Community and relationship building via teams; Education about New York Care’s model.

Source: Schwartz (2010).

Some of the other principles used by New York Cares in their communication strategy with volunteers include: apply 80-20 rule (focus on the 20% of volunteers which are highly engaged and motivate them even more and ask them to engage less involved volunteers);

important to remember that the needs, wants and interests of volunteers change over time; create a volunteer feedback loop to know their opinion; and others.

It is important for nonprofit organizations to inform their volunteers up-to-date about new information. To enable this communication, the following suggestions could be used: social media (good idea to organize a social media team, organizations can communicate dates of events, information about projects, news, etc.), newsletters containing different relevant information (the cheapest way is to send them out by e-mail using a mailing list), telecommunications (make use of cell phones), volunteer orientation training (to inform volunteers about organization's mission, future projects and expectations, allow to meet the staff and other volunteers, etc.), publish a volunteer resource guide (allow on-line access for volunteers) (Miller 2012).

In making volunteers feel that they are an important part of the organization communication plays a vital role. Of course it should be two-way communication. In the Canadian Journal of Volunteer Resource Management the following methods of communication were mentioned: weekly updates (in electronic or paper-based form, informing volunteers about what happened during the current week and about future events), information sessions and packages describing volunteer opportunities for potential volunteers, interviews with volunteers to best match their skills and the organization's needs, orientation sessions and handbooks, proper trainings, communication by phone or e-mail to inform timetables, evaluations of volunteers by their supervisors, etc. To collect input from volunteers organizations can distribute annual surveys, provide suggestion boxes, chat rooms and bulletin boards. There is no common method that would fit all organizations, that is why each organization should evaluate which communication methods suit them best (Lister 2005).

4 RELATIONSHIP MANAGEMENT STRATEGIES

4.1 The Importance of Relationship and Stakeholder Management

Communication approaches and practices are important for building relationships with different stakeholders, including volunteers. In the 1980-ties researchers like Ferguson (Ledingham and Bruning in Rhee 2004, 34) believed that the point of research had to be the relationships between an organization and its stakeholders. Grunig (Ledingham and Bruning

in Rhee 2004, 34), however, argued that there should be more concern about behavioral relationships rather than symbolic relationships between organizations and stakeholders. Finally, Ledingham and Brunig (1998) maintained, that the essence of public relations as relationship management is to use communication strategically in order to create, develop and maintain relationship between an organization and its publics (Ledingham and Brunig in Rhee 2004, 34).

Further on they argued that public relations practice, when viewed from the relational management perspective, is no longer about persuading publics through communication messages but “a combination of symbolic communication messages and organizational behaviours to initiate, nurture, and maintain mutually beneficial organization-public relationships” (Ledingham and Brunig in Rhee 2004, 34). Grunig et al. (2002, 136) argued that building long-term, positive relationships with strategic publics is important for an organization to achieve its goals.

In the last years the focus rose on research in relationship building and management of relationships with publics. Research shows that successful relationships have beneficial consequences for an organization. It was confirmed that building trust, making publics involved, investment commitment and open communications have direct influence on the decision of the publics to stay or to leave the organization. Kelly (2001, 282) describes prior public relations academics research and mentions that perception of the relationships between organization and its publics has direct influence on loyalty towards organization. Thus, relationship building should be one of the most important goals for public relations practitioners. The importance of relationship building and its results are proven by time especially in non-profit sector (Kelly 2001, 284).

When building and managing relationships we may use stakeholder management approach. Carroll and Buchholtz (1999, 73–88) when writing about stakeholder management maintain, that the task of the top management is manage organization’s stakeholders in a way, that primary stakeholders achieve their goal, while the others are ethically treated and are also satisfied. They call it a classic win-win situation. They see top management as stewards, who should with the help of the knowledge about their stakeholders, achieve their goals ethically and effectively. They define the functions of stakeholder management which are to describe, to understand, to analyze and finally, to manage. Five key questions which help to manage

stakeholders are: 1) who are organization stakeholders, 2) what are organization stakeholders' stakes, 3) what challenges and opportunities these stakeholders present for an organization, 4) what is organization' responsibility towards its stakeholders, 5) what strategies should and organization implement respecting its stakeholders.

Such approach suggests, that organizations win when they carefully study their stakeholders, when they use gained knowledge and reach its goals, treating its stakeholders and building relations with them ethically and finally, have strategic approach to managing its publics and relationships with them.

Different relationship constructs have been developed by many researchers. A three-stage model of relationships, proposed by Broom, Casey, and Ritchey (1997) described relationship concepts, antecedents of relationships, and consequences of relationships. On the basis of interpersonal communication and social psychology literature Bruning and Ledingham (1998) identified five dimensions of relationships, such as trust, openness, involvement, investment, and commitment. Later on Grunig and Huang (2000) worked on further development of relationship antecedents, maintenance strategies, and outcomes of relationships that address the state of relationship itself (Rhee 2004, 37).

4.2 Relationship Cultivation Strategies

Maintenance strategies are based on the theories of models of PR, interpersonal communication, and conflict resolution. Grunig (2002, 5) defined them as cultivation strategies that present a “communication methods that public relations people use to develop new relationships with publics and to deal with the stresses and conflicts that occur in all relationships”. Further the term cultivation strategies will be used. In 1999 Hon and Grunig proposed a preliminary list of cultivation strategies that help maintain interpersonal relationships within symmetrical public relationships. These are (Hon and Grunig 1999, 14–15):

- *Access*, which means willingness to provide access both from the organizations' side to its public relations representatives or top-managers and from the members of public and opinion leaders' side to public relations people. Each party is willing to communicate and solve the issues with each other. In case of complaints, solve it between themselves rather than involving a third party;

- *Positivity* – acting in a way to make relationships between the organization and its publics positive and enjoyable;
- *Openness* – each party opens its thought and feeling to the other;
- *Assurances* – when parties demonstrate and try to assure each other, that concerns of the other are legitimate;
- *Networking* – when organizations are building networks with the same groups and organization that their publics do;
- *Sharing of tasks* – is sharing tasks when solving one’s own or mutual problems. For example, managing community issues, providing jobs, making profit, etc., which is being the point of interest of an organization, publics or both.

Besides strategies that deal with interpersonal relationships there are those, that maintain relationships when resolving conflicts. These are divided into three groups:

- *Integrative* strategies that solve the issue via open discussions and joint decision-making. The goal of these symmetrical strategies is to reach a win-win solution, that values the integrity of a long-term relationship between the parties;
- *Distributive asymmetrical* strategies, when one party wins on the expense of the other. Commonly used tactics include demonstration of anger, pushing and insisting using its superior position, making the other party guilty, etc.;
- *Dual concern* strategies consider the dual role of balancing the interests of both parties: publics and organization. Therefore they are especially relevant for public relations. Another terms used to refer to these strategies are mixed-motive or collaborate advocacy.

Some of the dual concern strategies are asymmetrical as the balance of interest is not observed. However, we will not focus on these, as they will not result in building and maintaining the most positive long-term relationships. We will rather take a closer look at symmetrical dual concern strategies, which have the opposite effect if managed professionally.

Cooperating strategies aim at adjusting interests of an organization and publics and reaching mutual beneficial relationship. Strategies of an organization when it acts *unconditionally constructive* for the sake of relationship, even if it loses its positions or the public does not reciprocate. *Win-win* or *no deal* strategies. These leave the issue unsolved and perhaps leave

it for later if parties do not reach a solution when they both win (Hon and Grunig 1999, 15–17).

Findings of other studies helped to develop other relationship cultivation strategies called stewardship which are considered to be the final step in a popular ROPE or RACE formula, which describes a public relation process. As these strategies are the point of interest of this research, they will be presented in a separate Chapter 5 below.

5 RELATIONSHIP QUALITY OUTCOMES

5.1 Dimensions of Relationship Quality Outcomes

Building and enhancing on-going and long-term relationships is one of the principal goals of public relations. That is why it is important to be able to measure these relationships. Techniques exist for measuring short-term outputs and outcomes of specific PR programs and events. Outputs are immediate results of a program (how well organization presents itself, the amount of attention it receives, etc.). Outcomes measure whether the messages directed at a specific public actually reached the audience, whether the audience paid attention and understood the messages, whether they were retained in some kind of form, etc. These short term outputs and outcomes provide information if the specific PR program was effective (Hon and Grunig 1999, 2).

It is essential to measure also long-term relationships of organizations with their stakeholders. Hon and Grunig (1999) developed guidelines for measuring such relationships. The researchers found that in order to measure longer-term relationship outcomes it is necessary to focus on the following relationship components: trust, commitment, satisfaction, control mutuality, exchange relationship and communal relationship. This study focuses on the first four relationship components, as the latter two are more indicators of the type of the relationship between an organization and its stakeholders.

Trust

Hon and Grunig (1999, 19) define trust as: “One party’s level of confidence in and willingness to open oneself to the other party”. Trust has three dimensions: integrity (belief that the organization is fair and just), dependability (belief that the organization will do what

it promised), competence (belief that the organization has the competences to do what it promised to do). In organization-public relations, trustworthy reputation is very important and should be taken care of. When volunteers decide whether they want to continue helping a nonprofit organization, trustworthiness is a critical factor. Volunteers stay longer periods of time with trustworthy organizations (Waters and Bortree 2007, 58).

Commitment

Commitment is: “the extent to which one party believes and feels that the relationship is worth spending energy to maintain and promote” (Hon and Grunig 1999, 20). Commitment in its turn has two dimensions: continuance (refers to the directions of activity) and affective commitment (refers to emotional orientation). An example of commitment can be the commitment of volunteers that the organization reaches its goals. Although volunteers have different motivations for volunteering and often the motive is based on personal interest, usually they have a deep commitment to the organizations mission and the organization can use this (Waters and Bortree 2007, 58–59).

Satisfaction

Satisfaction is defined by Hon and Grunig (1999, 20) as: “the extent to which one party feels favourably toward the other because positive expectations are reinforced”. A relationship where benefits outweigh the costs is thought to be satisfying. When stakeholders believe that the organization has positive maintenance behaviour, satisfaction may also occur.

Control mutuality

Control mutuality was defined by Hon and Grunig (1999, 20) as: “the degree to which parties agree on who has rightful power to influence one another”. In order to have a positive and stable relationship, a certain degree of control over another should have both organizations and stakeholders. If an organization or stakeholders attempts to have one-sided control, the level of satisfaction with the relationship decreases. In volunteer-nonprofit organization relationships some think that volunteers have all the power because they work for free and can quit the job any time. This is not true for a few reasons: organizations usually provide professional training for volunteers and also help solve a community issue that the volunteers are interested in. Therefore, power balance ought to be sought between the two parties (Waters and Bortree 2007, 59).

There are two more relationship components that go outside the scope of the current study, but will still be shortly described – exchange or communal relationships. These two components determine the type of the relationship that organizations try to attain with the help of their PR programs. An exchange relationship is such, where one party from the relationship helps the other just because the other party has helped in the past or is expected to help in the future. A communal relationship is such, where both parties of the relationship help each other even if they do not expect to get something in return. Both parties are concerned about the well-being of each other. Very often publics expect the organization to perform some activities for the community without getting anything in return. Therefore, just an exchange relationship is usually not enough. If an organization would like to be socially responsible, it is important that it develops a communal relationship with its publics. In communal relationships the levels of trust, satisfaction, commitment and control mutuality are lower than in exchange relationships. Relationships may start as exchange relationships and then develop into communal relationships or vice versa. For example, in organization-donor relationships, firstly a communal relationship needs to be developed with donors and then they can be asked for donations (Hon and Grunig 1999, 20–22).

5.2 Measuring Relationship Quality Outcomes

Hon and Grunig (1999, 26–29) conducted a study in order to develop scales for measuring organization-public relationships. Firstly, they developed a questionnaire which contained 52 questions for measuring respondents' perception of trust, satisfaction, commitment, control mutuality, communal and exchange relationships. For trust and its 3 dimensions (integrity, competence and dependability) 12 items were used. For each of the other five dimensions of relationships, eight items were used. Then, in order to increase the reliability of the scales, the researchers eliminated one item from trust, one item from communal relationships and four items from exchange relationships. The researchers also wanted to develop shorter scales consisting of four or five items for each dimension. They calculated the reliability of the long version scales and took the most reliable items to make the short scales. For trust, the short version scale contained six items (two for each dimension). For all the other elements, short scales contained four items. The short scales were found to be reliable with Cronbach alpha values above 0.8 (except 0.7 for exchange relationships – still an acceptable level).

As a result of the study performed by Hon and Grunig (1999, 28), good scales for measuring publics' perceptions of relationships were discovered. These questions can be used in surveys or as open-ended questions for example in interviews. The lengths of the scales can be chosen by the researcher, but using shorter scales increases the response rate. To assess the managers' perceptions of a relationship with one of their publics, they can also be asked to complete these questions (wording would have to be slightly adjusted). Knowing the results from both parties would provide an even better understanding of the relationship. Responses to the questions can be numbers, for example from one to nine, indicating the extent to which the respondent agrees or disagrees with the statement.

Table 5.1 presents the short version scales proposed by Hon and Grunig (1999) for measuring trust, commitment, satisfaction and control mutuality with the wording adapted to meet the needs of the current study and measure volunteers' perceptions of their relationships with the nonprofits they volunteer in.

Table 5.1: Relationship quality outcomes measurement scales

Relationship outcomes	Adapted scale
TRUST	This organization treats volunteers fairly and justly.
	Whenever this organization makes an important decision, I know it will be concerned about volunteers.
	This organization can be relied on to keep its promises.
	I believe that this organization takes the opinions of volunteers into account when making decisions.
	I feel very confident about this organization's skills.
	This organization has the ability to accomplish what it says it will do.
Cronbach alpha	0.918
COMMITMENT	I feel that this organization is trying to maintain a long-term commitment to volunteers.
	I can see that this organization wants to maintain a relationship with volunteers.
	There is a long-lasting bond between this organization and volunteers.
	Compared to other organizations, I value my relationship with this organization more.
Cronbach alpha	0.731
SATISFACTION	I am happy with this organization.
	Both the organization and volunteers benefit from the relationship.
	Most volunteers are happy in their interactions with this organization.
	Generally speaking, I am pleased with the relationship this organization has established with volunteers.
Cronbach alpha	0.858
CONTROL MUTUALITY	This organization and volunteers are attentive to what each other say.
	This organization believes the opinions of volunteers are legitimate.
	In dealing with volunteers, this organization has a tendency to throw its weight around. (Reversed)
	This organization really listens to what volunteers have to say.
Cronbach alpha	0.907

Source: Hon and Grunig (1999, 28–29).

The Table 5.1 on the previous page also contains Cronbach alpha values obtained in the current study (presented also further on in Chapter 7.2.3). The original version of Hon and Gruning's scale and Cronbach alpha values from their study can be found in Appendix A.

5.3 Volunteer-Nonprofit Organization Relationship Quality Outcomes

To retain its volunteers, an organization needs to undertake a significant amount of effort. Waters and Bortree (2007, 57, 60–62) conducted a study of nonprofit-volunteer relations by concentrating on the four elements – trust, commitment, satisfaction and control mutuality (also called power balance). They applied relationship management theory to the nonprofit-volunteer relationship and analyzed whether the number of hours that volunteers worked at an organization can be predicted by their evaluation of the four relationship quality outcomes. The researchers collected data from 144 participants of volunteer fairs in Florida and used Hon and Gruning's (1999) measures to assess the relationship quality outcomes with an organization where the volunteers worked in the last calendar year. Results of the study showed that all four relationship quality outcomes were significant predictors in identifying the volunteers that give the most amount of time to nonprofits (on average 17.4 hours were monthly volunteered with a standard deviation of 15.01 hours). Nevertheless, the most important predictors were found to be trust and commitment. Volunteers overall evaluated all the four relationship quality outcomes positively

In order to increase the two most important predictors of the amount of time volunteers give to the organization, several recommendations should be considered. To raise commitment of volunteers, managers ought to try and get them excited about the organization's goals, vision, value of the program and how they will make a difference. Additionally, for establishing trust it is vital for organizations to recognize volunteers' uniqueness and let them work on projects where they can use their special skills. Managers ought to listen to their volunteers' feedback and identify their key interests. Moreover, enhancing satisfaction can be achieved by understanding the motivation of the individual to start volunteering and trying to give a task that meets best this motivation. For example, if a volunteer would like to expand the social network, it would be a good idea to give a task like organizing a special event where a lot of communication needs to be carried out. By listening to the suggestions of volunteers, recognizing their efforts, showing appreciation and involving them in the decision making

processes volunteers would not feel like they are simply being used by the nonprofit, which allows to achieve an appropriate power balance (Waters and Bortree2007, 62–64).

Satisfied volunteers bring more benefits to nonprofits as it was found in a study carried out by Hobson and Heler (2007, 49–54). The researchers gathered a sample of 542 MBA undergraduate students, which were asked to volunteer for 10-hour in a local nonprofit. After their experience, volunteers received a survey with various questions, which included: overall satisfaction with the volunteer experience, whether they continued volunteering after the 10 hours ended, probability of volunteering in the future and also the probability of making a donation in the future. The results showed that there was a positive significant correlation between volunteer satisfaction and all three consequences. That is: satisfied volunteers were more likely to continue working for the nonprofit, satisfied volunteers were more likely to volunteer in the future, and satisfied volunteers were more likely to donate to the organization in the future than the volunteers that were less satisfied with their volunteering activities. Consequently, if nonprofit organizations want to achieve better relationships with their volunteers, they need to assess and improve their volunteers' satisfaction on a regular basis. To do this, anonymous satisfaction surveys with questions related to satisfaction with the experiences obtained in the organization could be used. Results should then be analyzed to identify the drawbacks and improve them.

We already mentioned how important commitment and trust are in volunteer-nonprofit organization relationships. Another study showed this by analyzing how trust and commitment influenced volunteers' intended behaviour using a sample of college students which had volunteered in the last 12 months. Intended behaviour was measured by asking students whether they plan to volunteers in the years to come and how much effort they will make to continue volunteering in the future. A positive relationship between commitment and trust was found, and that commitment was a predictor of trust. Also, trust had a positive relationship with intended behaviour and was its predictor. On the other hand, commitment had no relationship with intended behaviour. Thus, trust directly influenced intended behaviour and commitment had an indirect influence. The reason for this could have been the fast life circumstances change of students and their inability to commit to the organization for long periods of time. Nevertheless, commitment is a key relationship quality outcome and it is important for nonprofits to cultivate it. College volunteers seek for relationships where they are appreciated and where the organizations show interest in continuous cooperation with them.

Regular communication about volunteers' value is critical for a good quality relationship (Dong 2011, 13–25, 28).

Another interesting study was carried out by Bortree (2007) on a sample of adolescent volunteers aged 15–18. The author suggested that positive relationships with the organization influence teenagers to continue volunteering in the future and also that relationship quality outcome influence one another and have a linear relationship: control mutuality → satisfaction → trust → commitment. If adolescents feel that their opinion is valued and they have the power to influence changes, they are more likely to be satisfied with the relationship. Satisfaction in its turn leads to trust, as they feel that they are being treated honestly by the organization. Then all the three relationship quality outcomes also lead to commitment – the degree to which both parties try and want to continue with their relationship in a long term. Results of their study partially supported this initial suggestion. It was found that control mutuality was a predictor of all other three relationship quality outcomes and that satisfaction was a predictor of trust and commitment. There was no relationship between trust and commitment, nor did they predict any other outcome. This suggests that for adolescent volunteers control mutuality was most important in their relationship with the organization and influenced their satisfaction, trust and commitment to the organization. The results of the study also supported the idea that the quality of the relationship influenced the intended behaviour to continue volunteering in the future, which is mainly what each nonprofit organization struggles for (Bortree 2007, 5, 48, 94, 97, 134).

