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Harmonious, obsessive or altruistic? Why employees remain in the Not For Profit Sector

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**Harmonious, obsessive or altruistic? Why employees
remain in the Not For Profit Sector.**

This thesis is presented in partial
fulfilment of the award of an honours
degree.

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Bachelor of Business (Honours) School of Business

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Date of Submission: April 2015

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Abstract

The Not-For-Profit (NFP) sector is commonly described as having issues recruiting and retaining talented employees. This phenomenon places additional pressure on employees in the sector and has a negative impact on NFP organisational performance. NFP organisations are often prone to voluntary turnover pressure due to poor remuneration, poor working conditions, and onerous duties (Colleran, Gilchrist, & Morris, 2010). The majority of research in the NFP sector has focussed on the retention of volunteers. However, this study will explore the issue of retaining employees within the sector, in order to improve longevity of tenure and subsequent organisational performance.

There is a lack of research into the motivation underlying the decisions of NFP employees to join the sector and to remain in the sector. The motivation to join the sector is often associated with altruistic behaviour, the desire of employees to care for others and the nobility of the work (Collaran, et al., 2010). However, the associated concept of work passion, an individual's persistence and emotional desire to gain positive work appraisals (Perrewe, Hochwarter, Ferris, McAllister & Harris, 2014), has had limited attention, but is also considered to be an important motivational factor. This research examines these motivational factors and their relationship to remaining in NFP sector employment. The concept of 'Job Embeddedness' was used for this study as it has been described as a valid indicator when explaining the voluntary turnover of employees more effectively (Yang et al., 2011). Job Embeddedness is the notion that employees may become more deeply connected to their work due to a combination of organisational and community-related connections (Yang et al., 2011). A quantitative approach was used in this study using a self-completed survey questionnaire that was distributed to employees in four organisations producing 98 viable responses.

The analysis of the data collected consisted of descriptive statistics, one-way ANOVA and hierarchical regression. The results indicate that a variety of factors influence employees to remain in the *NFP* sector. However, the factors that appear to motivate employees to remain with an *NFP* organisation are harmonious passion and on-the-job embeddedness. The results highlighted issues that require greater focus within the *NFP* sector if retention is to be improved, and these include the lack of retirement and health benefits, promotional opportunities, benefits on the job, and poor remuneration. The findings suggest it is important for managers to understand what motivates employees within their organisation so they can generate strategies to improve retention and employee satisfaction.

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Chapter 1: Introduction

This thesis reports on an investigation of voluntary turnover associated with Not For Profit (NFP) organisations, in particular, the Community Aged Care (CAC) setting based in Western Australia. Specifically, this project aims to examine why employees remain in the NFP sector by analysing both work motivation and Job Embeddedness (JE). According to Jiang, Liu, McKay, Lee and Michell, (2012) JE is an advanced construct able to capture the reasons why employees remain embedded in their jobs. The study notes researchers found initial evidence that JE can explain an alternative explanation of employee turnover beyond the traditional concepts such as job attitude and job alternatives. Numerous research projects have explored, organisational voluntary turnover in the traditional sense, or why employees leave. This project instead seeks to analyse voluntary turnover, from an alternative perspective, by examining why employees remain in an organisation, rather than why they leave. This is particularly important as the relevance of work motivation and JE in relation to employee retention in the *NFP* sector has received limited attention. Investigating these professional employment issues will provide a better understanding of why employees remain in the NFP sector and may assist managers with reducing voluntary turnover.

1.1 Background Information

According to Australian Charities and NFP Commission (ACNC, 2014), NFP organisations have a long and consistent history of helping vulnerable and disadvantaged people, providing the majority of social services in Australia up until the Second World War. Traditionally, NFP organisations were religious institutions that worked towards relieving poverty and suffering. As highlighted by the ACNC (2014), the Australian NFP sector today is large and diverse with around 600,000 organisations providing activities and services including; health services, social services, education, sport and recreation opportunities, art and cultural options, environmental care, animal welfare services, human rights avocation, and religious support. However, it is difficult to provide a composite representation of the sector's activities and contributions, due to both the diversity of the sector, and a lack of accumulated data (ACNC, 2014).

This project concentrates on employees in the NFP-CAC sector, who delivers services to people aged 65 years and over. CAC services aid elderly people to stay in their homes and live independently within the community, by facilitating access to necessary support and health care. Currently there are an estimated 57,992 older Australians receiving support in the CAC setting (Australian Institute of Health and Welfare [AIHW], 2011).

Government funding in the NFP sector is substantial and growing with funds increasing from 30.2 per cent in 1999–2000 to 33.2 per cent in 2006–07, and growing to 38 per cent in 2012–13 (McGregor-Lowndes, 2014). As the government seek to strengthen accountability and encourage more funding independence, NFP organisational income has been taken in a new direction (AGPC, 2010). The Australian Bureau of Statistics (ABS) measured the NFP sector income was \$107,840 million in 2012-13 with self-generated income accounted for over three quarters of the sector's income including income streams such as royalties, sales of goods, investment income, and fees for services, about 8 per cent came from philanthropic sources and fundraising, government funding accounts for over a third of the sectors income, contributions from households comprise of slightly under third and a touch over 10 per cent from the business sector (McGregor-Lowndes, 2014).

According to a recent study by Davidson (2012), over the last three decades in Australia there has been significant marketisation in the NFP sector in particular in human services funded by the government. The study notes the reason behind this change has been the concept of contestability. Davidson's (2012) research shows that the traditional model of government-funded human services has been seen by many as either government monopolies or a few favoured NFP organisations able to gain funding without analysis of performance. Therefore making government funding more contestable would enable the entry of good providers and enable the exit of poor ones and would overall change the behaviour of all providers by increasing the quality, equity of access, efficiency, responsiveness, and diversity of services, as well as increasing accountability of both users and the government (Davidson, 2011).

1.2 Research Problem

Understanding why employees remain in NFP organisations is important so that professional managers can tailor retention practices to retain talented employees and improve organisational stability, conserve limited resources, and improve performance and outcomes. NFP organisations are a historically significant sector within the Australian economy; however, knowledge of what motivates employees to remain in the NFP sector has received limited attention. Research in this area has mainly been focused on volunteer retention and the motivation of volunteering, rather than the motivation of employees. Such research has often indicated that the desire to serve ‘others in need’ underpins volunteering in the NFP sector (Colleran et al., 2010). As such the current study will assist NFP organisations to better understand why employees remain within their organisations. It and will specifically explore the extent to which passion or altruism underpin such retention, therefore providing evidence that may be used to reduce high turnover rates and their negative impact on NFP organisational capability.

1.3 The Purpose of the Study

The purpose of this study is to better understand what influences employee motivation and retention in the *NFP* sector. The study aims to explore the notion of work passion, altruism, and JE. “Passion is defined as being a strong inclination towards an activity that a person likes, that they find important and in which they invest time and energy” (Vallerand et al. 2003, p.756). This concept is unique in the NFP sector as the work environment allows for workers who have a strong inclination towards making a positive difference in other people’s lives apart of their work activities. ‘Altruism’ can be described as a desire to increase another person’s welfare (Batson & Ahmad, 2009). Altruism is also unique to the NFP sector as the work environment allows for altruistic activities (Perrewe, Hochwarter, Ferris, McAlliser & Harris, 2014). As NFP organisations are charitable and offer working environments that able to include work activities inclusive of work passion (namely work activities where workers may direct their passion toward certain individuals or groups Perrewe et al., 2014) and altruistic activities, due to these notions it seems to be a worthwhile pursuit to determine if the constructs of work passion and altruism play a role in why employees become embedded within the NFP sector.

The findings will contribute to the existing, yet limited, body of research on NFP employee retention and will address some of the existing gaps in academic knowledge in this area. The NFP sector is unique as it plays an important social role in supporting the weak and vulnerable within our community, as well as contributing to the economic growth and success of the national economy. In 2006-07, the ABS identified 59,000 economically significant NFPs, who contribute \$43 billion or 4.1% of Australia's GDP, and 8.5% of employment (ACNC, 2013). The ability of the NFP sector to make such an important contribution is heavily dependent upon organisational human resource practices that ensure that employees with the requisite knowledge, skills, and abilities are available consistently to deliver key business outcomes. The importance of reducing voluntary turnover, and therefore retaining a competent workforce, is important to reduce the negative impact that high levels of employee turnover can have on NFP organisations.

1.4 The Significance of this Study

This study has already asserted that the NFP sector has a reputation not just for high turnover but also has difficulty recruiting employees (Knutsen, 2012). The Australian Community Sector Survey (2008) reported that 64% of community service organisations, had difficulty attracting appropriately qualified staff (Australian Community Sector Survey [ACOSS], 2011). The cost of high turnover is therefore significant and creates substantial concern for NFP managers in terms of both direct and indirect costs. Direct costs include advertising, induction and training of new employees, overtime compensation for existing employees, and the loss of customers to other services. Indirect costs include lower employee morale (due to increased workloads), a subsequent reduction in the quality of client services, negative organisational culture, and the loss of experienced and knowledgeable employees (Tilden, Thompson, Gajewski, & Bott, 2012; Kim & Lee, 2007).

The average turnover rate for Western Australian and Australian wide NFP organisations for 2009-10 was 23% (ACOSS, 2011). Whereas, according to the Australian Human Resource Institute, the private sector had a turnover rate of 18.5% in 2008. This is 4.5% lower than the NFP sector (AHRI Pulse Survey, 2013). NFP workers differ from those in private sector and tend to be more concerned about social and political change, and accessing meaningful work (Colleran et al., 2010).

However, the significance of work passion in the NFP sector has had limited research attention. A focus on exploring this phenomenon that could potentially reduce employee dissatisfaction and consequently reduce rates of turnover that impact on NFP organisational performance and costs.

Employee turnover has significant implications for both the individual and organisation. According to a recent study by Holtom, Mitchell, Lee, and Eberly, 2008 substantial drive is required of the employee to find a new position, and to find their place in a new organisation. Employees may also find it stressful to relinquish known routines and interpersonal work connections (Holtom et al., 2008). This research also indicates that organisations lose both knowledge and productivity each time an employee resigns, and have to allocate additional resources to recruit and socialise new employees. As such, the topic of turnover is relevant not to just to researchers, but also to managers, and employees.

The CAC setting within the NFP sector is of particular importance due to Australia's aging population. It is estimated that around 1 in 7 Australians are aged over 65 years (ABS, 2011). The Australian Institute of Health and Welfare confirms that the population of Australians over 65 years has increased in the last 25 years from 10.5% to 14%, and those aged over 85 years has increased from 0.8% to 1.9%. The Australian Bureau of Statistics estimates that, by 2015, the portion of Australians aged 65 years and over could possibly increase from 13.5% to 15.3%. This trend of an aging population poses a significant challenge for both the government and community as demand for formal aged-care services increase. Therefore, increasing the retention of employees in the NFP CAC sector will be critical as this sector will have increase capacity in the future, and deliver more services to greater numbers of people (AIHW, 2011).

The NFP sector has traditionally used flexible conditions, such as part-time work and family friendly hours traditionally to ameliorate the recruitment and retention issues caused by lower salaries and wages. However, if the sector had a better understanding of why employees remain in the sector, organisations could attract the right employees and subsequently retain them through improved targeting of employee benefits.

This study therefore examines the roles of passion, altruism, and JE, often associated with NFP workers to contribute to two potential outcomes. First, to give NFP human resource professionals greater insight into employee motivation and assist managers in allocating resources that may improve retention. Second, by conducting research that builds on existing research concepts and that may contribute to improving the current theoretical model of NFP employee motivation.

1.5 Expected Outcomes

There are a number of key outcomes associated with the completion of this research. These are to improve our understanding of:

1. Work motivation in the NFP sector; and specifically the role of work passion and altruism.
2. What underpins the high level of employee voluntary turnover in the sector.
3. The direct and indirect costs of voluntary turnover on NFP organisations.
4. Which factors influence employee turnover in NFP organisations.
5. Why employees remain in the NFP sector.

1.6 Structure of the Study

The current study consists of seven chapters. Chapter 1 (this chapter) introduced background information, the research problem, the purpose of the study, the significance of the study, and the expected outcomes.

Chapter 2 will review and discuss the relevant literature regarding the different aspects of NFP organisations and voluntary turnover, including NFP uniqueness, NFP Human Resource management challenges, defining turnover, reviewing why turnover should be studied, traditional turnover models, factors influencing voluntary turnover, JE, work motivation, altruism, and work passion. Literature gaps regarding turnover in the NFP context are revealed and the chapter's summary provides a rationale for the current study.

Chapter 3 includes the research question, hypotheses, and conceptual framework. Chapter 4 is an outline of the research methodology and describes the research sample, data collection techniques, methods used to analyse data, and a discussion of ethical issues. Chapter 5 contains an in depth analysis of the research results.

Followed by a discussion of these results in Chapter 6. Finally, Chapter 7 concludes the research and provides recommendations developed from the study.

Chapter 2: Literature Review

This literature review explores the existing knowledge that underpins this study. It begins by defining the NFP sector and the nature of its human resource practices. Following this, the concept, of turnover is defined with a justification for the focus of this research being stated. Next, wider literature regarding turnover is examined, with a focus on traditional turnover models, followed by an exploration of the factors that influence voluntary turnover. This exploration then moves into a review of altruism as a unique motivational concept in the NFP sector. The final section introduces the concept of work passion and analyses its likely role in motivating NFP employees. In particular the distinction between harmonious and obsessive passion is explored and a rationale provided for incorporating these constructs in this study of employee tenure in the NFP sector.

2.1 NFP Uniqueness

The NFP sector is unique in its reliance on volunteers to provide services as diverse as health, welfare, arts and environment (Stirling, Kilpatrick & Orpin, 2011). Volunteers are vital to many Australian social services and provide services such as home maintenance, home delivered meals, community transport and sustaining self-help groups. The experience of volunteers has been described as integral to the ability of organisations to recruit and retain volunteers (Stirling et al, 2011). It may be that the voluntary turnover of NFP employees has a significant impact on the quality of volunteer workers, as employees are the support network for volunteers. According to the Australian Bureau of Statistics, (2010), 6.1 million people, or 36% of the Australian population aged 18 years and over, took part in voluntary work within a 12 month period.

2.2 NFP Human Resource Management Challenges

NFP Organisations face unique employee attraction and retention issues compared to their corporate counterparts. The Insync Survey (2010) indicates that employee attraction is a major issue within NFP organisations, due to limited funding. Often, NFP organisations are unable to afford to advertise widely which, in turn, results in smaller candidate pools. This research also found that limited funds resulted in lower wages being offered, further restricting the number and type of candidates who apply

to NFP organisations. As a result of these restrictions, NFP human resource professionals often have to choose candidates who have insufficient skills or limited experience. Therefore, NFP organisations often fall back on recruitment based on behaviour and aptitude, rather than on skills and experience. Further to this, the same survey found that retention of employees is often difficult due to the challenge of attracting the right candidates and monetary limitations. The study also showed higher wages in both the public and private sectors can often entice employees away from the NFP sector (Insync Survey, 2010). Finally, training and professional development opportunities in the NFP sector are often restricted also due to budgetary restraints. Therefore, employees who wish to advance their careers and develop professionally may turn to private or public organisations for such opportunities. NFP organisations are therefore often understaffed due to these attraction and retention difficulties. This results in employees often working longer hours and being under additional pressures resulting in burnout and lowered employee moral, further exacerbating voluntary turnover. NFP organisations therefore need to place importance on recruiting candidates whose values are strongly aligned with the organisation to ameliorate this cycle of pressure.

