

Antecedents of Level of Commitment of Volunteers in NGOs: A Case Study of African Youth for Education and Empowerment Foundation (AYEEF)

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ABSTRACT: *Non-governmental organisations (NGOs) will find Ghana to be one of the most appropriate countries in the world (Arhin, Kumi & Adam, 2018). For addressing poverty, gender equity, rural development, disaster management, environmental conservation, human rights, and other social issues, non-governmental organisations (NGOs) have evolved as an important element of the institutional framework. The general objective of the study is to examine the antecedents of the level of commitment among volunteers. The explanatory study technique was utilized to get detailed knowledge of variables and establish links between dependent and independent variables to analyze the antecedents of dedication among volunteers in African Youth for Education and Empowerment Foundations (AYEEF). The study's population or target populations were volunteers of the African Youth for Education and Empowerment Foundation. The simple random sampling method was employed to choose respondents for this study. A self-developed questionnaire was the major tool for data collection for the study. Among all the nine challenges ranked, rising cost of food and fuel in the country, ability to travel around the community, lower household incomes were ranked as the three most severe challenges of volunteers in AYEEF. The study concludes that the volunteers did not really feel the need to stay with their organization despite the fact that they were emotionally attached to the organization and believed that they ought to stay committed to the service they offered as volunteers. The study recommended that wide range of volunteer assistance should be provided, from recruitment and on-boarding to ongoing evaluation and feedback after a volunteer has completed their work.*

KEYWORDS: volunteerism, non-governmental organization, respondents, commitment, antecedents.

INTRODUCTION

The African Youth for Education and Empowerment Foundation is a non-profit organisation based in Ghana that works to collect resources to promote and support long-term youth

Publication of the European Centre for Research Training and Development-UK empowerment and rural development programmes in Africa. According to management, the degree of volunteer engagement to the organisation has been low in recent years. This incident has had an impact on the organization's operational performance in some way. Organizational commitment is a critical component in developing a capable, willing staff that is eager to stay with the company and contributing at high levels of performance (Kumar, Hossain & Jebin, 2016). Non-governmental organisations (NGOs) will find Ghana to be one of the most appropriate countries in the world (Arhin, Kumi & Adam, 2018). For addressing poverty, gender equity, rural development, disaster management, environmental conservation, human rights, and other social issues, non-governmental organisations (NGOs) have evolved as an important element of the institutional framework. NGOs have expanded their activities to include microcredit, group formation, health and nutrition, formal and informal education and training, family planning and agriculture, welfare, and related activities, water supply and sanitation, legal aid, human rights and advocacy, and other areas in order to support social and economic empowerment of the poor (Buadi, Anaman & Kwarteng, 2013). Surprisingly, the members of these groups carry out the entire process.

Non-profits are becoming more involved in large-scale, typically government-contracted social service delivery. The simultaneous rise in the sophistication of compliance, service delivery, and company goals, as well as competitive pressures, has impact on management processes and organisational relationships, including those relevant to organisational volunteers, as noted by the sector and research literature (Sandberg & Moreman, 2015). Volunteers are a distinctive element of the NGO workforce, with volunteer "work" defined as unpaid labour performed inside an organisational setting for the benefit of others or society as a whole (Stukas, Hoye, Nicholson, Brown & Aisbett, 2016). Volunteers' organisational commitment is critical to NGOs' successful administration and delivery of services (Pulis, 2012). The mental connection that an individual has with an organization is referred to as organizational commitment. In organizational behaviour and psychology, organizational commitment is an individual's psychological attachment to the organization. There were a large number of these studies conducted with the goal of discovering ways to improve how experts felt about their jobs, in order for these workers to become more committed to their organizations. Organizational commitment is a predictor of work characteristics such as turnover, hierarchical citizenship behavior, and employment execution, amongst others. It has been discovered that a proportion of the factors, such as part stretch, strengthening, job shakiness and employability, and the appropriation of power, are related with a laborer's sense of organizational commitment (Abdullah & Othman, 2019).

It has been referred to as workers' organisational commitment, affective commitment, or affective organizational commitment to refer to the level of commitment that employees have to their organizations (Cohen, 2007; Foote et al., 2005; Karatepe & Uludag, 2007; Shaw et al., 2003; Bulut & Culha, 2010). It is based on good research that the organization is committed to, and this dedication continues to draw further research efforts (Allen & Meyer, 1990; Wasti, 2002; Wasti & Can, 2008). Several organizations recognize that workers' organizational commitment is vital and necessary for keeping people who possess the information, skills, and experience that may assist organizations in achieving competitive advantage (Aladwan, Bhanugopan & Fish, 2013). Many scholars have voiced the opinion that workers'

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organizational commitment has the potential to have a major influence on the performance of their organizations. These benefits may be evident in the areas of increased productivity, improved organizational performance, the availability of opportunities for employee development, and a decrease in attendance. An attitude that demonstrates the loyalty that workers feel for their employers is referred to as commitment (Northcraft & Neale, 1996). It is seen as a method through which members of an organization may express their concerns about the success of that organization (Shafiq, Zia-ur-Rehman & Rashid, 2013). It occurs as a result of employees developing side bets – pension plans, work connections, and talents particular to the organization – that they believe will be beneficial to them in the future. Consequently, they believe it is unprofitable to terminate the job connection and forfeit the advantages they have accrued.

Individuals who are committed to their organisations are seen to be more inclined to stay with them and to put up more effort on their behalf (Bang, Ross & Reio, 2013). Volunteer retention and volunteer performance quality are two major concerns that NGOs throughout the world are now dealing with. New pressures are being placed on volunteers as a result of the increasingly stringent nature of legal requirements affecting these organisations (such as monitoring and governance), as well as social changes affecting people's availability of time for leisure pursuits. These pressures, arguably, are having a profound impact on their attitudes and behaviour (Wicker & Hallmann, 2013). In summary, non-governmental organisations will continue to struggle to grasp the nature of volunteer engagement. This study seeks to examine the antecedents of the level of commitment among volunteers in NGOs in Ghana.

Statement of the Research Problem

Meyer and Parfyonova (2010) stress the need of comprehending the drivers of organisational commitment in today's organisations, particularly NGOs. Given the significant role that organisational volunteers play as major aspect of the NGOs working population (van Vuuren et al., 2008; Handy & Mook, 2011; Wicker & Breuer, 2013), and the non-transferability of standard human resource management strategy and practice to this group, it is appropriate to assess the validity of traditional and emergent commitment antecedents for this group (Guo, Brown, Ashcraft, Yoshioka, & Dong, 2011). Despite several studies have been conducted on employee commitment across the globe, majority of these studies have focused on how commitment of employees influence performance (for example, Al Zefeiti & Mohamad, 2017; Rustamadji & Omar, 2019; Đorđević, Ivanović-Đukić, Lepojević & Milanović, 2020; Abeyrathna, Priyadarshana & Kumari, 2020; Robbie & Roz, 2021). Other studies have also looked at commitment and work behaviour of employees (such as Battistelli, Odoardi, Vandenberghe, Di Napoli & Piccione, 2019; Nazir, Qun, Hui & Shafi, 2018; Bos-Nehles & Veenendaal, 2019; Kriangchaiporn & Laohavichien, 2019). There are only few studies that have focused on the nature of commitment of employees (e.g. Afshari, Young, Gibson & Karimi, 2019). In addition, most of these studies have been conducted in profit-making organizations of which the non-profit organizations have been neglected. It is in view of this, the study seeks to discover the volunteer-centric antecedents of affective, continued, and normative volunteer commitment.

Research Objectives

The general objective of the study is to examine the antecedents of the level of commitment among volunteers in African youth for education and empowerment foundation.

The study seeks to specifically achieve the following:

1. To identify and examine the nature of commitment among volunteers in African youth for education and empowerment foundation
2. To identify and examine challenges of volunteers in African youth for education and empowerment foundation
3. To Proffer alternative strategies to improve performance in African youth for education

Research Questions

1. What is the nature of commitment among volunteers in African youth for education and empowerment foundation?
2. What are the challenges of volunteers in African youth for education and empowerment foundation?
3. What are the alternative strategies to improve performance in African youth for education?

Significance of the Study

The study will be crucial in many ways, particularly for African youth in terms of education and empowerment. For example, the study's findings will be able to provide insight into the volunteers' level of dedication, what causes that level of commitment, and how it affects their attitude about their contribution to the organization. The study will also give important insight into the determinants of volunteer commitment profiles, which may be incorporated into volunteer management techniques. Furthermore, the study's findings may be used as a reference for future academic researchers who may be conducting research on NGOs' volunteers as well as organisational commitment. Furthermore, the findings will be utilized to advocate for volunteering as a development approach and to provide recommendations to development actors on how the idea may be improved to reduce its negative impacts on service delivery. It is hoped that the findings of this study would aid in the development of volunteer management strategies by shedding light on the factors that influence volunteer commitment. Researchers can also utilize the study's findings as a guide for future studies on non-governmental organization (NGO) volunteers and organizational commitment. Volunteering as a development method is being promoted, and the findings from this study will offer suggestions for how the concept might be enhanced in order to lessen its influence on service delivery. This would therefore be achieved by identifying and examining the nature of commitment, the challenges of volunteers and proffer alternative strategies to improve performance in African youth for education.

The research is broken down into five sections. The first chapter, which is the introduction, provides background information on the research issue, as well as outlining the problem statement and the study's significance. This chapter also discusses the research topics and objectives that the study aims to address. It also emphasizes the study's breadth. The second chapter is devoted to a survey of the literature in the subject. The ideas that underpin volunteerism were defined in this chapter. It also looked at the fundamentals of volunteerism,

Publication of the European Centre for Research Training and Development-UK as well as the benefits and degree of dedication to volunteering. The literature study looked at both the variables that keep volunteers interested in volunteering and the activities that they engage in. The process for collecting data for the study is discussed in Chapter 3. It also explains why the data collection methods were chosen. The results and analysis of the data are presented in Chapter 4, as well as their interpretation and debate. Finally, in Chapter 5, there were findings and policy suggestions for development practitioners and governments to consider when formulating policies.

LITERATURE REVIEW

The main aim of this section is to present pertinent theoretical and empirical literature by scholars in the area of organizational commitment. The review covers these themes; the concept of organizational commitment, dimensions of organizational commitment, outcome of organizational commitment, volunteerism as well as commitment to volunteerism. The theoretical and conceptual frameworks were also explained and presented.

Conceptual Review

Organizational Commitment

Commitment was a key component in establishing an organization's success. In the present ambitious world, no organization can function on a high level unless each individual employee is devoted to the aims of the organization. This helps to improve performance, productivity and efficiency. It is therefore essential for organizations to grasp the commitment idea and its likely results (Shahid and Azhar, 2012; Dixit and Bhati, 2012). Several academics' studies have been interested in organizational involvement for many years. Some scholars have examined the link between engagement and other variables. The emotional dedication and performance have been found to have a strong correlation in a research (1995) conducted by Shore etc. In the United States there have been 231 managers and 339 subordinates working in international businesses. Somers (1998) also shows a research on the work-related engagement and contribution to the performance of employer work. Nevertheless, their findings showed a favorable relationship between career dedication and job success, but no link between organizational involvement and employment performance was identified. There was no association between affecting and normative types of commitments. Again, the behavior of New York firemen on organizational commitments was investigated by Lee and Olshfski (2002). The findings of their investigation lead to the conviction that organizational engagement provides a significant ability to describe beneficial job-related conduct. In addition, people recognize the function of occupations; remain dedicated to completing the work and therefore live up to those expectations.

Suliman and Isles (2000), meanwhile, have established a three-dimensional notion of organizational commitment in a research including three industrial units in Jordan with work performance and five demographic factors. Employment performance and dedication (all three components) were also viewed as having a favorable relationship. Furthermore, there are positive and negative connections with, and three dimensions of, the organizational commitment between sex, age, job status, training and organizational tenure factors. However, research findings have still indicated to favorable connections in a study to investigate the

Publication of the European Centre for Research Training and Development-UK relationship between organizational commitment, communication and the work performance of Chen et al. (2006). The study advised strengthening the communication channels and processes by organizations to reinforce the organizational commitment and performance of their accounting professionals.