6 STEWARDSHIP AS A RELATIONSHIP CULTIVATION STRATEGY

6.1 The Value of Stewardship

In relation to nonprofit organizations, stewardship is mainly mentioned in literature in the context of fundraising. It refers to a management function of nonprofit organizations which typically involves: sending gratitude letters, donor acknowledgment and recognition, careful accounting, annual report, measurement of outcomes and impact and others. Stewardship can be viewed as a high level of accountability of the nonprofits to donors and other general publics. Conway (2003, 432) explains stewardship as: "... being responsible for something valuable on behalf of someone who has entrusted it to our care". Stewardship is greater than

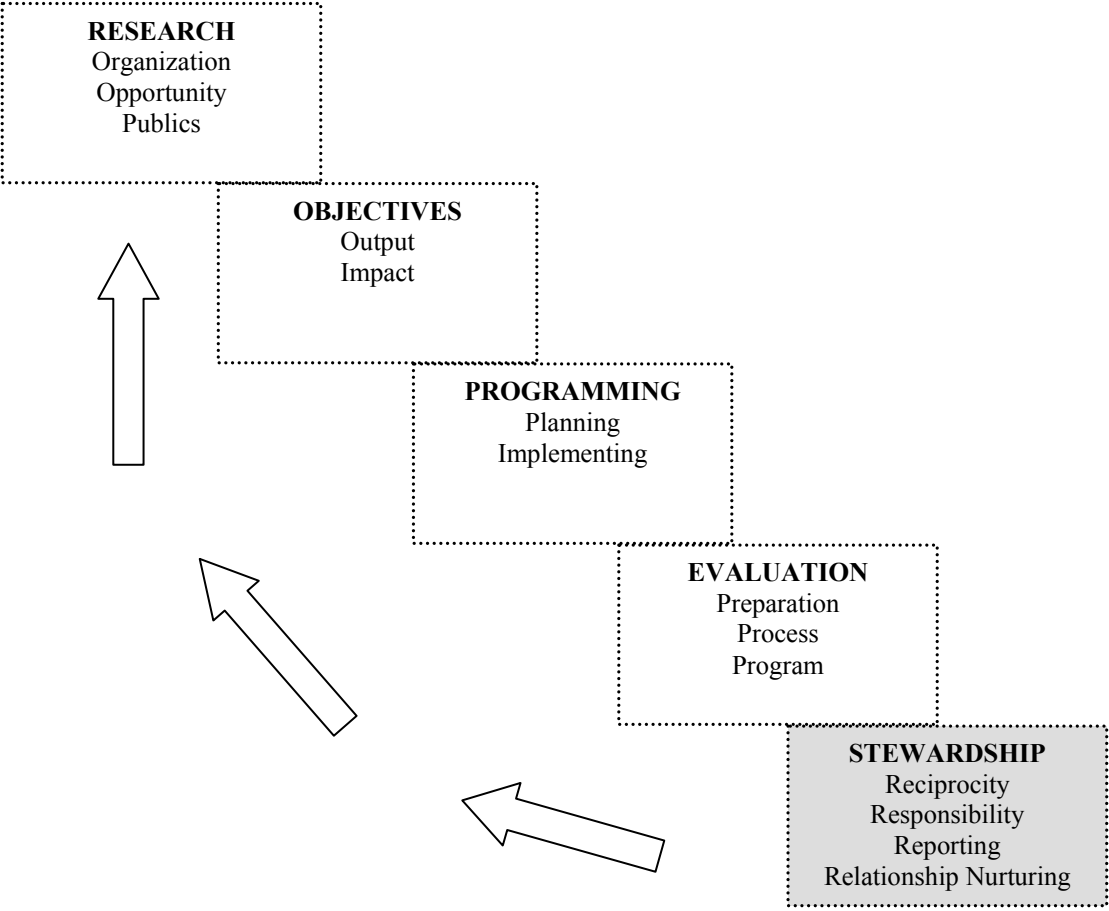
just the management functions, its essence are trust and responsibility. The most important obligation of nonprofits is using the resources given and trusted to them in a wise and responsible manner. Stewardship can be defined as "... careful and responsible management of something entrusted to one's care by others..." (Conway 2003, 432). How the management is carried out is the soul of stewardship. When organizations want to show that they are good stewards, they should clearly indicate that they are servants of public trust and respect this trust. If organizations responsibly use the financial, physical and human resources given to them, and are transparent and accountable, they become good stewards (Conway 2003, 432–433). As stated by H. Rosso (in Greenfield 1999) stewardship is: "... a reflection of many values critical to the practice of philanthropy... Stewardship is trust, responsibility, liability, accountability, integrity, faith, and guardianship".

One of the strategic objectives in public relations is to reinforce attitudes and behaviours of the people that are already involved with the organization and act or think in the way desired by the organization: "It is easier to keep a friend than to make a new friend". Stewardship is connected to maintaining the relationship. It makes the public relations process cyclical, meaning that it begins not only with entirely unknown publics. Kelly proposes a five step model for relationship management ROPES (research, objectives, programming, evaluation and stewardship) (Kelly 2001, 279).

The ROPES model comes from a public relations model ROPE proposed by J. Hendrix in 1998. Yet the original model did not include stewardship. ROPES explains how the relationships are or should be managed with any kind of public (for example, donors, investors, media, customers, government officials and others). Figure 6.1 on the next page illustrates the ROPES public relations model. The public relations process consists of five steps and the first one is Research. Research should be conducted in three areas such as: organization for which practitioners work; opportunity, problem or issue faced by organization; publics related to organization and opportunity. The Objectives step includes defining specific and measurable objectives of two types: output and impact. Output objectives deal with public relations techniques and the work to be produced, impact objectives deal with intended effects of Programming. The Programming step includes the planning and implementation of activities in order to achieve the objectives states in the previous step. The Evaluation step is performed on three levels. These are: messages and techniques are tested (preparation), monitoring and adjusting the programming (process),

measuring results and comparing to objectives (program). The final step is Stewardship. Stewardship provides a loop back to the beginning of the relationship managing process. It makes the public relations process continuous, instead of stopping and then in the future beginning it again, but with unknown publics. Stewardship includes four elements: reciprocity, responsibility, reporting, and relationship nurturing. These four elements will be discussed in the following subchapter (Kelly 2001, 280–281).

Figure 6.1: The ROPES public relations model



Source: Kelly (2001, 281).

6.2 The Four Dimensions of Stewardship

As mentioned in the previous chapter stewardship includes four dimensions: reciprocity, responsibility, reporting, and relationship nurturing. Descriptions of each dimension are presented in the following text.

Reciprocity

The reciprocity dimension is related to the demonstration of gratitude by the organization towards its stakeholders. Acknowledgement of the publics and expression of sincere appreciation are two elements of reciprocity. An example of reciprocity in donor-nonprofit organization relationship includes acknowledging and timely thanking the donor for the contribution with an appreciation letter and providing a receipt declaring deductibility of tax of the gift (Waters 2009, 114). Saying thank you is not just showing good manners or being polite, but it is recognition to the giving party that they have contributed something significant to the society and philanthropic mission (Conway 2003, 433). Conway says (2003, 433) about gratitude: “When it is expressed genuinely, from the heart, it creates a strong bond between the organization and the donor being thanked”.

Responsibility

In stewardship, responsibility refers to organizations keeping their word. Organizations should act as good citizens, meaning that they act in a socially responsible manner towards their supporting publics. Organizations, people and other organizations are all interdependent in the environment. Promises made by an organization while seeking for support should be held. Through their actions, organizations should show that they deserve the support of their publics. Betraying the trust of the public can be costly for the organization (Kelly 2001, 285–286). An example of responsibility in relation to fundraising is the organization’s obligation to use funds donated for a certain cause only for this specific cause. Betraying the trust of donors may prevent the donors from renewing their contributions. To seek for new donors would be much harder for an organization than working with an existing donor (Waters 2009, 114).

Reporting

The reporting element of stewardship refers to the importance of keeping the organizations publics informed. The publics should be informed about the development of all the issues (both problems and opportunities) for which the organization was seeking support. Reporting to publics can increase the chances that they will support the organization again in the future, as well as increases their positive attitude and behaviour towards the organization. It is very important to maintain good relationships with publics that have supported the organization in the past and also to communicate with them not only when seeking for help. By ensuring and giving accurate and open information voluntarily to the publics, organizations can

demonstrate their accountability. For example: using Web sites for showing financial information, informing clients about organization's services and programs, etc. (Waters 2009, 114)

Relationship nurturing

Relationships with publics are important for an organization's success and therefore must be nurtured. Organizations must accept the importance of publics that support them and always keep them in mind. Information and involvement of publics are at the forefront and should always be considered during organizations work. There are many ways and opportunities of nurturing the relationships. For example: sending organization's publications and annual reports to its key supportive publics, include them in advisory boards, etc. Relationship nurturing enables long-term success of the organization. An example of nurturing the relationship and demonstrating concern with donors of a nonprofit organization could be: invitation to special events and open houses, sending handwritten cards for special events (birthdays, anniversaries, etc.) (Waters 2009, 114–115).

6.3 Up-to-date Research and Findings in Regards to the Impact the Cultivation Strategies have on Relationship Outcomes

Maintenance strategies (also referred to as cultivation strategies) include behaviour and communication that influence the quality outcomes of the relationship. Bortree (2007) conducted a study exploring how maintenance strategies influence relationship quality outcomes on a sample of 315 adolescents aged 15–18 from a Southern state in the U.S. The seven cultivation strategies under investigation included: positivity, assurance, shared tasks, openness, networking, access and guidance (guidance was defined as advice, support, direction or help one can provide). In general, respondents rated positively all the strategies with mean scores ranging from 6.9 to 7.6 (on a 9-point scale). Findings revealed that the four significant predictors that influenced control mutuality were – shared tasks, networking, assurance and guidance; the two significant predictors that influenced satisfaction were shared tasks and guidance; only assurance was found to be a significant predictor of trust in the relationship and only positivity was found to be a significant predictor of commitment (Bortree 2007, 60–68, 78, 95–97).

Dong (2011) also investigated which maintenance strategies (assurance, shared tasks, openness, networking and access) could predict two quality outcomes like trust and commitment in a relationship between nonprofits and college students. The researcher found that both access and assurance had a significant positive influence on trust. Commitment was positively influenced by access, networking and assurance cultivation strategies. Access and assurance impacted positively both commitment and trust, indicating that they were ones of the most important strategies for nonprofits to follow and cultivate the positive relationships with their student volunteers. In order to cultivate loyalty and importance in the relationship, student volunteers need to have a chance to express and share their opinions and the nonprofit in its turn should provide necessary means for that. The more the nonprofits express how valuable the volunteers are to them (for example, via personal responses to their suggestions, annual recognition, etc), the more student volunteers feel that they are taken seriously and in return want to provide contributions to the organization. It was also found that networking predicted commitment. This can be explained by the notion that establishing new contacts that may help in future career is important for student volunteers. Thus, nonprofits that offer social network opportunities will see higher commitment from their volunteers (Dong 2011, 13–20, 24–25).

Another study analysing the impact of two other cultivation strategies (nurturance and instrumental aid) on relationship quality and also testing the mediating effect of involvement was carried out by Bortree and Waters in 2010. The cultivation strategy nurturance refers to the notion of taking care of another person and the authors suggest that it should be taken into account especially when organizations deal with young volunteers. Instrumental aid refers to helping someone accomplish a task, sometimes also called guidance. Except for the four quality outcomes such as trust, commitment, satisfaction and control mutuality discussed in the current master's thesis, the authors also analyzed another relationship quality outcome called admiration. According to Buhrmester and Furman (in Bortree and Waters 2010, 3) admiration is: “the degree to which relationship partners respect and value one another”. (Bortree and Waters 2010, 1–5).

The analysis was carried out on a sample of 332 undergraduate students who were active volunteers or had volunteered in the last 12 month. Out of all five relationship quality outcomes respondents evaluated satisfaction and trust the highest (mean scores were 7.37 and 7.14 correspondingly). Regarding the two cultivation strategies, nurturance was evaluated

higher than instrumental aid (mean value 5.56 and 5.01 correspondingly). The results of the study showed that both cultivation strategies had a direct influence on relationship quality outcomes, except for instrumental aid on satisfaction. The study also found that involvement had a partial mediating role in the relationship between nurturance and relationship quality outcomes and a little mediating role between instrumental aid and relationship outcomes, but this already goes outside the scope of the current study. Overall, we can conclude that pursuing cultivation strategies leads to positive outcomes in the relationship quality and in its turn helps volunteer retention (Bortree and Waters 2010, 5–6, 9–10).

6.4 The Impact of Stewardship on Relationship Outcomes

A literature overview showed that research of stewardship practices in nonprofit communication was conducted mainly in regards to organization communication with donors. In 2009, Waters (2009) conducted a study exploring the impact of stewardship strategies on fundraising relationships, more specifically on nonprofit-donor relationships. The four stewardship strategies (reciprocity, responsibility, reporting and relationship nurturing) explained in previous chapters were analyzed in this study. To measure the relationship quality outcomes between nonprofits and their donors Hon and Grunig's (1999) scale was used for assessing trust, satisfaction, commitment, and control mutuality.

The author collected data by conducting a survey of a random sample of annual and major giving donors of a nonprofit hospital in the U.S (the final sample was 556 respondents). Annual giving donors were defined as those giving less than \$10.000 and those giving more than this sum were defined as major gift donors. In the hospital, out of 33 individuals that compose the fundraising team, one person is responsible for annual giving program's cultivation and mailing (thank you cards, update letters, etc.) and three people are involved in major gift donor programs (donor research, face-to-face meetings, donor recognition events, etc.) (Waters 2009, 115).

The results of Water's study showed that overall, donors evaluated all the four stewardship strategies positively. Moreover, all of the stewardship strategies were evaluated more strongly by the major gift donors than by the annual giving donors. The author also analyzed the impact that cultivation strategies had on the way how donors evaluate their relationships with the organization. The findings revealed that three out of four stewardship strategies had a

direct significant positive influence on how donors evaluate the relationship. These include: responsibility, reporting and relationship nurturing. Although reciprocity was evaluated the highest by the donors, it had no significant influence on any of the four stewardship strategies. Reporting significantly influenced commitment, satisfaction and control mutuality. Two out of four stewardship strategies (responsibility and relationship nurturing) influenced all of the four relationship outcomes (Waters 2009, 116).

The strongest relationship was found between relationship nurturing and trust, followed by: relationship nurturing and commitment, responsibility and commitment, relationship nurturing and satisfaction, relationship nurturing and control mutuality, etc. Relationship nurturing is a very influential factor on the relationship quality outcomes. In Water's study, it was measured by asking the donors whether they receive personal attention, whether they were contacted not only for solicitations and whether they were invited to special events. Relationship nurturing was analyzed in the sense of how the organization makes effort to communicate with donors beyond the fundraising scope (Waters 2009, 116–118).

In his master thesis research on stewardship in the context of volunteer-nonprofit relationships Zinkan (2011) aimed to answer the following questions: are stewardship practices applicable to maintain the relationship between nonprofits and its volunteers; can guidelines be developed (based on stewardship practices) to be followed as best practices for maintaining the relationship between nonprofits and volunteers; to what extent do stewardship practices impact overall volunteer satisfaction; to what extent do stewardship practices impact volunteer retention. The study sample consisted of 19 paid staff and 27 volunteers from nonprofit organizations. Surveys were developed to fit both groups of respondents. Overall, the results of the study showed that the majority of respondents evaluated their relationship with the organization on all four relationship quality outcomes positively. In regards to stewardship practices, a difference was found in the way paid staff and volunteers perceived their participation in reciprocity. Paid staff believed that they practice reciprocity much more than the volunteers thought. For the other three stewardship strategies, both paid staff and volunteers had very similar scores. Also both paid staff and volunteers felt that they are satisfied with their volunteer activities. The author suggests that nonprofits already practice stewardship strategies in their relationships with volunteers, but there is room for improvement. Guidelines should be developed to enhance stewardship practices in nonprofit-volunteer relationships. The author also suggests that a better use of stewardship practices

would increase volunteer satisfaction and that there is a positive correlation between stewardship and retention (Zinkan 2011, 19–28).

6.5 Measuring Stewardship

Waters (2009) proposed a new scale for measuring the four stewardship strategies in relation to fundraising. After creating an initial set of questions, advice from public relations scholars and fundraising practitioners was used to narrow the list down. Then the scale was tested on 45 donors from a nonprofit organization and additionally eight more donors agreed to go over and discuss each question. After this the scale was revised again before using it in Water’s study. Cronbach alpha values for each of the four stewardship strategies showed that the scales are reliable (Waters 2009, 115).

In the current study, Waters’ scales for measuring four stewardship strategies in relation to donors were adapted to volunteers. For the newly adapted scales, cronbach alpha values were calculated for each stewardship strategy and the results show that the scales are reliable, with alpha values ranging from 0.575 to 0.767. Table 6.1 presents scales proposed by Waters for measuring reciprocity, reporting, responsibility and relationship nurturing but adapted to volunteers instead of donors for the purposes of the current study. In addition, cronbach alpha values for each stewardship strategy received in the current research are listed. Original Waters’ scales and their cronbach alpha values can be found in Appendix B.

Table 6.1: Stewardship measurement scales

Stewardship strategy	Adapted scale
RECIPROCITY	The organization acknowledges my volunteering contributions in a timely manner.
	The organization sends me thank you letters for my volunteering.
	The organization is not sincere when it thanks volunteers for their contributions. (Reverse)
	Because of my previous volunteering contributions, the organization recognizes me as a friend.
Cronbach aplha	0.575
REPORTING	The organization informs me about its successes.
	The organization tells volunteers how they contributed to its work.
	The organization reports details how have volunteers contributed in that year.
	The organization does not provide volunteers with information about how their contributions have helped. (Reverse)
Cronbach aplha	0.767

“(table continues)”

“(continued)”

Stewardship strategy	Adapted scale
RESPONSIBILITY	The organization considers my opinion when deciding where to use my help.
	The organization uses volunteers for activities that are against the will of the volunteers.(Reverse)
	Volunteers have confidence that the organization will use their contributions wisely.
	The organization tells volunteers to what projects they contribute.
Cronbach aplha	0.715
RELATIONSHIP NURTURING	Volunteers only hear from the organization when it is soliciting for their help.(Reverse)
	The organization is more concerned with having the work done than with its relationships with volunteers. (Reverse)
	Volunteers receive personalized attention from the organization.
	The organization invites volunteers to participate in special events that it holds.
Cronbach aplha	0.671

Source: Waters (2009, 116).

For measuring each item of the scale, Waters (2009) used a 9-point scale ranging from strongly disagree (1) to strongly agree (9). In the current study, a 7-point scale is used, because it is easier for the respondent to interpret while is still quite sensitive.

7 THE EMPIRICAL STUDY OF VALUE OF STEWARDSHIP IN VOLUNTEER-NONPROFIT ORGANIZATION RELATIONSHIP

Chapter 7 describes the empirical study of value of stewardship in volunteer-nonprofit organization relationship carried out in Slovenia. A summary of hypotheses tested in the study, research methods used and reliability of the measurement scales are outlined. The chapter concludes with the descriptive statistics of the sample gathered in the current research.

7.1 Hypotheses and the Model

Based on previous findings of researchers presented in the theoretical section of the thesis, the following five hypotheses were set out. The first four hypotheses (H1–H4), analyze the influence of all four stewardship strategies on each individual relationship quality outcome (trust, commitment, satisfaction and control mutuality). The fifth hypothesis analyzes the influence of each stewardship strategy on the overall relationship quality, which was calculated as the average of all four relationship quality outcomes.

H1: Trust as a relationship quality outcome is positively influenced by the four stewardship strategies.

H2: Commitment as a relationship quality outcome is positively influenced by the four stewardship strategies.