The Insync Survey (2010) indicted that NFP organisations prefer employees who are personally and strongly aligned with their mission statement. This is because employees who express a positive attitude towards the organisational mission are likely to experience higher job satisfaction and are therefore more likely to stay. However, their research also shows that dissatisfaction with pay and career advancement can override the role of mission attachment, particularly among younger and part-time employees who may consider other career paths rather than progressing within the sector. The same survey indicates that several research studies have found that NFP employees have a preference for helping others and working in jobs that are socially meaningful, thus satisfying their desire for altruism. The ability to offer this as a potential employment outcome appears to be one of the benefits of NFP and may be associated with the reduction of voluntary turnover.

2.3 What is Turnover

Workers leave organisations for a variety of reasons. These reasons include, accepting a job with higher pay, leaving an abusive supervisor, returning to study, relocating with a partner, taking redundancy or being let go (Allen et al., 2010). Although there are shared characteristics associated between different types of turnover, each has its own implications organisationally. Allen et al. (2010) indicate that there are *three dimensions of turnover*; voluntary and involuntary, functional and dysfunctional, and avoidable and unavoidable as shown in Figure 1. Voluntary turnover is initiated by the employee, while involuntary turnover is initiated by the organisation, usually due to poor job performance or organisational restructuring. Traditionally, retention management typically focuses on voluntary turnover as these are the employees that the organisation would like to retain.

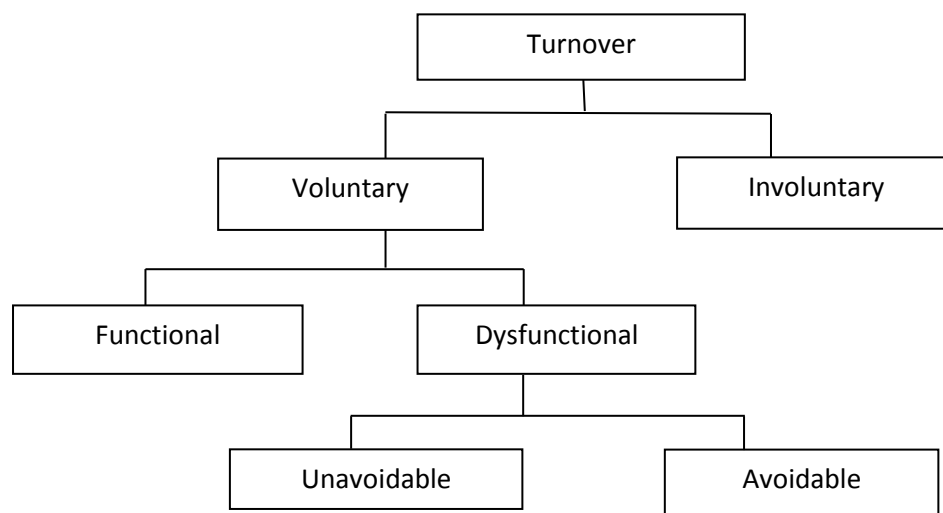


Figure 1: Turnover Classification Scheme.
(Source: Allen, 2008, p. 2)

Within voluntary turnover, there is an important distinction between dysfunctional and functional turnover. For example, Allen et al. (2010) found that dysfunctional turnover is harmful to the organisation and includes, the exit of high performers or of employees who have difficult-to-replace skill sets. However, functional turnover, although disruptive, is far less harmful (or even non-harmful) as the employees who are leaving may be easy to replace. It may even be beneficial, in situations such as the exit of poor performers.

Finally, there are the dimensions of avoidable turnover that include the factors that an organisation may have been able to address, such as low job satisfaction, poor supervision, or higher pay elsewhere (Allen et al., 2010). In contrast, unavoidable turnover occurs when the organisation has little to no control over the exit, for example, an exit due to personal health issues. This distinction is important as it makes little strategic sense to invest a great deal of time reducing turnover that is unavoidable.

2.4 Why Study Voluntary Turnover

When employees leave an organisation, it costs time and money. The costs can range from 90% to 200% of an annual wage according to Allen et al. (2010). Along with this obvious direct cost, additional costs may include accrued paid time off and staffing expenses associated with hiring a replacement. This is demonstrated in Table 1, which outlines the costs and benefits of voluntary turnover.

Table 1: Voluntary Turnover Costs and Benefits.

(Source: Allen et al., 2010, p. 51)

Separation Costs	<p>Tangible:</p> <ul style="list-style-type: none"> • HR staff time (salary, benefits, exit interviews) • Manager's time (e.g. retention attempts) • Accrued paid time off (e.g. vacation, sick pay) • Temporary coverage (e.g. temp employees, overtime) <p>Intangible:</p> <ul style="list-style-type: none"> • Loss of workforce diversity • Reduced quality performance while job being filled. • Loss of organisational knowledge. • Loss of clients. • Competition from quitter if a new business is opened. • Teamwork disruption • Loss of seasoned mentors.
Replacement Costs	<p>General Costs:</p> <ul style="list-style-type: none"> • HR staff time (e.g. benefits enrolment, recruitment, selection, orientation) • Hiring Manager time (e.g. input on new hire decision, orientation, training) • Recruitment • Advertising • Employment agency fees • Hiring inducements (e.g. bonus, relocation, perks) • Referral bonuses. <p>Selection:</p> <ul style="list-style-type: none"> • Selection measure expenses (e.g. costs of RIP work, work samples, selection tests). • Application expenses • Orientation and Training <p>Orientation program time and resources:</p> <ul style="list-style-type: none"> • Orientation program time and resources • Formal and informal training (time, materials, equipment, mentoring) • Socialisation (e.g. time of other employees, travel) • Productivity loss (e.g. loss of production until replacement is fully proficient)
Turnover Benefits	<ul style="list-style-type: none"> • Savings may be achieved by not replacing leaver • There is an infusion of new skills or creativity into the organisation • Vacancy creates transfer or promotion opportunity for others • Cost savings may be achieved by hiring a replacement with experience or seniority • Replacement could enhance workplace diversity • Departure may offer the opportunity to reorganise the work unit.

As previously discussed, not only is turnover expensive, it is also has a negative impact on several organisational performance indicators. Allen et al., (2010) indicate that reducing turnover rates is linked to improved employee morale. Furthermore, they also indicate that turnover impacts on performance (both individual and organisational) as the exit of knowledgeable and highly networked employees has a strong negative impact on organisational performance. In summary, reducing turnover is important for three main reasons: (1) cost, (2) negative effect on business performance, and (3) it may become difficult to control (Allen, 2008).

2.5 Traditional Turnover Models

Worker turnover has traditionally been, and will continue to be, a critical issue for organisations and managers regardless of their size or sector. Due to the importance of the turnover, there is a wealth of literature that addresses this issue (Allen et al., 2010). As such, the next section explores ‘traditional’ turnover by highlighting some critical and seminal research in the area to provide an overview and a general definition of traditional turnover.

March and Simon (1958) pioneered research on voluntary turnover and introduced the theory of organisational equilibrium that highlighted the importance of balancing both worker and organisational contributions (Holtom et al., 2008). In their conceptualisation, the two critical factors underpinning voluntary turnover were worker job satisfaction and ease of employee movement to alternative employment opportunities. Next in 1973, Porter and Steers introduced an enhanced model where employee expectations were formed from a combination of job satisfaction, organisational commitment, and job involvement (Holtom et al., 2008). They indicated that these factors were the key drivers that influenced turnover decisions. However, while these previous models focused on a single qualification of turnover, Mobley (1977) then introduced the withdrawal process into the framework of voluntary turnover, outlining the steps a worker goes through before turnover occurs (Holtom et al., 2008). These stages of withdrawal included withdrawal cognition, for example, thoughts of leaving; and the expected function of withdrawal and job search behaviour, for example, the evaluation of alternative jobs. For the first time, there was now a more composite model that linked job satisfaction and actual turnover behaviour (Holtom et al., 2008).

In 1979, Mobley, Griffeth, Hand, and Meglinoet expanded Mobley’s 1977 model to include employee values, job perceptions, and labour market perceptions as critical influences underpinning withdrawal intentions. They also suggested that workers might engage in other forms of withdrawal, such as increased absenteeism (Holtom et al., 2008). The role of organisational commitment was introduced by Price in 1977, and postulated as a mediating factor between job satisfaction and the intention to leave. Other factors have since been postulated as influencing turnover and have enriched the conceptual modelling of voluntary turnover. These include the nature of

the job, for example, routine-ism; the extent of work participation; and the external distribution of family work, for example, family responsibility (Holtom et al., 2008).

In summary, while other factors may influence some individuals, traditional theory regarding voluntary turnover usually focuses on the perceived *desirability and ease* of leaving one's job (Mitchell, Holtom, Lee, Sablinski & Erez, 2001). The perceived desirability to move has traditionally been linked to low job satisfaction (Mitchell et al., 2001). Employee dissatisfaction with a job leads to a search for alternatives, Perceived ease of movement is determined by the availability of job alternatives, and employees comparing their options and then moving on, if a better job appears. Therefore, attitude towards the job combined with job alternatives underpin the intention to leave a job, which may then result in subsequent voluntary turnover (Mitchell et al., 2001).

2.6 Factors Influencing Voluntary Turnover

There are many factors that influence voluntary turnover in organisations. Key turnover drivers include job characteristics, leadership, relationships, the work environment and individual characteristics; while key attitudes include job satisfaction, organisational commitment, job embeddedness, withdrawal process, shocks and work behaviours (Allen, 2008). In contrast, voluntary turnover may be prevented or lowered by human resource selection practices such as employee inductions, realistic job previews and socialisation techniques (Allen, 2008). The section that follows discusses these issues in more detail and they are modelled in the following figure 2.

Managing the factors that affect voluntary turnover is a process that begins during recruitment and selection (Allen et al., 2010). According to this recent study there are several evidence-based recruitment and selection practices organisations can adopt. For example organisations that provide applicants with an accurate picture of the organisation, such as a realistic job preview. Their research shows organisations may also encourage or reward referrals from existing employees and engage in selection methods that assess a candidates fit with the organisation culture as well as the job, characteristics. In addition, the organisation may include the use of weighted application blanks, to reduce the risk of voluntary turnover (Allen et al., 2010).

Figure 2 that follows attempts to model the key issues underpinning voluntary turnover. According to a recent study by Allen (2008), specific turnover drivers affect key job attitudes, such as work satisfaction with, and commitment to, an organisation. The study indicates that low satisfaction and commitment can initiate the withdrawal process, which may include thoughts of quitting, job searching, comparison of alternative opportunities, and the intention to leave. Furthermore, the research indicates turnover drivers may also produce other work behaviours that suggest withdrawal, such as absenteeism, lateness, and poor performance.

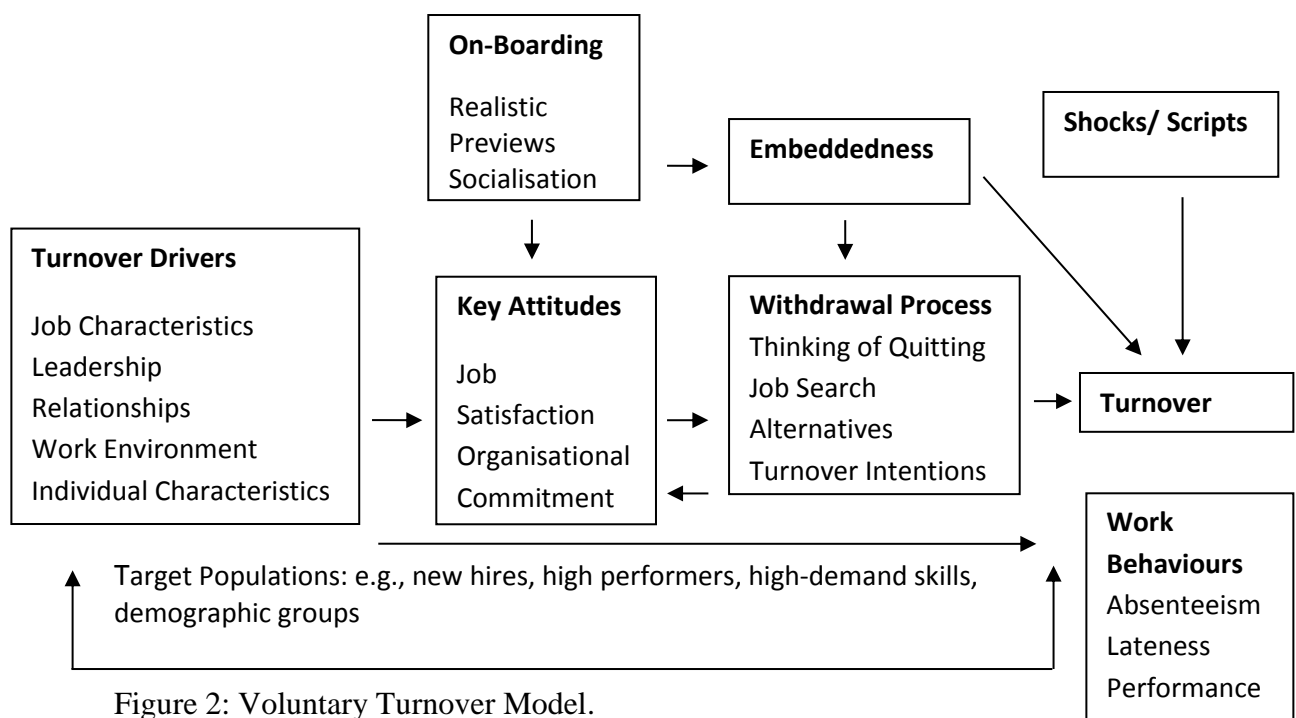


Figure 2: Voluntary Turnover Model.

(Source: Allen, 2008, p. 6)

The risk of voluntary turnover is evident once the employee is appointed to a position. According to a recent study by McNeill (2012), initial contact with the organisation is critical. The study notes there is a direct link between a lack of effective induction during the initial phases of employment and voluntary turnover. McNeill's (2012) research shows that the traditional three-month probation period is a two-way process; the employee is deciding whether they want to stay as much as the employer is assessing their competency. His research indicates a good induction program should build both confidence and competence at the commencement of the employment relationship, which ultimately helps the new employee to become productive quickly. Unfortunately, employees do not forget a difficult adjustment period where they are

professionally neglected or forced to work things out through trial and error. Therefore, if an organisation does not provide an effective employee induction there is a high risk of voluntary turnover (McNeill, 2012). Their research indicates that an induction process should include a realistic job preview and socialisation activities that provide the employee with a smooth transition into the organisation.

Research show that specific drivers of turn over are diverse and consisting of a range of job characteristics such as employer provision of health insurance, retirement benefits, flexible working hours, paid vacations, commuting time, onsite amenities and pay compensation (Sullivan & To, 2014). All of these issues can have a direct impact on employee decisions to leave. While compensation is an important factor, surprisingly, pay level and pay satisfaction are only weakly related to turnover decisions (Allen et al., 2010). However pay dispersion or pay inequality within an organisation, has been determined as a stronger predictor of turnover, and conversely more compressed pay structures are often correlated with reduced voluntary turnover (Holtom et al., 2008). While tangible rewards such as pay are important, working conditions, working relationships and promotion opportunities also contribute to an individual's decision to consider employment alternatives (Allen et al., 2010). This study will consider how specific organisational and individual issues may impact on organisational commitment and job satisfaction, and in turn may initiate start the withdrawal considerations and contribute to turnover.