A literature search found that employee commitment has a variety of definitions and measurements, just like many other notions. Meyer and Allen (1997), Meyer and Herscovitch (2001), and Meyer et al., (2002) illustrate the expanding understanding of the notion of employee commitment and its assessment, as well as a summary of what is known about the antecedents and behavioral implications of commitment in the workplace. Commitment, according to Hall et al. (1970), is a process in which the organization's and individuals' goals become increasingly aligned. According to Salancik (1977), commitment is a state of being in which a person is bound by his actions and by these actions to ideas that support his own involvement's activities. In addition, Mowday et al. (1982) made a contribution by defining commitment as when an individual demonstrates relative strength by identifying with and participating in a specific organization. In Mowday et al., (1982) three commitment qualities are intrinsic. They are a strong desire to stay with the organization, a strong belief in and acceptance of the organization's ideals, and a strong readiness to put in work for the organization. These examples demonstrate that dedication is not simply an attitude, but also a way of life. Scholl (1981) defined commitment as "a stabilizing factor that operates to sustain behavioural orientation when expectancy/equity criteria are not satisfied and do not function." Employees' commitment to their employers has been referred to as employees' organisational commitment, affective commitment, and affective organisational commitment, among other terms (Foote et al., 2005; Shaw et al., 2003; Cohen, 2007; Karatepe & Uludag, 2007; Bulut & Culha, 2010). The dedication of the organization is based on strong research, which continues to attract further research efforts (Allen & Meyer, 1990; Wasti, 2002; Wasti & Can, 2008). Employee commitment to the organization is valued by many organizations, and it is necessary for keeping workers with the information, skills, and expertise that may help them gain competitive advantage (Aladwan, Bhanugopan & Fish, 2013). Employees' organizational commitment, according to several studies, has the potential to have a substantial influence on businesses. Increased productivity, improved organizational performance, opportunities for employee development, and a reduction in absenteeism are all examples of this.

Commitment refers to an attitude that demonstrates employees' devotion to their employers (Northcraft & Neale, 1996). It is viewed as a procedure through which members of an organization express their concerns about the organization's success (Shafiq, Zia-ur-Rehman & Rashid, 2013). It occurs when employees invest in side bets that they perceive important to them, such as pension plans, work connections, and company-specific talents. As a result, they believe it is unprofitable to terminate the job connection and lose such advantages. Becker (1960) believes that commitment guarantees that workers participate in specific acceptable behaviors that will allow them to continue to enjoy the side bets in which they have spent their time and effort. As long as they stay with the company, they can continue to enjoy these side bets. They will thus weigh the costs they would suffer if they leave the organization against the advantages they will receive if they remain members.

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These scholars' alternative viewpoint (Shafiq, Zia-ur-Rehman, & Rashid, 2013; Etzione, 1961) argues that employee commitment is linked to the organization's authority or influence over them. According to the experts, this authority derives from how well employees follow the organization's aims and objectives. The higher the amount of power and commitment imposed on employees by the organization, the more obedient they are to organizational objectives. As a consequence, dedicated workers are more likely to participate more actively, stay in the organization for longer periods of time, contribute to the achievement of organizational goals and objectives, become more engaged in their employment, and put out appropriate effort on behalf of the organization (Aven, 1988).

Dimensions of Commitment

The topic has gotten a lot of attention in the social sciences in recent years. The notion was used to explain workplace behaviors like as employee turnover and absenteeism, for example (Steyrer, Schiffinger & Lang, 2008; Vigoda-Gadot, 2007; Lee, 2005; Lo et al., 2010). Affective, continuous, and normative commitment are considered as the dimensions of commitment (Hannah et al., 2008; Brown & Treviño, 2006; Steyrer, Schiffinger & Lang, 2008).

Affective Commitment

Emotional attachments account for the first dimension. These are employees that continue to work for a company despite having high emotional commitment because they just want to. Reduced absenteeism and organizational citizenship behaviors are likely to help their organizations more (Hannah et al., 2008; Avolio & Gardner, 2005; Albrecht & Andreetta, 2011). Employees that have a strong emotional attachment to their company work harder and perform better in their jobs (Brotheridge et al., 2008) than those who do not.

Continuance Commitment

The second factor, persistence commitment, can be attributed to financial gains or the fear of loss. Employees weigh the benefits and drawbacks of leaving their current company in this scenario (Steyrer, Schiffinger & Lang, 2008). If the perceived benefits of staying appear to surpass the projected benefits of a new position or new organization, the employee's loyalty to the company is strengthened. The advantages come in the form of monetary compensation, role-related expertise gained through time, and social networks (Steyrer, Schiffinger & Lang, 2008; Tatoglu, Demirbag & Erkutlu, 2008; Lo et al., 2010). According to research, persistence commitment increases with experience and age (Steyrer, Schiffinger & Lang, 2008). Employees who had worked in a stable, successful job and had had numerous promotions in their company were plainly more likely to be committed to staying with the company.

Normative Commitment

Obligatory sentiments account for the last dimension. Even in the face of adversity, employees that have a strong normative commitment exhibit the highest level of loyalty. They feel obligated to their employer, and as a result, they are less likely to leave, have minimal nonattendance/absenteeism, and are willing to embrace and commit to any changes made in their workplace (Allen & Meyer, 1996; Brotheridge et al., 2008). On how normative commitment develops, Marsh and Mannari (1977) proposed that individuals view it as a moral

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responsibility to stay with a specific organization, regardless of how much status advancement the organization provides the individual over time. Normative commitment differs from the two previous types of commitment studied (affective and continuation) in that it does not reflect a desire to identify with the organization's aims, and there is no explicit extrinsic exchange in the relationship. As a result, the sense of loyalty and responsibility that underpins an employee's normative commitment pushes the individual to stay with the company because they feel obligated to do so (Clugston, 2000).

Volunteerism

Volunteering not only enhances communities by encouraging their integration and expanding their resources, but it also benefits volunteers' well-being and health (Lum & Lighfoot, 2005; Haski-Leventhal, 2009; Piliavin & Siegl, 2007). As a result, there has been a growing interest in recent years in better understanding this phenomenon and improving its practical management, in order to engage more people in volunteering and to improve the experience of those who are currently doing so. This is particularly important in nations and places where volunteering remains a minority practice. While volunteerism is near to or even exceeds 40% of the adult population in the United States and northern Europe (GHK, 2010; US Bureau of Labor Statistics, 2009), it is less than 20% in southern Europe, and even less than 10% in Greece and Italy (US Bureau of Labor Statistics, 2009). Volunteering rates in other parts of the world are less well-studied. Only 15% of individuals in Africa, for example, had participated in a volunteer activity in 2012, which is less than half of the rate recorded 10 years before amid the country's recession (Perold & Graham, 2017).

Until recently, volunteer research has mostly concentrated on Anglo-Saxon and European nations, with far too little attention devoted to other regions, such as Ghana. Volunteering, on the other hand, has a long and illustrious history in this region, dating back to the pre-Columbian period (Tapia, 2007). Volunteers in Ghana, like their counterparts across Africa, have made significant contributions to the formation of social capital and, as a result, to the growth and strengthening of civil society (Johnson, Benitez, McBride & Olate, 2004). Furthermore, volunteering may have a significant influence on the region's economic growth. In this line, in nations like Ghana, the contribution of volunteer-based groups may amount to over 2% of the Gross Domestic Product (Salamon, 2003; cited in Kliksberg, 2007).

Notwithstanding these economic benefits and the importance of local communities in strengthening and integrating, voluntary work is frequently a subject that governments have overlooked to date and thus public policy and educational programs address this question have been markedly lacking (Kliksberg, 2007; Thompson & Toro, 2000). In the academic sector, there was minimal debate over volunteering, the same scenario is observed. Except for certain studies to analyze volunteers' expansion and economic impacts (e.g. John Hopkins International Comparative Nonprofit Sector Project 2004; TNS Argentina 2012), there have been few efforts to examine particular elements of the phenomena, which are motivated to participate in it. In this line, it is essential to understand the reasons of individuals to engage in voluntary activities and to maintain their engagement over time. When organisations are aware of these issues, they may optimize their voluntary management by motivating present or future volunteers to adjust their ideas.

Commitment and Motivation to Volunteering

The functional model is one of the most significant methods to the study of voluntary reasons (Clary et al., 1998). Under this paradigm, every action begun and maintained throughout time should be deemed beneficial for a personal and meaningful purpose. It is also thought that people can do the same things in service of multiple psychological functions and personal goals, and that any activity in the same person can fulfill different functions. The functional method in the specific instance of voluntary activities indicates that a variety of reasons can arise, that people might be motivated to engage in the same activity and that for more than one reason the same person can participate in voluntary work.

Six motivating roles of volunteering were recognized by Clary, Snyder and Ridge (1992), career (exploring career opportunities or improving career skills); social (to increase the chances of being with one's friends or meeting the expectations of close friends); values (to express values related to the altruistic concerns of others); improvement (to boost self-esteem and usefulness); (to protect the ego from negative aspects of the self or to avoid personal problems). The relevance of these incentives for voluntary work was stressed in past studies. Volunteers who play roles which correspond to their own objectives are more satisfied than those whose motivations are not addressed (Clary et al., 1998). In addition, volunteers are more inclined to engage in activities which can meet their own motives if they are asked to pick (Houlé, Sagarin & Kaplan, 2005). Other elements may also impact the motivation of volunteers. More examined than others were socio-demographic factors. Previous study has demonstrated that age, for example, affects the motivations of voluntary workers, and those particular incentives for volunteering may be more common in certain phases of life. Although youthful volunteers are more likely to give priority to work or understanding, social reasons seem to be particularly prevalent among senior voluntary workers (Greenslade & White, 2005; Okun & Schultz, 2003). In addition, socio-demographic factors and in particular age might determine the commitment of volunteers. Previous study in this situation has shown that the participation of older volunteers is more likely than their homologues in the medium and young age (Cutler, Hendriks & O'Neill, 2011). Other factors might predict volunteers' motives and engagement outside the impact of social and demographic characteristics, and especially their age, such as their temperament.

Theoretical Framework

Major assumptions of the theories

Organizational commitment, according to Meyer and Allen (1991), reflects at least three general themes: affective attachment to the organization, perceived costs of leaving it, and the obligation to stay with it. Continuance, affective, and normative commitment are the terms used to describe these three methods. The belief that commitment is a psychological condition that describes the employee's connection with the organization and has consequences for the decision to maintain membership is shared by all three methods. Varied psychological states have different consequences for work-related behavior.

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Workers' emotional attachment to, identification with, and participation in the organization is referred to as affective commitment. Workers that have a high emotional commitment stay with the company because they want to. Job-related qualities, structural features (organizational), personal characteristics, and work experiences are all antecedents of emotional commitment, according to Mowday (1982). Despite several research studies linking demographic parameters such as age, gender, tenure, and education to commitment, the relationships were neither strong nor consistent, owing to too many variables like as employment status, work incentives, and work values influencing the connection.

The term "continuance commitment" refers to an understanding of the consequences of quitting an organization. The risk of squandering time and effort spent learning nontransferable skills, losing appealing perks, giving up seniority-based advantages, or having to uproot family and disturb personal connections are all potential costs of leaving an organization. Aside from the expenses of quitting the organization, a lack of other career options will also contribute to continued engagement. Employees that have a long-term commitment to the company stay because they have to. A sense of responsibility to continue working is expressed by normative commitment. Employees with strong normative commitment believe they should stay with the company. The internalization of normative constraints placed on an individual before to admission into the organization (family or cultural orientation), or post entry, according to Wiener (1982), may result in a feeling of responsibility to remain with the organization (organisational orientation). Normative commitment may also arise when a company gives an employee "rewards in advance" (for example, paying college tuition) or incurs considerable expenses in providing employment (e.g. head-hunting fees or the costs associated with job training). Employees feel obligated to repay these investments by devoting themselves to the company until the loan is returned (Scholl, 1981). Based on the research objectives, the study employs Meller and Allen's (1991) three component model (TCM).