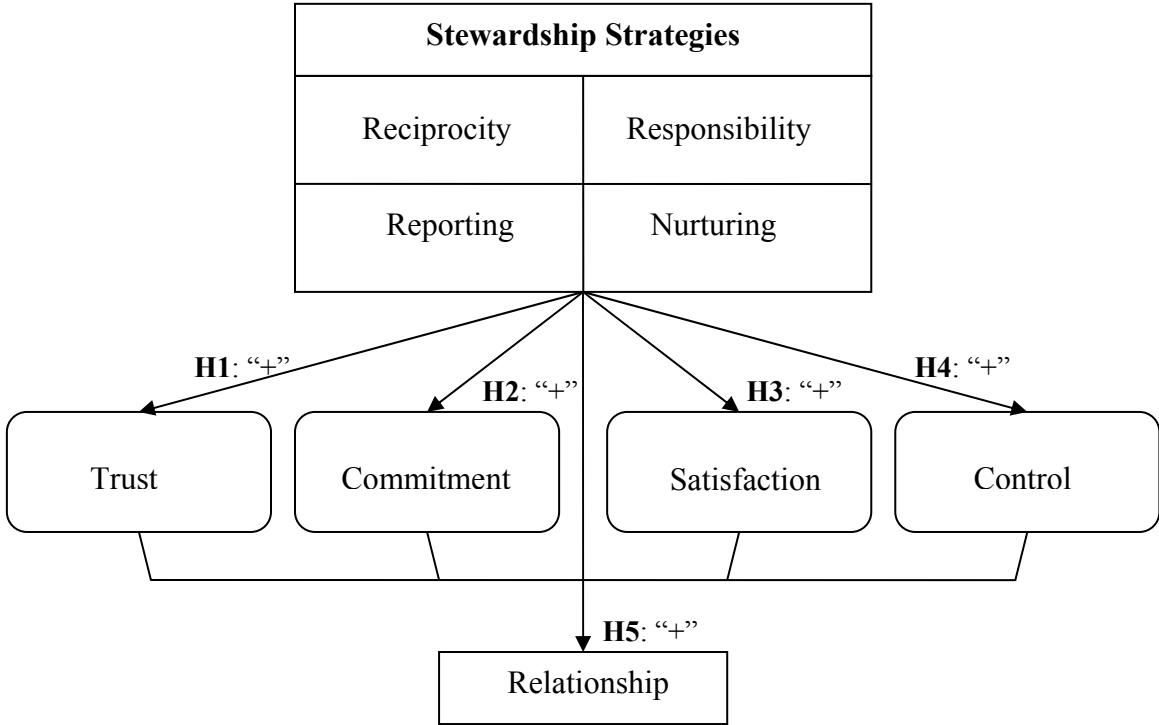
H3: Satisfaction as a relationship quality outcome is positively influenced by the four stewardship strategies.

H4: Control mutuality as a relationship quality outcome is positively influenced by the four stewardship strategies.

H5: Overall, relationship quality is positively influenced by the four stewardship strategies.

Figure 7.1 presents a graphical summary overview of the hypotheses tested in this research. The rounded and ordinary rectangles represent the variables used in this study. Each arrow between the rectangles corresponds to one of the five tested hypotheses. The direction on the arrow and the positive “+” sign between rectangles indicate which of the variables influence the other variable and that the influence is positive.

Figure 7.1: Graphical summary overview of the hypotheses



7.2 Research Methods

7.2.1 Data Collection and Sampling

Primary and secondary data was collected to achieve the desired research goals. Relevant scientific articles and books were found and analyzed on the topic of interest. After creating

the theoretical part of the thesis, an empirical study was carried out. An explanatory research strategy was used to explore the relationships among different variables and understand the reasons behind these relationships (Saunders et al. 2003, 124).

To collect primary data the survey method was used. Surveys allow collecting a large amount of data from a sizeable population in a highly efficient and economical way (Saunders et al. 2003, 360). A questionnaire was created to gather the necessary statistical data from the Slovene population. Most of the items in the questionnaire were measured on a seven-point Likert scale anchored at 1 = “*strongly disagree*” and 7 = “*strongly agree*”. The respondents were asked to evaluate the statements in the questionnaire. Additionally, a neutral response option was included as the middle point. To obtain socio-demographic data, information about the length of time volunteered for the organization and other data, some of the questions were open-ended or multiple choice (see Appendix C for the questionnaire). After the data collection process was finished, quantitative analysis was performed on the non-probability sample. The sample comprised of 210 respondents that volunteer for a nonprofit organization in Slovenia.

To collect data for the empirical study an online questionnaire was created. Firstly, the link to this questionnaire was sent to friends that volunteer for nonprofit organizations and they were asked to pass it on to others. Then a list of volunteer organizations in Slovenia was found on the Internet and an e-mail was sent to them asking to take part in the research and also to forward the link to the questionnaire to other nonprofit organizations. Due to this, it was difficult to predict precisely the exact structure of the sample. A non-probability convenience sampling technique was used together with snowball sampling. The convenience sampling technique includes selecting those cases that are the easiest to access and the snowball sampling technique includes identifying a few cases in the population and then asking them to identify further cases and so on (Saunders et al. 2003, 211–213). The process of data collection was continued until the required sample size of approximately 200 respondents was reached and lasted for two months.

7.2.2 Constructs, Variables and Measurement Scales

Following, a detailed description of the constructs, assigned variables and their measurement scales that were used in the current research is presented.

Construct: Reciprocity

Reciprocity is one of the four stewardship strategies described in detail in the theoretical section. The measurement scale for this construct was adapted from Waters (2009) scale for measuring reciprocity in relation to fundraising. It comprises four items measured on a seven-point Likert scale (1 = “strongly disagree” and 7 = “strongly agree”): *The organization acknowledges my volunteering contributions in a timely manner; The organization sends me thank you letters for my volunteering; The organization is not sincere when it thanks volunteers for their contributions (reverse); Because of my previous volunteering contributions, the organization recognizes me as a friend.* Four variable names were assigned to each item correspondingly: RECIP1, RECIP2, RECIP3 and RECIP4. Item three – RECIP3 was reversed, and a new variable RECIP3_REVERSED was created. The average of the four variables (RECIP1, RECIP2, RECIP3_REVERSED AND RECIP4) was calculated creating a new variable named RECIPROACITY with a possible range from 1 to 7. The variable **RECIPROACITY** is measured on an interval scale (Argyrous 2005, 10–11).

Construct: Reporting

The measurement scale for reporting was adapted from Waters (2009) scale for measuring reporting in relation to fundraising and comprises four items measured on a seven-point Likert scale (1 = “strongly disagree” and 7 = “strongly agree”): *The organization informs me about its successes; The organization tells volunteers how they contributed to its work; The organization reports details how have volunteers contributed in that year; The organization does not provide volunteers with information about how their contributions have helped (reverse).* Four variable names were assigned to each item correspondingly: REPORT1, REPORT2, REPORT3 and REPORT4. The fourth variable was reversed, creating REPORT4_REVERSED. A new variable named **REPORTING** was created by calculating the average of the four items measures (REPORT1–REPORT3, REPORT4_REVERSED). **REPORTING** is measured on an interval scale (Argyrous 2005, 10–11).

Construct: Responsibility

Responsibility, as one of the four stewardship strategies, was described in detail in the theoretical section. The measurement scale for this construct was adapted from Waters (2009) scale for measuring responsibility in relation to fundraising and comprises four items measured on a seven-point Likert scale (1 = “strongly disagree” and 7 = “strongly agree”): *The organization considers my opinion when deciding where to use my help; The*

organization uses volunteers for activities that are against the will of the volunteers (reverse); Volunteers have confidence that the organization will use their contributions wisely; The organization tells volunteers to what projects they contribute. Four variable names were assigned to each item correspondingly: RESPONSIB1, RESPONSIB2, RESPONSIB3 and RESPONSIB4. The second variable was reversed, creating a new variable – RESPONSIB2_REVERSED. In order to have an approximately normal distribution, all variables in the study which have skewness or kurtosis above or below 3.5 were excluded from the analysis. In Appendix D, descriptive statistics of each single variable can be found. The variable RESPONSIB2_REVERSED was found to have kurtosis above 3.5 and thus was excluded from the analysis. That is why, to calculate the new variable **RESPONSIBILITY**, the average of the three variables was calculated (RESPONSIB1, RESPONSIB3, RESPONSIB4). The variable RESPONSIBILITY is measured on an interval scale (Argyrous 2005, 10–11).

Construct: Relationship nurturing

To measure the construct of relationship nurturing, a measurement scale adapted from Waters (2009) scale for measuring relationship nurturing in relation to fundraising was used. It comprises four items measured on a seven-point Likert scale (1 = “strongly disagree” and 7 = “strongly agree”): *Volunteers only hear from the organization when it is soliciting for their help (reverse); The organization is more concerned with having the work done than with its relationships with volunteers (reverse); Volunteers receive personalized attention from the organization; The organization invites volunteers to participate in special events that it holds.* Four variable names were assigned to each item correspondingly: NURTUR1, NURTUR2, NURTUR3 and NURTUR4. The first and the second variables were reversed creating new variables – NURTUR1_REVERSED and NURTUR2_REVERSED. The variable NURTUR4 was found to have kurtosis above 3.5 (see Appendix D) and was excluded from the analysis. The average of three variables was calculated (NURTUR1_REVERSED, NURTUR2_REVERSED and NURTUR3), creating a new variable named **NURTURING**. The variable NURTURING is measured on an interval scale (Argyrous 2005, 10–11).

Construct: Trust

The measurement scale for the construct of trust was adapted from the short version scale proposed by Hon and Grunig (1999) and comprises six items measured on a seven-point Likert scale (1 = “strongly disagree” and 7 = “strongly agree”): *This organization treats*

volunteers fairly and justly; Whenever this organization makes an important decision, I know it will be concerned about volunteers; This organization can be relied on to keep its promises; I believe that this organization takes the opinions of volunteers into account when making decisions; I feel very confident about this organization's skills; This organization has the ability to accomplish what it says it will do. Six variable names were assigned to each item correspondingly: TRUST1, TRUST2, TRUST3, TRUST4, TRUST5 and TRUST6. Variables TRUST1 and TRUST6 had kurtosis above 3.5 (see Appendix D) and were excluded from the analysis. The average of four variables was calculated (TRUST2, TRUST3, TRUST4 and TRUST5), creating a new variable named **TRUST**. The variable TRUST is measured on an interval scale (Argyrous 2005, 10–11).

Construct: Commitment

The measurement scale for commitment was also adapted from the short version scale proposed by Hon and Grunig (1999) and comprises four items measured on a seven-point Likert scale (1 = “strongly disagree” and 7 = “strongly agree”): *I feel that this organization is trying to maintain a long-term commitment to volunteers.; I can see that this organization wants to maintain a relationship with volunteers; There is a long-lasting bond between this organization and volunteers; Compared to other organizations, I value my relationship with this organization more.* Four variable names were assigned to each item correspondingly: COMMIT1, COMMIT2, COMMIT3 and COMMIT4. The variable COMMIT2 had kurtosis above 3.5 (see Appendix D) and was excluded from the analysis. The average of three variables (COMMIT1, COMMIT3 AND COMMIT4) was calculated to create a new variable named **COMMITMENT**. This variable is measured on an interval scale (Argyrous 2005, 10–11).

Construct: Satisfaction

The measurement scale for satisfaction was adapted from the short version scale proposed by Hon and Grunig (1999) and comprises four items measured on a seven-point Likert scale (1 = “strongly disagree” and 7 = “strongly agree”): *I am happy with this organization; Both the organization and volunteers benefit from the relationship; Most volunteers are happy in their interactions with this organization; Generally speaking, I am pleased with the relationship this organization has established with volunteers.* Four variable names were assigned to each item correspondingly: SATISFAC1, SATISFAC2, SATISFAC3 and SATISFAC4. Three variables out of four were found to have kurtosis above 3.5 – SATISFAC1, SATISFAC2 and

SATISFAC4 (see Appendix D). The variable SATISFAC1 had the smallest kurtosis out of the three variables which were above the 3.5 threshold and was left in the analysis in order to have at least two items measuring satisfaction. The average of the two remaining variables (SATISFAC1 and SATISFAC3) was calculated to create a new variable named **SATISFACTION**. This new variable is measured on an interval scale (Argyrous 2005, 10–11).

Construct: Control mutuality

The measurement scale for control mutuality was adapted from the short version scale proposed by Hon and Grunig (1999) and comprises four items measured on a seven-point Likert scale (1 = “strongly disagree” and 7 = “strongly agree”): *This organization and volunteers are attentive to what each other say; This organization believes the opinions of volunteers are legitimate; In dealing with volunteers, this organization has a tendency to throw its weight around (reversed); This organization really listens to what volunteers have to say.* Four variable names were assigned to each item correspondingly: CONTROL1, CONTROL2, CONTROL3 and CONTROL4. The variable CONTROL3 was reversed, creating a new variable – CONTROL3_REVERSED. The average of the four variables (CONTROL1, CONTROL2, CONTROL3_REVERSED and CONTROL4) was calculated, creating a new variable named **CONTROL**. The variable CONTROL is measured on an interval scale (Argyrous 2005, 10–11).

Construct: Relationship quality

To measure the overall relationship quality between the volunteers and the nonprofit organizations an average of the four quality outcomes (TRUST, COMMITMENT, SATISFACTION and CONTROL MUTUALITY) was calculated and a variable **RELATIONSHIP** was created. The variable RELATIONSHIP is measured on an interval scale (Argyrous 2005, 10–11).

Other important variables and their measurement scales:

ORGANIZATION – Indicates the name of the organization for which the respondent volunteers. A nominal measurement scale.

AREA – Indicates the area in which the nonprofit organization works. 12 areas were proposed as response options, the 12th being – “other (please describe)”. A nominal measurement scale.

AREA_OTHER	– Describes the area in which the nonprofit organization works, if the respondent chose response option 12 in relation to variable AREA. A nominal measurement scale.
MONTHS	– Indicates the number of months a respondent has volunteered in the nonprofit organization. A ratio measurement scale.
HOURS	– Indicates the number of hours a respondent volunteers in the nonprofit organization per month. A ratio measurement scale.
CONTINUE	– Shows whether the respondent intends to continue volunteering for the given organization (yes/no). A nominal measurement scale.
GENDER	– Respondents were asked to state their gender. A nominal measurement scale.
AGE	– Respondents were asked to state their age in years. A ratio measurement scale.
EDUCATION	– was measured by the question: <i>what is the highest level of education that you have reached?</i> The response options were: primary school, high school/vocational school/gymnasium, undergraduate degree and postgraduate degree. An ordinal measurement scale.
OCCUPATION	– Respondents were asked to choose one of the following options: unemployed, employed part-time, employed full-time, pupil/student, housewife etc. and pensioner. An ordinal measurement scale.

All the items for measuring different constructs and variables were translated into Slovenian language in the online questionnaire that was distributed to the respondents (see Appendix C). Appendix E presents a summary of all the hypotheses, indicates the variables corresponding to each of the five hypotheses, their measurement scales and the suitable statistical tests used to test each individual hypothesis.

7.2.3 Data Analysis

Quantitative data analysis was conducted using the Statistical Package for the Social Sciences (SPSS) software. To test the five stated hypotheses, multiple regression analysis was used. To determine the reliability of the measurement scales Cronbach's Alpha values were calculated. Descriptive statistics were obtained with the help of SPSS. The results of the data analysis and hypotheses tests are presented and discussed in the further chapters of the thesis.

7.3 Reliability of the Measurement Scales

To assess the reliability of the measurement scales, Cronbach’s Alpha coefficient was calculated using SPSS for each of the four stewardship strategies and relationship quality outcomes (see Appendix F). Table 7.1, below, presents the results of the calculation.

Table 7.1: Reliability coefficients

Stewardship strategies	Cronbach's Alpha
Reciprocity	0.575
Reporting	0.767
Responsibility	0.715
Relationship nurturing	0.671
Relationship Outcomes	Cronbach's Alpha
Trust	0.918
Commitment	0.731
Satisfaction	0.858
Control Mutuality (excluding CONTROL3_REVERSED)	0.907

The value of Cronbach’s Alpha for Control Mutuality was found to be higher if we exclude the variable CONTROL3_REVERSED. In this case the value was – 0.907. If we leave the CONTROL3_REVERSED, the Cronbach’s Alpha was equal to 0.767. That is why the decision was made to exclude CONTROL3_REVERSED from the analysis. Thus, the variable CONTROL was changed, and was now calculated as the average of CONTROL1, CONTROL2 and CONTROL4. In further data analysis this new calculation was used.

Overall, we can notice that the reliability of the measurement scales is higher for the relationship quality outcomes than for the stewardship strategies. The lowest Cronbach’s Alpha values belong to Reciprocity and Relationship nurturing and are equal to 0.575 and 0.671. In general, according to Mallery (in Gliem and Gliem 2003, 87) values of Cronbach’s Alpha that are above 0.5 can be used. Nevertheless values from 0.5 to 0.6 are quite poor and from 0.6 to 0.7 are questionable. Values of Alpha above 0.7 are acceptable (Reporting, Responsibility and Commitment), above 0.8 are good (Satisfaction) and above 0.9 are excellent (Trust and Control mutuality). The value of Alpha also depends on the number of items in the scale (Gliem and Gliem 2003, 87). Reciprocity and Relationship nurturing have four and three items correspondingly, which is not that high. Possibly this could be one of the reasons for obtaining not so high Alpha values. For all the eight measurement scales, the Cronbach’s values were accepted for the current study.

7.4 Descriptive Statistics of the Sample and Variables

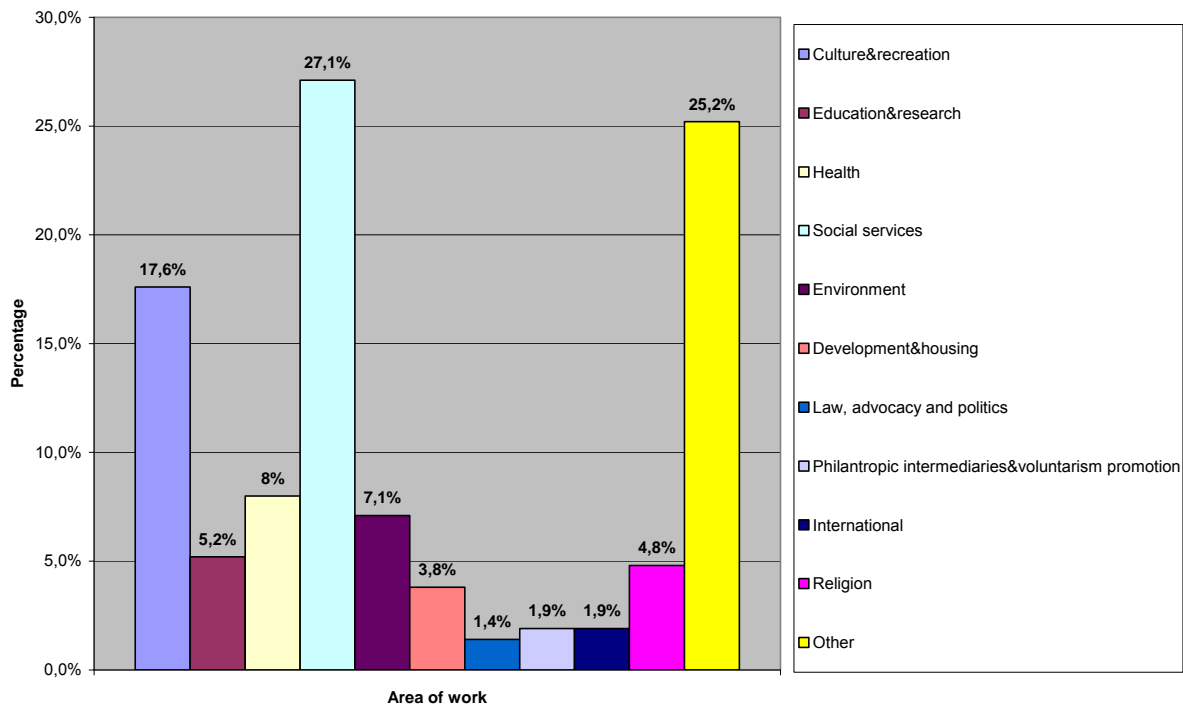
Descriptive statistics of the sample

The size of the gathered sample was $N = 210$ respondents. Among the respondents 148 (70.5 %) were female and 62 (29.5 %) male. The average age was 35.05 years with a range from 11 to 75 years and a standard deviation of 14.55. According to the education, the respondents were divided as follows: primary school – 4.3%, high school/vocational school/gymnasium – 47.6%, undergraduate degree – 44.8% and postgraduate degree – 3.3%. Based on the occupation, the sample was divided the following way: unemployed – 19.5%, employed part-time – 5.7%, employed full-time – 27.1%, pupil/student – 34.8%, housewife etc. – 1.4% and pensioner – 11.4%.