Allen et al. (2010), also highlight that the training and development opportunities that organisations offer are an important factor in driving voluntary turnover. If organisations offer training and development opportunities, and employees are interested in these opportunities, this tends to reduce the intention to leave and simultaneously increases competencies required for effective job performance. However if development practices are not implemented appropriately, for example by offering training and development opportunities that require tuition reimbursement if the employee leaves within a certain time frame, this can unfortunately lead to increased voluntary turnover, as the employee may gain marketable skills and leave the organisation (Allen et al., 2010). As previously noted, implementing training and development initiatives within the NFP sector can be particularly difficult due to funding limitations. Therefore, NFP human resource professionals are faced with

additional challenges when compared to human resource professionals in other sectors. It is important to understand what opportunities interest NFP employees in order to reduce the intention to leave and increase staff competency.

Employee tenure is also associated with organisational culture. According to Schein (2010), Organisational Culture (OC) is a shared perceived way to act and behave in a given organisation and can be described as “how we do things around here”. Employee tenure is strongly linked to personal integration within the organisational culture. Schein insists that workers need a sense of belonging, and when workers perceive that the OC aligns with their personal values, personality, career goal and emotional reactions, belonging is realised. Schein’s research indicates this is equivalent to workers perceiving their importance in the work environment. More explicitly, when a worker senses a strong connection to the organisation, they develop a stronger tolerance for other workers around them (Wei, 2010). Such behaviour is directly related to person organisational fit, where workers believe anything that is good for the organisation will also be good for them, therefore developing positive organisational citizenship behaviour. Research indicates that when an individual worker feels a sense of belonging, voluntary turnover is reduced (Holtom et al., 2008).

Perceived Organisational Support (OS) is the organisational recognition of workers emotional needs, efforts, commitment and loyalty (Jain, Giga & Cooper, 2012). This research indicates that workers develop a perception of the degree to which their organisation values their work effort, their organisational contribution and cares about their wellbeing. Jain et al. (2012) showed that supportive organisations are perceived as taking pride in their workers and also in compensating them accordingly. When OS is recognised by workers, workers reciprocate via greater investment of time, higher job performance and working beyond the organisation's expectations by getting involved in innovative behaviour that results in improved organisational outcomes. Perceived OS results in increased affective commitment, job satisfaction, job performance and positive organisational citizenship behaviour, and is negatively related to voluntary turnover intention (Jain, 2012).

Researchers have found that workers whose individual values do not match organisational values were more likely to leave an organisation (Holtom et al., 2008). In other words, workers with low person organisational fit were more likely to voluntarily leave the organisation. A number of researchers have incorporated additional sets of employee perceptions towards work when exploring turnover. These issues include perceptions of stress, well-being and employment uncertainty. For example, emotional exhaustion and job uncertainty have been found to be positively related to voluntary turnover intentions (Holtom et al., 2008).

The stress induced by organisational activity has been considered to be a factor in voluntary turnover factors (Holtom et al., 2008). Organisational politics, job interference, situational constraints, role conflict and role overload, may all lead to low job satisfaction, low organisational commitment and high withdrawal behaviour and impact on higher turnover. However more recently, 'challenging' stress issues, which include time urgency and pressure to complete tasks were studied, and showed positive effects on job attitudes and negative effects on withdrawal behaviours, resulting in lower voluntary turnover (Holtom et al., 2008). There are therefore complex interactions between challenging environments within organisations and the resulting employee motivation and commitment.

An additional factor influencing voluntary turnover is the role of leadership within organisations. Researchers have found that employee satisfaction with leadership behaviour has a direct impact on voluntary turnover (Wells & Peachy, 2010). They indicate that if an employee is dissatisfied with their direct supervisor's leadership behaviour, he or she will be more likely to engage in the withdrawal process. Therefore organisations need to monitor and effectively manage toxic or abusive supervisors. Supervisors need to be aware of employee activity and engagement, as employees who are less engaged are more likely to quit (Allen et al., 2010). Therefore, job design, employee engagement, autonomy and task variety, fostering a team environment, providing and supporting specific challenging goals, and recognising employee contributions, if not managed properly, have the potential to increase an organisation's voluntary turnover (Allen et al., 2010).

Organisational commitment and job satisfaction are two of the most important factors impacting on turnover, and issues that organisations need to monitor and manage (Allen et al., 2010). Allen et al., 2010 also indicate that additional factors include communication, participation in decision making, workgroup cohesion and co-worker satisfaction. However, it is important that organisations consider not just organisational interactivity but also *individual characteristics* such as education level, marital status, sex and race, role clarity and conflict, job design, being passed over for promotion, negative feedback, poor training and development opportunities and negative perceived fairness of rewards, as each of these issues also plays a crucial role in many turnover decisions (Allen et al., 2010). Managers need to be aware of a diverse coalition of influences and connections and their impact on individuals as they may underpin voluntary turnover.

Lee and Mitchell, (1994) introduced the *unfolding model* of turnover that focused on personal shock as a driver of turnover and they identified four primary pathways of how shock contributes to turnover (Allen et al., 2010). According to Allen et al. (2010) shock is an event that encourages an employee to leave an organisation. Shocks can be expected, for example, gaining professional skills or unexpected, for instance being harassed by a co-worker, or being over looked for a promotion. The research indicates shocks can also be non-job related, for example if a worker's partner is being offered a professional position in a different location, or the worker themselves being offered a new position. Finally, shocks can also be, neutral, for example a merger, or negative such as receiving an undesirable performance review (Allen et al., 2010).

In addition, according to Allen et al. (2010) the first shock path is linked to the traditional situation of an employee leaving a job they find unsatisfying. However, some employees will quit a job they are satisfied with, and this second shock path involves the employee departing for a more attractive alternative. This path tends to be driven by external market factors. The third shock path involves considering leaving due to a particular positive event, for instance, the completion of higher education where the employee gains a marketable qualification or after receiving a merit-based reward. Finally, the fourth shock path reviews a sudden intention to quit

due to a negative event, for example, receiving a negative performance review or being overlooked for a promotion (Allen et al., 2010).

Research findings by Allen et al. (2010) indicate that an employee may engage in a withdrawal process where they first consider quitting their job, and that this is then followed by a job search that allows them to evaluate and compare alternative opportunities. This is an active state of intent to leave, followed by subsequent turnover behaviour. Additionally when alternatives are plentiful and employees observe numerous employment options, they tend to evaluate their work environment and their own attitudes against a higher standard than when options are scarce (Allen et al., 2010). Therefore, when job options are plentiful, employees have high ease of movement and may become more difficult for organisations to satisfy. In terms of this study, this phenomenon is a potentially major issue due to the low wages and limited professional development opportunities in NFP organisations. Therefore by understanding the motivational factors behind why NFP employees remain in a job, is critical when attempting to improve NFP retention strategies.

2.7 Job Embeddedness

An alternative approach to the traditional model of examining the factors influencing voluntary turnover, is to explore why people *stay* in an organisation. As advanced by Michell et al. (2001), this is sometimes simply be the result of an employee desiring to maintain a current work situation and work relationships. This ‘job embeddedness’ has been defined as a combination of connections that restrains an employee from leaving their position within an organisation (Yang, Ma & Hu, 2011). Their conceptualisation suggests that employees may become more deeply connected to their work due to a combination of organisational and interactional-related connections that they term ‘Job Embeddedness’ (JE).

According to Yang et al. (2011) JE is the result of on and off the job factors that contribute to employees remaining in their current position. JE is a specific perspective that focuses on why employees choose to remain in their job. JE, as a concept, breaks away from traditional turnover research with a focus on job satisfaction intention to quit and presents a new and more perspective for explaining

voluntary turnover; employee desire to maintain existing and relational and work interactions.

Additionally Allen et al. (2010) suggests that JE is the degree to which workers become attached to their jobs and their work communities over their years of service. They indicate that are three types of connections: links, fit, and sacrifice. These connections are modelled in Figure 3. 'Links' are connections with other organisations, groups or people and can include, mentors, work groups, co-workers, relatives and friends. 'Fit' represents the degree to which workers see themselves as suitable for their job, organisation and community. For example, a worker who values community service would be more embedded in an organisation and community that provide opportunities to be involved in the community. Finally, 'sacrifice' represents what would be relinquished by leaving a job and can include financial gain, positive work environment, promotional opportunities and community status. Workers with several links to co-workers, who have better on-off-the-job embeddedness, and who would make sacrifices when leaving are more embedded in their job and, therefore, more likely to stay (Allen et al., 2010).

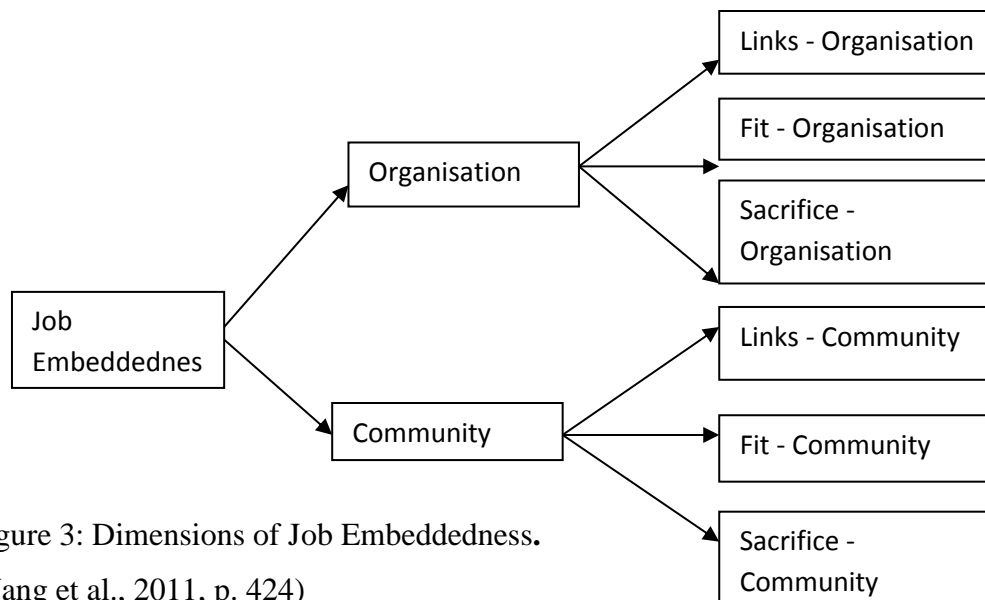


Figure 3: Dimensions of Job Embeddedness.
(Yang et al., 2011, p. 424)

According to Yang et al. (2011) 'links' describe the extent to which a worker is connected to other people or activities in the organisation and community. These two dimensions (people/activities) include both formal and informal ties that a worker has with co-workers and other people within the community and includes the relationships workers develop at work with supervisors, co-workers and working team members. Other relationships consist of off the job connections that may have a direct impact on a worker's decision to continue or leave a job. These relationships may consist of connections with friends or relatives who live nearby. Finally, other factors that can affect a worker's community embeddedness include the proximity of their children's school, the number of children a worker has, the quality of the worker's relationship with their spouse and the proximity of their spouse's work place (Yang et al., 2011). Therefore, this research indicates that the more links there are between a worker and the organisation/community, the more 'bound' the worker is to the job.

Yang et al. (2011) indicate 'fit' is defined as a worker's compatibility and comfort with their work and non-work environment. These two dimensions (work/non-work environment) describe the extent to which the organisation and community are perceived as being a good fit with the workers interests, both inside and outside of the organisation. One of the primary elements of person-organisation fit is a reflection of norms and values between the organisation and worker. That is, a worker's personal values, career goals and plans for their future must fit with the larger organisational culture and the demand of the worker's immediate job requirements, for example, appropriate job knowledge, skills and abilities (Yang et al., 2011). Their conceptualisation indicates that work choice and socialisation are related to perceived fit and have a direct effect on turnover. For example, strong organisational fit is either when a worker believes in the community purpose, for example, working in aged care and also having passion for assisting the elderly, or if a worker perceives they are a good fit with their job. A worker will also consider the appropriateness of their fit within the community and the surrounding environment (Yang et al., 2011).

Additionally Yang et al. (2011) found that these considerations include the size of the city where they work, the location, the climate, the amenities, the activities available, the religious and political climate and entertainment activities on offer. All of the those factors will affect how a person perceives their job and impact on their job-

embeddedness. However, if a worker is forced to move, some factors will be more important than others. For example, a change in employment, without moving to another location, can still alter conditions such as working hours, commute time or a person's ability to engage in community activities. An example of good off-the-job embeddedness is a person who enjoys physical activity and lives in an area that offers a number of opportunities to participate in physical activities. The better fit a worker has with both the community and organisation, the more committed a worker will be (Yang et al., 2011). Therefore, a better fit between personal values, for example, career goals and plans for the future, and the organisation, the less likely the worker will be to leave. Likewise, the better fit between the community and the surrounding environment, the less likely the worker will be to leave.

Finally Yang et al. (2011) describes 'sacrifice' as the perceived loss of material or psychological benefits when leaving a job. When a worker leaves an organisation, they may lose promotional opportunities, friendships, interesting work, respect, compensation and benefits, for example, health care or long service leave entitlements. Likewise, the cost of leaving may include leaving a supportive or safe community where neighbours help each other. Therefore, the more a worker would have to sacrifice to leave a job, the harder it would be for a worker to make that decision (Yang et al., 2011). So the perceived sacrifices are contributors to the construct of job satisfaction and organisational commitment. Therefore in terms of this study, understanding the links and how NFP employees 'fit' within an organisation and community and what an employee may 'sacrifice' when leaving a NFP organisation could be potentially very useful in understanding voluntary turnover and in seeking to reduce voluntary turnover.

As discussed above, JE has explained variance in voluntary turnover above and beyond desirability and ease of movement variables as well as job search behaviours and incorporates constructs such as, perceived organisational support, organisational fit, organisational commitment and job satisfaction. This indicates that the turnover decisions are not only influenced by individual's attitudes towards or about the actual opportunities in the labour market, but also influenced by a number of interrelated connections both on and off the job (Tanova & Holtom, 2008).

2.8 Work Motivation

According to Benz (2005), for many decades it has been recognised that NFP organisations have a different relationship their workers than other organisations, and that NFP workers often indicate more intrinsic motivation than do their counterparts in commercial organisations. This may be due to a desire to deliver a quality service, to promote the ideas or vision of the NFP mission, or to assist in the production of a public good that they see as desirable for society as a whole. The same study shows that there is strong evidence that NFP employees derive value from their work that is not associated with monetary gain. Indeed, NFP employees are more likely to state that their work is more important than the money they earn, and they are less likely to state that their job sometimes requires them to violate their conscience (Benz, 2005). As such, NFP workers are perceived to have higher job satisfaction than their counterparts in commercial organisations.

2.9 Altruism

It is unsurprising therefore that previous studies have described NFP workers as being *altruistically* motivated. This, according to Batson and Ahmad (2009, p.5), refers to a “motivational state with the ultimate goal of increasing another person’s welfare” and can be described as a type of work motivation (Cooman et al., 2009). Despite this, there are limited studies that explore the idea of altruism as a motivator in the NFP sector. According to AGPC (2010), generally NFP organisations have been established by people who want to provide a service that is currently not being provided, or want to deliver a service in a different way. Additionally, the people who have taken on the management responsibility of a NFP are generally motivated by altruistic intentions, and a belief in the community-purpose of their organisation. Workers within the NFP sector are also motivated by their own role. This may contribute to their own sense of wellbeing by improving their status and power, their skills and contacts, or by providing increased self-fulfilment from engagement in a meaningful activity (AGPC, 2010). The same study indicates that volunteers, employees and managers do need to be motivated by their own role if they are to remain committed to the organisation and the community-purpose. Employment tenure in the NFP sector appears to be linked to both job satisfaction and altruism.