Strength and weaknesses of the theory

The tri-dimensional paradigm is used by Meyer and Allen (1997, p 106) to define organizational commitment in three dimensions: emotional, continuation, and normative commitments. These aspects illustrate the many ways in which an organization's commitment develops and the consequences for employee behavior. There has been conceptual criticism of what the model is aiming to do since it was created by Omar Solinger, Woody Olffen, and Robert Roe, three psychologists, in particular. Because it brings together three components of previous commitment studies, the three-component conceptual model has been recognized as the preeminent model for organizational commitment to date (Mathieu & Zajac, 1990; Becker, 2005; Weiner, 2004; Kanter, 1968; Buchanan, 2005; Salancik, 2004; Mowday, Porter, & Steers, 1982; Weiner & Vardi, 2005). However, a number of investigations have revealed that the model does not match empirical data. To show that TCM integrates multiple attitude phenomena, Solinger, Olffen, and Roe utilize a subsequent model by Alice Eagly and Shelly Chaiken (2004), Attitude-behavior Model. TCM has been identified as a model for predicting turnover, according to the researchers. In some ways, the model explains why employees should stay with the company, whether they want to, need to, or should. The model appears to combine an attitude toward a goal, in this case the organization, with an attitude toward a conduct, in this case leaving or remaining. They argue that research should revert to the original

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definition of organizational commitment as an attitude toward the organization and assess it as such. Despite the fact that the TCM is a decent predictor of turnover, these psychologists feel it should not be used as a universal model. Because Eagly and Chaiken's model is so broad, it appears that the TCM may be defined as a subset of their model when considering organizational commitment in general. It becomes obvious that affective commitment refers to a person's attitude toward a goal, whereas continuity and normative commitment pertain to expected behavioral consequences, particularly remaining or departing.

This finding supports their conclusion that TCM perceives organizational commitment as a blending of many goal attitudes and behavioral attitudes, which they feel is both confusing and logically wrong. The attitude-behavioral model can explain things that would appear to be inconsistent in the TCM. In comparison to normative and continuation commitment, emotional commitment shows stronger correlations with relevant behavior and a broader range of actions. An attitude toward an objective (the organization) is clearly more general than an attitude toward a specific conduct (staying). Sollinger, Olffen, and Roe believe that Eagly and Chaiken's attitude-behavior model from 1993 would be a good alternative model to look at as a general organizational commitment predictor because it treats organizational commitment as a single construct, which would help predict various behaviors beyond turnover.

Relevance of the theory

In order to integrate all of the theories describing organizational involvement with various views, Meyer and Allen (1991) created TCM. Although Becker (1960) believed that an organization's commitment was based on cost, Mowday, Porter and Steers (1982) also postulated that emotional connection was an aspect of engagement. Weiner (1982) also conceived that committing involves a feel for the organization and that commitment also concerns the state of mind, as said by Meller and Allen (1987). The TCM, which defines three elements that are emotional, consistent and normative, was established by means of a research to bring these notions together. The idea explains how these components might affect the conduct of employees. The study takes TCM to examine the link between emotional, continuous and prescriptive engagement that are the three components of the corporate commitment and employee behaviour. The following graphic displays the study's conceptual structure. It demonstrates how demographic, employment and organizational aid impact on the emotional commitment, ongoing commitment and regulatory commitment of volunteers.

Empirical Review of Related Studies

This section of the study demonstrates the empirical studies that have been conducted in relation to the specific objectives of the current study.

Empirical literature from the global level

The empirical literature at the global or international level is discussed in this portion of the research. Trofimov et al. (2017), for example, conducted a thorough investigation of the phenomenon of work engagement, describing it as a key determinant of organizational commitment. The descriptive, regressive, and correlation analysis methods were proposed to examine the findings of this study. Organizational loyalty, psychological capital, job engagement, and subjective hope were all mentioned in the study as having a link. The most

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significant link between all of these characteristics, according to the study, is between organizational commitment and work engagement. It indicates that the higher an employee's degree of organizational commitment is, the more engaged he feels at work. The study primarily acts as a guide for determining the level of commitment among volunteers.

Radosavljevi, Ilerdi, and Dragi (2017) presented the findings of a study on organizational commitment as a form of attitude indicating workers' level of identification with their organizations and readiness to quit them. The purpose of the study was to assess the degree of organizational commitment on the Novi Sad area, as well as to see if there is a variation in commitment levels between specific groups of examinees. A total of 237 people working in organizations in Novi Sad's area took part in the study. Gender, years of work experience, educational level, job experience in one or more businesses, and estimate of degree of personal potentials utility have all improved their status. The questionnaire was based on a series of questions developed by Meyer and Allen in 1991 and drawn from Greenberg and Baron's 'Behaviour in Organizations,' p. 170. The data was analyzed using an arithmetic mean calculation and the Pearson Chi-square test. The findings revealed that organizational commitment is below average (AS=2.88), with the most intense continuous (AS=3.23) and the least intense normative organizational dedication (AS=2.41). Gender does not appear to be a significant factor in variations in the levels of any of the three types of commitment listed. Only the assessment of the amount of personal potential utility of examinees is statistically substantially connected to emotional commitment.

In the Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka, Andrew (2017) discovered the influence of employees' commitment on organizational performance. Organizational Performance was used as the dependent variable while the three commitments (Affective, Normative, and Continuous) were used as independent variables. In this study, descriptive and explanatory research techniques were used. A five-point Likert-Type scaled questionnaire was developed and sent to members of the Eravurpatru Divisional Secretariat's staff. Employee Commitment (Affective, Normative, and Continuous) is strongly connected to Organizational Performance in Eravurpatru Divisional Secretariat, according to the study's findings. The outcomes of the study show that the three commitments have a favorable association with organizational performance. The results also show that there is a substantial relationship between the three independent factors and organizational performance. These results, in turn, guide top management in trying to increase employee commitment levels, and management should hire workers who are likely to get attached to the business; this will have a significant influence and lead to a potential competitive edge for the firm.

The link between organizational commitment and individual performance was reviewed and studied by Adnan, Nhaily, and Wang (2018). To accomplish this, a Multinational Corporation (MNC) is chosen; this MNC is Kansai Paint, a Japanese business with a subsidiary in Pakistan. This study's theoretical model is comprised of one dependent variable, individual performance, and three independent factors, emotional commitment, continuation commitment, and normative commitment. The data for the study was gathered by questionnaires distributed to 100 Kansai Paint personnel in Pakistan, and the data was analyzed using SPSS testing. Affective commitment, continuation commitment, and normative commitment all have a

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beneficial influence on individual performance, according to the study's findings. At the completion of the study, a conclusion was formed and many suggestions were established.

Employee perceptions of their employment in Malaysian private organizations were identified by Chelliah, Sundarapandiyam, and Vinoth (2015), as well as ways to enhance their work commitment to their firms. Many businesses' current problems include not just finding more skilled and intelligent people in each area, but also finding the appropriate talented individuals with a good attitude and devotion to their job. Employees of private companies in Malaysia are now dissatisfied with their work. If employees do not feel engaged, they may become suspicious, which may cause them to lose interest in their jobs. This finding has led to the goal and necessity of this study, which is to determine how elements such as job satisfaction, job participation, and perceived organizational support influence employee commitment through affective, continuation, and normative forms of commitments. The study also looked at the link between employee organizational commitments and emotional, continuous, or normative type commitments as impacted by job satisfaction, job involvement, and perceived organizational support. Job satisfaction, job participation, and perceived organizational support affecting organizational commitment of employees through emotional, continuation, and normative type commitment are substantially favorable and accepted, according to the study's findings. Employee job participation, work happiness, and perceived organizational support are all influenced by normative and affective forms of commitments.

Empirical literature from Africa

Based on a case study of the Kenya Civil Aviation Authority, Igella (2014) identified the elements that impact employee commitment (KCAA). To do so, the researchers looked at the organizational and individual elements that influence employee commitment in KCAA, as well as the impact of employee commitment on organizational performance. To provide a profile of the characteristics that impact employee commitment in KCAA, a descriptive study approach was used. Because this was the firm under investigation, the population of interest was the workers of KCAA from various roles and divisions. A total of 168 people from various organizational roles or divisions made up the study population. A sample size of 92 respondents was drawn using a stratified random sampling approach. A custom-made structured questionnaire was designed as the data gathering tool. Data was analyzed using descriptive, standard deviation, covariance, and correlation methods. The study's findings reveal that organizational variables have a significant impact on employee commitment. Organizational dependability, the efficacy of the organization's social processes, and the organizational environment are among these variables. Organizational factors such as strong work ethic, organization promoting team work, demand for perfection, employee interaction with the organization, organization promoting top down social interactions, organization being highly reliable, organization encouraging formation of self-managing teams, organization having a strong management style, and the organization having a strong management style were also found to be important.

Employee dedication to work was investigated by Ebikeseye and Dickson (2018) as a component of service delivery. Ten study questions were asked with the goal of determining employee commitment to work and team player experiences. The random sample approach

Publication of the European Centre for Research Training and Development-UK was used to guarantee that the entire element under study was adequately represented. Designing, distributing, collecting, and analyzing questionnaires were all part of the process. The study's findings indicated that there is a link between employee dedication to their jobs and increased productivity in businesses. It was suggested, among other things, that in order to enhance productivity and harmony in the workplace, management should seek out the enabling atmosphere that would encourage employees to be dedicated to their jobs and put in their best effort.

In the Nigerian banking sector, Ogba (2008) expanded on earlier studies on employee loyalty to their employer. The study's goal was to measure employee commitment to their organizations in Nigeria using income and age as factors. Data was collected utilizing a quantitative technique, with a 28-item, seven-point Likert scaled questionnaire presented to 200 participants with a 42 percent useable response rate. Three components of commitment emerged from a factor analysis. According to the findings, employees with high income are the same group of employees with poor commitment to their organization as those in the age ranges 31–35.

Organizational units that do not function effectively, according to Mwangi (2017), are restructured, resulting in job losses. Employees who consistently fail are also more likely to be let go. This research looked at the impact of job level on employee commitment. A descriptive survey was used in the research. A cross sectional survey design was used for the descriptive survey. The target demographic consisted of 4191 employees from the 12 commissions. A total of 354 people were chosen as part of the sample. To reflect the population in terms of each court, stratified sampling was employed to choose respondents from each strata (commission). As a result, the population was divided into 12 strata. The study used a questionnaire to obtain primary data. The respondents were given the questionnaires, which were then collected later. Data was analyzed using descriptive statistics and multiple regressions. The following were the study's findings: In terms of emotional commitment, respondents agreed that they like talking about their company with others outside of it. On the subject of continued commitment, the respondents were unconcerned that quitting their organization would have a significant impact on their lives; and that staying with their organization is not only a question of want but also a need. In terms of the normative commitment findings, respondents were neither agreeing nor disagreeing that they were trained to believe in the benefits of being loyal to one's company. According to the findings, higher job ranks result in employees' unwillingness to quit a business, indicating a long-term commitment. However, if an employee stayed at a lower level for an extended period of time, they were willing to quit the company. Employees who were promoted to higher positions also developed an emotional connection to their businesses. Employees of all ranks considered loyalty to their organization as vital and did not advocate for moving from organization to organization too frequently for normative commitment (Mwangi, 2017). In order to enhance employee morale and assure their dedication to their work and organizations, the research advised that companies acknowledge excellent employees through promotions whenever feasible. The research also suggested that rules and methods for promotions be developed and adjusted, based on the finding that job rankings impact employee commitment.