The first question of the questionnaire asked the respondents to indicate for which organization they volunteer. From 210 respondents, 20 respondents (9.5%) did not state the name of the nonprofit organization they volunteer in. Among the organizations for which respondents of the current study volunteer were: Animal Angels, Društvo upokojencev, Botanični vrt Ljubljana, Center za duševno Šent Ajdovscina – dnevni center, Center Zarja, CIPRA Slovenija – društvo za varstvo Alp, CIRIUS Vipava, Človek za druge, CSD Nova Gorica, DGN Auris Kranj, dom za varstvo odraslih, DOPPS, Društvo Center za pomoč mladim, Društvo prostovoljcev VZD, društvo tabornikov, društvo za napredek kulture, Društvo za nenasilno komunikacijo, društvo za preventivno delo, Društvo za Združene narode Slovenija, Gorska reševalna služba, KARITAS, Onkološki institut Ljubljana, UNICEF, Rdeči Križ, ZOO Ljubljana, etc.

Figure 7.2, on the next page, depicts the percentages of nonprofit organizations by the areas they work in. Among the “Other” category, respondents specified such areas like: rescue (reševanje), association for quality living, counselling, education, working with youth, helping the drug addiction individuals, accompanying fatally ill individuals and their relatives, first aid etc. Most of the areas that the respondents specified under the category “Other” actually fit within one of the areas listed as response options. Most likely that these respondents were not able to identify under which proposed category their organization fits or maybe thought that it does not fully describe their organization.

Figure 7.2: Distribution of the areas nonprofit organizations work in



Two questions in the questionnaire were asking the respondents to indicate how many months they have already been volunteering for the specified nonprofit organizations and how many hours per month they volunteer (variables MONTHS and HOURS). A few outliers were found for both variables. The variable MONTHS had an outlier – 1200 months (100 years) and the variable HOURS (per months) – 0 hours, 280 hours (35 eight-hour working days a month), 300 hours (37.5 eight-hour working days a month), 320 hours (40 eight-hour working days a month) and 1020 hours (127.5 eight-hour working days a month). Most likely these responses were entered by mistake and therefore were excluded from the analysis.

Table 7.2, on the next page, presents a summary of the descriptive statistics for the MONTHS and HOURS variables. On average, respondents from our sample volunteer about 6 year in the given nonprofit organization. The number of months volunteered in the nonprofit ranges from 1 to 540 months (45 years). The average number of hours volunteered per months is 23.44 hours, which is almost three full eight-hour working days a months. Nevertheless, the most frequent answer was 10 hours per month. The number of hours volunteered per month ranged from 1 to 180 hours (22.5 eight-hour working days).

Table 7.2: Descriptive statistics of MONTHS & HOURS

Variable	Mean	Median	Mode	St. deviation	Skewness	Kurtosis	Min	Max
MONTHS (N=209)	76.1	36	24	102.12	2.36	5.88	1	540
HOURS (N=204)	23.44	15	10	26.36	2.78	10.28	1	180

The respondents were also asked whether they plan to continue volunteering for the nonprofit organization they were answering the questionnaire about. The results show that 94.3% plan to continue volunteering for the chosen organization. Among the respondents, 5.7% gave a negative answer to this question.

Descriptive statistics of the main variables

There are nine main variables that are used for testing the stated hypotheses. These are: RECIPROCITY, REPORTING, RESPONSIBILITY, NURTURING, TRUST, COMMITMENT, SATISFACTION, CONTROL and RELATIONSHIP. Table 7.3 presents the descriptive statistics of these variables. It is noticeable that all the nine variables were evaluated positively by the respondents with mean values above the middle point of four. The most frequently chosen response option was 7 (“strongly agree”) for all relationship quality outcomes and three out of four stewardship strategies (with the exception of Reciprocity). The histograms for each variable can be found in Appendix G.

Table 7.3: A summary table of descriptive statistics

	N	Mean	Median	Mode	St.deviation	Range	Skewness	Kurtosis
RECIPROCITY	210	5.13	5.25	5.50	1.25	1.75-7	-0.39	-0.41
REPORTING	208	5.51	5.75	7.00	1.39	1.00-7	-0.93	0.52
RESPONSIBILITY	210	5.93	6.33	7.00	1.15	1.33-7	-1.23	1.25
NURTURING	210	5.58	6.00	7.00	1.39	1.00-7	-0.931	0.35
TRUST	210	5.93	6.50	7.00	1.33	1.00-7	-1.52	2.17
COMMITMENT	210	6.06	6.33	7.00	1.10	2.00-7	-1.44	1.80
SATISFACTION	210	6.11	6.50	7.00	1.21	1.00-7	-1.64	2.42
CONTROL	210	5.88	6.33	7.00	1.28	1.33-7	-1.24	0.87
RELATIONSHIP	210	5.99	6.34	7.00	1.09	2.17-7	-1.33	1.11

7.5 Hypotheses Testing and Discussion of Results

7.5.1 Relationship Outcomes and Stewardship Strategies

H1: Trust as a relationship quality outcome is positively influenced by the four stewardship strategies.

To test this hypothesis, the relationship between variables TRUST (the dependent variable measured on an interval scale), RECIPROCITY (the independent variable measured on an interval scale), REPORTING (the independent variable measured on an interval scale), RESPONSIBILITY (the independent variable measured on an interval scale) and NURTURING (the independent variable measured on an interval scale) was analyzed. To analyze how TRUST was influenced by the independent variables measured on an interval/ratio scale– multiple regression analysis was used, also called multivariate regression. According to Argyrous (2005, 189) “Multivariate regression investigates the relationship between two or more independent variables on a single dependent variable”. Therefore, multiple regression analysis was carried out with all four stewardship strategies entered as the independent variables. The following results were obtained (see Table 7.4): **TRUST = 0.663 + 0.213*REPORTING + 0.359*RESPONSIBILITY + 0.313*NURTURING.**

Table 7.4: H1 – regression analysis results

Dependent variable	Independent variable	Unstandardized coefficients B	Standardized coefficient Beta	t-Value	p-value
TRUST	Constant	0,663		2,08	0,039
	RECIPROCITY	0,044	0,043	0,77	0,442
	REPORTING	0,213	0,229	3,578	0,000
	RESPONSIBILITY	0,359	0,316	4,785	0,000
	NURTURING	0,313	0,336	5,969	0,000
Adjusted R ² =0,599, F (4,203)= 78,346, p= 0,000					

From the ANOVA table generated by SPSS (see Appendix H), it was found that at least some of the independent variables in the model were statistically significant in predicting the dependent variable, F (4,203)= 78,346, p< 0.001. The t-statistics then indicated which of the variables were significant. Then, in order to find out the relative importance of each independent variable in explaining the value of the dependent variable, standardized coefficients were used (Argyrous 2005, 193). Current results indicated that the most important variable in determining the value of TRUST was NURTURING (Beta = 0.336), then RESPONSIBILITY (Beta = 0.316) and finally REPORTING (Beta = 0.229). The coefficient

of multiple determination (adjusted R square) was equal to 0.599, indicating that almost 60% of the variation of TRUST was explained by the regression line relative to the variance explained in case of no association (Argyrous 2005, 171).

The results of the multiple regression analysis indicated that three out of four stewardship strategies explained TRUST as one of the relationship quality outcomes. These were – REPORTING, REPOSNSIBILITY and NURTURING. There was a positive relationship between TRUST and these three stewardship strategies. An increase in REPORTING by 1 point would increase TRUST by 0.213 points. Similar for RESPONSIBILITY and NURTURING, an increase by 1 point of each of these 2 variables increases TRUST by 0.359 and 0.313 points correspondingly. RECIPROCITY was found to have no significant influence on TRUST. Thus, hypothesis H1 holds for three out of four stewardship strategies.

H2: Commitment as a relationship quality outcome is positively influenced by the four stewardship strategies.

To test this hypothesis, the relationship between variables COMMITMENT (the dependent variable measured on an interval scale), RECIPROCITY (the independent variable measured on an interval scale), REPORTING (the independent variable measured on an interval scale), RESPONSIBILITY (the independent variable measured on an interval scale) and NURTURING (the independent variable measured on an interval scale) was analyzed. Similar as for hypothesis H1, multiple regression analysis was carried out with all four stewardship strategies entered as the independent variables. The results were as follows (see Table 7.5): **COMMITMENT = 1.796 + 0.298*RESPONSIBILITY + 0.262*NURTURING.**

Table 7.5: H2 – regression analysis results

Dependent variable	Independent variable	Unstandardized coefficients B	Standardized coefficient Beta	t-Value	p-value
COMMITMENT	Constant	1,796		6,02	0,000
	RECIPROCITY	0,095	0,108	1,771	0,078
	REPORTING	0,098	0,123	1,753	0,081
	RESPONSIBILITY	0,298	0,308	4,235	0,000
	NURTURING	0,262	0,329	5,325	0,000
Adjusted R ² =0,516, F(4,203)= 56,098, p= 0,000					

From the ANOVA table generated by SPSS (see Appendix H), it was seen that at least some of the independent variables in the model were significant, $F(4,203)= 56,098$, $p < 0.001$. The t-statistics indicated which of the variables were significant – in our case these were RESPONSIBILITY and NURTURING. Results of the multiple regression indicated that the most important variable in determining the value of COMMITMENT was NURTURING (Beta = 0.329) and then followed RESPONSIBILITY (Beta = 0.308). The coefficient of multiple determination (adjusted R square) was equal to 0.516, indicating that approximately 52% of the variation of COMMITMENT was explained by the regression line relative to the variance explained in case of no association.

The results of the multiple regression analysis indicated that in our case only two out of four stewardship strategies explained COMMITMENT as one of the relationship quality outcomes. These were – REPOSNSIBILITY and NURTURING. There was a positive relationship between COMMITMENT and these two stewardship strategies. An increase in RESPONSIBILITY by 1 point would increase COMMITMENT by 0.298 points. Similar for NURTURING, an increase by 1 point increases COMMITMENT by 0.262. RECIPROCITY and REPORTING were found to have no significant influence on COMMITMENT. Hypothesis H2 holds for two out of four stewardship strategies.

H3: Satisfaction as a relationship quality outcome is positively influenced by the four stewardship strategies.

To test this hypothesis, the relationship between variables SATISFACTION (the dependent variable measured on an interval scale), RECIPROCITY (the independent variable measured on an interval scale), REPORTING (the independent variable measured on an interval scale), RESPONSIBILITY (the independent variable measured on an interval scale) and NURTURING (the independent variable measured on an interval scale) was analyzed. Similar as for the two previous hypotheses, multiple regression analysis was carried out with all four stewardship strategies entered as the independent variables. The following result was found (see Table 7.6 on the next page): **SATISFACTION = 1.479 + 0.485*RESPONSIBILITY + 0.214*NURTURING.**

Table 7.6: H3 – regression analysis results

Dependant variable	Independent variable	Unstandardized Coefficients B	Standardized coefficient Beta	t-Value	p-value
SATISFACTION	Constant	1,479		4,352	0,000
	RECIPROCITY	0,097	0,101	1,588	0,114
	REPORTING	0,01	0,012	0,164	0,87
	RESPONSIBILITY	0,485	0,456	6,058	0,000
	NURTURING	0,214	0,244	3,815	0,000
Adjusted R ² =0,48, F(4,203)= 48,78, p= 0,000					

From the ANOVA table (see Appendix H), it was seen that at least some of the independent variables in the model were significant, $F(4,203) = 48,78$, $p < 0.001$. The t-statistics showed which of the variables were significant – in our case these were RESPONSIBILITY and NURTURING. Our results indicated that the most important variable in determining the value of SATISFACTION was RESPONSIBILITY (Beta = 0.456) and then followed NURTURING (Beta = 0.244). The coefficient of multiple determination (adjusted R square) was equal to 0.480, indicating that approximately 48% of the variation of SATISFACTION was explained by the regression line relative to the variance explained in case of no association.

The results of the multiple regression analysis revealed that two out of four stewardship strategies explained SATISFACTION. These were –REPOSNSIBILITY and NURTURING. There was a positive relationship between SATISFACTION and these two stewardship strategies. An increase in RESPONSIBILITY by 1 point would increase SATISFACTION by 0.485 points. Similar for NURTURING, an increase by 1 point increases SATISFACTION by 0.214. RECIPROCITY and REPORTING were found to have no significant influence on SATISFACTION. Hypothesis H3 holds for two out of four stewardship strategies.

H4: Control mutuality as a relationship quality outcome is positively influenced by the four stewardship strategies.

To test this hypothesis, the relationship between variables CONTROL (the dependent variable measured on an interval scale), RECIPROCITY (the independent variable measured on an interval scale), REPORTING (the independent variable measured on an interval scale), RESPONSIBILITY (the independent variable measured on an interval scale) and

NURTURING (the independent variable measured on an interval scale) was analyzed. Similar as for the previous hypotheses, multiple regression analysis was performed with all four stewardship strategies entered as the independent variables. The result was as follows (see Table 7.7): **CONTROL = 0.795 + 0.140*RECIPROCITY + 0.165*REPORTING + 0.246*RESPONSIBILITY + 0.356*NURTURING.**

Table 7.7: H4 – regression analysis results

Dependant variable	Independent variable	Unstandardized Coefficients B	Standardized coefficient Beta	t-Value	p-value
CONTROL	Constant	0,795		2,45	0,015
	RECIPROCITY	0,14	0,137	2,391	0,018
	REPORTING	0,165	0,18	2,729	0,007
	RESPONSIBILITY	0,246	0,219	3,221	0,001
	NURTURING	0,356	0,386	6,665	0,000
Adjusted R ² =0,574, F(4,203)= 70,829, p= 0,000					

From the ANOVA table (see Appendix H), it was found that at least some of the independent variables in the model were significant, F(4,203)= 70,829, p <0.001. The t-statistics then showed that in our case all four variables were significant predictors. Results of the multiple regression indicated that the most important variable in determining the value of CONTROL was NURTURING (Beta = 0.386) and then followed: RESPONSIBILITY (Beta = 0.219), REPORTING (Beta = 0.180) and RECIPROCITY (Beta = 0.137). The coefficient of multiple determination (adjusted R square) was equal to 0.574, indicating that approximately 57% of the variation of CONTROL was explained by the regression line relative to the variance explained in case of no association.

The results of the multiple regression analysis indicated that all four stewardship strategies explain CONTROL as one of the relationship quality outcomes. There was a positive relationship between CONTROL and all the four stewardship strategies. An increase in RECIPROCITY by 1 point would increase CONTROL by 0.140 points. Similar for REPORTING, RESPONSIBILITY and NURTURING – an increase of these variables by 1 point increases CONTROL by 0.165, 0.246 and 0.356 correspondingly. Hypothesis H4 holds for all four stewardship strategies – all have a significant influence on CONTROL.

H5: Overall, relationship quality is positively influenced by the four stewardship strategies.

To test this hypothesis, the relationship between variables RELATIONSHIP (the dependent variable measured on an interval scale), RECIPROCITY (the independent variable measured on an interval scale), REPORTING (the independent variable measured on an interval scale), RESPONSIBILITY (the independent variable measured on an interval scale) and NURTURING (the independent variable measured on an interval scale) was analyzed. Similar as for the previous hypotheses, multiple regression analysis was carried out with all four stewardship strategies entered as the independent variables. The following results were obtained (see Table 7.8): **RELATIONSHIP = 1.183 + 0.094*RECIPROCITY + 0.122*REPORTING + 0.347*RESPONSIBILITY + 0.286*NURTURING.**

Table 7.8: H5 – regression analysis results

Dependant variable	Independent variable	Unstandardized Coefficients B	Standardized coefficient Beta	t-Value	p-value
RELATIONSHIP	Constant	1,183		4,868	0,000
	RECIPROCITY	0,094	0,108	2,149	0,033
	REPORTING	0,122	0,154	2,679	0,008
	RESPONSIBILITY	0,347	0,361	6,06	0,000
	NURTURING	0,286	0,362	7,149	0,000
Adjusted R ² =0,674, F(4,203)= 107,958, p= 0,000					

From the ANOVA table (see Appendix H), it was found that at least some of the independent variables in the model were statistically significant, F(4,203)= 107,958, p <0.001. The t-statistics then revealed which ones – in our case all four variables were significant. Results of the multiple regression indicated that the most important variable in determining the value of RELATIONSHIP was NURTURING (Beta = 0.362) and then followed: RESPONSIBILITY (Beta = 0.361), REPORTING (Beta = 0.154) and RECIPROCITY (Beta = 0.108). The coefficient of multiple determination (adjusted R square) was equal to 0.674, indicating that approximately 67% of the variation of RELATIONSHIP was explained by the regression line relative to the variance explained in case of no association.

The results of the multiple regression analysis indicated that all four stewardship strategies explained the variable RELATIONSHIP (the overall relationship quality). There was a positive relationship between the variable RELATIONSHIP and these four stewardship

strategies. An increase in RECIPROCITY by 1 point would increase RELATIONSHIP by 0.094 points. Similar for REPORTING, RESPONSIBILITY and NURTURING – an increase of these variables by 1 point increases CONTROL by 0.122, 0.347 and 0.286 correspondingly. Hypothesis H5 holds for all four stewardship strategies – all have a significant positive influence on RELATIONSHIP.

7.5.2 Overview of Findings of the Empirical Study

The main findings of this research are summarized in Table 7.9 below. This Table 7.9 presents a summary of all five regression models that were found in the current study for each tested hypothesis. In the middle column, the result for each hypothesis is listed (whether it was accepted or not).

Table 7.9: The results of all hypotheses

Hypotheses	Results	Regression line
H1: Trust as a relationship outcome is positively influenced by the four stewardship strategies	Accepted for 3 out of 4 stewardship strategies	TRUST = 0.663 + 0.213*REPORTING + 0.359*RESPONSIBILITY + 0.313*NURTURING
H2: Commitment as a relationship outcome is positively influenced by the four stewardship strategies	Accepted for 2 out of 4 stewardship strategies	COMMITMENT = 1.796 + 0.298*RESPONSIBILITY + 0.262*NURTURING.
H3: Satisfaction as a relationship outcome is positively influenced by the four stewardship strategies	Accepted for 2 out of 4 stewardship strategies	SATISFACTION = 1.479 + 0.485*RESPONSIBILITY + 0.214*NURTURING.
H4: Control mutuality as a relationship outcome is positively influenced by the four stewardship strategies	Accepted for all stewardship strategies	CONTROL = 0.795 + 0.140*RECIPROCITY + 0.165*REPORTING + 0.246*RESPONSIBILITY + 0.356*NURTURING
H5: Overall, relationship quality outcomes are positively influenced by the four stewardship strategies	Accepted for all stewardship strategies	RELATIONSHIP = 1.183 + 0.094*RECIPROCITY + 0.122*REPORTING + 0.347*RESPONSIBILITY + 0.286*NURTURING

All five hypotheses were accepted, with the exception that in hypotheses H1 – H3 not all four stewardship strategies had significant influence on the corresponding relationship quality outcome. It was found that trust as a relationship quality outcome is influenced by reporting, responsibility and relationship nurturing. All three have a positive influence on trust. On the other hand, reciprocity was found to have no significant influence on trust in the current study. Results for hypothesis H2 and H3 are quite similar. Both relationship quality outcomes,

commitment and satisfaction, are positively influenced by responsibility and relationship nurturing. The other two stewardship strategies, reciprocity and reporting, did not have a significant impact on commitment or satisfaction. In fact, in three out of five hypotheses it was discovered that reciprocity has no significant influence on the relationship quality.