In the NFP sector, the role of altruism – as a factor that can help to retain talented employees and reduce voluntary turnover - has received limited attention. As already discussed, an employee who is altruistically motivated and believes in the community-purpose is more likely to demonstrate higher organisational commitment that reinforces support for the activity. If NFP organisations were able to harness the altruistic motivation of NFP employees, and identify employees with strong links to the community-purpose, they may be able to reduce voluntary turnover. Theoretically, altruistically motivated employees should demonstrate strong links to the community purpose of NFP organisations. Altruistic motivation may be linked to organisational and off-the-job embeddedness, particularly if the employee believes in the community purpose and converts this belief into organisational commitment. Additionally altruistically motivated employees may perceive additional sacrifice when considering leaving the organisation, and with it the community purpose that attracted them originally, therefore strengthening JE and reducing voluntary turnover.

2.10 Work Passion

Finally, this study should consider the relationship between employment tenure and work passion. According to Perrewe et al. (2014), work passion is an individual's persistence and emotional state of desire towards cognitive and affective work appraisals, that results in consistent work intentions and behaviours. These consistent work intentions and behaviours range from being persistent when completing work tasks, to participating in organisational citizenship behaviours, and utilising personal resourcefulness in order to solve organisational work problems. Passionate individuals have a genuine desire to engage in their chosen work, resulting uniformly consistent patterns of concerned behaviour (Perrewe et al., 2014). They indicate that work passion has a positive relationship with empowerment, work engagement, positive affect and intrinsic motivation.

The concept of work passion is linked to other important concepts such as employee talent, high level of content-related knowledge and intrinsic and extrinsic motivation (Wentzel, Wigfield & Routledge, 2009). However, these concepts might also be understood as a *consequence* of passion. Workers who exhibit passion are thought to experience greater job engagement than those workers who are less passionate (Amiot, Vallerant & Blanchard, 2005). In summary, intrinsic motivation and work

passion share some conceptual similarities due to both concepts involving interest and passion toward an activity (Amiot et al., 2005).

Vallerand et al. (2003) suggested that the major difference between intrinsic motivation and work passion is that work passion is linked to a significant professional activity an employee enjoys and want to invest time in *on a regular basis*. Passion then becomes a central feature of the employee's identity and aids to define the person (Vallerand et al., 2003). However, Vallerand et al. (2003) research showed that activities that involve intrinsic motivation are not internalised in the employee's identity, and are often developed from work interaction on a short-term basis. Finally extrinsic motivation involves participating in an activity that is not perceived as pleasurable, to gain something outside and subsequent to that activity (Vallerand et al., 2003). Considering the complexity of these relationships, work passion could be considered a significant indicator of job satisfaction, particularly in the NFP context.

Houlford, Phileppe, Vallerant and Menard (2014) indicate that work passion and motivation are different but associated constructs. Both concepts are considered to direct behaviour, and both are expected to have affective, cognitive and behavioural significances. However, they suggest that passion predicts *enduring work satisfaction* while motivation does not (Houlford, 2014). Their research showed that when both concepts are entered concurrently in their 'Heavy Work Investment model', work passion is a superior predictor of long-term consequences. While work motivation is undeniably relevant in terms of voluntary turnover, work passion appears to underpin enduring professional dedication, and forms part of working identity over the long-term (Houlford, 2014).

Perrewe et al., (2014) suggest that workers may direct their passion toward certain individuals or groups. This characteristic of work passion could be a positive determining factor in long-term job satisfaction and help to reduce rates of voluntary turnover in the NFP sector. This idea correlates with results found by Cooman et al. (2009), who state that NFP workers value making a positive difference in people's lives and, that if a worker had a passion for a particular vulnerable sector of the public, this could possibly translate into job satisfaction and organisational

commitment. Workers who feel satisfied with their job have less motivation to change jobs and show a strong desire to remain with their chosen organisation (Gosh, Satyawadi, Joshi, & Shadman, 2013).

Vallerand et al. (2003), identify the *Dualistic Model of Passion*, where there are two forms of passion: obsessive and harmonious. *Obsessive passion* is the attachment of certain possibilities, such as feeling pressured to engage, gaining social recognition, or boosting self-esteem to the activity. Conversely, *harmonious passion* is engagement in the activity for no reason other than the pleasure that will arise from doing so. Harmonious passion shows a positive relationship with short and long-term increases in work satisfaction (Houlford et al., 2014). Alternatively, obsessive passion has a positive relationship with turnover due to a connection between obsessive dedication and depression. This can be explained by obsessive passion often fostering work-family conflicts. In terms of this study it is important to understand the rationale underpinning an employee's passion due to the consequences their passion being linked to work satisfaction or voluntary turnover.

2.11 Summary

The NFP sector is historically significant and offers activities and services that include health, social services, education, sport and recreation, arts and culture, environment, animal welfare, human rights and religious practices that benefit the less fortunate in our society. Whilst previous turnover research has focused on key aspects such as, perceived ease and desirability of leaving one's job and provided insights into voluntary turnover, to date, there has been limited research that explores *why employees remain* in the NFP sector. As such, the JE model of Michell et al. (2001) will be used to guide this research as it provides a contemporary and validated approach to voluntary turnover. In addition to JE, the concepts of work passion and altruism have been identified as particularly useful to provide inform a new understanding of work motivation within the NFP sector where employee relations to the organisation, role and purpose and different to those in the private or public sector. NFP employees are to identify with the organisation's mission and, as such the decision to leave their job results in a far bigger impact on the individual's internal value system, inhibiting turnover and underpinning longer tenure.

This research is designed to assist the NFP sector in gaining a better understanding of work motivation, in particular work passion and altruism. It is designed to gain further understanding of the factors that influence turnover in NFP organisations and to expand the limited knowledge regarding why employees remain in the NFP sector. The research will build on studies already cited in this review. The scales that the study intends to use for this purpose are: the Passion scale by Vallerand et al., 2003; the Job Embeddedness scale by Mitchell et al.; 2001, Altruism scale by Rushton, Chrisjohn and Fekken, 1981. In addition, while there are numerous scales that are used to measure the intention to quit an organisation, this research employs the Intention to Quit scale by Wayne et al. (1997) as it has been well trialled in academic research.

This chapter has reviewed the relevant research that underpins this proposed study and has provided a rationale for the unique nature of NFP organisations and their employee motivational characteristics. The review has highlighted the studies and factors that are most germane to a study of the NFP sector and indicated the scales that are most relevant to such a field study. The review has also indicated that gap exists in the research of this sector in relation to the retention of employees rather than volunteers. It is this area that this study addresses. The next chapter will take these factors and scales to construct a conceptual framework that will provide a structure for the study design and subsequent data analysis.

Chapter 3: Conceptual Framework & Research Questions

Although significant research into employee turnover has illuminated several important aspects of voluntary turnover, to date there has been limited research into why *employees* remain in the *NFP* sector. The purpose of this study is to improve the understanding of the issues that influence voluntary turnover and the literature that has been reviewed indicates that such a study in the *NFP* sector should explore how worker motivation is mediated by work passion, altruism and job embeddedness.

3.1 Conceptual Framework

A conceptual framework is an important aspect of research project development, as a conceptual framework defines the critical concepts involved in a study and provides the lens through which to explore and analyse the hypothesised relationships between those concepts (Veal, 2006). Figure 4 that follows presents the conceptual framework for this research study, and is based on concepts and ideas introduced in the literature review that are relevant to the purpose of this study. This framework maps the enduring relationships from the literature on employee tenure and motivation to increase understanding about what encourages employees remain in the *NFP* sector.

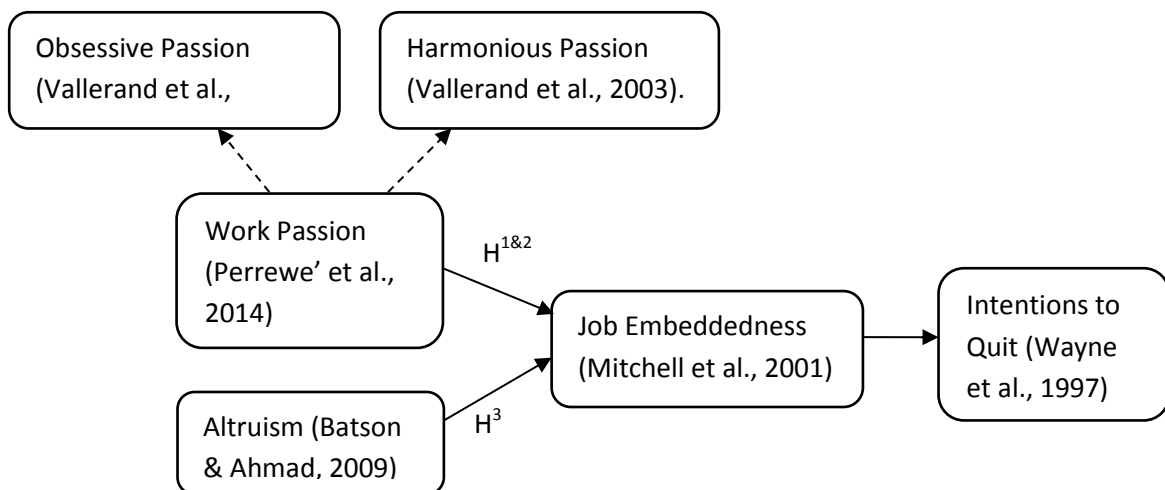


Figure 4: Conceptual Framework for this Study.

This framework specifically examines the influence of two specific independent variables, work passion (harmonious and obsessive) and altruism, against the dependent variables JE and the intention to quit. Based on the literature review and prior studies, Harmonious passion is hypothesised to have a positive relationship with JE and a negative relationship with the intent to quit. Conversely, obsessive passion is hypothesised to have a negative relationship with JE and a positive relationship with the intent to quit. Finally altruism is hypothesised to have a positive relationship with JE and a negative relationship with the intent to leave.

3.2 Key Research Question

The key research question driving the study is – what factors are associated with employment motivation and retention or employee longevity within the NFP sector? The study will use the relationships already highlighted in previous organisational tenure studies to better understand what influences employee motivation and retention, specifically work passion and altruism, and their impact upon JE and employment tenure in the NFP sector?

The study aims to provide positive outcomes for academic and business use. These will include gained better understanding of:

1. Work motivation in the *NFP* sector; specifically the role of work passion and altruism.
2. What underpins the high level of employee voluntary turnover in the sector.
3. The direct and indirect costs of voluntary turnover on *NFP* organisations.
4. Which factors influence employee turnover in *NFP* organisations.
5. Why employees remain in the *NFP* sector.

The following hypotheses will therefore frame the field study and data collection.

3.3 Research Hypotheses

As harmonious passion shows a positive relationship with increases in work satisfaction this construct should therefore be positively related to JE.

H¹ Harmonious passion will be positively related to job embeddedness and negatively correlated with employee intent to leave.

As obsessive passion has a positive relationship with turnover this construct should therefore be negatively related to JE.

H² Obsessive passion will be negatively related to job embeddedness and positively correlated with employee intent to leave.

As Altruism is linked to the goal of increasing another person's welfare and NFP organisations are able to offer working environments inclusive of altruistic activities.

H³ Altruism will be positively related to job embeddedness and negatively correlated with employee intent to leave.

These three research hypotheses are designed to answer the broader research question "What factors are associated with employment longevity within the NFP sector"?

This will extend knowledge about employee motivation and employment tenure by adding evidence from the NFP sector. In addition, the results will provide managers within the NFP industry with information that they can use to reduce turnover and conserve limited organisational resources.

Chapter 4: Research Methods

This chapter discusses the research methods used to investigate voluntary turnover from the relationships that have been explained in the previous conceptual framework. The chapter begins with an overview of the research design followed by the rationale for using the chosen approach and methods. The pilot study, participant sample and selection, research instruments, data collection procedure, data analysis, limitations and ethical consideration are also contained in this chapter.

4.1 Research Design

The purpose of this research is to understand why employees remain in the NFP sector and to identify their motives for doing so, with particular focus on work passion and altruism.

Neuman (2006) indicates that there are two forms of research inquiry; explanatory, which provides an in-depth understanding of the underlying causes of a phenomenon, and descriptive, which seeks to accurately describe a phenomenon. The aim of this research is to explore current occurrence of the phenomena and to understand relationships, which positions this study as descriptive research. When designing research, it is important to choose the correct methodology to retrieve the right information (Jennings, 2001). As an honours study with limited resources this study is focusing on developing improved broad understand of the factors that underpin longevity of tenure rather than a more detailed study of why and how these factors mediate employee tenure. A subsequent study could explore this area through qualitative investigation. A quantitative descriptive survey enables researchers to describe the ‘who’ (demographic characteristics of NFP employees), ‘what’ (motives being altruistic or work passion) and ‘how’ (location, status in community) of the participants (Jennings, 2001). This approach matches the intent of this investigation.

The research design is therefore based on a descriptive research approach, as it strives to determine, define or chart patterns of behaviour within work activities (Veal, 2006). Descriptive research may include quantitative or qualitative methodology. This study used quantitative methodology, in the form of a survey questionnaire to utilise the existing and tested scales from prior research and to maximise the number of

participants contributing data to the study as limited personal resources were available for an Honour study.

The research specifically addresses why employees remain in the NFP sector and enquires about what factors motivate employees to remain in their jobs. This makes the combination of descriptive research and quantitative approach appropriate for such a study. Descriptive surveys gather data regarding gender, age, education level, income level and current organisational roles. This study will collect such data and also collect data regarding employee intentions to quit and motivation to remain, specifically altruism and work passion. Cumulatively, the participants' responses will illuminate what is currently underpinning employee motivation to stay or leave their roles within the NFP sector.

4.2 Research Method Rationale

Quantitative research is used to collect numerical data that explains a particular phenomenon (Muijs, 2004). Using the correct survey instrument and procedures is critical to ensure the right participants are surveyed and to provides relevance, accuracy, reliability and validity to findings (Kelley, Clark, Brown & Sitzia, 2003). This instrument was constructed from the scales used in previous studies to increase validity and utilised the researchers existing network to increase response rates. A quantitative approach can provide cross-disciplinary dimensions, drawing from previous research approaches and can generate statistical data that allows the analysis of the relationships between variables (Garbarino & Holland, 2009). For instance, this study can collect data on and analyse the relationship between NFP employee motivation and their intention to remain at an organisation

A quantitative research approach is widely used in management research (Bielefeld, 2006) as it offers greater assurance of objectivity and involves the strictness and precision of statistical techniques (Theitart, 2001). Where prior studies have used this approach, there is compelling academic research rationale to build from the existing base with a similar approach. In this project, a self-completed questionnaire was distributed and then completed by NFP employees. A questionnaire was used as it could uncover the maximum amount of perceptual information within a short period of time, and produce data that was ideal for statistical comparison. The questionnaire

developed included both closed and open-ended questions which could be completed within a reasonable set timeframe at the workplace. The data collected used an online Qualtrics survey software, as this was the most appropriate method for cost and distribution for employees in this sector and allowed participants to complete the questionnaire within their own time frame. Subsequent sections of this chapter will detail the construction and distribution of the instrument.

4.3 Pilot Study

A pilot study was used to test the efficiency and quality of a proposed study method and instrument before the full research project was initiated (Smith & Harrison, 2009). The pilot study was conducted to test the survey instrument face validity, the relationship between the responses and the study hypotheses and the administrative effectiveness of the research study relations and procedures.

The results of the pilot study indicated that the survey required modification to help to illuminate which research procedures were most appropriate. The issue the pilot study identified was a problem with altruism measurement used a 1 to 5 'strongly agree' to 'strongly disagree' scale. Changing the title of the scale measurements allowed the questions and alternative answers to be more clear and concise to participants and increased the face validity of the study.