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Organizational commitment has been consistently linked with positive workplace outcomes such as increased job satisfaction and reduced intention to quit, according to Blersch, Shrand, and Ronnie (2020), which are important considerations for retaining critical skills such as those possessed by knowledge workers. In the South African consulting engineering context, Blersch, Shrand, and Ronnie (2020) investigated variables that affected knowledge worker organizational commitment. An online survey was used to perform a quantitative cross-sectional study at one office of a global professional services firm that mostly employs engineers, yielding 104 answers. The questionnaire included tried-and-true tools for measuring a variety of organizational commitment antecedents. Commitment was measured using a validated "unidimensional target-free" conception of the commitment construct that is potentially less confused than prior measures, both to the organization and to the employee's vocation. Perceived organizational support, pay satisfaction, autonomy, and occupational commitment were all found to be positively linked with organizational commitment. Occupational commitment was shown to have the highest connection, outperforming organizational commitment. These findings aided in the understanding of how the organizational commitment of South African knowledge workers may be affected. As a result, engineers' supervisors may obtain helpful information into how to promote engineers' willingness to stay at the company.

Empirical literature on Ghana

Following a review of literature informing the study, Baku, Damoah, and Korto (2016) drew on Meyer's (1993) organisational commitment model in connection to empirical literature on Ghana. The goal of the study is to verify the model by using data from Ghana's nursing profession. The main goal is to determine which of Meyer and Allen's three aspects is more prevalent among Ghanaian nurses. The study's sample is made up of 193 respondents from a non-probability convenience sample. The study uses a standard questionnaire based on Meyer's (1993) organizational commitment measurement. The results show that among the three aspects of organizational commitment from the model, normative commitment is the greatest, while emotional commitment is the second highest, based on the mean rankings of the respondents' average scores. The factor of perseverance dedication is rated last. The results' consequences for practice and public policy are proposed based on this.

At the Ghana Audit Service, Pappoe (2020) wanted to look at the relationship between the conceptions of organizational commitment and personnel performance (GAS). Appropriate hypotheses were generated after existing literature was evaluated and the study's setting was considered. Data was collected from 96 Ghana Audit Service (GAS) personnel in Ghana's central area using a structured questionnaire. Descriptive statistics, correlation, and multiple regression analysis were used to examine the data. Only one of the three aspects of organizational commitment investigated (Normative Commitment) showed a positive significant association with employee job performance, according to the findings. This indicates that, in general, employee dedication at the Ghana Audit Service has little impact on work performance unless it is normative. The research advised that management continue to assist employees in their efforts to better themselves in both personal and professional goals in order to increase their dedication and job performance.

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Employee engagement, according to Agyemang and Ofei (2013), is still a relatively uncharted territory, particularly in Sub-Saharan Africa. Using a comparative approach of commercial and public sector employees in Ghana, the study evaluated employee job engagement and organizational commitment. A total of 105 employees from three public and private enterprises in Ghana's Accra Metropolis with similar characteristics were purposively sampled. A total of four possibilities were investigated. The statistical techniques utilized to analyze the data were Pearson product-moment correlation and Independent t-test. Employee engagement and commitment have a substantial positive link, according to the study's findings. Workers in private businesses have a greater degree of employee engagement and organizational commitment than employees in public organizations, and there was no difference in commitment levels between long-tenured and short-tenured employees. The study's findings are examined in light of the literature review, the Job Demand-Resources Model, and Social Exchange Theory. The current study emphasizes the importance of providing employees with the resources they need to accomplish their jobs, since this has a direct impact on employee engagement and organizational commitment.

According to Abdul-Nasiru et al. (2014), an organization's total performance is influenced by a number of elements, including organizational commitment. This phenomenon is an important element that influences the policy orientation of today's organizations. They looked at the dedication of workers in Ghana's civil and governmental services. The researchers looked into differences in commitment based on age and length of service as part of the procedure. 343 male and female civil/public workers from various ministries, divisions, and organizations participated in the study. Males are more devoted than their female colleagues, according to studies. It was also shown that employee commitment is positively linked with age, and that employees who have been with a company for a longer period of time are more dedicated than those who have been with the company for a shorter period of time.

Whether the adoption of codes of ethics in public service organizations leads to employees' organizational commitment is one of the most challenging and under-examined questions in developing country ethics research (Kumasey, Bawole & Hossain, 2017). They looked at the relationship between codes of ethics and organizational commitment in Ghanaian public service organizations, as well as the three aspects of emotional, normative, and continuous commitment. 228 individuals were randomly recruited from various public service organizations in Ghana's Greater Accra Region and studied using correlational, regression, and descriptive statistics. Employees' organizational commitment, as well as the three aspects of emotional, normative, and continuation commitment, were substantially and positively predicted by codes of ethics, according to empirical data.

For Mensah, Agyapong, and Nuertey (2017), the influence of corporate social responsibility involvement on consumer behavior was the main emphasis. The researchers attempted to examine the impact of corporate social responsibility involvement on employee commitment to their businesses in their research. Data was collected from 145 workers of 50 Rural and Community Banks (RCBs) across Ghana using a self-reported questionnaire. Employee commitment and involvement in corporate social responsibility were shown to have a substantial positive link in the study. Employee commitment was explained by 54.1 percent of

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the overall variation in corporate social responsibility engagement. When educational level and years of experience with the bank are taken into account, however, this association becomes negligible. Gender, on the other hand, has no bearing on this connection. This must be taken into account while designing and implementing CSR initiatives in businesses. It is well accepted that showing care for the well-being of employees will increase employee dedication, as well as their performance and, as a result, the Organization's growth.

Despite considerable progress in understanding the importance of volunteer commitment in NGOs, there are still significant conceptual and quantitative gaps in the construct that need to be addressed. With the exception of the calculative component, the available data shows that despite the variations in the nature of paid and volunteer labor, the (organizational) commitment of volunteers is not significantly different. Affective and normative commitments are essential, distinct characteristics that may be integrated in volunteer commitment conceptualizations regardless of incentive type (Dawley et al., 2005). In terms of other organizational objectives, the study by Engelberg et al. (2005) shows that volunteers are also exposed to other distinct organizational targets of psychological importance, such as the volunteer team and the volunteer position.

Several studies have been undertaken to determine the factors that influence the level of commitment among volunteers. Obi-Nwosu, Chiamaka, and Tochukwu (2013), for example, looked at job characteristics as predictors of organizational commitment among private sector employees in Nigeria's Anambra state. In Anambra State, Nigeria, Joe-Akunne and Ezeh (2019) investigated the link between pay satisfaction and organizational loyalty among private sector workers. Furthermore, there is disagreement among academics on organizational commitment of workers (Salami, 2008; Konya, Mati, & Pavlovi, 2016). Some academics feel that Nigerian employees are disengaged with their employers (Olugbile, 1996; Zona, Megawati & Maulana, 2018). Others think that they are devoted to organizational aims, but that it is the organizations that are not always committed to the employees' predicament (Alarape & Akinlabi, 2000). Furthermore, just a handful of these studies on volunteer commitment have been done in non-governmental organizations (Noermijati & Ikhwan, 2018; Kumar, Hossain & Jebin, 2016).

Okorley, Owusu, and Akuamoah-Boateng (2017) investigated the willingness of Ghanaian university undergraduate students to volunteer for non-governmental organization (NGO) work in the setting of Ghana. According to the findings, university undergraduate students are eager to volunteer for non-profit activities. Students' motivations are more about understanding people and their context, beliefs, and professional advancement than they are about social, protection, and recognition requirements. Students are more likely to participate in NGO activities including peer education, counseling, and environmental preservation than in administrative, relief, or advocacy responsibilities. Hird-Younger and Simpson (2013) looked at the Voluntary Service Overseas (VSO) model as a model for Ghana's women extension volunteers (WEVs). Although the volunteers undertake certain extension responsibilities, the research indicates that they are currently restricted in their ability to provide technical agricultural knowledge or introduce farmers to agricultural advances or new technology.

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Despite growing worldwide awareness of volunteerism and its expected benefits to national development, research on the issue in underdeveloped countries such as Ghana remains scarce. In contrast to these studies, the current study assesses the level of commitment; the relationship between level of commitment and demographic characteristics of volunteers; the relationship between level of commitment and Job Characteristics of volunteers; and the relationship between level of commitment and organizational support of volunteers in the form of closing the literature gaps.

2.6 Conceptual Framework

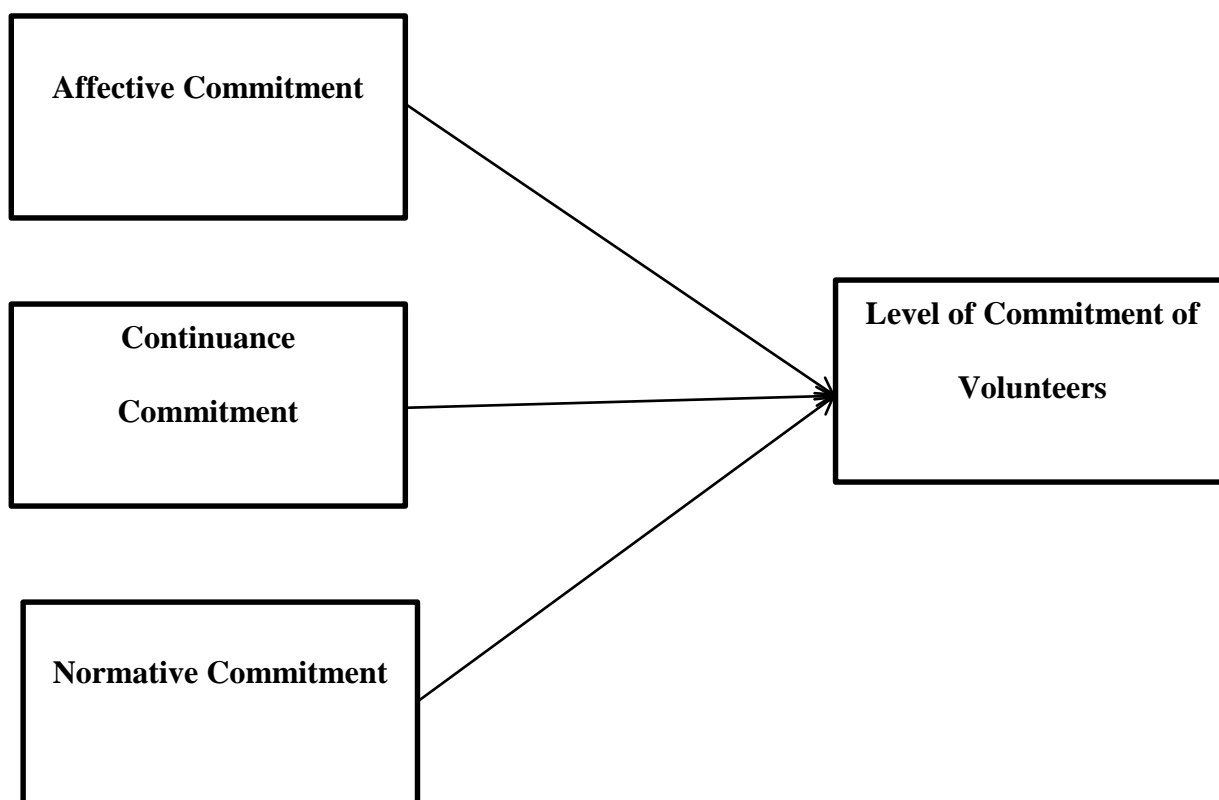


Figure 2.1: Conceptual Framework of the Study (Source: Author's Own Construct)

RESEARCH METHODOLOGY

The research technique used in the research is described in this chapter. It explains the field of study, the design of investigations, the nature and makeup of the target study population, sample size, sampling techniques and sources of data collecting and analysis.

Research Philosophy

The research philosophy is concerned with the nature of knowledge and the process by which knowledge is created. The assumption of one's worldview is contained inside it, and as a result,

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it has an impact on or impacts the researcher's study approach and methodologies (Saunders et al., 2009). As a research philosopher, Creswell (1994) believes that there are four major areas that are extremely important: ontological issues (ontology), epistemological issues (epistemology), axiological issues (axiology), and methodological issues (methodology). The research paradigms of post positivism, critical theory, positivism, and constructivism were proposed by Guba and Lincoln (1994), as well as four alternative research approaches. One must discuss the various overreaching techniques and determine how best to establish your research along the continuum of what has been described in order to properly situate your study inside the appropriate research philosophy.