When testing hypothesis H4, it was found that control mutuality is positively and significantly influenced by all four stewardship strategies. The most important stewardship strategy determining control mutuality was found to be relationship nurturing and the least important – reciprocity. In hypothesis H5, the influence of the four stewardship strategies on the overall relationship quality was analyzed. Overall relationship quality was calculated as the average of its four components (trust, commitment, satisfaction and control mutuality). The results showed that all four stewardship strategies have a significant and positive influence on relationship quality, with the most important strategy determining the quality being relationship nurturing and the least important – reciprocity.

7.6 Discussion

While writing the master's thesis a lot of new information was discovered and different aspects of volunteer-nonprofit organization relationships were explored. The purpose of the research was achieved and the impact of four stewardship strategies (reciprocity, reporting, responsibility and relationship nurturing) on relationship quality outcomes was analyzed.

Building trust, making publics involved, investment in commitment and open communications directly influence the publics' decision whether to stay with the organization. Successful relationships bring beneficial consequences for an organization. Relationship building should be one of the most important goals for public relations practitioners, especially in non-profit sector (Kelly 2001, 282–284). Various researchers have noted the importance of relationship quality: all four relationship quality outcomes were found to be significant predictors when identifying those volunteer that give the most amount of time to nonprofits, the most important predictors were trust and commitment (Waters and Bortree 2007, 60–62). Satisfied volunteers were found to more likely continue working for the nonprofit, to volunteer in the future, and are more likely to donate to the organization in the future than the volunteers that were less satisfied with their volunteering activities (Hobson and Heler 2007, 49–54). It was found that there is a positive relationship between commitment

and trust, and that commitment is a predictor of trust, where trust also has a positive relationship with intended behaviour to continue volunteering and was its predictor (Dong 2011, 13–25, 28). The quality of the relationship influences the intended behaviour to continue volunteering in the future (Bortree 2007, 5, 48, 94, 97, 134).

Different researchers have also found that cultivation strategies have a positive influence on relationship quality outcomes (Bortree 2007, 60–68, 78, 95–97; Bortree and Waters 2010, 1–6, 9–19; Dong 2011, 13–20, 24–25). The research of stewardship practices in nonprofit communication was conducted mainly in regards to organization's communication with donors. Findings revealed that three out of four stewardship strategies (responsibility, reporting and relationship nurturing) had a direct significant positive influence on how donors evaluate the relationship. Reciprocity had no significant influence on any of the four relationship quality outcomes (Waters 2009, 113–116). Ziebarth (2010, 19–20) suggests that nonprofits already practice stewardship strategies in their relationships with volunteers, but there is room for improvement. The five hypotheses that were proposed in this study based on an in-depth analysis of existing scientific literature on the topic volunteer-nonprofit organization relationship were successfully tested and most of the findings correspond to those of other researchers.

The research findings of this study suggest that overall stewardship strategies have a positive influence on the relationship quality outcomes. However, sometimes not all four stewardship strategies have a significant impact on a specific relationship quality outcome and the strength of their impact is different. For three out of four relationship quality outcomes (trust, commitment and satisfaction) it was found that reciprocity had no significant impact. This finding is similar to that of Waters (2009, 113–116), where it was found that reciprocity had no significant impact on how donors evaluate their relationship with the organization. Nevertheless, in this study reciprocity did influence the evaluation of control mutuality and the overall relationship quality, but was the least important variable in determining their values. In four out of five hypotheses relationship nurturing was the most important variable in determining the value of the corresponding relationship quality. Responsibility was mainly on the second place by importance, and then followed by reporting and reciprocity.

The obtained results in this study imply that from the four stewardship strategies nonprofit organizations should put a special emphasis on relationship nurturing and responsibility in

order to improve their relationship quality with volunteers. Also, as stewardship was mainly analyzed by other researchers in the context of donor-nonprofit organization relationships, the current study provides a new insight in this area of research by analyzing stewardship in relation to volunteer-nonprofit organization relationships.

Nonprofit organizations need to understand the importance of stewardship strategies and undertake effort to implement them in their daily routine work. It would be a good idea to implement guidelines for stewardship strategies that nonprofits could use. Stewardship strategies positively influence relationship quality, which enables the nonprofits to retain their volunteers. They become more satisfied with the relationship and committed to the organization and thus continue volunteering also in the future. Waters and Bortree (2007, 62–64) recommend the following to volunteer managers: to increase commitment of volunteers, managers need to get them excited about the organization's goals, vision, value of the program and how volunteers will make a difference; to establish trust it is important to recognize volunteers' uniqueness and let them work on projects where they can use their special skills; listen to volunteers' feedback and identify their key interests; to enhance satisfaction it is important to understand the motivation of the individual to start volunteering and try to give a task that meets the motivation; to have appropriate power balance, volunteers should not feel like they are simply being used by the nonprofit (listen to the suggestions of volunteers, recognize efforts of volunteers, show appreciation and involve them in the decision making processes).

Moreover, in order for nonprofit organizations to maintain better relationships with their volunteers, they ought to assess and improve their volunteers' satisfaction regularly. To do this, anonymous satisfaction surveys with questions related to satisfaction with the experiences obtained in the organization can help. The results should be analyzed to identify where the problems could be and then improved. Regular communication about volunteers' value is also critical for a good quality relationship (Dong 2011, 13–25, 28).

One of the main limitations of the current study is connected to the method used to gather the data. The sample was not randomly chosen and has specific characteristics that can not be generalized to the entire population of volunteers in Slovenia. Consequently, the results can not be generalised to the Slovenian population of volunteers. Nevertheless, for populations

with characteristics that are the same or very similar the gathered sample in this study, it would be acceptable to generalize the findings.

Different areas of volunteer-nonprofit organization relationships could be further explored and developed. To overcome the limitation of the current study and provide even better results and understanding, a wider quantitative study should be performed by gathering data from a random sample. Furthermore, it would be interesting to conduct a deeper analysis of the socio-demographic characteristics of volunteers. For example, does age, gender, marital status or the region of Slovenia where the respondent lives have any influence on volunteer-nonprofit relationship? Another aspect which could be examined is whether there is an association between the evaluation of the relationship quality and the size of the organization, or maybe the area the nonprofit works in. It would also be a good idea to explore how stewardship strategies influence admiration as another relationship quality outcome suggested by Bortree and Waters (2008b), or would be interesting to find out the relationship between stewardship strategies and the amount of hours donated to the organization. Insight into volunteer-nonprofit relationships increases our knowledge in the area of public relations research and could be used to improve and maintain such relationships.

8 CONCLUSION

The current research analyzed the value that stewardship strategies add to the nonprofits' relationship with their volunteers. The theoretical section firstly presented the definition and types of nonprofit organizations. Then, gave an overview of the nonprofit sector in Slovenia and the communication strategies nonprofits use with their stakeholders. Next, the focus was moved to volunteers as a stakeholder of nonprofit organizations. Their importance was pointed out and their main motivations to engage into volunteering were studied. Moreover, communication strategies practiced with volunteers were discussed.

Relationship management strategies were represented with a focus on cultivation strategies. Stewardship as one of the cultivation strategies and main concerns of the current research was defined and presented as part of the model for relationship management ROPES (research, objectives, programming, evaluation and stewardship). The four dimensions of stewardship (reciprocity, responsibility, reporting and relationship nurturing) were discussed in detail and

their measurement scales were presented. The scales were found to be reliable with cronbach alpha values ranging from 0.575 to 0.767.

This Master's thesis focused on the four relationship quality outcomes, such as: trust, commitment, satisfaction and control mutuality. Detailed definitions of each outcome and the possible way to measure them were presented. Moreover, relationship quality outcomes in the context of volunteer-nonprofit organization relationships were discussed.

In the empirical study of the value of stewardship in volunteer-nonprofit organization relationship five hypotheses were successfully tested on a sample of 210 volunteers from different nonprofit organizations in Slovenia. The first four hypotheses (H1– H4), analyzed the influence of all four stewardship strategies on each individual relationship quality outcome (trust, commitment, satisfaction and control mutuality) and the fifth hypothesis analyzed the influence of each stewardship strategy on the overall relationship quality, which was calculated as the average of all four relationship quality outcomes. Results of each hypothesis were described and discussed in Chapters 7.5 and 7.6 in detail.

Descriptive statistics for the sample were also provided for such variables as: gender, age, level of education, occupation, area the nonprofit works in, months volunteered for the nonprofit, hours per month volunteered and whether the volunteers plans to continue volunteering for the organization in the future. Descriptive statistics, like mean, median, mode, standard deviation, etc. were also provided for all main variables (for the four stewardship strategies, for the four relationship quality outcomes and for the overall relationship).

Overall, the purpose of the Master's thesis was achieved and the impact of four stewardship strategies (reciprocity, reporting, responsibility and relationship nurturing) on the four relationship quality outcomes (trust, satisfaction, commitment and control mutuality) was analyzed and discussed.

9 POVZETEK V SLOVENŠČINI

UVOD

Skupna naloga managerjev in vodij neprofitnih organizacij je “odločati se, kako kar najbolje vključiti prostovoljce v delo, ki bo skladno s poslanstvom organizacije” (Waters in Bortree 2007, 57). Ko so prostovoljci vpeljeni v delo, morajo njihovi koordinatorji zaznati in uporabiti strategije za podaljšanje vključenosti prostovoljcev (Hager in Brudney 2004a).

Raziskav, ki bi preučevale in merile skrbništvo v povezavi s strategijami managementa odnosov, natančneje – o kulturalijskih strategijah, je v literaturi malo. Kot prva je zamisel predstavila Kelly, leta 1998, v povezavi z zbiranjem sredstev (Waters 2009, 114). »Skrbništvo zazna pomembnost predhodno vzpostavljenih odnosov za doseganje bodočih odnosov z javnostmi« (Hon in Grunig 1999, 17). Štirje zaporedni elementi skrbništva so: vzajemnost, odgovornost, poročanje in vzdrževanje odnosov (Waters 2009). Ta študija se osredotoča na strategije skrbništva v odnosu neprofitna organizacija-prostovoljec.

Bortree in Waters (2008a) sta preučevala vpliv kulturalijskih strategij na odnos neprofitna organizacija-prostovoljec in ugotovila, da imajo kulturalijske strategije močen, predvidljiv učinek na kakovost odnosov. Ker se skrbništvo navezuje na kulturalijske strategije, je predvideno, da ima neposreden vpliv na kakovost odnosov. Ta je pogosto merjena s pomočjo štirih dimenzij oz. posledic odnosov, ki sta jih opredelila Hon in Grunig (1999) in so: zaupanje, zavezanost, zadovoljstvo in vzajemnost vpliva.

Namen naše študije je preučiti vpliv, ki ga imajo strategije skrbništva na prostovoljčevo zaznavanje odnosa z organizacijo. Z ugotovitvami predstavi predstavnikom odnosov z javnostmi in koordinatorjem prostovoljcev ali strategije skrbništva vplivajo na posledice kakovosti odnosov in katere strategije skrbništva imajo večji vpliv na vrednotenje odnosa. To bi lahko izboljšalo učinkovitost vpletenosti prostovoljcev in trajanje njihove vključenosti znotraj organizacije.

Da bo dosežen namen te raziskovalne naloge, sta bila postavljena dva cilja:

- Zagotoviti kakovosten in izčrpen teoretični del s poglobljeno analizo obstoječih strokovnih člankov na zadano temo.

- Izvesti empirično raziskavo v Sloveniji in preučiti vpliv, ki ga imajo strategije skrbništva na posledice kakovosti odnosa v razmerju prostovoljec-neprofitna organizacija.

Magistrska naloga je sestavljena iz osmih glavnih poglavij. V drugem poglavju, po uvodu, so opisane neprofitne organizacije in njihova komunikacija z deležniki. V tretjem poglavju je predstavljena pomembnost prostovoljcev za neprofitne organizacije, preučeni so motivi neprofitnih organizacij za delo s prostovoljci in načini komuniciranja, ki so splošno uveljavljeni napram prostovoljcem. Pomembnost managementa odnosov in kultivacijska strategija sta predstavljena v četrtem poglavju. V petem poglavju so opisane posledice kakovosti odnosov. To poglavje se zaključuje s pregledom preteklih raziskav, ki so preučevale posledice kakovosti odnosov v odnosih prostovoljec-neprofitna organizacija. V šestem poglavju so predstavljene štiri strategije skrbništva. Poglavje vsebuje definicijo teh štirih strategij skrbništva, njihovo pomembnost, vpliv na posledice odnosov in merske lestvice, ki so uporabljene v tej raziskavi. Empirični del magistrske naloge je opisan v sedmem poglavju: pregled postavljenih hipotez, raziskovalne metode, ki so bile uporabljene, opis zanesljivosti merskih lestvic, opisna statistika vzorca in spremenljivk, testi petih hipotez in njihovi rezultati. V osmem poglavju je predstavljen zaključek.

DEFINICIJA IN NEPROFITNI SEKTOR V SLOVENIJI

Za namene te študije je bila izbrana strukturno-operativna definicija organizacij, ki vključuje neprofitni sektor. Tovrstne organizacije imajo naslednjih pet značilnosti, ki kar najbolj obrazložijo njihovo strukturo in delovanje: uradno ustanovljene, nevladne v osnovni strukturi, samo-upravne, ne razporedijo dobička, prostovoljske do neke mere (Salamon in Anheier 1999, 1).

V Sloveniji prevladujejo tri zakonite oblike neprofitnih organizacij: društvo, ustanova in zavod (Regijski NVO center 2012). Med iskanjem informacij o neprofitnih organizacijah v Sloveniji sem našla kar nekaj izrazov, ki se nanašajo na neprofitne organizacije, ki tvorijo neprofitni sektor, katerega preučujem v tej študiji. Te izrazi so: nevladne organizacije, neprofitne organizacije, nevladne nepridobitne organizacije, prostovoljske organizacije, dobredelne organizacije, humanitarne organizacije, neodvisne organizacije in druge. Zato sem med preučevanjem neprofitnega sektorja v Sloveniji, zajela informacije vseh različno

poimenovanih neprofitnih organizacij. Najpogosteje uporabljen izraz, s katerim sem se največkrat srečala, je nevladna organizacija.

V poročilu o stanju nevladnega sektorja v Sloveniji v letu 2004, ki zajema nevladne neprofitne organizacije, je ocenjeno, da je več kot en milijon ljudi (vsak drugi Slovenec) na nek način povezanih z delovanjem neprofitne organizacije. Ta povezanost se kaže v članstvu, prostovoljstvu, zaposlitvi ali pri uporabi storitev, ki jih nudijo neprofitne organizacije (Dobra družba 2004).

PROSTOVOLJCI KOT POMEMBNI DELEŽNIKI

Anheier (2005, 227–228) opredeli deležnike kot »ljudi ali organizacije, ki imajo dejanski, predviden ali namišljen delež v organizaciji, njenemu delovanju in vzdržljivosti«. Primeri deležnikov so: zaposleni, prostovoljci, člani, odjemalci ali uporabniki, stranke, vlada, pogodbeniki, investitorji, občinske skupnosti in drugi.

Zaradi narave storitev, ki jih zagotavljajo neprofitne organizacije in področij, na katerih delujejo, so bolj delovno-, kot kapitalno-intenzivne (Anheier 2005, 214). Prostovoljstvo je najpogostejša oblika neplačanega dela. Badelt (v Anheier 2005, 219) opredeli prostovoljstvo kot: »...delo brez plačila ali zakonske obveze, ki je na razpolago osebam izven prostovoljčevega gospodinjstva«.

Razlogi, zakaj imajo organizacije prostovoljce, so lahko naslednji: grajenje organizacijske moči, prostovoljci so bolj kredibilni kot katerikoli drug zaposlen, ki je plačan za svoje delo (saj se prostovoljec sam odloči pristopiti k neki organizaciji po svoji lastni volji in zaupanju v organizacijo) in povečanje sredstev organizacije (International Erosion Control Association, 1). Prostovoljci so dragocena pridobitev za organizacijo, vendar mnoge neprofitne organizacije ne vedo, kako jih ustrezno upravljati ali celo podcenjujejo njihovo vrednost. To se odraža v velikem številu prostovoljcev, ki ne nadaljujejo svojega prostovoljnega dela še v naslednjem letu (Eisner et al. 2009, 32–33). Neposredne koristi prostovoljcev so: zmanjšanje denarja, potrebnega za izvajanje projekta, povečanje obsega opravljenega dela in povečanje večšin, ki jih poseduje organizacija. Posredne koristi so lahko: organizacije so bolj izpostavljene zunanjemu svetu, povečano družabništvo in mreženje, pozitivni odnosi z javnostmi, prostovoljci lahko predlagajo nove ideje, izpolnjene so manj pomembne naloge, ipd. (Kentner et al. 2003, 3).

STRATEGIJE MANAGEMENTA ODNOSOV

Raziskave kažejo, da imajo uspešni odnosi koristne posledice za organizacijo. Kadar se gradi in upravlja odnose, je lahko uporabljen pristop upravljanja deležnikov. Carroll in Buchholtz (1999, 73–88) imata, med opisovanjem upravljanja deležnikov, stališče, da je naloga višjega managementa, upravljanje deležnikov organizacije na takšen način, da primarni deležniki dosežejo svoj cilj, medtem ko z ostalimi ravnajo etično in so tudi zadovoljni. Višji management vidita kot skrbnike in opredelita dejavnosti managementa deležnikov, ki so: opisati, razumeti, preučiti in ne nazadnje, upravljati. Pet ključnih vprašanj, ki pomagajo upravljati deležnike je: 1) kdo so deležniki organizacije, 2) kolikšni so deleži deležnikov organizacije, 3) katere izzive in priložnosti predstavljajo ti deležniki organizaciji, 4) kakšna je odgovornost organizacije napram njenim deležnikom, 5) katere strategije naj bi organizacija uporabila, upoštevajoč njene deležnike.

Ohranitvene strategije temeljijo na teorijah PR modelov, medosebni komunikaciji in razrešitvi nasprotovanj. Grunig (2002, 5) jih je opredelil kot kultivacijske strategije, ki predstavljajo »metode komunikacije, ki jih uporabljajo osebe, ki se ukvarjajo z odnosi z javnostmi, da bi razvile nove odnose z javnostmi in se spopadale s stresom in nasprotovanji, ki se pojavijo v vseh odnosih«. Ugotovitve drugih raziskav so pomagale razviti kultivacijske strategije, ki se imenuje skrbništvo.

POSLEDICE KAKOVOSTI ODNOSOV IN KAKO JIH MERIMO

Bistveno je meriti odnose organizacije z njenimi deležniki na dolgi rok. Hon in Grunig (1999) sta razvila napotke za merjenje takšnih odnosov. Ta raziskava se osredotoča na štiri elemente odnosa: zaupanje, zavezanost, zadovoljstvo in vzajemnost vpliva.

Hon in Grunig (1999, 19) opredelita **zaupanje** kot: »Stopnja zaupanja ene stranke do druge in njena pripravljenost za sodelovanje z drugo stranko«. **Zavezanost** je: »stopnja, do katere ena stranka verjame in občuti, da je odnosu vredno nameniti energijo za ohranitev in promocijo«. **Zadovoljstvo** sta opisala kot: »stopnja, do katere je ena stranka naklonjena drugi, ker so okrepljena pozitivna pričakovanja«. Odnos, kjer koristi prevladajo stroške, naj bi povzročalo zadovoljstvo. **Vzajemnost vpliva** je opredeljeno kot: »stopnja, do katere se stranke strinjajo glede tega, kdo ima upravičeno moč vplivati na drugega« (Hon in Grunig 1999, 20).