The pilot study also revealed that the original conceptual framework was too complicated due to the number of concepts being incorporated and analysed. The conceptual framework was therefore simplified by collapsing several of the concepts into more generic categories. This was achieved by introducing the category of JE which reduced the number of concepts to a manageable level. The conceptual framework that has been explained in Chapter 4 was the result of the pilot modifications.

4.4 Population, Sample and Participants

There is an estimated 600,000 NFP organisations operating in Australia (Not-For-Profit reform and the Australian government, 2013). As of 2012, King et al. (2012) estimated total employment in the CAC at 149,801. As such, it would require a broad national survey to study every individual in the population of interest. Participation selection and determining the 'sample' for a study is an important decision of most

empirical studies. While the sample should be representative of the broad population that is being studied, in many cases it should also provide the diversity of participant perceptions that required to explore the factors being investigated. The credibility of the final results and theory formation rely heavily on the initial sample selection criteria (Alolah, Steward, Panuwatwanich & Mohamed, 2013). For this research, participants were approached using the industry network of the researcher and chosen to provide a diversity of both industry client focus and worker job roles. This network and snowball approached used existing relations to maximise industry access and employee engagement. Research participants were therefore recruited from *four charity NFP organisations* and spanned the diversity of the sector by including workers in aged-care, health care and human services. This approach produced a non-probability sample.

Organisation A employs approximately 50 workers organisation B employs approximately 80 workers organisation C employs approximately 130 workers and organisation D employs approximately 33 workers. Not only did the charity organisations provide good representation of the industry diversity but they also covered a variation in organisational size and location. To develop options for the data collection process Organisation D posted the research survey link on their website and this resulted in contact from several NFP organisations enabling the researcher to choose which organisations would form a preferred sample. The research organisations were selected because they were considered to be representative of many small to medium sized, charity community-based human-services organisations with turnovers in the range of \$4-8 million. These organisations all operated within the metropolitan Perth area and enabled the researcher to develop relationships with key gatekeeper to facilitate the data collection process.

The organisations chosen were governed by voluntary boards and managed by professional workers. Each organisation has volunteers that keep the operating costs down and services affordable for the disadvantaged clients that the organisation service. All the organisations have similar organisational structures that can be described as relatively flat, with a CEO or General Manager overseeing divisional managers. The divisional managers then manage workers in programs funded by various state and federal government agency sources. The divisional managers also

supervise team leaders and coordinators at the program level. The team leaders and coordinators manage operational staff and supervise volunteers (retrieved from organisational, annual reports, 2013). Relationships were developed with a key gatekeeper in each organisation to facilitate the distribution of the questionnaire. Participants in each were invited to participate in the questionnaire through an online portal and in order to encourage participation each participant that completed a questionnaire was automatically entered into a final draw where the winning participant was provided with a \$100 voucher. Participants were invited to enter their details at the end of the survey to be included in the draw but these details were not connected with their survey responses to preserve confidentiality.

4.5 Research Instruments

This study was conducted using an online questionnaire. The vigilant design of questionnaires is a vital requirement to ensure an effective and valid quantitative study (Alolah et al., 2013). To ensure a methodical approach, the survey instrument was designed with three main sections: personal demographic information, NFP organisational information, and employee perspectives about motivation and intentions to stay or leave the organisation. The critical final section was developed from four existing and well trialled questionnaires from previous research in this area.

The demographic sections were designed by exploring the formats used by prior research and then reviewing the results with two academics to ensure the data would be adequate for analysis. In the final employee perception section, the measurement scale used to assess *harmonious* and *obsessive passion* was developed by Vallerand et al. (2003). This is a 14-item measure specifically designed to assess creative, passionate activities, consisting of seven obsessive and seven harmonious passion items. The items reported strong internal consistency α (Cronbach alpha's) with Obsessive Passion ($\alpha = .89$) and Harmonious Passion ($\alpha = .79$). Previous studies have reported a strong internal consistency α , ranging from .83 - .91 (Houlford et al., 2014; Marsh et al., 2013; Parastatidou, Doganis, Theodorakis, & Vlachopoulos, 2012).

The 18 item section used to measure *altruism* (specifically, acts that involve helping another without any benefit in return) was sourced from Rushton et al. (1981). This sector measurement reported a strong internal consistency ($\alpha = .78$) and other

previous studies have reported an internal consistency α ranging from .80 - .90 (Khanna, Singh & Rushton, 1993; Johnson et al., 1989; Zettler & Hilbig, 2010).

The 5 item section used to measure *intention to quit*, specifically applicable to the intentions of an employee to leave an organisation, was sourced from Wayne et al. (1997) and reported a strong internal consistency ($\alpha = .89$). Previous studies reported strong internal consistency α ranging from .73 - .84 (Landau, & Hammer, 1986; Bowling & Hammond, 2008).

The 42 item section used to assess *job embeddedness* consisted of three types of connections: links, fit, and sacrifice, that were linked to organisations and surrounding influences, such as family and the community. This measurement was sourced from Mitchell et al. (2001) and reported a strong internal consistency α ranging from .61 - .86.

Each of these proceeding questionnaires used a similar five-point Likert scale for consistency that ranged from (1) strongly disagree to (5) strongly agree excluding the self-report altruism scale that used the categories (1) never to (5) very often, for all comments and questions. For all scales, a high response (5) indicates strong agreement or demonstration of the given variable. This survey instrument was constructed to use the same scales for ease of use for participants. The construction of the questions was checked in the pilot stage to ensure face validity and gain feedback from participants that the nature of the questions, reflecting on past and current experiences, were understandable and answerable using the scales provided (Alolah et al., 2013).

4.6 Data Collection Procedure

Ethical clearance for the form of the study and the data collection instrument was gained through ECU ethical clearance procedures. Written permission was obtained from each organisation to invite their employees to participate in the questionnaire (See appendix A). The questionnaire was sent electronically to participants via the four organisation's employee databases and was distributed by the organisation's administration officers for completion. The document included an information section and the survey questionnaire (see appendix B & C). The survey was administered

from July 4th until September 16th 2014. The participants were asked to indicate the extent of their agreement with the comments and questions raised in the questionnaire. Three of the four original organisations who elected to participate gave written permission and the procedure was carried out as intended. However, one of the original chosen organisations, were unable to assist with data collection. This led to the recruitment of another similar NFP organisation and the extension of the data collection period.

4.7 Data Analysis

The data collection gathered 108 completed responses from the four organisations, (a+b+c+d). The responses were reviewed and screened with 10 incomplete or unusable responses being discarded. Responses were in put to a database and checked for accuracy, and then analysed in SPSS using first descriptive methods and then inferential statistical methods.

The focus of the analysis was to explore the perceptions of employees about their current motivation in relations to their intentions to continue or leave their current role. The analysis provided information that enabled the researcher to determine statistically what was motivating the employees in these groups and how their motivation impacted on their employment longevity and tenure. In addition the demographic questions enabled the researcher to analyse these relationships according to variations in age, gender, employment level, length of service.

4.8 Limitations, validity and reliability

There are several methodological limitations that have affected this research. First, this study does not consider geographical location, nor issues of regional versus metropolitan operations. This needs to be acknowledged, as there may be considerable differences between these organisations and the ones used in the current research due to lower wages, fewer training opportunities and fewer career paths (due to the smaller size of the organisations and isolation) (AGPC, 2010).

Second, this study is not representative of the religious and educational NFP sectors, as the focus was on the community sector being the largest employer (AGPC, 2010). Furthermore, as participants self-selected for the study, it may be possible that the sample is not broadly representative of the NFP human-services sector in general.

Thirdly, this study did not collect or analyse longitudinal data due to time restraints (Colleran et al., 2010). Thus the participants may respond to the survey by reflecting an ideal self, rather than an actual self (Malar, Krohmer, Hoyer & Nyffenegger, 2011). Finally, the questionnaire may not have been sent to a large enough participant pool to obtain a definitive understanding of the sector, as urban WA employee may not reflect the perspectives of regional Tasmania or Victoria, as the NFP sector is strongly shaped by significant regional differences in State funding, governance and cultural histories.

In terms of ensuring reliability and validity the research design does displays several components that substantiate the dependability of the findings. The sample collected data from four organisations and a wide range of clustered employee in a focused section of the largest industry sector. Using existing organisational networks and relations ensured good response rates and participation. The researcher's industry knowledge both ensured high face validity of the instrument and cultural understanding of the data and implications of the findings. Control by the researcher of the instrument, distribution, screening and data input ensured high reliability of the data. The use of tested scales and questions and the use of a pilot study ensured high content and construct validity.

4.9 Ethical Considerations

This research was approved by the Edith Cowan University Human Research Ethics Committee on July 3th 2014. All participants were aged over 18 years and the data was kept anonymous, specifically asking participants' not to include details that might identify them, such as their department or their co-worker or manager details.

The information provided to potential participants clearly states that participation was voluntary, that participants could withdraw at any stage, and that non-participation would not affect a person's employment in any way. Participants made a conscious choice to participate in the online survey which had no link to their organisations and managers. It was further confirmed that all collected information would be held confidentially and there is no indication of any attributable comments in this document. Completed questionnaires were collected using Qualtrics and downloads were password locked in order to ensure confidentiality.

4.10 Summary

The research design of this study was descriptive using quantitative methodology. Anonymous questionnaires were used to identify both the NFP demographic and the primary motivating factors for employment longevity in the sector. A pilot study was conducted to validate the survey, research methods and procedures, and subsequent alterations were made before data collection for the final project. Snowball sampling from an existing industry network of NFP organisations was used, with data collected through an online *Qualtrics* survey distributed to employees of four NFP organisations. Responses to the questionnaires screened and then were analysed using frequency distribution, t-test, one-way ANOVA and hierarchical regression. Ethics approval was granted from the Edith Cowan University Human Research Ethics Sub-Committee to ensure the research was conducted in an ethical manner. The next chapter contains an in depth analysis of the research findings and results.

Chapter 5: Results

This chapter provides a review of the research findings and results, and responds to the research hypotheses. The chapter is divided into six sections. In the first section, the demographic profile of the respondents is explored and information is provided about the sample including, number of valid results, gender, age, employment status, income level, education level and the number of years employed in current position, organisation and the NFP sector. The second section provides an analysis of the primary motivating factors of NFP employees to remain in the sector. The third section then provides the internal consistency level for each scale adapted for this study. The fourth section provides a comparison of motivational factors between NFP employees in relations to the hypotheses proposed at the start of the study. The fifth section provides an analysis of group variation, exploring the impact of organisational fit on years spent in a position, organisation and the NFP sector. Finally the sixth section provides a hierarchical regression to assess the ability of five factors including on-the-job embeddedness, off-the-job embeddedness, altruism, obsessive passion, and harmonious passion to predict turnover intentions. This chapter reports on the data and the analytical relationships of that data. The subsequent chapter 6 explores, discusses and interprets the implications of those relations and their relevance to theory and industry management.

5.1 Demographic Profile of the Sample

Four NFP organisations were asked to participate in the current study by inviting their employees to participate in the online survey. Research participants were employees, from small to medium sized, NFP community-based human-services organisations, in Western Australia's Perth metropolitan area. A total of 312 employees were invited to participate in the survey during the 11-week data collection period. One hundred and fifteen employees attempted the survey and of these, 98 were valid, resulting in a 31% response rate. Table 2 provides an overview of the sample based on their organisation.

Table 2: Number of Employees Invited to Undertake the Survey.

Organisation	Number of workers	Number of completed Surveys
Organisation A	50	22
Organisation B	80	13
Organisation C	130	28
Organisation D	33	16
Other	19	19
Total	312	98

Participants (N = 98) were comprised of 90 females (91.8%) and 8 males (8.2%) and the majority of the sample (62.3%) were aged between 45 - 64 years as shown in Table 3. This finding is consistent with statistics from the Australian Government Department of Health and Ageing report (2012) that listed sector, gender demographics as 91% females and 9% males. This gender bias will be discussed further in chapter 6.

Table 3: The Age of NFP Employees.

Age Group	Frequency	Valid Percent
18-25	4	4.1
26-34	11	11.2
35-44	18	18.4
45-54	29	29.6
55-64	32	32.7
65+	2	2
Prefer not to answer	2	2
Total	98	100

The majority of participants (54.1%) were employed full-time followed by those employed part-time (40.8%) as shown in Table 4.

Table 4: Employment Status of NFP Employees

Employment Status	Frequency	Valid Percentage
Part-Time	40	40.8
Full-Time	53	54.1
Contract	3	3.1
Casual	2	2
Total	98	100

Income demographics showed that there was a relatively even spread throughout the income brackets, with the highest percentage of participants receiving a salary between \$60,000 - \$69,000 (21.4%), as shown in Table 5.

Table 5: Income Levels of NFP Employees.

Income Level	Frequency	Valid Percent
\$20,000 - \$29,000	5	5.2
\$30,000 - \$39,000	12	12.4
\$40,000 - \$49,000	17	17.5
\$50,000 - \$59,000	15	15.5
\$60,000 - \$69,000	21	21.6
\$70,000 - \$79,000	10	10.3
\$80,000 - \$89,000	6	6.2
\$90,000 - \$99,000	3	3.1
Undisclosed	9	8.2
Total	98	100

In addition, the majority of participants were educated at a diploma level (31.6%), followed by undergraduate bachelor degrees (23.5%) as shown in Table 6.

Table 6: Education Levels of NFP employees.

Education Level	Frequency	Valid Per cent
High School	19	19.4
Trade qualification	9	9.2
Diploma	31	31.6
Under graduate bachelor degree	23	23.5
Post graduate or higher degree	16	16.3
Total	98	100

Furthermore, the majority of participants had been employed at a NFP organisation in their current position for 1-2 years (37.9%), as shown in Table 7.

Table 7: Number of Years Employed in Current Position at NFP Organisation.

Years in Position	Frequency	Valid Percent
Less than a year	20	21.1
1-2	36	37.9
3-4	14	14.7
5-6	8	8.4
7-8	6	6.3
9-10	5	5.3
11+	6	6.3
Total	95	100

Additionally the majority of participants had been employed at their current company for 1-2 years (33.7%) followed by 3-4 years (16.3%), as shown in Table 8.

Table 8: Years Employees have been in their Current Organisation.

Years in Company	Frequency	Valid Percent
Less than a year	16	17.4
1-2	31	33.7
3-4	15	16.3
5-6	7	7.6
7-8	11	12
9-10	5	5.4
11+	7	7.6
Total	92	100

Although Table 8 indicated that the majority of employees were in their current role for less than two years. Table 9 indicates that the majority of employees (61.4%) have been in the NFP sector for over 10 years as shown in table 9.

Table 9: Years Employees have been in the NFP Sector.

Years in Sector	Frequency	Valid Percent
Less than a year	6	6.3
1-2	15	15.6
3-4	9	9.4
5-6	7	7.3
7-8	10	10.4
9-10	12	12.5
11+	37	38.5
Total	96	100

5.2 Motivations of NFP Workers

The first section of the survey following the demographic data collection investigated the motivations of each NFP employee. To assess the relative strength of their competing motivations, NFP employees participants were asked to rate their motivation on 14 work passion items (harmonious and obsessive) (Vallerand et al., 2003), 20 altruism items (Rushton et al., 1981), five intention to quit items (Wayne et al., 1997), 13 off-the-job embeddedness items and 26 on-the job embeddedness items (Mitchell et al., 2001).