As a general rule, an activity should be directed by a set of beliefs, which is what Guba (1990) refers to as the research paradigm. Theorists Denzin and Lincoln (1998) asserted that a paradigm is composed of three major components: epistemological foundations, ontological foundations, and methodological foundations. Despite this, Creswell (1994) and Collis and Hussey (2013) opted to base their philosophical thinking on four basic assumptions, which are as follows: ontological, epistemological, axiological, and methodological assumptions. Thuraiajah et al. (2006) provided more insight into the positions taken by the major research paradigms in their study to explain further. They found that the language and process of research are concerned with rhetorical and methodological assumptions, but the philosophical position of research is more concerned with ontology, epistemology, and axiological assumptions, according to their research. Because it has an impact on the research instruments that are selected, these diverse paradigms appear to be quite important and necessitate intent identification (Christou et al., 2008).

For the most part, ontology is concerned with how a researcher perceives his or her environment (natural reality). The strategic lens can be used to understand reality as autonomous and without the influence of researchers, or as dependent on certain characteristics that can only be verified via the examination and analysis of certain human behaviors and ideas (Collis and Hussey, 2013; Thuraiajah et al., 2006). It is possible to summarise the ontology philosophy as the theory of being, which includes its composition, the numerous components that make it up, and how they interact with one another (Blaike, 1993; Marsh and Stoker, 2002). The ontological perspective is divided into two primary planes: objectivism and social constructivism. Objectivism is the more extreme of the two (subjectivism) (Thuraiajah et al., 2006).

In its most basic form, subjectivism is based on a social phenomenon: it may be defined as the ideas and acts that result from humanistic behavior about their own existence (Christou et al., 2008; Saunders et al., 2009). Taking the position that nothing happens without a cause, this viewpoint believes that it is created behavior that causes certain realities to exist (realities are not objective in nature) (Christou et al., 2008).

It is the philosophy of objectivism that our actions or impact on the world have no effect on the world itself. Because humanistic capacities are much above what we can achieve with our ideas and subsequent actions, we will be unable to alter the course of history (Saunders et al., 2009; Bryman and Cramer, 2005).

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The study of epistemology is concerned with how knowledge was obtained, the processes of acquisition, and the confirmation of the knowledge acquired (Gall et al., 2003). As a result of this philosophy, we have the opportunity to learn and comprehend which knowledge is to be acknowledged in a certain field of study (Saunders et al., 2009; Campana, 2010). Furthermore, epistemology demonstrates the link that exists between the researcher and the topic of inquiry, as well as how the researcher interacts with the subject of inquiry in order to generate true knowledge through observation and experimentation (Christou et al., 2008). For the sake of simplicity, epistemology might be characterized as the philosophical viewpoint that teaches us about science, that informs us about how knowledge is formed, and that demonstrates how the created knowledge is gathered and examined (Babbie, 1995; Orlikowski and Baroudini, 1991; Saunders et al., 2009). It is possible to distinguish three major epistemological viewpoints in literature: positivism, realism, and interpretivism.

When it comes to philosophy, the Positivism school of thought is concerned with developing knowledge from existing ideas, using that knowledge to build hypotheses, then collecting data and exposing that information to hypothesis testing once again (Saunders et al., 2009; Campana, 2010). As a result, it might be said to be one that takes on the role of a natural scientist (Saunders et al., 2009). Positivism is primarily concerned with the explanation, prediction, and control of an event's occurrence (Guba and Lincoln, 2004). Predictions made on the basis of theory can be tested by gathering objective evidence (Weber, 2004). This epistemology holds that there is no independence between physical and social reality, and that observation is relatively impartial in the formation of scientific knowledge in the natural sciences (Gall et al., 2003).

Realistic thinking is concerned with scientific inquiry. This philosophical approach is based on the idea that what our senses reveal to us as reality is the only reality. From the standpoint of belief in the existence of an embodiment of knowledge beyond what the mind can imagine or grasp, realism differs significantly from idealism. Because of this, realism and positivism are similar in the sense that they both accept the scientific generation of knowledge as a starting point. This assumption supports the data gathering strategy and the process of making sense of the information gathered (Sarantakos, 2005).

As a result, the interpretivist takes a subjective position rather than an objective one, which is in stark contrast to the positivist (Christou et al., 2008; Saunders et al., 2009). This is where critics of the positivist method are most strong in their opposition to the positivist approach, because they believe that the positivist approach expanded their identification of knowledge to previously diffused laws, similar to the physical science. Saunders and colleagues (2009), for example, argue that the social world is extremely complex and contains a wealth of information that cannot be obtained easily by following some law-like generalizations in the same way that a positivist approach to the social world approaches the subject of social interaction.

According to Bossé (2006), axiology is concerned with how much or how little value a researcher places on the entire inquiry, therefore determining whether it is a matter of value or fact. Researchers Saunders and colleagues (2009a) claimed that axiological positioning acknowledges that the researcher has values, and that these values influence how the study is

Publication of the European Centre for Research Training and Development-UK done and its findings are perceived. As a result, the axiological stance of the research has an impact on its trustworthiness. According to Bossé (2006), there are two major externalities associated with axiological orientation. The first is the question of whether the study is valuable-free or valuable-driven. Given that ingrained values have a significant impact on human behavior (Heron, 1996), researchers must communicate their values in order to get informed permission for the study they are doing and how they want to proceed while conducting it (Heron, 1996; Saunders et al., 2009)

Pragmatism (Research Philosophy Adopted)

According to Saunders et al. (2009), pragmatism is a philosophy that holds that there is no single method that can contain and explain a subject matter, and that there may be several realities, making it look insufficient and improper to take only one specific perspective. Generally, experienced researchers will follow through with a hybrid strategy that combines the two extreme ends of the research paradigms (Positivist and Interpretivist), which is changed and altered to form what is known as the pragmatic research philosophy (Collis and Hussey, 2013).

Pragmatism holds that the most significant determinant of research is the research question, and that the research topic should be such that either a positivist or an interpretivist method would be suitable in answering it (Tashakkori and Teddlie, 1998). With intuition, it can be deduced that pragmatic philosophy favors the use of either a deductive or an inductive research approach; that one can be either objective or subjective in nature when considering ontology; that one can be value-free or biased when considering axiological nature; and that one has the freedom to use either a quantitative or a combination of quantitative and qualitative research methods when developing a research strategy (Tashakkori and Teddlie, 1998). Nonetheless, pragmatists are not required to employ all of the methods accessible to them or even any of them at all; rather, they are only required to use those that are relevant and appropriate for the research project at hand.

From an epistemological standpoint, this philosophy was selected because it is considered to be a middle ground between positivist philosophy and interpretivist philosophy. As a result, it provides the researcher with the option to combine several research approaches in an effort to identify answers to the important challenges at hand through the use of theories and conceptual frameworks. The amount of devotion demonstrated by volunteers cannot be considered a reality until the opinions of experts and policymakers are taken into account, which allows us to comprehend the practical perspectives on how the research objectives would be realized.

Research Design

The design of research covers the wider plan for answering research questions. The three forms of design are exploratory, explanatory and descriptive, according to Saunders et al. In accordance with this study, the researcher took the explicative method, which indicated that the study in question was intended to explain the observed phenomena instead of merely describing them. Traditionally, the study described by the phrase explanatory research is quantitative, generally testing prior assumptions by a measurement of interactions among variables. As a result of the study, the researcher utilized explanatory study to get detailed

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knowledge of variables and establish links between dependent and independent variables to analyze the antecedents of dedication amongst volunteers in African youth to education and empowerment foundations.

Research Approach

The study further adopted the quantitative strategy. When it comes to quantitative research strategy, it is a strategy that deals with numbers and anything that can be measured in a systematic way in order to investigate phenomena and their relationships. It is employed to provide answers to queries about connections between observable variables with the goal of explaining, predicting, and controlling phenomena (Leedy 1993). The conclusion of a quantitative study is generally either confirmation or disconfirmation of the hypothesis that was investigated throughout the investigation. Quantitative researchers select one or a few variables that they want to employ in their study effort and then begin collecting data on those variables.

Data collection based on a hypothesis or theory is often the first step in the quantitative approach, followed by the use of descriptive or inferential statistics. For example, surveys and observations are both commonly employed in statistical association studies, and they are both effective. To represent differences between variables, the quantitative research technique makes use of variables on a subject and numerous tools such as correlation, descriptive statistics (mean and standard deviations, frequencies, etc.), regression, and so on. In quantitative research methodologies, the search for quantifiable data is accomplished by the use of some sort of statistical analysis.

Population

According to Naoum (2012), the study's population comprises of all of the many persons or groups that are included in the study and who can, or are expected to give, or who need to be assessed in order to contribute to the achievement of the study's goal. It is referred to as the population of a research when it refers to the total number of all units of the topic or phenomenon under investigation. A population's probable observations are all known to be of the same kind, hence all of the observations in the population are classified as such (Kumekpor, 2002). According to Agyedu, Donkor, and Obeng (1999), the population of a study is a full collection of persons (subjects), objects, or events that have common observable features and are of interest to the researcher. The study's population or target populations were volunteers of African Youth for Education and Empowerment Foundation.

Sample Size and Sampling techniques

Choosing the appropriate sample size is crucial, and it is influenced by the investigator's tolerance for error, the size of the total population, and the type of analysis to be performed. Choosing the appropriate sample size As a consequence, the researcher has total control over the number of participants in the study. Despite this, Cochran (1977) was of the opinion that when choosing the sample size for an unknown population, a few factors may be taken into consideration in order to arrive at the sample size for the research. These are the intended level of precision as well as the desired level of confidence. However, as previously stated, they are mostly used in probability sampling procedures. As a result, because this study used a non-

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 probability sampling strategy, none of the probabilistic approaches could be used to calculate the sampling size. Despite the previous statement, if the study had utilized a probability sampling approach, the confidence level would have remained at 95 percent (which is the most often used threshold for quantitative probabilistic studies) and the margin of error would have remained at +/- 5 percent. As a result, the study employed Slovin (1990) and Alatega's method to determine the proper sample size for the study's primary data collection (2017). In this sample computation, a standard error of 95 percent will be taken into account. An estimated sample of 85 respondents was obtained from a population of 108 respondents.

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

Where n is the sample size, N is the population size and e is the margin of error

$$\frac{108}{1 + 108(0.05)^2} = 85$$

Based on this sample size 85 respondents were sampled in each of the organization under study. The technique by which the researcher picks a representative group from the population under investigation is known as sampling. According to Neumann (2002), a whole population is often too huge to deal with; therefore a representative sample of a small number of individuals is required. The collecting of data from the complete population looks to be both time-consuming and expensive in study. As a result, numerous metrics have been developed to enable us to target a subset of the population in a methodical yet effective manner while maintaining traits common to the overall population. According to Saunders et al. (2009), these procedures are referred to as the sampling methodology. In order to simplify the classification process, sampling techniques have been divided into two major categories: probability sampling techniques and non-probability sampling approaches.

Those strategies that use probability sampling are those in which each individual in the population has an equal chance or possibility of being picked. It is most frequently employed when the populace is well-known. The probability sampling approach provides us with the ability to compute the confidence interval and the margin of error for our results (Bryman, 2004). Despite the fact that this strategy is criticized for being extremely expensive and time-consuming, it is considered preferable than the non-probability sampling technique since the probabilities of selecting any unit can be estimated; nevertheless, the odds do not have to be the same for all units. Cluster sampling, simple random sampling, systematic sampling, stratified random sampling, and multi-stage random sampling are all examples of probability sampling procedures (Saunders et al., 2009).