Hon in Grunig (1999, 26–29) sta razvila lestvice za merjenje zaznavanja odnosov z organizacijo. Tabela 5.1, na strani 40, te magistrske naloge, prikazuje kratke opise lestvic, ki sta jih razvila Hon in Grunig (1999) za merjenje zaupanja, zavezanosti, zadovoljstva in vzajemnosti vpliva z izrazi, prilagojenimi potrebam te naloge in merijo prostovoljčevo zaznavanje njihovega odnosa z neprofitnimi organizacijami, v katerih so prostovoljci.

SKRBNIŠTVO KOT KULTIVACIJSKA STRATEGIJA IN KAKO GA MERIMO

Na skrbništvo lahko gledamo kot na visoko stopnjo odgovornosti neprofitnih organizacij darovalcem in ostali širši javnosti. Bistvo skrbništva je zaupanje in odgovornost. Opredelimo ga lahko kot: »...skrbno in odgovorno upravljanje nečesa, zaupanega nekemu v varstvo, s strani ostalih...« (Conway 2003, 432). Eden od strateških ciljev pri odnosih z javnostmi je, okrepiti vedenje in obnašanje oseb, ki so že vključene v organizacijo: »Lažje je obdržati prijatelja, kot pridobiti novega prijatelja.« Skrbništvo je povezano z vzdrževanjem odnosov in naredi proces odnosov z javnostmi nepretrgan. Vsebuje štiri elemente: vzajemnost, odgovornost, poročanje in vzdrževanje odnosov (Kelly 2001, 279–281).

Element **vzajemnosti** je povezan z izkazovanjem hvaležnosti s strani organizacije, njenim deležnikom (Waters 2009, 114). **Odgovornost** se nanaša na to, da organizacije »držijo besedo«. Obljube, dane s strani organizacije, medtem ko iščejo podporo, morajo obveljati (Kelly 2001, 285–286). Element **poročanja** se pri skrbništvu navezuje na pomembno vlogo obveščanja javnosti neke organizacije (glede težav in priložnosti), pri kateri je organizacija iskala podporo (Waters 2009, 114). **Vzdrževanje odnosov** pomeni, da morajo organizacije sprejeti pomembno vlogo javnosti, ki jo podpirajo in jih imeti ves čas v mislih (Waters 2009, 114–115).

V tej magistrski nalogi so bile Waters-ove (2009) lestvice za merjenje strategij skrbništva v razmerju z darovalci, prilagojene za prostovoljce. Tabela 6.1, na strani 51, prikazuje lestvice za merjenje vzajemnosti, odgovornosti, poročanja in vzdrževanja odnosov, vendar so, zaradi namena te raziskave, prilagojene za prostovoljce.

EMPIRIČNA RAZISKAVA

V tej raziskavi sem preverila pet hipotez. Prve štiri (H1–H4) analizirajo vpliv vseh štirih strategij skrbništva na vsako posamezno posledico kakovosti odnosov. Peta hipoteza preuči

vpliv vsake strategije skrbništva na splošno kakovost odnosov, izračunan je kot povprečje vseh štirih posledic kakovosti odnosov.

H1: Zaupanje, kot posledica kakovosti odnosov, je pozitivno odvisna od štirih strategij skrbništva.

H2: Zavezanost, kot posledica kakovosti odnosov, je pozitivno odvisna od štirih strategij skrbništva.

H3: Zadovoljstvo, kot posledica kakovosti odnosov, je pozitivno odvisna od štirih strategij skrbništva.

H4: Vzajemnost vpliva, kot posledica kakovosti odnosov, je pozitivno odvisna od štirih strategij skrbništva.

H5: Posledice kakovosti odnosov so pozitivno odvisne od štirih strategij skrbništva.

Primarni podatki za empirični del raziskave so bili zbrani preko anketnega vprašalnika. Ustvarjen je bil spletni vprašalnik, v katerem je bila večina odgovorov merjena s sedem-stopenjsko Likertovo lestvico z možnimi odgovori od 1 = »sploh se ne strinjam« do 7 = »popolnoma se strinjam«, nekaj odprtimi vprašanji in z nekaj vprašanji z več možnimi odgovori na izbiro (glej Prilogo C za vprašalnik). Ko so bili zbrani podatki, je bila izvedena kvantitativna analiza na naključnem vzorcu 210 anketirancev, ki so prostovoljci v neprofitnih organizacijah v Sloveniji. Analiza je bila narejena s pomočjo programa SPSS (*Statistical Package for the Social Sciences*). Za preverjanje petih hipotez je bila uporabljena analiza multiple regresije. Vrednosti Kronbah Alfe so bile izračunane za določanje zanesljivosti merskih lestvic. Opisne statistike so bile pridobljene s pomočjo programa SPSS.

REZULTATI EMPIRIČNE RAZISKAVE

Velikost pridobljenega vzorca je štela 210 oseb. Število sodelujočih žensk je bilo 148 (70,5 %) ter moških 62 (29,5 %). Povprečna starost je bila 35,05 let z razponom od 11 do 75 let. Med anketiranimi je bilo 19,5 % nezaposlenih, 5,7 % zaposlenih za določen čas, 27,1 % zaposlenih za polni delovni čas, 34,8 % dijakov oziroma študentov, 1,4 % gospodinj in 11,4 % upokojencev. V povprečju so anketiranci delovali v neprofitni organizaciji približno šest let. Povprečno število ur, ki ga prostovoljci opravijo na mesec, je 23,44 ur (skoraj trije polni delovni dnevi). Najpogostejši odgovor glede prostovoljno opravljenih ur na mesec je bil 10 ur. Rezultati so pokazali, da 94,3 % anketiranih namerava nadaljevati s prostovoljnim delom v izbrani neprofitni organizaciji tudi v prihodnje.

Za preverjanje hipotez je bilo uporabljenih devet glavnih spremenljivk: VZAJEMNOST, POROČANJE, ODGOVORNOST, VZDRŽEVANJE, ZAUPANJE, ZAVEZANOST, ZADOVOLJSTVO, KONTROLA in RAZMERJE. S strani anketiranih so bile vse pozitivno ovrednotene, s srednjo vrednostjo nad središčno vrednostjo štiri. Pri vprašanjih na temo posledic kakovosti odnosov in treh izmed štirih strategij skrbništva (z izjemo Vzajemnosti) je bil najpogosteje izbran odgovor 7 (»popolnoma se strinjam«).

Tabela 7.9: Rezultati vseh hipotez

Hipoteze	Rezultati	Regresijska premica
H1: Zaupanje, kot posledica kakovosti odnosov, je pozitivno odvisna od štirih strategij skrbništva.	Sprejeta za tri od štirih strategij skrbništva	ZAUPANJE = 0.663 + 0.213*POROČANJE + 0.359*ODGOVORNOST + 0.313*VZDRŽEVANJE
H2: Zavezanost, kot posledica kakovosti odnosov, je pozitivno odvisna od štirih strategij skrbništva.	Sprejeta za dve od štirih strategij skrbništva	ZAVEZANOST = 1.796 + 0.298*ODGOVORNOST + 0.262*VZDRŽEVANJE
H3: Zadovoljstvo, kot posledica kakovosti odnosov, je pozitivno odvisna od štirih strategij skrbništva.	Sprejeta za dve od štirih strategij skrbništva	ZADOVOLJSTVO = 1.479 + 0.485*ODGOVORNOST + 0.214*VZDRŽEVANJE
H4: Vzajemnost vpliva, kot posledica kakovosti odnosov, je pozitivno odvisna od štirih strategij skrbništva.	Sprejeta za vse strategije skrbništva	KONTROLA = 0.795 + 0.140*VZAJEMNOST + 0.165*POROČANJE + 0.246*ODGOVORNOST + 0.356*VZDRŽEVANJE
H5: Posledice kakovosti odnosov so pozitivno odvisne od štirih strategij skrbništva.	Sprejeta za vse strategije skrbništva	RAZMERJE = 1.183 + 0.094*VZAJEMONST + 0.122*POROČANJE + 0.347*ODGOVORNOST + 0.286*VZDRŽEVANJE

Sprejetih je bilo vseh pet hipotez, razen v hipotezah H1 – H3 niso imele vse štiri strategije skrbništva značilnega vpliva na ujemajočo se posledico kakovosti odnosov. Ugotovljeno je bilo, da na zaupanje, kot posledico kakovosti odnosov, vplivajo poročanje, odgovornost in

vzdrževanje odnosov. Vsi trije imajo pozitivni vpliv na zaupanje. Nasprotno je bilo v tej raziskavi ugotovljeno, da vzajemnost nima značilnega vpliva na zaupanje. Rezultati za hipotezi H2 in H3 so precej podobni. Na obe posledici kakovosti odnosov, zavezanost in zadovoljstvo, pozitivno vplivata odgovornost in vzdrževanje odnosov. Preostali dve strategiji skrbništva, vzajemnost in poročanje, nista imeli značilnega vpliva na zavezanost ali zadovoljstvo. Pri treh od petih hipotez je bilo ugotovljeno, da vzajemnost nima značilnega vpliva na kakovost odnosov.

Pri preverjanju hipoteze H4 so rezultati pokazali, da na vzajemnost vpliva pozitivno in značilno vplivajo vse štiri strategije skrbništva. Strategija skrbništva, ki najbolj vpliva na vzajemnost vpliva, je vzdrževanje odnosov, najmanj pa vpliva vzajemnost. Vpliv vseh štirih strategij skrbništva na posledice kakovosti odnosov (izračunano kot povprečje štirih elementov) je bil preučen s hipotezo H5. Ugotovljeno je bilo, da imajo vse štiri strategije skrbništva značilen in pozitiven vpliv na kakovost odnosov, najbolj pomembna strategija je vzdrževanje odnosov, najmanj pa vzajemnost.

ZAKLJUČEK

Ta raziskava je preučila vrednost, ki jo strategije skrbništva dodajo k odnosom neprofitnih organizacij do njihovih prostovoljcev. Rezultati nakazujejo, da bi bilo potrebno, od vseh štirih strategij skrbništva, največ pozornosti posvečati vzdrževanju odnosov in odgovornosti, z namenom izboljšanja kakovosti odnosov s prostovoljci in njihovim obdržanjem. Neprofitne organizacije morajo razumeti, da so strategije skrbništva pomembne in se potruditi, da bi jih vpeljale v njihovo dnevno rutino. Uporabljeni bi morali biti tudi nasveti za strategije skrbništva, ki jih lahko uporabijo neprofitne organizacije. Skrbništvo je bilo s strani drugih raziskovalcev v večini preučeno v kontekstu odnosa darovalec – neprofitna organizacija, ta raziskava pa ponudi nov pogled na to področje raziskav s preučevanjem skrbništva v odnosu prostovoljec – neprofitna organizacija.

Zanimivo bi bilo nadalje raziskati socio-demografske značilnosti prostovoljcev. Na primer, ali leta, spol, stan ali regija Slovenije, v kateri prebiva anketirani, vplivajo na odnos prostovoljec-neprofitna organizacija? Ali obstaja povezava med oceno kakovosti odnosov in velikostjo organizacije ali morda področja, v katerem deluje neprofitna organizacija? Zanimivo bi bilo tudi preučiti, kako strategije skrbništva vplivajo na občudovanje, kot eno od posledic kakovosti odnosov, na katerega sta nakazala Bortree in Waters (2008b), ali pa bi bilo

zanimivo ugotoviti, kakšna je povezanost med strategijami skrbništva in številom ur, ki so na razpolago neki organizaciji. Vpogled v odnos prostovoljec-neprofitna organizacija izboljša naše znanje s področja raziskav odnosov z javnostmi in bi bilo lahko uporabljeno za izboljšanje in vzdrževanje takšnih odnosov.

10 REFERENCE LIST

1. Accadia, Rebecca and Arlene Walker. 2009. *Psychological Contracts in Volunteers*. Accessed on: http://www.fnqvunteers.org/images/Volunteering_Study_Summary.pdf(March 10, 2012).
2. Anheier, Helmut K. 2005. *Nonprofit Organizations: Theory, management, policy*. New York: Routledge.
3. Argyrous, George. 2005. *Statistics for Research: With a Guide to SPSS*. London: Sage Publications Inc.
4. Balsler, Deborah and John McClusky. 2005. Managing Stakeholder Relationships and Nonprofit Organization Effectiveness. *Nonprofit Management and Leadership* 15 (3): 295–315.
5. Bortree, Denise Sevick. 2007. *Relationship management with adolescent publics: The role of relationship maintenance strategies and relational quality outcomes on adolescents' intended behavior*. Accessed on: http://ufdcimages.uflib.ufl.edu/UF/E0/02/13/40/00001/bortree_d.pdf(March 10, 2012).
6. Bortree, Denise Sevick and Richard D. Waters. 2008a. The Value of Feeling Included: The Impact of Inclusion on Teen Volunteers' Organizational Satisfaction. *International Journal of Volunteer Administration* 25 (1): 27–39.
7. --- 2008b. Admiring the Organization: A Study of the Relational Quality Outcomes of the Nonprofit Organization-Volunteer Relationship. *Public Relations Journal* 2 (3).
8. --- 2010. Applying Zaichowsky's involvement scales to the nonprofit organization-volunteer relationship: Testing the mediating effect of involvement on cultivation strategies and relationship quality. *PRism* 7 (2): 1–15.
9. Brudney, L. Jeffrey. 2005. Designing and Managing Volunteer Programs. In *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, ed. Robert D. Herman and Associates, 310–345. San Francisco: Jossey-Bass, A Wiley Imprint.
10. Buchanan, Sean and Patricia Bradshaw. 2011. *The Voice from Outside: Stakeholder Resistance in Nonprofit Organization*. Accessed on: <http://www.nonprofitquarterly.org/governancevoice/18291-the-voice-from-outside-stakeholder-resistance-in-nonprofit-organizations.html> (March 10, 2012).
11. Caroll, Archie B. and Ann K. Buchholtz. 1999. *Business & Society: Ethics and Stakeholder Management*. Ohio: Cengage Learning.

12. Chacón, Fernando, Tania Pérez, Jérôme Flores and María Luisa Vecina. 2011. Motives for volunteering: Categorization of volunteers' motivations using open-ended questions. *Psychology in Spain* 15 (1): 48–56.
13. Clary, E. Gil, Mark Snyder, Robert D. Ridge, John Copeland, Arthur A. Stukas, Julie Haugen and Peter Miene. 1998. Understanding and Assessing the Motivations of Volunteers: A Functional Approach. *Journal of Personality and Social Psychology* 74 (6): 1516–1530.
14. Conway, Daniel. 2003. Practicing Stewardship. In *Hank Rosso's Achieving Excellence in Fund Raising*, ed. Eugene R. Tempel, 431–469. San Francisco: Jossey-Bass Publishers.
15. Copeman, Caroline. 2010. *Stakeholder analysis for charities and non profit organizations*. Accessed on: <http://knowhownonprofit.org/organization/strategy/directionsetting/stakeholder> (March 10, 2012).
16. Corporation for National and Community Service. 2011. *Volunteering in America 2011: Research Highlights*. Washington: Corporation for National and Community Service.
17. Dobra družba. 2004. *Poročilo o stanju v nevladnem sektorju*. Ljubljana: Dobra družba.
18. Dong, Aobo. 2011. *Exploring effective maintenance strategies: A study of the relationships between nonprofits and college volunteers*. Accessed on: <http://krex.k-state.edu/dspace/handle/2097/9180> (March 10, 2012).
19. Eisner, David, Robert T. Grimm Jr., Shannon Maynard and Susannah Washburn. 2009. The New Volunteer Workforce. *Stanford Social Innovation Review*, Winter 2009: 32–37.
20. Finkelstein, Marcia A. 2007. Correlates of Satisfaction in Older Volunteers: A Motivational Perspective. *The International Journal of Volunteer Administration* 24 (5): 6–12.
21. Fisher, Robert J. and David Ackerman. 1998. The Effects of Recognition and Group Need on Volunteerism: A Social Norm Perspective. *Journal of Consumer Research* 25 (3): 262–275.
22. Fletcher, Thomas D. and Debra A. Major. 2004. Medical Students' Motivations to Volunteer: An Examination of the Nature of Gender Differences. *Sex Roles* 51 (1/2): 109–114.
23. Gage III, Richard L. and Brijesh Tapa. 2011. Volunteer Motivations and Constraints Among College Students: Analysis of the Volunteer Function Inventory and Leisure Constrains Models. *Nonprofit and Voluntary Sector Quarterly* 41 (3): 405–430.

24. Gliem, Joseph A. and Rosemary R. Gliem. 2003. Calculating, Interpreting, and Reporting Cronbach's Alpha Reliability Coefficient for Likert-Type Scales. Accessed on: <https://scholarworks.iupui.edu/bitstream/handle/1805/344/Gliem%20&%20..?sequence=1> (March 10, 2012).
25. Greenfield, James M. 1999. *Fund Raising: Evaluating and Managing the Fund Development Process*. New York: John Wiley & Sons, Inc.
26. Grunig, Larissa A., James E. Grunig and David M. Dozier. 2002. *Excellent Public Relations and Effective Organizations: A Study of Communication Management in Three Countries*. New-Jersey: Lawrence Erlbaum Associates, Inc.
27. Hager, Mark A. and Jeffrey L. Brudney. 2004a. *Volunteer Management Practices and Retention of Volunteers*. Washington: The Urban Institute.
28. --- 2004b. *Balancing Act: The Challenges and Benefits of Volunteers*. Washington: The Urban Institute.
29. Hon, Linda Childers and James E. Grunig. 1999. *Guidelines for Measuring Relationships in Public Relations*. Gainesville: Institute for Public Relations.
30. Hobson, Charles J. and Kathryn Heler. 2007. The Importance of Initial Assignment Quality and Staff Treatment of New Volunteers: A Field Test of the Hobson-Heler Model of Nonprofit Agency "Volunteer-Friendliness". *The International Journal of Volunteer Administration* 24 (6): 47–56.
31. Imagine Canada. 2006. *Strengthening the Capacity of Nonprofit and Voluntary Organizations to Serve Canadians: Recommendations Based on the National Survey of Nonprofit and Voluntary Organizations*. Toronto: Imagine Canada.
32. International Erosion Control Association. *The Role Of Volunteers In Not-For-Profit Organizations*. Denver: IECA.
33. Kelly, Kathleen S. 2001. Stewardship: The Fifth Step in the Public Relations Process. In *Handbook of public relations*, ed. Robert L. Heath, 279–289. Thousand Oaks: Sage Publications, Inc.
34. Kentner, Neil, Connie Lange, Emelee Reifschneider and Ada Takacs. 2003. *The Cost and Benefits of Volunteers*. Michigan: MichiganStateUniversity Extension.
35. Kushner, Roland J. 2003. *How much are volunteers worth to my organization?* Bethlehem: Kushner Management Advisory Services.
36. Ledingham, John A. 2003. Explicating Relationship Management as General Theory of Public Relations. *Journal of Public Relations Research* 15 (2): 181–198.

37. Lister, Judy. 2005. Keeping volunteers in the know: The elements and the challenges of effective communication. *Canadian Journal of Volunteer Resources Management* 13 (4): 3–5.
38. Lovejoy, Kristen, Richard Waters and Gregory D. Saxton. 2012. Engaging Stakeholders through Twitter: How Nonprofit Organizations are Getting More Out of 140 Characters or Less. *Public Relations Review* 38 (2): 313–318.
39. Miller, Luci. 2012. *5 Tips to Better Volunteer Communication*. Accessed on: <http://handsonblog.org/2012/07/30/5-tips-to-better-volunteer-communication/> (September 8, 2012).
40. Millette, Valérie and Marylène Gagné. 2008. Designing volunteers' tasks to maximize motivation, satisfaction and performance: The impact of job characteristics on volunteer engagement. *Motivation and Emotion* 32 (1): 11–22.
41. Ospina, Sonia, Willian Diaz and James F. O'Sullivan. 2002. Negotiating Accountability: Managerial Lessons from Identity-Based Nonprofit Organizations. *Nonprofit and Voluntary Sector Quarterly* 31 (1): 5–31.
42. *Pravno-informacijski center nevladnih organizacij – PIC*. Accessed on: http://www.pic.si/index.php?option=com_content&task=view&id=143&Itemid=179(March 10, 2012).
43. *Regijski NVO center*. Accessed on: <http://www.nevladnik.info/si/nevladne-organizacije/> (March 10, 2012).
44. Rhee, Yunna. 2004. *The employee-public-organization chain in relationship management: a case study of a government organization*. Baltimore: University of Maryland, College Park.
45. Salamon, Lester M. and Helmut K. Anheier. 1992. In Search of the Nonprofit Sector II: The Problem of Classification. *Working Papers of the Johns Hopkins Comparative Nonprofit Sector Project* 3 (1): 1–32.
46. --- 1996. The International Classification of Nonprofit Organizations: ICNPO-Revision 1, 1996. *Working Papers of the Johns Hopkins Comparative Nonprofit Sector Project* 19 (1): 1–24.
47. --- 1997. *Defining the nonprofit sector: A cross-national analysis*. Manchester: Manchester University Press.
48. Saunders, Mark, Philip Lewis and Adrian Thornhill. 2003. *Research Methods for Business Students*. Harlow: Prentice Hall.