Table 10 provides the measure for work passion, participants were asked to indicate the extent to which they agree with statements. The 14 items were analysed as singular statements for all participants in regards to the mean and standard deviation of each statement, as shown in Table 10. The two statements with the highest mean score were: *my job activities allow me to live a variety of experiences* ($M = 4.14$; $SD = 0.71$) and *work activity reflects the qualities I like about myself* ($M = 4.06$; $SD = 0.72$). The two statements with the lowest mean scores were: *I have almost an obsessive feeling for work activity* ($M = 1.92$; $SD = 0.82$) and *I have a tough time controlling my need to do work activity* ($M = 2.10$; $SD = 0.87$).

Table 10: Descriptive Statistics for Work Passion.

Factors	<i>M</i>	<i>SD</i>
<u>Work Passion</u> (Vallerand et al., 2003)		.
<u>Harmonious Passion</u>		
My job activities allow me to live a variety of experiences	4.14	0.71
The new things that I discover while at work allow me to appreciate work even more.	3.88	0.81
Work activity allows me to live memorable experiences.	3.85	0.86
Work activity reflects the qualities I like about myself.	4.06	0.72
Work activity is in harmony with the other activities in my life.	3.70	0.97
For me work is a passion, that I still manage to control	3.54	0.99
I am completely taken with my work activity	3.07	1.00
<u>Obsessive Passion</u>		
I cannot live without work	2.57	1.10
The urge is so strong. I can't help myself from doing work activity.	2.44	0.99
I have difficulty imagining my life without work activity.	2.61	1.09
I am emotionally dependent on work activity	2.26	0.90
I have a tough time controlling my need to do work activity	2.10	0.87
I have almost an obsessive feeling for work activity	1.92	0.82
My mood depends on me being able to do work activity	2.24	1.01

Table 11 provides the measure for altruism, participants were asked to indicate the frequency to which they have carried out the acts in the statements. The 20 items were analysed as singular statements for all participants in regard to the means and standard deviations of each statement as shown below in table 11. The two statements with the highest mean score were: *I have donated goods or clothes to a charity* ($M = 4.36$; $SD = 0.75$) and *I have given money to a charity* ($M = 4.36$; $SD = 0.77$). The two statements with the lowest mean scores were: *I have given a stranger a lift in my car* ($M = 1.80$; $SD = 0.90$) and *I have donated blood* ($M = 2.16$; $SD = 1.36$).

Table 11: Descriptive Statistics for Altruism.

Factor	<i>M</i>	<i>SD</i>
<u>Altruism</u> (Rushton et al., 1981)		
I have assisted someone experiencing car trouble (changing a tire, calling a mechanic, pushing a stalled or stuck car, ect.)	2.76	0.88
I have given directions to a stranger.	3.70	0.72
I have made change for a stranger.	2.91	0.89
I have given money to a charity.	4.14	0.77
I have given money to a stranger who needed it (or asked for it).	2.86	0.97
I have donated goods or clothes to a charity.	4.36	0.75
I have done volunteer work for a charity.	3.19	1.27
I have donated blood.	2.16	1.36
I have helped carry a stranger's belongings (books, parcels, etc.).	3.04	1.04
I have delayed an elevator and held the door open for a stranger.	3.79	0.93
I have allowed someone to go ahead of me in a line (in the supermarket).	3.80	0.76
I have given a stranger a lift in my car.	1.80	0.90
I have pointed out a clerk's error (in a bank, at the supermarket) in undercharging me for an item.	2.89	0.90
I have let a neighbour whom I didn't know too well borrow an item of some value to me (eg, a dish, tools, etc).	2.48	1.08
I have bought 'charity' Christmas cards deliberately because I knew it was a good cause.	3.22	1.18
I have helped a classmate who I did not know that well with a homework assignment when my knowledge was greater than his or hers.	3.14	1.00

I have before being asked, voluntarily looked after a neighbour's pets or children without being paid for it.	3.15	1.04
I have offered to help a handicapped or elderly stranger across a street.	3.09	1.02
I have offered my seat on a bus or train to a stranger who was standing.	3.51	0.86
I have helped an acquaintance to move households.	2.89	1.01

Table 12 provides the measure for intention to quit, participants were asked to indicate the extent to which they agree with statements. The five items were analysed as singular statements for all participants in regards to the mean and standard deviation of each statement as shown in table 12 below. The two statements with the highest mean score were: *I think I will be at my company five years from now* (M = 3.09; SD = 1.06) and *I often think about quitting my job at my company* (M = 2.43; SD = 1.14). The two statements with the lowest mean scores were: *I am seriously thinking about quitting my job* (M = 2.16; SD = 1.03) and *I am actively looking for a job outside my company as soon as* (M = 2.25; SD = 1.07).

Table 12: Descriptive Statistics for Intention to Quit.

Factor	<i>M</i>	<i>SD</i>
<u>Intention to Quit</u> (Wayne et al., 1997)		
I am actively looking for a job outside my company as soon as	2.25	1.07
As soon as I can find a better, I'll leave my Company.	2.30	1.01
I am seriously thinking about quitting my job.	2.16	1.03
I often think about quitting my job at my company.	2.43	1.14
I think I will be at my company five years from now.	3.09	1.06

Table 13 provides the measure for off-the-job embeddedness, participants were asked to indicate the extent to which they agree with statements. Some of the questions were closed, asking participants to respond yes or no while others were open ended, asking questions such as: *how many family members live nearby[?]* or *how many of your close friends live nearby[?]*. Thirteen items were analysed as singular statements for all participants in regards to the means and standard deviations of each statement as shown below in table 13. The two statements with the highest mean score were: *the weather where I live is suitable for me* (M = 4.04; SD = .63) and *I really love the place where I live* (M = 3.99; SD = 0.76). The two statements with the lowest mean scores were: *are you currently married* (M = 1.18; SD = 0.38) and *do you own the home you live in* (M = 1.19; SD = 0.40).

Table 13: Descriptive Statistics for Off-the-Job Embeddedness.

Factor	<i>M</i>	<i>SD</i>
<u>Off-the-Job Embeddedness</u> (Mitchell et al., 2001)		
I really love the place where I live.	3.99	0.76
The weather where I live is suitable for me.	4.04	0.63
This community is a good match for me.	3.87	0.73
I think of the community where I live as home.	3.78	0.73
The area where I live offers the leisure activities that I like.	3.63	0.96
Are you currently married?	1.18	0.38
If you are married, does your spouse work outside the home?	1.22	0.42
Do you own the home you live in?	1.19	0.40
How many family members live nearby?	1.50	1.00
How many of your close friends live nearby?	1.12	0.41
Leaving this community would be very hard.	3.46	0.89
People respect me a lot in my community.	3.41	0.83
My neighbourhood is safe.	3.56	0.85

Table 14 provides the measure for on-the-job embeddedness and participants were asked to indicate the extent to which they agree with statements. The 26 factors were analysed as singular statements for all participants in regards to the means and standard deviations of each statement as shown below in table 14. The two statements with the highest mean score were: *how long have you worked in the Not For Profit sector* ($M = 5.09$; $SD = 2.08$) and *my values are compatible with the organisation's values* ($M = 4.16$; $SD = 0.65$). The two statements with the lowest mean score were: *How many work committees are you on[?]* ($M = 1.39$; $SD = 0.68$) and *How many work teams are you on[?]* ($M = 1.66$; $SD = 0.81$).

Table 14: Descriptive Statistics for On-the-Job Embeddedness.

Factor	<i>M</i>	<i>SD</i>
<u>On-the-Job Embeddedness</u> (Mitchell et al., 2001)		
I like the members of my work group.	4.11	0.76
My co-workers are similar to me.	3.55	0.89
My job utilizes my skills and talents well.	3.93	0.71
I feel like I am a good match for this company.	3.96	0.60
I fit with the company's culture.	3.93	0.63
I like the authority and responsibility I have at this company.	3.75	0.79
My values are compatible with the organisation's values.	4.16	0.65
I can reach my professional goals working for this organization	3.52	0.99
I feel good about my professional growth and development.	3.53	1.04
How long have you been in your present position?	2.84	1.62
How years have you worked for this company?	3.23	1.78
How long have you worked in the Not for profit sector?	5.09	2.08
How many co-workers do you interact with regularly?	1.66	1.03
How many co-workers are highly dependent on you?	1.73	0.86
How many work teams are you on?	1.66	0.81
How many work committees are you on?	1.39	0.68
I have a lot of freedom on this job to decide how to pursue my goals	3.38	1.00
The perks on this job are outstanding.	2.77	0.91
I feel that people at work respect me a great deal.	3.64	0.86
I would sacrifice a lot if I left this job.	3.09	1.01
My promotional opportunities are excellent here.	2.53	0.91
I am well compensated for my level of performance.	3.04	0.99
The benefits are good on this job.	3.00	0.91
The health-care benefits provided by this organisation are excellent.	2.34	0.98
The retirement benefits provided by this organisation are excellent.	2.43	1.01
The prospects for continuing employment with this company are excellent.	3.23	0.97

When the factors are analysed together, the means scores illuminate the major motivating factors of NFP employees to remain in the sector. The means and standard deviations of the six factors are shown in Table 15.

Table 15: Descriptive Statistics for Key Variables.

Motivating Factors	<i>M</i>	<i>SD</i>
Harmonious Passion	3.75	0.59
On-the-Job Embeddedness	3.18	0.54
Altruism	3.17	0.54
Off-the-Job Embeddedness	2.72	0.33
Quit Intentions	2.45	0.88
Obsessive Passion	2.32	0.78

In summary the demographic information provides a profile of NFP workers with the majority being female, aged between 45-64 years who are employed full time, are paid between \$60,000 - \$69,000, with the majority of participants being educated at a diploma level. The majority of participants have been in their current position for 1 -2 years and within their current organisation for 1-2 years, followed by 3-4 years, however the majority of the sample had been working in the NFP sector for over 10 years. The data indicates that the participants in this study primary motivating factor to remain in the NFP sector was harmonious passion followed by on-the-job embeddedness, altruism, off-the-job embeddedness, quit intentions and obsessive passion.

5.3 Internal Consistency

Sekaran (2000) suggested that coefficients of less than .6 indicate poor internal consistency, that .7 indicates acceptable internal consistency, and that .8 and above indicates good internal consistency. The internal consistency of each scale used in this study will be discussed in the following section.

According to Vallerand et al. (2003), the Harmonious Passion scale adapted for this study has an acceptable internal consistency, with a reported Cronbach alpha coefficient of .79. In the current study, the scale demonstrated good internal consistency with a Cronbach alpha coefficient of .87. The Obsessive Passion scale also has good internal consistency, with a reported Cronbach alpha coefficient of .89. In the current study, the scale again demonstrated good internal consistency with a Cronbach alpha coefficient of .91. According to Rushton et al. (1981) the Altruism scale adapted for this study has an acceptable internal consistency, with a reported Cronbach alpha coefficient of .78. In the current study, the scale showed good internal consistency with a Cronbach alpha coefficient of .85. According to Mitchell et al. (2001) the Job Embeddedness scale adapted for this study has an internal consistency ranging from poor to acceptable, with reported Cronbach alpha coefficients of .61 - .86. In the current study, the scale demonstrated acceptable internal consistency with a Cronbach alpha coefficient of .72 for Off-the-Job Embeddedness and a good internal consistency of .82 for On-the-Job Embeddedness. According to Wayne et al. (1997) the Intention to Quit scale adapted for this study has a strong internal consistency of .89. In this current study, the scale has a strong internal consistency with a Cronbach alpha coefficient of .89. Therefore the scales adapted for this study all indicate acceptable internal consistency, and provide relevance, accuracy, reliability and validity to the findings.

5.4 Comparison of the Motivations of NFP Employees

Table 16 provides descriptive statistics and correlations for all variables that were measured. Hypothesis 1 proposed that harmonious passion would be positively related to JE and negatively correlated with employee intent to leave. Hypothesis 2 proposed that obsessive passion will be negatively related to JE and positively correlated with employee intent to leave. Hypothesis 3 proposed that altruism will be positively related to JE and negatively correlated with employee intent to leave.

Correlation analysis was used to test these hypotheses, which describe the strength and direction of the linear relationship between two variables (Pallant, 2007). This study used bivariate correlation technique for this data analysis which involves two variables being tested against each other to identify whether there is a relationship between them, negative or positive (Pallant, 2007).

Several relationships are reported. Firstly, the relationship between harmonious passion and JE was investigated using correlation coefficient. The findings indicate a significant positive correlation between the two variables, ($r=.43$, $p < .01$), with higher levels of harmonious passion being positively associated with high levels of JE (refer to Table 16). Furthermore, the relationship between harmonious passion and employee intent to leave was investigated using correlation coefficient. The findings indicate significant negative correlations between the two variables, ($r = -.50$, $p < .01$), with higher levels of harmonious passion being negatively associated with employee intent to leave. Therefore hypothesis 1 was supported

H1 Harmonious passion will be positively related to job embeddedness and negatively correlated with employee intent to leave.

Secondly, the relationship between obsessive passion and JE was investigated using correlation coefficient. The findings indicate no significant negative correlation between the two variables, ($r = .06$, $p < .01$), therefore:

higher levels of obsessive passion are not negatively associated with JE (refer to Table 16).

Furthermore, the relationship between obsessive passion and employee intent to leave was investigated using correlation coefficient. The findings did not indicate significant positive correlations between the two variables, ($r = -.50$, $p < .01$), therefore:

high levels of obsessive passion did not demonstrate a positive relationship with intention to quit.

Therefore hypothesis 2 was not supported (H2 Obsessive passion will be negatively related to job embeddedness and positively correlated with employee intent to leave).

Thirdly, the relationship between altruism and JE was investigated using correlation coefficient. The findings indicate no significant positive correlation between the two variables, ($r = .02$, $p < .01$), therefore:

higher levels of altruism are not positively associated with JE (refer to Table 16).

Furthermore, the relationship between altruism and employee intent to leave was investigated using correlation coefficient. The findings did not indicate significant negative correlations between the two variables, ($r = .07$, $p < .01$), therefore high levels of altruism did not demonstrate a negative relationship with intention to quit. Therefore hypothesis 3 was not supported (H3 Altruism will be positively related to job embeddedness and negatively correlated with employee intent to leave).

Additional descriptive statistics and correlations for all variables were conducted and returned the following results. The relationship between off-the-job embeddedness and harmonious passion was investigated using correlation coefficient. The findings indicate a significant positive correlation between the two variables, ($r = .28$, $p < .01$). Therefore:

high levels of off-the-job embeddedness was associated with harmonious passion.

In addition the relationship between off-the-job embeddedness and obsessive passion was investigated using correlation coefficient. The findings did not indicate significant negative correlation between the two variables, ($r = -.09$, $p < .01$). Therefore:

high levels of off-the-job embeddedness was not associated with obsessive passion.

Furthermore the relationship between off-the-job embeddedness and altruism was investigated using correlation coefficient. The findings did not demonstrate significant positive correlation between the two variables, ($r = .05$, $p < .01$). Therefore:

high levels of off-the-job embeddedness was not associated with altruism.

The relationship between on-the-job embeddedness and intention to quit was investigated using correlation coefficient. The findings indicated a significant negative correlation between the two variables, ($r = -.48$, $p < .01$). Therefore:

high levels of on-the-job embeddedness was negatively associated with intention to quit.

Additionally the relationship between on-the-job embeddedness and harmonious passion was investigated using correlation coefficient. The findings indicate a significant positive correlation between the two variables, ($r = .59, p < .01$). Therefore:

high levels of on-the-job embeddedness was positively associated with harmonious passion.

In addition the relationship between on-the-job embeddedness and number of years employed in the NFP sector was investigated using correlation coefficient. The finding indicated a significant positive correlation between the two variables, ($r = .43, p < .01$). Therefore:

high levels of on-the-job embeddedness was associated with increased number of years an employee spent in the NFP sector.