Non-probability sampling techniques are used in situations where it is difficult for every individual in a population to be picked by chance by using a random sample methodology. Although the non-probability sampling technique does not provide us with the capacity to determine confidence intervals and margins of error, it is considered to be highly simple and cost-effective by many researchers (Bryman, 2004). Quota sampling, convenience sampling, purposive sampling, self-selection sampling, and snowball sampling are all examples of non-probability sampling approaches. Although researchers who use a quantitative research approach may consider the use of this technique to be inferior, it turns out to be extremely

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useful for exploratory research where we are only trying to prove the existence of a theory whose existence has already been confirmed in the scientific literature. This is the situation in this research. As a result, the purposive sampling strategy was used in this study, which is a non-probabilistic sampling instrument.

The simple random sampling method was employed to choose respondents for this study. Each potential respondent was allocated a number using the random number approach. Draw at random from either a pool of predetermined numbers or from a table of predetermined numbers. Excel's RAND function was used to generate random numbers for this project. Simple random sampling involves selecting a sample of individuals from a population at random and placing them in a sample. The purpose of simple random sampling in this situation is to choose a sample size that is an impartial representation of the population.

Data Collection Instruments

A research tool is used for the collecting of data (Parahoo, 1997). In this study, Ling et al. (2014) and Cagri and Osman (2010) utilized instrumentalities to quantify the history of African volunteer commitment to education and empowerment. The instrument was selected since it is linked to the study and helps the researcher to reach the study goals.

Many researchers choose the use of survey questionnaires as their data collecting instrument while doing quantitative research, which is a popular choice among quantitative researchers (Sarantakos, 2005). Survey questionnaires, which are most commonly employed by social science researchers, are used to collect information on a wide range of topics (Creswell, 2005). Questionnaires are often divided into two types: open-ended questions and closed-ended questionnaires (Sarantakos, 2005). It was decided that the questionnaires should be designed in such a way that they would aid in answering the study's research goals (Oppenheim, 1996). A excellent questionnaire would be one-of-a-kind and contribute to the generation of a variety of different types of information from respondents (Gall et al., 2003). It should be clear, brief, exact, and direct to the point; in the case of a closed-ended kind, it should not necessitate more investigation or thought. The author, Sarantakos (2005), believes that survey questions should meet the following four primary criteria: appropriate categorization, clearly comprehensible phrasing, widespread acceptability, and ease of codification of variables. One important aspect of the questionnaire structure is to clearly communicate to your respondents the direction or scope of the study being conducted (Salant and Dillman, 1994). A valid and trustworthy primary data set will be obtained as a result of the use of an effective questionnaire (Fowler and Floyd, 1995).

Following a review of the literature on questionnaire development, it became clear that questionnaires should be provided on an A4 sheet (ideally white) and should not be more than eight or nine pages long (Oppenheim, 2000; Fellows and Liu, 2003; Naoum, 2012). In general, the way questionnaires are presented has an impact on the quality of replies that the researcher is assessed to get from the survey in question (Wahab, 1996). Thus, it is necessary to be as plain as possible and to include language or jargon that the ordinary respondent can understand (Fowler and Floyd, 1995).

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Prior to the main survey, the questionnaires were subjected to testing and refinement. Yin (2009) believes that pre-testing your questionnaires is extremely important, and that it may aid in the collection of real-world data by collecting feedback from experts on how easy and familiar they think your questions will be for them to answer. According to Lietz (2010), pre-testing of questionnaires is extremely important in order to collect trustworthy and valid data. It also allows for the rectification of any ambiguity in the questions asked throughout the questionnaire development process.

Because the majority of the selected respondents was knowledgeable and so was able to understand and answer their questions, the method utilized was a survey data collecting. In the field of data analysis, this approach is also straightforward to write and comprehend. A self-developed questionnaire was the major tool for data collection for the study. The questionnaire has been modified to the organizational engagement scale of Allen and Meyer (1996) (6 items each for affective commitment, continuance commitment and normative commitment were selected). In order to answer questions from Strongly Disagree (1) to Strongly Agree (5), the framework of the queries was established in close range, enabling interviewees to convey their views more flexibly, together with retaining a degree of anonymity so that accurate information may be presented. In addition, questions such as these aid respondents with their selection process, as they give prepared replies. This is seen when it comes to the coding of quantitative information that still emphasizes the use of quantitative design.

Data Analysis Techniques

The primary objective of data analysis is to determine if the data can be used to answer the research question that was established in order to achieve the study's goal (Saunders et al., 2009). Generally speaking, according to Kwofie (2015), this process relates to the manner in which data is organized, inspected, classified, tabulated, evaluated, and tested. Statistical testing of data may be accomplished in a number of ways. In most cases, the choice between one approach and another is dictated by the sort of analysis to be performed, how accurate the job must be, and what kind of information must be obtained from the source material by the researcher. Aspects of the research design, data distribution, and variable type all have an impact on the methodologies used. When dealing with regularly distributed data, parametric tests are frequently used; however, when dealing with non-normally distributed data, non-parametric tests are frequently used. Detailed information on the many technologies that were employed in the analysis of the main data gathered from the survey may be found in the sections that follow this one.

The study used SPSS versions 23.0 to evaluate the data collected from the respondents because of the quantitative nature of the investigation. The program allows for descriptive and inferential analysis by the researchers. The researchers assisted to provide the demographics that helped to debate the results. The connection between dependent factors and independent variables was also assessed using a multiple regression analysis. Discussions were conducted according to the study's objectives in chapter one.

It was argued by Gabrenya (2003), that when we wish to draw generalizations from a sample to the entire population, we must resort to using inferential analysis. The t-test, the analysis of

Publication of the European Centre for Research Training and Development-UK variance (ANOVA), and the Pearson Product Moment Correlation Coefficient are all examples of parametric inferential analysis. In addition to the chi-square test, the Mann-Whitney U test, the Wilcoxon matched pairs signed-ranks test, and the asymmetry test are also examples of non-parametric tests to consider. According to the information provided in the data processing and analysis section, and as confirmed by Adeyemi (2009), the type of inferential analysis to be used in a study is determined by the sampling method used, the instruments used for data collection, the sample size, and the independent variables included in the study. Non-parametric tests are often used for data that is not normally distributed, whereas parametric tests are typically used for data that is regularly distributed (Saunders et al., 2009).

Hypothesis testing is used to draw helpful conclusions about a population of interest based on the findings of the data that has been collected (Deveries, 2007). Using hypothesis testing, Hun (2010) stated that we may make educated guesses about the population under consideration. Hun (2010) also claimed that testing a quality hypothesis would be simple and that it would be possible to do so. Some of the processes for hypothesis testing were described by Deveries (2007), and these included z-tests, t- tests, correlations, analysis of variance, and the chi-square test.

Validity and Reliability

Validity may be defined as the achievement of the objectives of the research study in simple terms. Internal validity and external validity are the two primary forms of validity that humans encounter. Internal validity is concerned with whether or not the dependent variable(s) is/are well described by the independent variable (or variables) (s). There should be no confounding factors between the independent variables in order to provide accurate predictions of the dependent variables, as a result of which (Gay and Airasian, 2000). According to Campbell and Stanley, internal legitimacy is compromised by eight major dangers (1963). Histories, testing, preconceptions in selections, experimental mortality, statistical regression, development (maturing or improving from one state to another), equipment, and research responsiveness are all aspects to consider (ibid). External validity, on the other hand, is concerned with the extent to which the findings of a study can be applied to the entire population. As a result, one can wonder whether the same issue happens in other variation settings except this one. To summarize, it is important to emphasize that just because a research has internal validity, it does not always follow that the study will have external validity (Onwuegbuzie, 2000).

In order to determine the validity of a test, McLeod (2013) proposed two basic ways of assessment, which are content-related validity and criterion-related validity, respectively. Face validity and construct validity are the two primary sub-sections of content related validity, and they are both discussed in detail below. For example, this study focused on the issue of sustainability in smart cities. As a result, face validity would be obtained if the constructs were consistent with the study's objectives. Face validity, on the other hand, is regarded to be a poor way to testing validity (McLeod, 2013). It is important to consider the extent to which the constructs explain the theoretical background of the investigation when assessing construct validity. For example, this research on sustainability should include structures that at the very least refer to the triple bottom line of sustainable development as a starting point (social,

Publication of the European Centre for Research Training and Development-UK environment and economy). As a result, achieving this would indicate that the study has strong construct validity (Cronbach and Meehl, 1955).

The approach for determining criterion validity is focused with how one research is associated to other measures (variables). The validity of criteria may be classified into different sorts depending on the technique taken. First and foremost, concurrent validity is a sort of criterion validity. Concurrent validity, as the name implies, is a measure of the rate at which a test is related to another concept while it is being administered simultaneously (McLeod, 2013). For example, it has been suggested in this study that smart cities might contribute to the sustainability of metropolitan areas. As a result, in order to improve any city's capacity to become smart, the structures that are built in smart cities should also have connections that may lead the city to urban sustainability. Predictive validity is defined as the ability to predict the scores of a future outcome from a test after a certain period of time. In contrast, convergence validity refers to the way in which fresh results and earlier findings are still associated with the same contemporaneous conclusion in the research investigation (Petty et al., 2009).

Ethical Considerations

The investigator took the following procedures to ensure that neither participant nor respondent was anyhow disturbed or compromised. First, the competent authorities of the branch selected were asked for approval while authorities and respondents have also been made aware of the study goals and objectives. Secondly, respondents were assured that information was treated discreetly since information collected was solely utilized for academic purposes. The following are some examples of ethical dilemmas that have been examined in research, but they are not exhaustive:

Beneficence - As a result, the study must be of enormous advantage to the world or the scientific realm, while causing no harm to the study's population or the world as a whole (Beauchamp and Childres, 2001).

Moreover, Informed Approval was also considered and this is when a responder grants his or her consent to participate in the research or to supply information in response to the questions given in the data collection instrument without any concerns, this is known as informed consent (Armiger, 1997).

Respect for secrecy and anonymity - the sort of research technique used would have the most impact on the decision between anonymity and confidentiality. However, if the researcher is unable to ensure anonymity (as would be the case in a qualitative study), at the very least the respondent's confidentiality should be protected (Levine, 1976).

Respect for privacy – According to Levine (1976), privacy is defined as the ability of an individual to choose when to share, disseminate, discuss, or withhold his or her private information from others. When a researcher discloses a respondent's private information without the respondent's informed consent, this is considered a violation of privacy (Kelman, 1977).

Protecting the most vulnerable members of society - The most vulnerable members of society are those who do not have the resources to safeguard their own rights and welfare, such as the impoverished, children, the sick, pregnant women, the elderly, lunatics, the terminally ill, and the dying (Fisher, 1993). Because of this, investigations involving these individuals should be subjected to extensive ethical deliberation before proceeding.

PRESENTATION OF RESULTS AND DISCUSSION

This section presents the results and discussion of the study. It presents and describes the socioeconomic characteristics of the respondents with respect to antecedents of the level of commitment among volunteers in African youth for education and empowerment foundation. This chapter further discusses the nature of commitment among volunteers and the challenges of volunteers in African youth for education and empowerment foundation

Demographic Information of the Respondents

This section of the chapter depicts the socio-economic characteristics of the respondents which are presented in Table 4.1. The characteristics included gender, age, marital status, level of education and length of service.

Gender Distribution of Respondents

Respondents were asked about their gender and the findings of the study showed that 31.3% of the respondents were males and 68.8% of the respondents were females. This basically shows that majority of the volunteers were females.

Age Distribution of Respondents

With regards to the age distribution of the respondents, the findings of the study show that 16.3% of the respondents were between 20 to 25 years, 38.8% of the respondents were between the ages 26 and 30 years, 31.3% of the respondents were between the ages of 31 and 35 years and 13.8% of the respondents were between the ages of 36 and 40 years.

Marital Status of Respondents

Concerning the marital status of the respondents, the results from Table 4.1 show that 63.7% of the respondents were single, 30% of the respondents were married and 6.3% of the respondents were divorced/separated.

Educational Level of Respondents

The findings of the study from Table 4.1 also show that 8.8% of the respondents had secondary education, 18.8% of the respondents had vocational education, 72.5% of the respondents had a tertiary education.