49. Schwartz, Nancy E. 2010. *A Volunteer Communications Strategy: 13 Steps to Driving Recruitment, Engagement and Leadership (Case Study)*. Accessed on: <http://gettingattention.org/articles/1429/volunteer-communications/13-steps-effective-volunteer-communications.html> (September 8, 2012).
50. Spitz, Reuben T. and John R. MacKinnon. 1993. Predicting success in volunteer community service. *Psychological Reports* 73 (3): 815–818.
51. United States Agency for International Development. 2011. *The 2010 NGO Sustainability Index for Central and Eastern Europe and Eurasia*. Washington: USAID.
52. United States Agency for International Development. 2012. *The 2011 CSO Sustainability Index for Central and Eastern Europe and Eurasia*. Washington: USAID.
53. U.S. Bureau of Labor Statistics. 2012. *Volunteering in the United States, 2011*. Accessed on: <http://www.bls.gov/news.release/volun.nr0.htm> (March 10, 2012).
54. U.S. Department of Health and Human Services. 2005. *Successful Strategies for Recruiting, Training, and Utilizing Volunteers: A Guide for Faith- and Community-Based Service Providers*. Rockville: Center for Substance Abuse Treatment.
55. Victoria's Volunteering Portal. 2012. *Developing a communications strategy*. Accessed on: <http://www.volunteer.vic.gov.au/toolkit-for-volunteer-organizations/manage-your-organization/marketing-and-communications/developing-a-communications-strategy>(September 8, 2012).
56. Waters, Richard D. 2009. Measuring stewardship in public relations: A test exploring impact on the fundraising relationship. *Public Relations Review* 35 (1): 113–119.
57. Waters, Richard D. and Denise Bortree. 2007. Measuring the Volunteer – Nonprofit Organization Relationship: An Application of Public Relations Theory. *The International Journal of Volunteer Administration* 24 (6): 57–67.
58. Waters, Richard D., Emily Burnett, Anna Lamm and Jessica Lucas. 2009. Engaging stakeholders through social networking: How nonprofit organizations are using Facebook. *Public Relations Review* 35 (2): 102–106.
59. Widjaja, Emmeline. 2010. *Motivation Behind Volunteerism*. Accessed on: http://scholarship.claremont.edu/cmcs_theses/4/ (March 10, 2012).
60. Wilson, Jamie. 2012. *Who Are Nonprofit Stakeholders?* Accessed on: http://www.ehow.com/info_10040604_nonprofit-stakeholders.html (March 10, 2012).
61. *Zakon o društvih* (ZDru-1-UPB2). Ur. l. RS 64/2011. Accessed on: <http://www.uradni-list.si/1/objava.jsp?urlid=201164&stevilka=2969> (February 20, 2012).

62. *Zakon o prostovoljstvu (ZProst)* Ur. l. RS 10/2011. Accessed on: http://zakonodaja.gov.si/rpsi/r02/predpis_ZAKO5532.html (February 29, 2012).
63. *Zakon o ustanovah (ZU-UPB1)*. Ur. l. RS 70/2005. Accessed on: <http://www.uradni-list.si/1/objava.jsp?urlid=200570&stevilka=31116>(February 20, 2012).
64. *Zakon o zavodih (ZZ)*. Ur. l. RS 36/2000. Accessed on: http://www.orm.sik.si/katalog/zakon_o_zavodih.pdf (February 20, 2012).
65. Ziebarth, Dana L. 2010. *Applying stewardship practices to the maintenance of nonprofit organization-volunteer relationships*. Accessed on: <http://cardinalscholar.bsu.edu/handle/123456789/193749> (March 10, 2012).
66. Zinkan, Rob. 2011. *5 questions with Penelope Burk*. Accessed on: <http://universityadvancement.net/2011/09/five-questions-with-penelope-burk/> (March 10, 2012).

Appendix A: Hon and Grunig's scale for measuring relationship quality outcomes

Relationship outcomes	Hon and Grunig's scale
TRUST	This organization treats people like me fairly and justly. (Integrity)
	Whenever this organization makes an important decision, I know it will be concerned about people like me. (Integrity).
	This organization can be relied on to keep its promises. (Dependability)
	I believe that this organization takes the opinions of people like me into account when making decisions. (Dependability)
	I feel very confident about this organization's skills. (Competence)
	This organization has the ability to accomplish what it says it will do. (Competence)
Cronbach alpha	0.86
COMMITMENT	I feel that this organization is trying to maintain a long-term commitment to people like me.
	I can see that this organization wants to maintain a relationship with people like me.
	There is a long-lasting bond between this organization and people like me.
	Compared to other organizations, I value my relationship with this organization more.
Cronbach alpha	0.84
SATISFACTION	I am happy with this organization.
	Both the organization and people like me benefit from the relationship.
	Most people like me are happy in their interactions with this organization.
	Generally speaking, I am pleased with the relationship this organization has established with people like me.
Cronbach alpha	0.88
CONTROL MUTUALITY	This organization and people like me are attentive to what each other say.
	This organization believes the opinions of people like me are legitimate.
	In dealing with people like me, this organization has a tendency to throw its weight around. (Reversed)
	This organization really listens to what people like me have to say.
Cronbach alpha	0.85

Source: Grunig et al. (2002, 28-29).

Appendix B: Waters' scale for measuring stewardship

Stewardship strategy	Waters' scale
RECIPROCITY	The organization acknowledges fundraising donations in a timely manner.
	The organization always sends me a thank you letter for my donations.
	The organization is not sincere when it thanks donors for their contributions. (Reverse)
	Because of my previous donations, the organization recognizes me as a friend.
Cronbach alpha	0.8
REPORTING	The organization informs donors about its fundraising successes.
	The organization tells donors how it has used their donations.
	The organization's annual report details how much money was raised in that year.
	The organization does not provide donors with information about how their donations were used. (Reverse)
Cronbach alpha	0.88
RESPONSIBILITY	The organization considers its donors when deciding how to use their donations.
	The organization uses donations for projects that are against the will of the donors. (Reverse)
	Donors have confidence that the organization will use their donations wisely.
	The organization tells donors what projects their donations will fund.
Cronbach alpha	0.9

“(table continues)”

“(continued)”

Stewardship strategy	Waters' scale
RELATIONSHIP NURTURING	Donors only hear from the organization when it is soliciting for donations. (Reverse)
	The organization is more concerned with its fiscal health than with its relationships with donors. (Reverse)
	Donors receive personalized attention from the organization.
	The organization invites donors to participate in special events that it holds.
Cronbach alpha	0.83

Source: Waters (2009, 116).

Appendix C: Questionnaire

Pozdravljeni! Moje ime je Tetiana Sadetska in sem magistrska študentka odnosov z javnostmi Fakultete za družbene vede na Univerzi v Ljubljani. Izvajam raziskovalno delo v okviru magistrske naloge na temo: **Vloga skrbništva v odnosu prostovoljec – neprofitna organizacija (The Value of Stewardship in Volunteer-Nonprofit Organization Relationship)**. V kolikor delujete kot prostovoljec za katero od neprofitnih organizacij (društva, ustanove, zavodi, zadrage ali cerkvene organizacije, ki so institucionalno ločene od države, so samoupravne, niso profitne, ne razdeljujejo dobička ter zanj članstvo in prispevki niso obvezni z zakonom), vas prosim za izpolnitev anketnega vprašalnika. Sodelovanje je prostovoljno in vam bo vzelo približno **7 minut**. Vaši odgovori so **anonimni in zaupni** ter jih **ne bo mogoče identificirati**, ko bom podatke analizirala in o njih poročala. V anketnem vprašalniku **ni niti pravih niti napačnih odgovorov**, zato vas prosim, da le **iskreno izrazite svoje mnenje in odgovorite na vsa vprašanja**.

Za vaše sodelovanje se vam iskreno zahvaljujem.

Naziv neprofitne organizacije za katero delujete kot prostovoljec?	(tudi možnost »ne želim odgovoriti«) (v kolikor prostovoljno delujete v več organizacijah, navedite tisto, v kateri delujete največ časa)
Področje, na katerem deluje neprofitna organizacija, za katero delujete kot prostovoljec?	1. kulture/umetnosti ali rekreacije/športa; 2. izobraževanja ali raziskovanja; 3. zdravstva; 4. socialnega varstva; 5. zaščite okolja/varstva živali; 6. razvoja lokalnih skupnosti in bivalnega okolja; 7. prava, zagovorništva ali politike; 8. zbiranja sredstev/financiranja neprofitnih organizacij ali promocije prostovoljstva; 9. mednarodnega sodelovanja; 10. verskih skupnosti; 11. poslovnega ali poklicnega združevanja; 12. drugo: (prosim, opišite)
Kako dolgo ste že prostovoljec v tej organizaciji?	_____ mesecev
Koliko ur na mesec opravite kot prostovoljec v navedeni organizaciji?	_____ ur/mesec

V kolikšni meri se strinjate z naslednjimi trditvami?							
1 = Sploh se ne strinjam 4 = Neodločen/a 7 = Povsem se strinjam							
Organizacija se mi pravočasno zahvali za moj prostovoljni prispevek.	1	2	3	4	5	6	7
Organizacijamipošiljazahvalnapismamazamojeprostovoljnodelo.	1	2	3	4	5	6	7
Organizacijaniiskrenaprizahvaljevanjuprostovoljcemzanjihovprispevek.	1	2	3	4	5	6	7
Zaradimojihdosedanjihprostovoljnihprispevkovmeimaorganizacijazaprijatelja.	1	2	3	4	5	6	7
Organizacija me obvešča o svojih uspehih.	1	2	3	4	5	6	7
Organizacija pove prostovoljcem kako so prispevali k njenemu delu.	1	2	3	4	5	6	7
Organizacija podrobno poroča o prispevku prostovoljcev v celem letu.	1	2	3	4	5	6	7
Organizacijaprostovoljcemnesporoča, kakojijenjihovprispevekpomagal.	1	2	3	4	5	6	7
Koseorganizacijaodloča, kjebuporabilamojopomoč, upoštevamojemnenje.	1	2	3	4	5	6	7
Organizacijaprostovoljceangažirazaaktivnosti, kisovnasprotjuznjihovovoljoprostovoljcev.	1	2	3	4	5	6	7
Prostovoljceisoprepričani, daboorganizacijapametnouporabilanjihovprispevek.	1	2	3	4	5	6	7
Organizacija seznaniprostovoljce pri katerih projektih so bili koristni.	1	2	3	4	5	6	7

Prostovoljci dobijo odziv od organizacije samokartanujno potrebujepomoč.	1	2	3	4	5	6	7
Organizaciji več pomeni narejeno delo, kot pa odnosi s prostovoljci.	1	2	3	4	5	6	7
Prostovoljci so deležni osebne pozornosti s strani organizacije.	1	2	3	4	5	6	7
Organizacija povabi prostovoljce na posebne dogodke, ki jih organizira.	1	2	3	4	5	6	7

V kolikšni meri se strinjate z naslednjimi trditvami?							
1 = Sploh se ne strinjam 4 = Neodločen/a 7 = Povsem se strinjam							
Organizacija se do prostovoljcev obnaša pravično in pošteno.	1	2	3	4	5	6	7
Kadar organizacija sprejme nekopomembno odločitev, vem, da bom mislil tudi na prostovoljce.	1	2	3	4	5	6	7
Lahko se zanesem, da bo organizacija držala svoje obljube.	1	2	3	4	5	6	7
Verjamem, da organizacija pri odločanju upošteva mnenja prostovoljcev.	1	2	3	4	5	6	7
Prepričan sem, da je ta organizacija zelo sposobna.	1	2	3	4	5	6	7
Organizacija ima sposobnosti, da doseže zadane cilje.	1	2	3	4	5	6	7
Zdi se mi, da se organizacija trudi za dolgoročno navezo s prostovoljci.	1	2	3	4	5	6	7
Opazam, da se organizacija trudi vzdrževati odnose s prostovoljci.	1	2	3	4	5	6	7
Med organizacijo in prostovoljci obstaja dolgotrajna vez.	1	2	3	4	5	6	7
V primerjavi z ostalimi organizacijami, mi odnos s to organizacijo pomeni več.	1	2	3	4	5	6	7
Zadovoljen sem s to organizacijo.	1	2	3	4	5	6	7
Oboji, organizacija in prostovoljci, pridobimo z našim odnosom.	1	2	3	4	5	6	7
Večina prostovoljcev v svojih sodelovanjih z organizacijo zadovoljna.	1	2	3	4	5	6	7
Nasplošno sem zadovoljen, kaj je organizacija postavila prostovoljci, zadovoljen.	1	2	3	4	5	6	7
Organizacija in prostovoljci se medsebojno upoštevajo.	1	2	3	4	5	6	7
Organizacija verjame, da so mnenja prostovoljcev upravičena.	1	2	3	4	5	6	7
Vodno sodno prostovoljcev Organizacija vodno sodno prostovoljcev izpostavlja svojo moč.	1	2	3	4	5	6	7
Organizacija resnično prisluhne svojim prostovoljcem.	1	2	3	4	5	6	7

Zadnji del vprašalnika zajema osnovne demografske ter druge podatke.

Vsi odgovori so strogo zaupni in anonimni in jih ne bomo nikoli objavili. Prosimo, da navedeni vprašanih vstavite ali obkrožite ustrezen odgovor.

Ali imate namen še naprej delovati kot prostovoljec za navedeno neprofitno organizacijo?	DA	NE
--	----	----

Spol?	Moški		Ženski			
Starost? (v letih)	let					
Najvišja dosežena stopnja izobrazbe?	Osnovna šola		Srednja/poklicna šola/gimnazija		Višja/visoka/univerzitetna	Magisterij ali doktorat
Vaš zaposlitveni status?	Brezposeln/a	Zaposlen/azakrajšidelovni čas	Zaposlen/a za polni delovni čas	Dijak/inja, študent/ka	Gospodinja/ec, skrbnik/ca, ipd.	Upokojenec/ka

HVALA ZA SODELOVANJE. VAŠI ODGOVORI MI BODO V VELIKO POMOČ PRI RAZISKAVI!

Appendix D: Descriptive statistics of variables

Reciprocity:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
V kolikšni meri se strinjate : Organizacija se mi pravočasno zahvali za moj prostovoljni prispevek.	210	1	7	5,46	1,895	-1,110	,168	,121	,334
Vkolikšneriserstrinjate : Organizacijamipošiljazahvalnapismazamojeprostovoljnodelo.	210	1	7	3,19	2,250	,538	,168	-1,189	,334
RECIP3_REVERSE D	210	1,00	7,00	5,8429	1,76328	-1,381	,168	,730	,334
Vkolikšneriserstrinjate : Zaradimojihdosedanjihprostovoljnihprisp evkovmeimaorganizacijazaprijatelja.	210	1	7	6,01	1,539	-1,806	,168	2,895	,334
Valid N (listwise)	210								

Reporting:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std.	Statistic	Std.
							Error		Error
V kolikšni meri se strinjate : Organizacija se mi pravočasno zahvali za moj prostovoljni prispevek.	210	1	7	5,46	1,895	-1,110	,168	,121	,334
V kolikšni meri se strinjate : Organizacija mi pošilja zahvalna pisma za moje prostovoljno delo.	210	1	7	3,19	2,250	,538	,168	-1,189	,334
RECIP3_REVERSED	210	1,00	7,00	5,8429	1,76328	-1,381	,168	,730	,334
V kolikšni meri se strinjate : Zaradi mojih dosedanjih prostovoljnih prispevkov me ima organizacija za prijatelja.	210	1	7	6,01	1,539	-1,806	,168	2,895	,334
Valid N (listwise)	210								

Responsibility:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
	V kolikšni meri se strinjate : Ko se organizacija odloča, kje bo uporabila mojo pomoč, upošteva moje mnenje.	210	1	7	5,96	1,491	-1,579	,168	2,000
RESPONSIB2_REVERSED	209	1,00	7,00	6,1866	1,48019	-2,104	,168	3,736	,335
V kolikšni meri se strinjate : Prostovoljci so prepričani, da bo organizacija pametno uporabila njihov prispevek.	210	1	7	6,04	1,235	-1,545	,168	2,649	,334
V kolikšni meri se strinjate : Organizacija seznanj prostovoljce pri katerih projektih so bili koristni.	210	1	7	5,78	1,578	-1,395	,168	1,420	,334
Valid N (listwise)	209								

Nurturing:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
NURTUR1_REVERSED	210	1,00	7,00	5,5000	1,88738	-1,069	,168	-,123	,334
NURTUR2_REVERSED	210	1,00	7,00	5,6667	1,75901	-1,217	,168	,384	,334
V kolikšni meri se strinjate : Prostovoljci so deležni osebne pozornosti s strani organizacije.	210	1	7	5,59	1,713	-1,201	,168	,581	,334
V kolikšni meri se strinjate : Organizacija povabi prostovoljce na posebne dogodke, njih organizira.	210	1	7	6,35	1,369	-2,531	,168	6,102	,334
Valid N (listwise)	210								

Trust:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
V kolikšni meri se strinjate : Organizacija se do prostovoljcev obnaša pravično in pošteno.	210	1	7	6,12	1,350	-1,925	,168	3,641	,334
V kolikšni meri se strinjate : Kadar organizacija sprejme neko pomembno odločitev, vem, da bodo mislili tudi na prostovoljce.	210	1	7	5,76	1,608	-1,403	,168	1,401	,334
V kolikšni meri se strinjate : Lahko se zanesem, da bo organizacija držala svoje obljube.	210	1	7	6,01	1,371	-1,622	,168	2,486	,334
V kolikšni meri se strinjate : Verjamem, da ta organizacija pri odločanju upošteva mnenja prostovoljcev.	210	1	7	5,84	1,531	-1,437	,168	1,672	,334
V kolikšni meri se strinjate : Prepričan sem, da je ta organizacija zelo sposobna.	210	1	7	6,11	1,428	-1,865	,168	3,119	,334
V kolikšni meri se strinjate : Organizacija ima sposobnosti, da doseže zadane cilje.	210	1	7	6,26	1,239	-2,021	,168	4,069	,334
Valid N (listwise)	210								

Commitment:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
	V kolikšni meri se strinjate : Zdi se mi, da se organizacija trudi za dolgoročno navezo s prostovoljci.	210	1	7	6,14	1,303	-1,804	,168	3,031
V kolikšni meri se strinjate : Opažam, da se organizacija trudi vzdrževati odnose s prostovoljci.	210	1	7	6,11	1,363	-1,984	,168	3,836	,334
V kolikšni meri se strinjate : Med organizacijo in prostovoljci obstaja dolgotrajna vez.	210	1	7	6,07	1,318	-1,580	,168	2,070	,334
V kolikšni meri se strinjate : V primerjavi z ostalimi organizacijami, mi odnos s to organizacijo pomeni več.	210	1	7	5,98	1,457	-1,530	,168	1,851	,334
Valid N (listwise)	210								