Finally the relationship between on-the-job embeddedness and number of years spent in a position was investigated using correlation coefficient. The findings indicated a significant positive correlation between the variables, ($r = .43, p < .01$). Therefore:

high levels of on-the-job embeddedness was associated with increased number of years an employee spent in a position.

The relationship between years spent in a position and the years spent in a company was investigated using correlation coefficient. The findings indicated a significant positive correlation between the two variables, ($r = .88, p < .01$). Therefore as the number of years an employee spent in a position increased so did the number of years an employee spent in a company. Additionally the relationship between the years spent in a position and years spent in the NFP sector was investigated using correlation coefficient. The findings indicted a significant positive correlation between the two variables, ($r = .43, p < .01$). Therefore:

as the number of years an employee spends in a position increased so does the number of years an employee spends in the NFP sector.

Furthermore the relationship between years spent in a company and years spent in the NFP sector was investigated using correlation coefficient. The findings indicate a significant positive correlation between the two variables, ($r = .42$, $p < .01$). Therefore:

as the number of years an employee spends in a company increased do does the number of years an employee spends in the NFP sector.

Table 16: Descriptive Statistics and Correlations between Employment-related Variables.

	Variable	<i>M</i>	<i>SD</i>	Correlations					
				1	2	3	4	5	6
1.	Harmonious Passion	3.74	0.60	(.82)					
2.	Obsessive Passion	2.31	0.78	.32**	(.91)				
3.	Altruism	3.16	0.54	.12	-.05	(.85)			
4.	Off-the-Job Embeddedness	2.72	0.33	.28**	-.09	.05	(.72)		
5.	On-the-Job Embeddedness	3.13	0.53	.59**	.18	.02	.41**	(.82)	
6.	Intention to Quit	2.45	0.88	-.50**	-.12	.07	-.14	-.48**	(.89)

Note. $N = 98$. * $p < 0.05$, ** $p < 0.01$

5.5 ANOVA Analysis

In order to analyse the relationships between groups further, a one-way analysis of variance was conducted to explore the impact of organisational fit on years spent in a position, organisation and the NFP sector as measured by the on-the-job embeddedness scale. The number of years an employee has been in a position, organisation and the NFP sector was divided into seven groups, according to their length of service (Group 1: less than a year; Group 2: 1-2 years; Group 3: 3-4 years; Group 4: 5-6 years; Group 5: 7-8 years; Group 6: 9-10 years; Group 7: 11 years and above).

The first analysis of variance was conducted to explore the impact of organisational fit on years spent in a position, as measured by the on-the-job embeddedness scale. There was a significant difference at the $p < .05$ cut off for on-job-embeddedness scores for four of the years in the position groups: $F(6, 88) = 5.4$, $p = 0.00$. Post-hoc comparison using the Tukey HSD test indicated that the mean score for Group 2 ($M = 2.89$, $SD = .45$) was significantly different from the mean scores for Group 3

($M=3.33$, $SD=.40$), Group 5 ($M=3.56$, $SD=.47$) and Group 7 ($M=3.70$, $SD=.46$). However the mean scores for Group 1 ($M=3.08$, $SD=.47$), Group 4 ($M=3.36$, $SD=.41$) and Group 6 ($M=3.36$, $SD=.48$) did not differ significantly from Groups 2,3,5 or 7. Taken together, these results suggest that the number of years an employee has spent in a position really does have an effect on organisational fit. Specifically, the results suggest that:

as the number of years an employee remains in a position increases so does organisational fit.

A second analysis of variance was conducted to explore the impact of organisational fit on years spent in a company, as measured by the on-the-job embeddedness scale. There was a significant difference at the $p < .05$ cut off for on-the-job embeddedness scores for one of the years in the company groups: $F(6, 85) = 3.12$, $p=0.007$. Post-hoc comparison using the Tukey HSD test indicated that the mean score for Group 2 ($M=2.94$, $SD=.45$) was significantly different from Group 7 ($M=3.59$, $SD=.49$). Group 1 ($M=3.14$, $SD=.35$), Group 3 ($M=3.34$, $SD=.38$), Group 4 ($M=3.15$, $SD=.33$), Group 5 ($M=3.40$, $SD=.60$) and Group 6 ($M=3.26$, $SD=.66$) did not differ significantly from Groups 2 or 7. Taken together, these results suggest that the number of years an employee has spent in a company really does have an effect on organisational fit. Specifically, the results suggest that:

as the number of years an employee remains in a company increases so does organisational fit.

A third analysis of variance was conducted to explore the impact of organisational fit on years in the NFP sector, as measured by the On-the-Job Embeddedness scale. There was a significant difference at the $p < .05$ cut off for on-the-job embeddedness scores for one of the years in the position groups: $F(6, 89) = 3.03$, $p = 0.01$. Post-hoc comparison using the Tukey HSD test indicated that the score for Group 2 ($M = 2.87$, $SD = .54$) was significantly different from Group 7 ($M = 3.36$, $SD = .42$). Group 1 ($M = 2.87$, $SD = .66$), Group 3 ($M = 3.27$, $SD = .45$), Group 4 ($M = 2.88$, $SD = .51$), Group 5 ($M = 3.24$, $SD = .36$) and Group 6 ($M = 3.04$, $SD = .53$) did not differ significantly from Groups 2 or 7. Taken together, these results suggest that the number of years an employee has spent in the NFP sector really does have an effect on organisational fit. Specifically, the results suggest that:

as the number of years an employee remains in the NFP sector increases so does organisational fit.

An independent-samples t-test was conducted to compare the years in a position scores for males and females. No significant difference was found for males $M = 3.25$ and females, $M = 2.78$, $p = .614$ (two-tailed). The magnitude of the difference between the means was very small.

In summary and taken together, these results suggest that there was no significant difference between male and female responses. However the number of years an employee has spent in a position, an organisation and the NFP sector really does appear to have an effect on organisational fit. Specifically, the results suggest that:

as the number of years an employee remains in the sector, an organisation or a position increases so does organisational fit.

5.6 Regression Analysis

To analyse the results further, hierarchical regression was used to assess the ability of five factors (on-the-job embeddedness, off-the-job embeddedness, altruism, obsessive passion, and harmonious passion) *to predict turnover intentions*.

Preliminary analysis were conducted to ensure there were no violation of the assumption of normality, linearity, multicollinearity and homoscedasticity. This was done because the results indicated that in the model, only two of the factors were statistically significant, with harmonious passion recording ($B = -.58$, $p < .001$) and on-the-job embeddedness recording ($B = -.50$, $p < .001$) significantly predicting turnover intentions. Therefore:

participants who rated higher in harmonious passion and on-the-job embeddedness, were less likely to indicate turnover intentions.

Additionally, hierarchical regression was used to assess the ability of five factors (on-the-job embeddedness, off-the-job embeddedness, altruism, obsessive passion, and harmonious passion) to predict number of years in the NFP sector. Preliminary analysis were conducted to ensure no violation of the assumption of normality, linearity, multicollinearity and homoscedasticity. In the model, only one of the factors were statistically significant, with on-the-job embeddedness recording ($B =$

2.06, $p < .001$) significantly predicting number of years in the NFP sector. Therefore:

participants who rated higher in on-the-job embeddedness, were more likely to remain in the NFP sector.

5.7 Summary

The results of this research have provided insight into the motivations of NFP employees. The demographic information provides a profile of NFP workers with the majority being female, aged between 45-64 years who are employed full time with a diploma. The data indicates that for the sample of participants in this study the primary motivating factor for employees to remain in the NFP sector was harmonious passion followed by on-the-job embeddedness, altruism, off-the-job embeddedness, quit intentions and obsessive passion. Further investigation discovered a significant positive relationship between harmonious passion and off-the-job embeddedness and on-the-job embeddedness and a significant negative relationship was found between harmonious passion and intention to quit. Additionally, a significant negative relationship was found between on-the-job embeddedness and intention to quit and on-the-job embeddedness was found to have a positive relationship with both the number of years spent in the NFP sector and years spent in a position. The results indicated that on-the-job embeddedness becomes stronger as the number of years spent in a position, company and the NFP sector increased. There was no significant difference between the scores of males and females. The results showed that participants who rated higher in harmonious passion and on-the-job embeddedness, were less likely to indicate turnover intentions. Additionally results indicated that participants who rated high in on-the-job embeddedness were more likely to remain in the NFP sector.

Table 17: Significant Relationship Summary.

	Harmonious Passion	On-the-job Embeddedness	Off-the-job Embeddedness	Intention to Quit	Obsessive Passion	Years spent in Sector	Years spent in Position
Harmonious Passion		Significant Positive Relationship	Significant Positive Relationship	Significant Negative Relationship			
On-the-job Embeddedness				Significant Negative Relationship		Significant Positive Relationship	Significant Positive Relationship
Off-the-job Embeddedness	Significant Positive Relationship						
Intention to Quit	Significant Negative Relationship	Significant Negative Relationship					
Years Spent in Sector		Significant Positive Relationship					
Years Spent in Position		Significant Positive Relationship					

Chapter 6: Discussion

This chapter discusses the results in relation to the relevant literature, as outlined in Chapter 2, so that the study can indicate how the findings support, contest and extend existing knowledge in this area and indicate critical relationships that might be the focus for managers to improve employee and organisational performance. First, the NFP employee demographics are examined to identify the demographic distribution of employees within the sector. Next, the motivations of NFP employees to remain in the sector will be discussed in relation to improving tenure and organisational performance. Finally, the chapter concludes by revising some specific features of the original conceptual framework based on the data analysis from this study.

6.1 Demographics

To what extent does the demographic mix of the participants in this study match the broad industry profile? The demographic components examined in this study include: gender, age, employment type, income level, highest education obtained and years worked in the current position, organisation and sector. Gender and age contribute to an understanding of the NFP sector and the majority of NFP sector employees were found to be 90 females (91.8%) and 8 males (8.2%). Previous research has indicated that the CAC setting particularly attracts women as they see the CAC setting as a viable option when returning to the workforce after caring responsibilities, for example, raising a family (King et al., 2012).

The majority of NFP workers (62.3%) were aged between 45-64. Again this finding is consistent with statistics from the Australian Government Department of Health and Aging report (2012) that showed (67.4%) of employees were aged between 45–64 years. This is a major concern in the NFP sector, in particular the CAC setting due to Australia's aging population. Due to the older age profile of the CAC workforce, the likelihood of losing employees to retirement is higher than other industries. Although the age of the NFP workforce is fixed, organisations are able to implement strategies to retain employees by offering alternatives that permit workers to maintain engagement in the workforce at the level that is appropriate for their skill and capability. For example, some employees may choose to reduce their hours, while others, may choose to change their role so that their duties, are appropriate for their

situation, for example administration work (King et al., 2012). Not only is there a need to attract younger workers there is also a need to retain existing workers and implement appropriate retirement schemes within the CAC setting as the workforce heads towards retirement.

The majority of employees within the NFP sector were employed full-time (54.1%) followed by part-time employment (40.8%). This is consistent with the findings of the ABS (2010) that showed that 42% of workers in the sector were employed on a permanent part-time basis. According to King et al. (2012), part-time workers in the CAC setting value work–life balance more than the national average, due to the majority of CAC workers having other responsibilities such as family commitments.

The annual income of participants was \$60,000-\$69,000 (21.4%). This is inconsistent with the average Australian wage that was reported by the ABS (May, 2014) to be \$78,000. However, this result is consistent with reports that show that NFP sector wages are below industry averages. A national aged care alliance report stated the following:

Workers in aged care are not paid fair and competitive wages and this is a major issue in attracting and retaining staff. There has been a reduction in parity of pay with other relevant sectors over recent years, largely as a result of inadequate indexation for aged care services. The aged care sector must be able to pay fair and competitive wages to attract workers in the future as competition for staff gets harder with less people of working age available and other industries able to offer better remunerated work (National aged care alliance, 2014, p. 2).

These findings are also consistent with the My Career salary centre that showed the average minimum salary of the NFP sector to be \$69,329.50 in the quarter January–March 2013 (Non Profit Salary Centre, 2014). These findings are consistent with the aged care workforce final report (2012) that state one of the enduring issues in the CAC setting was related to pay level and dissatisfaction with pay level. Due to the predominant nature of CAC work being part-time, the ability to earn satisfactory

income is a concern that staff appear to be repeatedly accessing against other job-related assets, such as the altruistic nature of their work (King et al., 2012).

The majority of participants were educated to a diploma level (31.6%), followed by an undergraduate bachelor degree (23.5%). These findings are inconsistent with the aged care workforce final report, (2012) that indicated 48.1% of CAC workers hold a Certificate III in Aged Care, with only 5.4% holding a bachelor degree. These results may be due to the government, in recent years, placing a higher importance on education and training in the aged care workforce. The government indicated that holding appropriate qualifications is essential for career development and satisfaction among employees, in order to provide quality services in the sector (King et al., 2012).

The majority of participants had been working in their current position for 1-2 years (37.9%). This this is inconsistent with the ABS (2013) report that showed 39% of employees had worked in their current position for less than 12 months. However, the results show the majority of participants had been working in the NFP sector for over 10 years (38.5%), followed by 1-2 years (15.6%). This finding is inconsistent with the ABS (2013) report that showed between 20–30% of employees had worked with their employee for more than 10 years.

The Household, Income and Labour Dynamics in Australia Survey (2014) indicated that the average job tenure for Australia was 3 years and 4 months. However, the average job tenure for Australian workers aged over 45 years is 6 years and 8 months (Job Mobility in Australia, 2014). Therefore, the tenure of employment in the NFP sector particularly those who have served for 10 years or more, is greater than the Australian average tenure. These findings are consistent with the Australian Government Department of Health and Ageing report (2012) that showed a difference between retention rates in the NFP sector and retention rates in particular organisations. As only 16% of employees had been in their current position for 12 months or less, only half of the workers were new to the sector.

In summary, the sample of participants surveyed by this study has a good match with the broader industry profile. Reviewing this profile there are immediate implications for managers in the sector. The median age of employees indicates clearly that retirement planning and succession are critical issues for management of the sector.

Managers need to have open and ongoing conversations with aging employees regarding the intentions of their employees around retirement. Management should develop visible policies and processes in this area. Another implication for managers in the sector is the low retention rate of employees with up to 2 years of service. It appears to be a critical employment tenure period and needs to be closely monitored in order to increase overall retention. Furthermore, the implications for managers in the sector are clear: that they may continue losing top talent if the wages of NFP employees are not measured against those in other sectors or alternative role incentives are not evident to employees.

While it is clear that for most organisations there is a challenge to retain employees, this is not reflected to the same extent in the NFP sector where retention is a lesser issue. The report findings show that 25% of CAC workers had been in the NFP sector for 15 years or more, indicating long-term commitment to the sector (King et al., 2012). Research by Radford, Shacklock and Bradley (2014) indicated that CAC workers reported higher intentions to remain with employer and lower intentions to leave. These results suggest greater stability and satisfaction within the CAC setting. The focus for managers may be on recognising potential leavers and on using available resources on that specific group to reduce turnover, especially at the 2 year stage.

6.2 Motivations of NFP Workers

The core of this study was to investigate the relationship between employee motivation and tenure. Understanding the motivations of NFP workers provides insight into why employees remain in the sector. The results regarding harmonious passion, on-the-job embeddedness, altruism, off-the-job embeddedness, obsessive passion, and quit intentions are discussed below.