Length of Service

Respondents were further asked their length of service as volunteers; the findings show that 17.5% of the respondents had been a volunteer for 3 to 5 years, 56.3% of the respondents had been a volunteer for 5 to 8 years and 26.3% of the respondents had been a volunteer for 8 to 12 years.

Table 4.1: Demographic Information of the Respondents

Variable	Construct	Frequency	Percent
Gender	Male	25	31.3
	Female	55	68.8
Age	20-25 years	13	16.3
	26-30 years	31	38.8
	31-35 years	25	31.3
	36-40years	11	13.8
Marital Status	Single	51	63.7
	Married	24	30.0
	Divorced/Separated	5	6.3
Educational Level	Secondary	7	8.8
	Vocational	15	18.8
	Tertiary	58	72.5
Length of Service	3-5 years	14	17.5
	5-8 years	45	56.3
	8-12 years	21	26.3

Source: Field Survey, 2021

Nature of Commitment among Volunteers in African Youth for Education and Empowerment Foundation

The table below presents results on the distribution of the responses of the respondents on the items that were used to measure the nature of commitment. The nature of commitment was measured on a five-point Likert scale where “1 = Strongly Disagree; 2 = Disagree; 3 = slightly agree; 4 = Agree and 5 = Strongly Agree”. Interpretation of the mean values in Table 4.2, 4.3 and 4.4 below is based on how the items were measured as already indicated in the statement above

Nature of Affective Commitment among Volunteers

This section shows the results on the Nature of Affective Commitment among Volunteers in African youth for education and empowerment foundation.

Table 4.2: Nature of Affective Commitment among Volunteers

	Mean	Std. Deviation
AFFECTIVE COMMITMENT	3.3984	.53519
I would be very happy to spend the rest of my life with this organization	3.43	1.339
I enjoy discussing my organization with people outside of it	3.47	1.273
I really feel as if this organization's problems are my own	3.09	1.314
I think I could become as easily attached to another organization as I am to this one	3.59	1.250
I do not feel emotionally attached to this organization	2.46	1.321
I do not feel like a part of the family at my organization	2.32	1.178
This organization has a great deal of personal meaning for me	3.20	1.141
I do not feel a strong sense of belonging to my organization	2.62	1.296

Source: Field Survey, 2021

As presented, it can be seen that with a mean score of 3.43 and a standard deviation of 1.339, which suggests that on the average a respondent in the study slightly agreed that he or she would be very happy to spend the rest of his or her life with this organization. Also, it can be seen that with a mean score of 3.47 and a standard deviation of 1.273, which suggests that on the average a respondent in the study slightly agreed that he or she enjoys discussing his or her organization with people outside of it.

Also, it can be seen that with a mean score of 3.09 and a standard deviation of 1.314, which suggests that on the average a respondent in the study slightly agreed that he or she really feels as if this organization's problems are his or her own.

The findings further show that with a mean score of 3.59 and a standard deviation of 1.250, which suggests that on the average a respondent in the study slightly agreed that he or she think could not become as easily attached to another organization as he is to this one. The findings additionally show that with a mean score of 2.46 and a standard deviation of 1.321, which suggests that on the average a respondent in the study disagreed that he or she do not feel emotionally attached to this organization.

The findings additionally show that with a mean score of 2.32 and a standard deviation of 1.178, which suggests that on the average a respondent in the study disagreed that he or she do not feel emotionally attached to this organization. The findings finally show that with a mean score of 3.20 and a standard deviation of 1.141, which suggests that on the average a respondent in the study slightly agreed that this organization has a great deal of personal meaning for him or her.

Nature of Continuance Commitment among Volunteers

This section shows the results on the Nature of continuance Commitment among Volunteers in African youth for education and empowerment foundation.

Table 4.3: Nature of Continuance Commitment among Volunteers

	Mean	Std. Deviation
CONTINUANCE COMMITMENT	3.2089	.31736
Right now, staying with my organization is a necessity as much as a desire	3.18	1.421
It would be very hard for me to leave my organization right now, even if I wanted	3.43	1.178
Too much of my life would be disrupted if I decided I wanted to leave my organization now	3.47	1.302
I feel that I have too few options to consider leaving this organization	2.85	.887
One of the major reasons that I continue to work for this organization is that leaving would require considerable personal sacrifice	2.39	.771
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	2.44	.992
I am not afraid of what might happen if I quit my job right now without having another one lined up	2.54	1.006
It wouldn't be too costly for me to leave my organization in the near future	2.44	.992

Source: Field Survey, 2021

As presented, it can be seen that with a mean score of 3.18 and a standard deviation of 1.421, which suggests that on the average a respondent in the study slightly agreed that Right now, he or she staying with the organization is a necessity as much as a desire. Also, it can be seen that with a mean score of 3.43 and a standard deviation of 1.178, which suggests that on the average a respondent in the study slightly agreed that it would be very hard for him or her to leave the organization right now, even if he or she wanted. Also, it can be seen that with a mean score of 3.47 and a standard deviation of 1.302, which suggests that on the average a respondent in the study slightly agreed that too much of his or her life would be disrupted if he decided or wanted to leave the organization now.

The findings further show that with a mean score of 2.85 and a standard deviation of .887, which suggests that on the average a respondent in the study disagreed that he or she feel that he have too few options to consider leaving this organization. The findings additionally show that with a mean score of 2.39 and a standard deviation of .771, which suggests that on the average a respondent in the study disagreed that one of the major reasons that he or she continue to work for this organization is that leaving would require considerable personal sacrifice. The findings additionally show that with a mean score of 2.44 and a standard deviation of .992, which suggests that on the average a respondent in the study disagreed that one of the few negative consequences of leaving the organization would be the scarcity of available alternatives. The findings finally show that with a mean score of 2.44 and a standard deviation of .992, which suggests that on the average a respondent in the study disagreed that it wouldn't be too costly for him or her to leave the organization in the near future.

Nature of Normative Commitment among Volunteers

This section shows the results on the nature of normative commitment among volunteers in African youth for education and empowerment foundation.

Table 4.4: Nature of Normative Commitment among Volunteers

	Mean	Std. Deviation
NORMATIVE COMMITMENT	3.21	.425874
If I got another job for a better job elsewhere, I would not feel it was right to leave my organization	2.66	1.222
I think that people these days move from company to company too often	3.48	1.331
I do not believe that a person must always be loyal to his or her organization	3.01	1.227
Jumping from organization to organization does not seem at all unethical to me	3.29	1.380
One of the major reasons that I continue to work here is that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain	3.40	1.318
Things were better in the days when people stayed with one organization for most of their careers	3.53	1.169
I do not think that wanting to be a company man is sensible anymore	3.10	1.337

Source: Field Survey, 2021

As presented, it can be seen that with a mean score of 2.66 and a standard deviation of 1.222, which suggests that on the average a respondent in the study disagreed that if he or she got another job for a better job elsewhere, he would not feel it was right to leave the organization.

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Also, it can be seen that with a mean score of 3.48 and a standard deviation of 1.331, which suggests that on the average a respondent in the study slightly agreed that he thinks that people these days move from company to company too often. Also, it can be seen that with a mean score of 3.01 and a standard deviation of 1.227, which suggests that on the average a respondent in the study slightly agreed that he do not believe that a person must always be loyal to his or her organization.

The findings further show that with a mean score of 3.29 and a standard deviation of 1.380, which suggests that on the average a respondent in the study slightly agreed that jumping from organization to organization does not seem at all unethical to me. The findings additionally show that with a mean score of 3.40 and a standard deviation of 1.318, which suggests that on the average a respondent in the study slightly agreed that one of the major reasons that he continues to work at the organization is that he believes that loyalty is important and therefore, feel a sense of moral obligation to remain.

The findings additionally show that with a mean score of 3.58 and a standard deviation of 1.169, which suggests that on the average a respondent in the study slightly agreed that things were better in the days when people stayed with one organization for most of their careers. The findings finally show that with a mean score of 3.10 and a standard deviation of 1.337, which suggests that on the average a respondent in the study slightly agreed that he do not think that wanting to be a company man is sensible anymore.

Ranking of Commitment among Volunteers

This section of the chapter ranks the nature of commitment among the volunteers in African youth for education and empowerment foundation.

Table 4.5: Ranking of Commitment among Volunteers

	Mean	Std. Deviation	Ranking
Affective Commitment	3.3984	.53519	1 st
Continuance Commitment	3.2089	.31736	3 rd
Normative Commitment	3.21	.425874	2 nd

Source: Field Survey, 2021

Table 4.5 demonstrates the findings of ranking of the commitment among volunteers. From the findings it is observed that affective commitment had a mean score of 3.3984 and standard deviation of 0.53519 which was ranked first. This basically tells us that the volunteers are more emotionally attached to the organization. This was followed by normative commitment which had a mean value of 3.21 and a standard deviation of 0.425874 meaning that the volunteers believe they ought to stay committed to the service they offer as volunteers to the organization. Continuance commitment was ranked last since it had a mean value of 3.2089 and standard deviation of 0.31736. This means that the volunteers do not really feel the need to stay with their organisation despite that their emotional attachment to the organization.

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Radosavljevi, Ilerdi, and Dragi (2017) presented the findings of a study on organizational commitment as a form of attitude indicating workers' level of identification with their organizations and readiness to quit them. The findings revealed that organizational commitment is below average (AS=2.88), with the most intense continuous (AS=3.23) and the least intense normative organizational dedication (AS=2.41). Gender does not appear to be a significant factor in variations in the levels of any of the three types of commitment listed. Only the assessment of the amount of personal potential utility of examinees is statistically substantially connected to emotional commitment. Employee perceptions of their employment in Malaysian private organizations were identified by Chelliah, Sundarapandiyam, and Vinoth (2015), as well as ways to enhance their work commitment to their firms. Many businesses' current problems include not just finding more skilled and intelligent people in each area, but also finding the appropriate talented individuals with a good attitude and devotion to their job. Job satisfaction, job participation, and perceived organizational support affecting organizational commitment of employees through emotional, continuation, and normative type commitment are substantially favorable and accepted, according to the study's findings. Employee job participation, work happiness, and perceived organizational support are all influenced by normative and affective forms of commitments. Employee dedication to work was investigated by Ebikeseye and Dickson (2018) as a component of service delivery. The study's findings indicated that there is a link between employee dedication to their jobs and increased productivity in businesses

Challenges of Volunteers in African Youth for Education and Empowerment Foundation

This section of the chapter demonstrates the results on the challenges of volunteers in African youth for education and empowerment foundation. The Kendall's Coefficient of Concordance (W) was employed to test the agreement in ranking of the challenges of volunteers. The F-test is used to see if Kendall's Coefficient of Concordance is statistically significant. As can be seen in Table 4.6, the Kendall coefficient (W) is 0.705, indicating that respondents had a 70.5 percent agreement on the ranking of volunteer tasks. F-calculated came out to be 363.796. According to the asymptotic significance of 0.000, Kendall's Concordance Coefficient W was at a level of significance of 1 percent (Siegel et al., 1988). The Chi-distribution was used to determine the importance of the Coefficient of Concordance (W). Consequently, the alternative (instead of the null hypothesis, Ho) is accepted.

Table 4.6 further shows the ranking of the challenges of volunteers in African youth for education and empowerment foundation. The volunteers ranked rising costs of food and fuel in the country, ability to travel around the community, lower household incomes, not satisfied with their volunteer experience, difficult to make time for volunteering, not receiving enough recognition for efforts, already made a significant contribution, not seeing themselves as being effective and health problems as the first, second, third, fourth fifth, sixth, seventh, eighth and ninth respectively. Among all the ninth challenges that were ranked among the volunteers rising costs of food and fuel in the country, ability to travel around the community, lower household incomes are ranked as the three most severe challenges of volunteers in African youth for education and empowerment foundation. This implies that the rising costs of food and fuel in the country is a contributing factor that affects the volunteers in African youth for education and empowerment foundation.