Satisfaction:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
V kolikšni meri se strinjate : Zadovoljen/a sem s to organizacijo.	210	1	7	6,20	1,271	-1,963	,168	3,743	,334
V kolikšni meri se strinjate : Oboji, organizacija in prostovoljci, pridobimo z našim odnosom.	210	1	7	6,52	1,036	-2,982	,168	10,096	,334
Vkolikšnimerisestrinjate : Večinaprostovoljcev jessvojimsodelovanjemzorganizacijozadovoljna.	210	1	7	6,02	1,307	-1,473	,168	1,639	,334
Vkolikšnimerisestrinjate : Nasplošnosemzodnosom, kigajeorganizacijavzpostavilaprostovoljci, zadovoljen/a.	210	1	7	6,17	1,274	-1,957	,168	4,037	,334
Valid N (listwise)	210								

Control:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std.	Statistic	Std.
							Error		Error
V kolikšni meri se strinjate : Organizacija in prostovoljci se medsebojno upoštevajo.	210	2	7	6,01	1,321	-1,433	,168	1,368	,334
V kolikšni meri se strinjate : Organizacija verjame, da so mnenja prostovoljcev upravičena.	210	1	7	5,94	1,318	-1,222	,168	,783	,334
CONTROL3_REVERSED	210	1,00	7,00	4,9143	2,03611	-,518	,168	-1,062	,334
V kolikšni meri se strinjate : Organizacija resnično prisluhne svojim prostovoljcem.	210	1	7	5,67	1,532	-1,248	,168	1,030	,334
Valid N (listwise)	210								

Appendix E: Hypotheses, variables, measurement scales and tests

H1: Trust as a relationship quality outcome is positively influenced by the four stewardship strategies.		
TRUST (dependent variable)	interval	Multiple regression
RECIPROCITY	interval	
REPORTING	interval	
RESPONSIBILITY	interval	
NURTURING	interval	
H2: Commitment as a relationship quality outcome is positively influenced by the four stewardship strategies.		
COMMITMENT (dependent variable)	interval	Multiple regression
RECIPROCITY	interval	
REPORTING	interval	
RESPONSIBILITY	interval	
NURTURING	interval	
H3: Satisfaction as a relationship quality outcome is positively influenced by the four stewardship strategies.		
SATISFACTION (dependent variable)	interval	Multiple regression
RECIPROCITY	interval	
REPORTING	interval	
RESPONSIBILITY	interval	
NURTURING	interval	

“(table continues)”

“(continued)”

H4:Control mutuality as a relationship quality outcome is positively influenced by the four stewardship strategies.		
CONTROL (dependent variable)	interval	Multiple regression
RECIPROCITY	interval	
REPORTING	interval	
RESPONSIBILITY	interval	
NURTURING	interval	
H5:Overall, relationship quality is positively influenced by the four stewardship strategies		
RELATIONSHIP (dependent variable)	interval	Multiple regression
RECIPROCITY	interval	
REPORTING	interval	
RESPONSIBILITY	interval	
NURTURING	interval	

Appendix F: Reliability – Cronbach’s Alpha coefficients

Reciprocity:

/VARIABLES=RECI1 RECI2 RECI3_REVERSED RECI4

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,575	,576	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V kolikšni meri se strinjate : Organizacija se mi pravočasno zahvali za moj prostovoljni prispevek.	15,0476	14,151	,498	,255	,383
V kolikšni meri se strinjate : Organizacija mi pošilja zahvalna pisma za moje prostovoljno delo.	17,3190	13,673	,367	,147	,505
RECIP3_REVERSED	14,6667	17,458	,290	,103	,553
V kolikšni meri se strinjate : Zaradi mojih dosedanjih prostovoljnih prispevkov me ima organizacija za prijatelja.	14,4952	18,538	,297	,128	,548

Reporting:

VARIABLES=REPORT1 REPORT2 REPORT3 REPORT4_REVERSED

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,767	,779	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V kolikšni meri se strinjate : Organizacija me obvešča o svojih uspehih.	16,3990	19,140	,577	,450	,707
V kolikšni meri se strinjate : Organizacija pove prostovoljcem kako so prispevali k njenemu delu.	16,3413	18,922	,679	,513	,662
V kolikšni meri se strinjate : Organizacija podrobno poroča o prispevku prostovoljcev v celem letu.	16,6490	17,978	,617	,386	,685
REPORT4_REVERSED	16,7260	18,712	,439	,220	,793

Responsibility:

/VARIABLES=RESPONSIB1 RESPONSIB3 RESPONSIB4

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,715	,725	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Vkolikšnim erisestrinjate : Kose organizacija odloča, kje b o uporabilamo jopomoč, upoštevamo jmenenje.	11,82	6,398	,437	,196	,745
V kolikšni meri se strinjate : Prostovoljci so prepričani, da bo organizacija pametno uporabila njihov prispevek.	11,73	6,474	,624	,415	,544
V kolikšni meri se strinjate : Organizacija seznanj prostovoljce pri katerih projektih so bili koristni.	12,00	5,282	,571	,391	,581

Nurturing:

/VARIABLES=NURTUR1_REVERSED NURTUR2_REVERSED NURTUR3

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,671	,671	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
NURTUR1_REVERSED	11,2524	8,496	,481	,264	,581
NURTUR2_REVERSED	11,0857	8,442	,568	,326	,461
V kolikšni meri se strinjate : Prostovoljci so deležni osebne pozornosti s strani organizacije.	11,1667	9,996	,408	,180	,668

Trust:

/VARIABLES=TRUST2 TRUST3 TRUST4 TRUST5

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,918	,919	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V kolikšni meri se strinjate : Kadar organizacija sprejme neko pomembno odločitev, vem, da bodo mislili tudi na prostovoljce.	17,97	15,430	,822	,744	,891
V kolikšni meri se strinjate : Lahko se zanesem, da bo organizacija držala svoje obljube.	17,71	17,040	,838	,708	,886
Vkolikšnimerisestrinjate : Verjamem, dataorganizacijapriodločanjuupoštevamnenjaprostovoljcev.	17,88	15,656	,859	,771	,877
V kolikšni meri se strinjate : Prepričan sem, da je ta organizacija zelo sposobna.	17,61	17,530	,738	,592	,917

Commitment:

/VARIABLES=COMMIT1 COMMIT3 COMMIT4

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,731	,732	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V kolikšni meri se strinjate : Zdi se mi, da se organizacija trudi za dolgoročno navezo s prostovoljci.	12,05	5,931	,506	,263	,698
V kolikšni meri se strinjate : Med organizacijo in prostovoljci obstaja dolgotrajna vez.	12,12	5,388	,607	,370	,581
V kolikšni meri se strinjate : V primerjavi z ostalimi organizacijami, mi odnos s to organizacijo pomeni več.	12,20	5,082	,553	,321	,648

Satisfaction:

/VARIABLES=SATISFAC1 SATISFAC3

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,858	,858	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V kolikšni meri se strinjate : Zadovoljen/a sem s to organizacijo.	6,02	1,708	,752	,565	.
Vkolikšnimeri se strinjate : Večinaprostovoljcev jessvojimsodelovanjem z organizacijo zadovoljna.	6,20	1,615	,752	,565	.

Control:

/VARIABLES=CONTROL1 CONTROL2 CONTROL3_REVERSED CONTROL4

Reliability Statistics

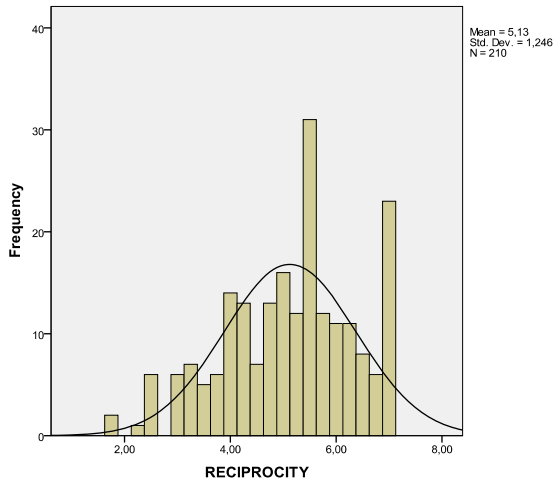
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,767	,814	4

Item-Total Statistics

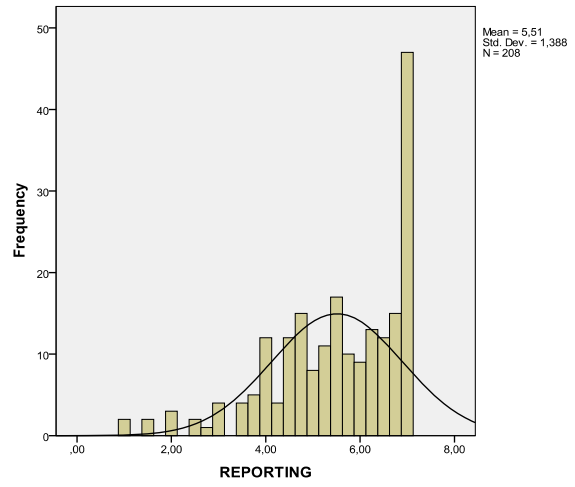
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
V kolikšni meri se strinjate : Organizacija in prostovoljci se medsebojno upoštevajo.	16,5286	14,451	,726	,664	,646
V kolikšni meri se strinjate : Organizacija verjame, da so mnenja prostovoljcev upravičena.	16,6000	14,327	,744	,725	,638
CONTROL3_REVERSED	17,6286	14,742	,295	,091	,907
V kolikšni meri se strinjate : Organizacija resnično prisluhne svojim prostovoljcem.	16,8714	13,443	,686	,652	,649

Appendix G: Histograms

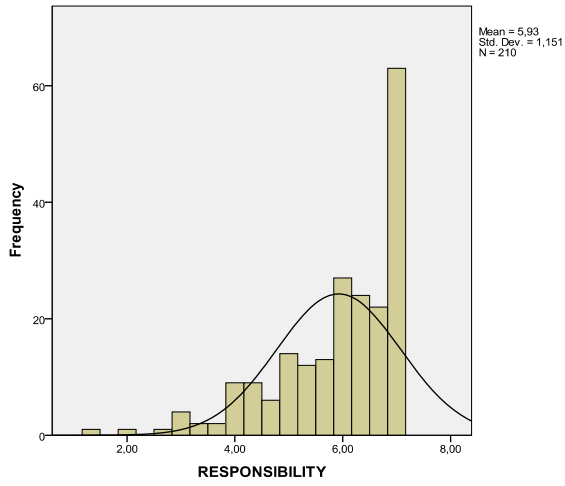
Reciprocity



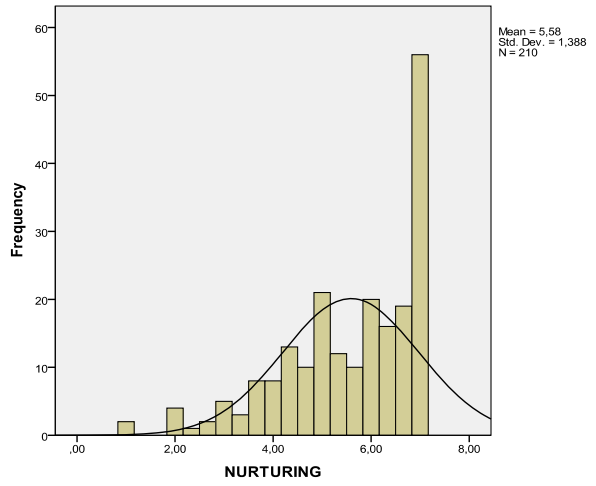
Reporting



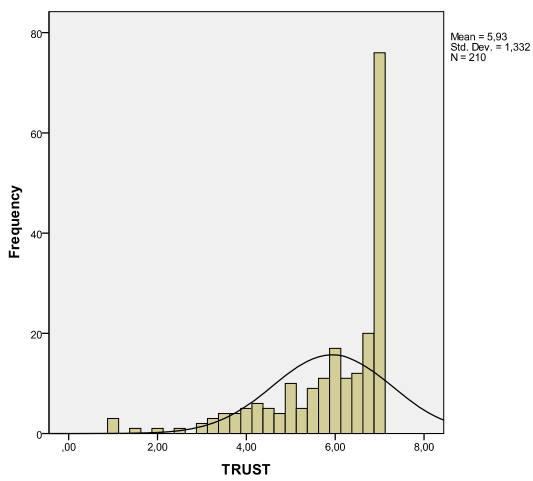
Responsibility



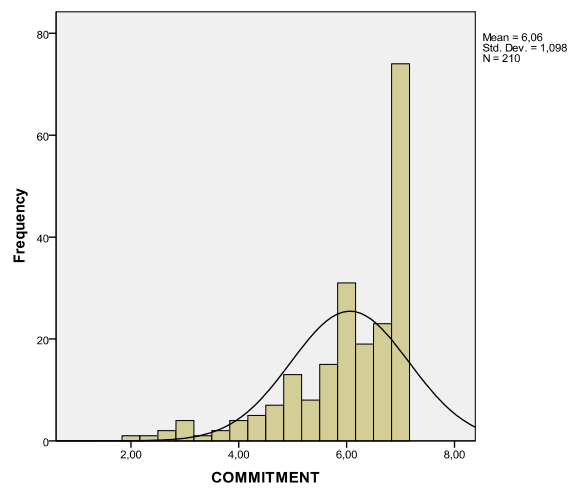
Nurturing



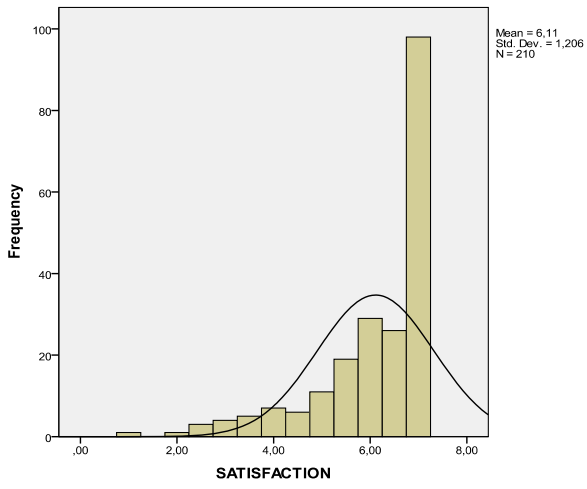
Trust



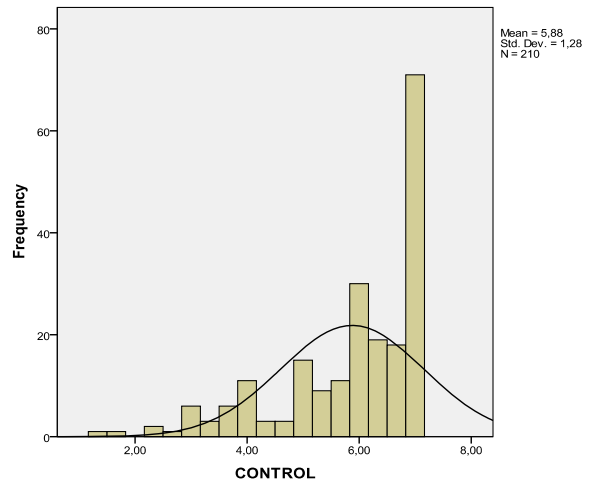
Commitment



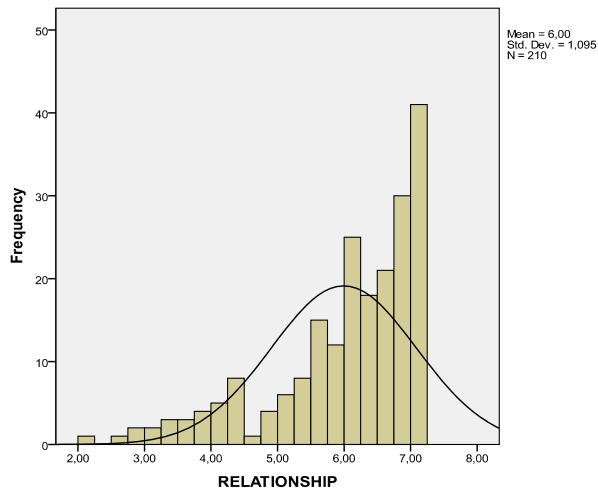
Satisfaction



Control



Relationship



Appendix H: Regression analysis

H1: TRUST (dependent variable):

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY	.	Enter

a. All requested variables entered.

b. Dependent Variable: TRUST

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,779 ^a	,607	,599	,81793

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	209,660	4	52,415	78,346	,000 ^a
	Residual	135,810	203	,669		
	Total	345,470	207			

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

b. Dependent Variable: TRUST

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,663	,319		2,080	,039
	RECIPROCITY	,044	,057	,043	,770	,442
	REPORTING	,213	,059	,229	3,578	,000
	RESPONSIBILITY	,359	,075	,316	4,785	,000
	NURTURING	,313	,053	,336	5,969	,000

a. Dependent Variable: TRUST

H2: Commitment (dependent variable):

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY	.	Enter

a. All requested variables entered.

b. Dependent Variable: COMMITMENT

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,725 ^a	,525	,516	,76602

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	131,672	4	32,918	56,098	,000 ^a
	Residual	119,118	203	,587		
	Total	250,790	207			

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

b. Dependent Variable: COMMITMENT

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,796	,298		6,020	,000
	RECIPROCITY	,095	,054	,108	1,771	,078
	REPORTING	,098	,056	,123	1,753	,081
	RESPONSIBILITY	,298	,070	,308	4,235	,000
	NURTURING	,262	,049	,329	5,325	,000

a. Dependent Variable: COMMITMENT

H3: Satisfaction (dependent variable):

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY	.	Enter

a. All requested variables entered.

b. Dependent Variable: SATISFACTION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,700 ^a	,490	,480	,87234

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	148,480	4	37,120	48,780	,000 ^a
	Residual	154,477	203	,761		
	Total	302,957	207			

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

b. Dependent Variable: SATISFACTION

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,479	,340		4,352	,000
	RECIPROCITY	,097	,061	,101	1,588	,114
	REPORTING	,010	,063	,012	,164	,870
	RESPONSIBILITY	,485	,080	,456	6,058	,000
	NURTURING	,214	,056	,244	3,815	,000

a. Dependent Variable: SATISFACTION

H4: Control mutuality (dependent variable):

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	NURTURING, RECIPROCITY, REPORTING, RESPONSIBILI TY	.	Enter

a. All requested variables entered.

b. Dependent Variable: CONTROL

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,763 ^a	,583	,574	,83313

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196,649	4	49,162	70,829	,000 ^a
	Residual	140,902	203	,694		
	Total	337,551	207			

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

b. Dependent Variable: CONTROL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,795	,325		2,450	,015
	RECIPROCITY	,140	,058	,137	2,391	,018
	REPORTING	,165	,061	,180	2,729	,007
	RESPONSIBILITY	,246	,077	,219	3,221	,001
	NURTURING	,356	,053	,386	6,665	,000

a. Dependent Variable: CONTROL

H5: Relationship (dependent variable):

Variables Entered/Removed^b

Model	Variables Entered	Variables Removed	Method
1	NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY	.	Enter

a. All requested variables entered.

b. Dependent Variable: RELATIONSHIP

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,825 ^a	,680	,674	,62395

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	168,118	4	42,030	107,958	,000 ^a
	Residual	79,031	203	,389		
	Total	247,149	207			

a. Predictors: (Constant), NURTURING, RECIPROCITY, REPORTING, RESPONSIBILITY

b. Dependent Variable: RELATIONSHIP

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,183	,243		4,868	,000
	RECIPROCITY	,094	,044	,108	2,149	,033
	REPORTING	,122	,045	,154	2,679	,008
	RESPONSIBILITY	,347	,057	,361	6,060	,000
	NURTURING	,286	,040	,362	7,149	,000

a. Dependent Variable: RELATIONSHIP