Table 4.6: Challenges of Volunteers in African Youth for Education and Empowerment Foundation

	Mean	Std. Deviation	Ranking
The rising costs of food and fuel in the country prevents me to continue the volunteering service	4.23	1.169	1 st
The ability to travel around the community is also a challenge	3.71	1.304	2 nd
I am finding it difficult to make time for volunteering	3.40	1.455	5 th
I have health problems that is preventing me from volunteering	2.05	.840	9 th
My lower household incomes is a challenged for me in volunteering	3.67	1.376	3 rd
I feel like I have already made a significant contribution	2.53	1.147	7 th
I do not see myself as being effective in helping the organization to achieve its goal	2.38	1.048	8 th
I am generally not satisfied with their volunteer experience	3.41	1.375	4 th
I do not receive enough recognition for my volunteer efforts	3.35	1.351	6 th
Kendall's W ^a			.705
Chi-Square			363.796
df			9
Asymp. Sig.			.000

a. Kendall's Coefficient of Concordance

From the analysis, the study discovered that rising costs of food and fuel in the country, ability to travel around the community, lower household incomes were ranked as the three most severe challenges of volunteers in African youth for education and empowerment foundation. This implies that the rising costs of food and fuel in the country is a contributing factor that affects the volunteers in African youth for education and empowerment foundation. Volunteering is becoming increasingly difficult to fit into a busy job and family schedule, according to a new study (International Labour Office, 2012). Shorter and more episodic or one-time volunteering responsibilities or experiences appeal to volunteers as well (Warburton et al., 2013). Volunteers are also less likely to stay in a single position for an extended amount of time due to changes in their habits of movement (International Labour Organization, 2012; National Council for voluntary Organisations, 2015). Not-for-profit organizations are now required to be more adaptive in their management processes and more flexible in both alternatives and positions for volunteers because of the rise in episodic volunteering and the frequent turnover of volunteers. Another shift has been the rise of corporate volunteerism, which has seen well-educated professionals with the expectation to serve in well-organized and professional groups (Haski-Leventhal, 2009). Not-for-profit organizations may find it difficult to satisfy the expectations of highly trained volunteers if they have a limited ability to recruit and train them (Lee, 2010).

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This sections summaries the findings, discussion of the results as compared to the literature reviewed, concludes the study and presents the recommendations and suggestions based on the findings.

Summary of Findings

From the findings it is observed that affective commitment had a mean score of 3.3984 and standard deviation of 0.53519 which was ranked first. This basically tells us that the volunteers are more emotionally attached to the organization. This was followed by normative commitment which had a mean value of 3.21 and a standard deviation of 0.425874 meaning that the volunteers believe they ought to stay committed to the service they offer as volunteers to the organization. Continuance commitment was ranked last since it had a mean value of 3.2089 and standard deviation of 0.31736. This means that the volunteers do not really feel the need to stay with their organisation despite that their emotional attachment to the organization. The second objective was to identify and examine the challenges of volunteers in African youth for education and empowerment foundation. Among all the ninth challenges that were ranked among the volunteers rising costs of food and fuel in the country, ability to travel around the community, lower household incomes are ranked as the three most severe challenges of volunteers in African youth for education and empowerment foundation. This implies that the rising costs of food and fuel in the country is a contributing factor that affects the volunteers in African youth for education and empowerment foundation

Implications of the Findings

The study found that the volunteers were more emotionally attached to the organization and have high affective commitment. That is, volunteers are more likely to stay with an organization if they have a high degree of emotional commitment. This was followed by normative commitment meaning that the volunteers believe they ought to stay committed to the service they offer as volunteers to the organization. Continuance commitment was ranked last which means that the volunteers do not really feel the need to stay with their organisation despite that their emotional attachment to the organization. An organization's most important and successful asset is a well-trained, committed workforce.

According to Meyer and Allen (1993), the amount of accomplishment in many firms is directly related to the level of organizational commitment. Commitment-based firms think that a stable workforce and superior customer service are a result of employees' commitment to the company. NGOs workers' organizational commitment in Bangladesh was studied by Kumar, Hossain, and Jebin in 2016. Organizational commitment and its effect upon overall performance are major topics of discussion in this report. There is insufficient organizational commitment to these factors, as indicated by our research. In addition, demographic characteristics like as age, gender, education, and job experience appear to influence employee commitment. In addition, the study found that the level of organizational commitment had a substantial influence on certain Bangladesh-based NGOs' activities.

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The second objective was to identify and examine the challenges of volunteers in African youth for education and empowerment foundation. Among all the ninth challenges that were ranked among the volunteers rising costs of food and fuel in the country, ability to travel around the community, lower household incomes are ranked as the three most severe challenges of volunteers in African youth for education and empowerment foundation. This implies that the rising costs of food and fuel in the country is a contributing factor that affects the volunteers in African youth for education and empowerment foundation.

It was found that volunteerism is beneficial to the community and that volunteerism is impeded by a number of obstacles. To ensure the sustainability of NGOs poverty reduction programs, governments and non-governmental organizations (NGOs) should put in place rules that enable for appropriate resources to be mobilized for volunteer engagement. Finally, it is advised to conduct additional study into the SOS initiatives' children beneficiaries. Vocational service is a distinctive phenomenon that entails specific duties in occupations that individuals select on their own will, according to Krajáková, Imkus, Pilinkien and Grabowska (2018). Volunteering is all about doing good deeds for the society without getting paid for it. Volunteering as a type of recreational activity relies on the fact that volunteers gain experience while participating in the activities. According to Krajáková, Imkus, Pilinkien, and Grabowska (2018), the constraints to volunteering in sports are preventing the practice from spreading. The nature of sporting activities and the lack of appreciation of volunteers might cause problems. In addition, the difficulties stem from a lack of knowledge, expertise, or the inability to afford the expenses, the majority of which are linked to travel and eating. It was determined which of the listed hurdles impeded the spread of volunteer activities in the sports industry. Volunteering in sports organizations is hindered by a lack of proper preparation and the age of the volunteers themselves.. Volunteers who aren't properly appreciated and those who don't have enough knowledge are also significant obstacles.

CONCLUSION

Non-governmental organisations (NGOs) will find Ghana to be one of the most appropriate countries in the world. For addressing poverty, gender equity, rural development, disaster management, environmental conservation, human rights, and other social issues, non-governmental organisations (NGOs) have evolved as an important element of the institutional framework. Volunteers' organisational commitment is critical to NGOs' successful administration and delivery of services. Individuals who are committed to their organisations are seen to be more inclined to stay with them and to put up more effort on their behalf. Volunteer retention and volunteer performance quality are two major concerns that NGOs throughout the world are now dealing with.

This study therefore identified and examined the nature of commitment among volunteers and challenges of volunteers in African youth for education and empowerment foundation. In view of this, the study concludes that the volunteers did not really feel the need to stay with their organisation despite that their emotional attachment to the organization despite the fact that they were emotionally attached to the organization and believe they ought to stay committed to the service they offer as volunteers. These were basically due to the rising costs of food and

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fuel in the country, ability to travel around the community, lower household incomes they faced as challenges.

Recommendations

The third objective of the study was to proffer alternative strategies to improve performance in African youth for education. This section therefore demonstrates the suggestions on the alternative strategies to improve performance in African youth for education.

Improving Volunteer Support

A wide range of volunteer assistance is provided, from recruitment and onboarding to ongoing evaluation and feedback after a volunteer has completed their work. Regardless of the role, new hires must be provided with an orientation to help them get familiar with the company's culture and operations. New volunteers can be given basic training to help them get the skills, information, and job-related know-how they need. Further growth and promotion might be pursued when the volunteer has settled in and is comfortable doing the responsibilities. Opportunities for advancement within the business should be readily available, whether through upgrading trainings, regular classes, or shadowing specialist employees. Boredom and burnout may be avoided and attrition rates can be controlled by monitoring the growth of volunteers inside the organization.

Recognition and Appreciation

To motivate volunteers, it's critical for them to believe that their time, abilities, and personalities are having an impact. Distributing volunteer newsletters is an affordable method to honor a volunteer's efforts. Volunteers might feel more committed to the organization by getting information about special events, job postings, and announcements (such as organizational changes).

Volunteer program rules and job descriptions help to distinguish between what an unpaid volunteer is and is not expected to accomplish. Job descriptions that are clear and concise help recruiters target their efforts and screen applicants more efficiently. It's reassuring for job seekers since it lets them know exactly what the role involves. As a result, job descriptions should contain the title, duties, perks, credentials, and level of commitment for each employee (frequency and duration). A potential volunteer's extrinsic motivation (physical external rewards like presents and prizes) should be noted by a volunteer manager, as should their inner motivation (inherent, autonomous desires such as to help the less fortunate). Volunteers may get unhappy and perhaps stop participating if their postings are bland and boring.

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QUESTIONNAIRE

SECTION A:

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. Sex: (1) Male [] (2) Female []
2. Age: (1) 20-25 (2) [] 26-30 (3) [] 31-35 (4) [] 36-40 [] (5) 45 and above []
3. Marital status: (1) Single [] (2) Widowed [] (3) Married []
 (4) Separated [] (5) Divorced []
4. Education level: (1) Basic [] (2) Secondary [] (3) Vocational []
 (4) Tertiary []
5. How long have you been working as volunteer with this organization?
 (1) 3-5 years [] (2) 5-8 years [] (3) 8-12 years [] (4) 12-16 years []
 (5) More than 16 years []

SECTION B: NATURE OF COMMITMENT

Indicate your level of Agreement on the following statements in relation to the level of commitment by ticking the appropriate number using the key given below: 5 = strongly agree 4= Agree 3=Slightly Agree 2 = Disagree 1= strongly Disagree

NATURE OF COMMITMENT	1	2	3	4	5
AFFECTIVE COMMITMENT					
1. I would be very happy to spend the rest of my life with this organization					
2. I enjoy discussing my organization with people outside of it					
3. I really feel as if this organization’s problems are my own					
4. I think I could become as easily attached to another organization as I am to this one					
5. I do not feel emotionally attached to this organization					
6. I do not feel like a part of the family at my organization					
7. This organization has a great deal of personal meaning for me					
8. I do not feel a strong sense of belonging to my organization					
CONTINUANCE COMMITMENT					
9. Right now, staying with my organization is a necessity as much as a desire					
10. It would be very hard for me to leave my organization right now, even if I wanted					
11. Too much of my life would be disrupted if I decided I wanted to leave my organization now					
12. I feel that I have too few options to consider leaving this organization					
13. One of the major reasons that I continue to work for this organization is that leaving would require considerable personal sacrifice					
14. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives					

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15. I am not afraid of what might happen if I quit my job right now without having another one lined up					
16. It wouldn't be too costly for me to leave my organization in the near future					
NORMATIVE COMMITMENT					
17. If I got another job for a better job elsewhere, I would not feel it was right to leave my organization					
18. I think that people these days move from company to company too often					
19. I do not believe that a person must always be loyal to his or her organization					
20. Jumping from organization to organization does not seem at all unethical to me					
21. One of the major reasons that I continue to work here is that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain					
22. Things were better in the days when people stayed with one organization for most of their careers					
23. I do not think that wanting to be a company man is sensible anymore					

SECTION C: CHALLENGES OF VOLUNTEERS

Indicate your level of Agreement on the following statements in relation to the challenges of volunteer by ticking the appropriate number using the key given below: 5 = strongly agree 4= Agree 3=Slightly Agree 2 = Disagree 1= strongly Disagree

CHALLENGES OF VOLUNTEERS	1	2	3	4	5
24. The rising costs of food and fuel in the country prevents me to continue the volunteering service					
25. The ability to travel around the community is also a challenge					
26. I am finding it difficult to make time for volunteering					
27. I have health problems that is preventing me from volunteering					
28. My lower household incomes is a challenged for me in volunteering					
29. I feel like I have already made a significant contribution					
30. I do not see myself as being effective in helping the organization to achieve its goal					
31. I am generally not satisfied with their volunteer experience					
32. I do not receive enough recognition for my volunteer efforts					