Firstly, it was clear from the evidence of the survey and analysis that *harmonious passion* was a motivating factor for employees to remain in the NFP sector. Participants who rated high in harmonious passion were less likely to indicate turnover intentions. Harmonious passion is an activity that occupies significant space within a person's identity and is in harmony with other aspects of the person's life (Vallerand et al., 2003). Therefore it is not surprising that harmonious passion had a significant positive relationship with off-the-job embeddedness. Harmonious passion

allows a person to control work activity, rather than work activity controlling the person (in the case of obsessive passion). Therefore, harmonious passion is associated with affective and behavioural outcomes (Vallerand et al., 2003). These findings indicate that the NFP-CAC sector setting offer work activities that people enjoy, believe to be memorable, benefit people in a positive way, and create good work life balance practices. Therefore implications for managers in this sector are that they need to continually encourage work activities that are enjoyable, memorable, benefit employees in a positive way and create good work life balance. Performance reviews should focus on discussion about such role activity. Harmonious passion can be investigated in greater depth in future research to determine how this factor impacts on intentions to turnover. Importantly the findings indicate a phenomenon which has had limited attention in previous research.

The second factor that influences NFP workers to remain in the sector was *on-the job embeddedness*. Participants who rated high in on-the-job embeddedness were less likely to indicate turnover intentions and more likely to remain in the NFP sector. On-the-job embeddedness researchers have found that employees with longer organisational tenures have stronger organisational links and are less likely to leave (Yang et al., 2011). The sacrifices an employee might make when leaving include organisational benefits, relationships, projects and loss of key networks (Radford et al., 2013). On-the-job embeddedness raises the price of sacrifice when an employee leaves an organisation, therefore, they are more likely to stay. It is clear from the evidence of the current research results that the organisational areas that require improvement include a lack of retirement benefits provided by their organisation were excellent with only 6.3% of participants agreeing, 14.3% reported having excellent promotional opportunities, 19.3% indicated that the perks of their job were outstanding, 33% indicated that they would sacrifice a lot if they left their job, 34.4% reported having good benefits and 40.2% of participants indicated being well compensated for their level of performance. The implications for managers in the sector are that managers need to create retirement plans, promotional opportunities, perks on the job, imbed employees into the organisation in a way that would require considerable sacrifice when leaving and continue to benchmark compensation against other industries. Importantly the findings confirm previous research that has been

presented in this thesis. Managers may consider marketing and making the benefits of the job and the impact of their work more visible to employees.

Thirdly, *altruism was not shown* to be a predictor of turnover or number of years employees remain in the NFP sector. This may be due to paid work not being truly altruistic due to the exchange of reward in the form of payment. However, the current results suggest that participants in this study showed a belief in the community-purpose and demonstrated characteristics associated with altruism. This is seen in the results as high *M* scores indicate high altruism. Also in this particular study the *SD* for each statement showed only minor deviation from the *M*, indicating that participants across the sample had similar intentions ($M = 3.17$, $SD = 0.54$). Past research has indicated that workers are attracted to the NFP sector because they want to do something meaningful and value the opportunity to improve the lives' of other people. As such gratification is expected to be linked to tenure in the NFP sector. Within the CAC setting, researchers found that the average scores for satisfaction were higher than for other aspects of working conditions. In 2007, research by King et al. (2012) indicated that 91% of CAC workers were satisfied with the work itself. This study does indicate that NFP employees demonstrated characteristics associated with altruism and therefore qualitative studies are warranted to investigate the extent of the phenomenon. Importantly, the findings indicate an occurrence which has had limited attention in previous research.

The fourth factor to influence NFP employees to remain in the sector was *Off-the-job embeddedness*. Off-the-job embeddedness was not a predictor of intention to quit or number of years in the sector. Factors influencing this perception include, but are not limited to, weather conditions, community amenities, entertainment activities, location and political and religious climate (Radford et al., 2013). Off-the-job embeddedness measures how well an employee fits into the broader community where they live. It is clear from the current research results that NFP organisations could create better off-the-job embeddedness if they raised the NFP sector profile within the community so their employees could feel more respected in their local communities.

According to Johnson (2007) managers could provide employees with information about community activities and resources, encourage employees to contribute to

community services and create real estate programs for employees who are relocating by putting new employees in contact with trusted local real estate brokers who can offer guaranteed loans from banks and offer favourable lending conditions. Interestingly, how well an employee fits into the broader community where they live was not a predictor of intentions to quit, contrasting with previous studies including Lee, Mitchell, Sablinski, Burton and Holtom (2004); Mollol, Holtom and Lee (2007) in USA. Possible contributing factors maybe the industry setting and location of the studies, as studies by Radford et al., 2013 in an Australian CAC setting confirmed the findings. A possible explanation is that, a majority of the workers, moving on from their job in an Australian setting, does not involve relocating to a different community. This study may be providing evidence of a different pattern of motivation and turnover that is unique to the NFP sector.

The fifth factor to influence NFP employees to remain in the sector was Obsessive passion. Obsessive passion is an activity that is out of the person's control and, eventually takes a disproportionate amount of space in the person's identity compared to harmonious passion and, therefore, causes conflict with other activities in the person's life (Vallerand et al., 2003). However, research has discovered that harmonious passion can lead to disengagement, whereas obsessive passion leads to continued engagement. Obsessive passion was not found to be a predictor of quit intents or number of years in the NFP sector. This is due to harmonious passion being associated with autonomous inclusion of an activity, where the person is able to cease the activity if they so choose, whereas obsessive passion is associated with being controlled due to internalisation of an activity and rigid persistence (Vallerant et al., 2003). Therefore a person with obsessive passion will continue the activity even when the activity is no longer pleasurable (Vallerand et al., 2003). Obsessive passion can be investigated further in future research to determine how this factor impacts intention to turnover. Importantly, this research explored harmonious passion which has had limited attention in previous research and provides evidence that this factor should be integrated within future frameworks that seek to explore or manipulate turnover and retention.

The final factor that influenced NFP workers to remain in the sector was *employee's intention to quit* their job, organisation or sector. The results in this particular study indicated that participants across the sample had similar intentions due to the *SD* for

each statement showed only minor deviation from the M ($M=2.45$, $SD=0.88$). The findings indicate that 36.1% of participants thought they would work for their current organisation in five years' time. These findings are inconsistent with the Aged Care Workforce Final Report (2012) that indicated more than 80% of the CAC workforce would continue working for their current organisation (King et al., 2012). The current research findings indicate that 13.4% of participants are actively looking for work. These findings are consistent with the Aged Care Workforce Final Report, (2012) that showed that 10% of the workforce were actively seeking work. However, a further 10% were unsure of their futures (King et al., 2012), where-as the current study found that 25% of participants were unsure of their future. The current study did not ask participants if they were intending to stay in the NFP sector, however the results from the Aged Care Workforce Report (2012) indicated that, of those seeking other work, approximately 50% intended to stay in the CAC setting. These findings indicated that only 5% of the CAC workforce were considering leaving the NFP sector, with 10% being undecided and, 15% being of retirement age. These findings suggest that employees in the NFP sector, and in particular the CAC setting, are a highly committed workforce (King et al., 2012). Importantly, the findings confirm previous research that has been presented in this thesis.

6.3 Comparison of the Motivations of NFP Employees

This study has explored a range of comparative motivations of NFP employees. Harmonious passion was found to have a positive relationship with on-the-job embeddedness. The research results indicated that 68.4% of participants agreed or strongly agreed that their work activity was in harmony with other life activities. On-the-job embeddedness is associated with the sacrifices of leaving an organisation. One of the sacrifices an employee may possibly loss is work life balance, an aspect of harmonious passion. Importantly, the findings highlight an occurrence which has had limited attention from previous research. Harmonious passion was also found to have a negative relationship with intention to quit. As harmonious passion is associated with work life balance, employees with strong harmonious passion may have less intention to quit to maintain this balance. Importantly the findings confirm previous research that has been present in this thesis.

The study found that on-the-job embeddedness had a negative relationship with an employee's intention to quit. These findings indicate that participants who demonstrated high on-the-job embeddedness, that is associated with organisational benefits that would have to be sacrificed when exiting, showed a lower intention to quit. On-the-job embeddedness also showed a positive relationship with the number of years spent in the NFP sector. This finding suggests that the stronger the organisational links, the more sacrifices will need when exiting, for example, the loss of key networks and co-workers respect. Importantly, the findings confirm previous research that has been presented in this thesis.

In addition, there were several intra related positive relationships involving years spent in a position, company and the NFP sector as a whole. Taken together, these results suggest that the years spent in a position are correlated to the years spent in a company and the NFP sector. Specifically, the results suggest that when the number of years an employee remains in a position increases so does the number of years an employee remains in a company and the NFP sector. Finally, the results indicated that as the years an employee spent in a position, a company or the NFP sector increase on-the-job embeddedness becomes stronger. Importantly, the findings explore a factor which has had limited attention from previous research. The evidence from this study substantiates that the relationship between employee longevity and on-the-job embeddedness should be incorporated into the frameworks that seek to explore or manipulate turnover and retention.

6.4 Revised Conceptual Framework

This study has produced evidence that indicates that several relationships explored in the study should be integrated into frameworks that seek to explore or manipulate turnover and retention. It appears that the evidence and analysis from this study could be used to amend and improve the original conceptual framework presented in Chapter 3 (see Figure 4). Modifications to the conceptual framework as a result of this field study and analysis include changes regarding the relationships involved with JE motivational factor (see Figure 5).

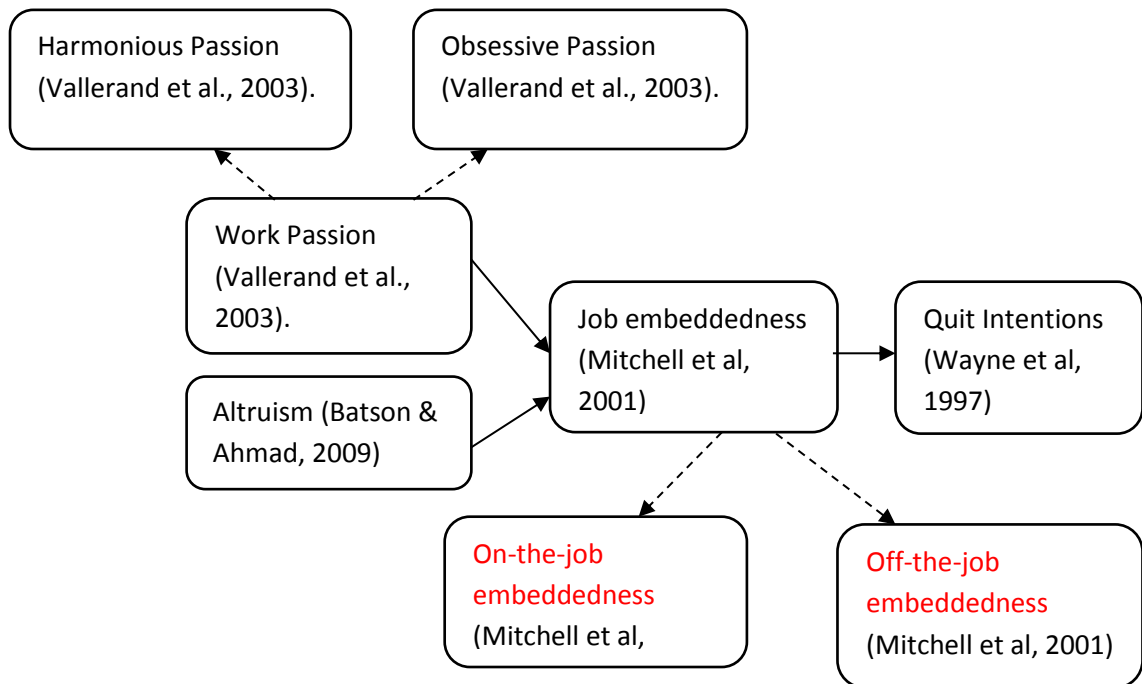


Figure 5: Revised Conceptual Framework for this Study.

The main modification to the framework as a result of the evidence in this study involves the motivating factors, and extending and improving the focus on work passion (obsessive and harmonious), altruism, JE and quit intentions. Overall, harmonious passion and on-the-job embeddedness had the most influence on participants' motivation to remain in the NFP sector. Therefore, JE, as a motivating factor, was found to be more useful when split into on-the-job embeddedness and off-the-job embeddedness, which are highlighted in red above (see Figure 5). The highest ranked factors for NFP employees motivation, were, harmonious passion, on-the-job embeddedness, altruism, off-the-job embeddedness, quit intentions and obsessive passion, with work life balance having strong connections within an organisation therefore being the main influence.

In the original framework, the relationships for motivation remain in the NFP sector were situated within the broader concept of JE. However, upon completion of the

research, it was identified that this category would benefit from being split into two distinct motivational relationships including on-the-job embeddedness, being what an employee would sacrifice when leaving the organisation, and off-the-job embeddedness, being how well the employee perceived their belonging to their local community. It was found that on-the-job embeddedness, which has a strong relationship with harmonious passion, had a stronger influence on participants to remain in the NFP sector.

6.5 Summary

The discussion of the research, in association with relevant studies that examined NFP employee's motivations to stay within the NFP sector, has enhanced understanding of the factors that most influence workers to remain in the sector. The demographic aspects provided information regarding the characteristics of NFP employees, such as their gender, age, employment type and income level, these findings confirmed previous research findings presented in this thesis, however highest education obtained and years worked in the their current position, current organisation and the NFP sector findings did not confirm previous research findings presented in this thesis. The motivations of NFP employees to remain in the sector were explored, with harmonious passion and on-the-job embeddedness found to be the main influencing factors. There were several new comparisons made that shed light on the motivations to stay in the NFP sector, for example, the positive relationship between on-the-job embeddedness and harmonious passion and the negative relationship between harmonious passion and intention to quit. The findings emphasised issues which have had limited attention in previous research studies. The evidence of this study indicates that high levels of harmonious passion appear to decrease *intention to quit*, the study also provides evidence of a positive relationship between harmonious passion and on-the-job embeddedness, yet further investigation is required to determine how these two factors impact on employee intention to quit. These findings extend the conceptual understanding of the issues most related to employment tenure in this sector and provide an indication of issues that managers should focus on to raise the length of employee tenure.

The study confirms that altruism is strongly present in the NFP sector amongst employees, however it is not clear how it impacts on turnover. Similarly, it is not clear

how obsessive passion impacts on intentions to turnover. Both of these issues require further research.

This discussion has indicated provided evidence that improves understanding the what motivates NFP employees to remain in the sector. However, due to the complexity of the issues and relations involved, further research may build on the redeveloped conceptual framework postulated in this chapter to explore these relationships in greater depth, and be well positioned to improve understanding and inform managers seeking to reduce labour turnover.

Chapter 7: Conclusion

This research examined the motivation of NFP workers in a CAC setting, to determine what factors were most related to extended tenure, and to understand why employees remain in the NFP sector. Whilst it is well known that altruism is a key issue in attracting employees to the NFP CAC sector, there has been limited investigation about how the factors that underpin intentions to quit employment. Until this current study was completed, little was known about the motivation of the workers who remain in this sector. The NFP sector is unique as it relies on volunteers in order to deliver services to their clients and the work often involves altruistic duties. This provides a unique and challenging management task to those seeking to manage volunteers. This research sought to provide knowledge on the characteristics of NFP employees including demographics and the motivating factor between work passion (obsessive or harmonious) and altruism, behind employees' decision to remain in the NFP sector. These concepts have had little attention as motivating factors within the NFP sector and this study provides evidence to extend understanding of this area.

The literature reviewed in this thesis began with an overview of the NFP sector identifying key characteristics of the sector, including NFP uniqueness, NFP human resource management challenges and what motivated employees to remain within the NFP sector. The literature also explored organisational turnover including defining turnover, reviewing why turnover should be studied, and factors influencing voluntary turnover. The literature review also explored previous studies to review what was already known about the factors that impacted on tenure and employee motivation. The review also focused on the how such factors were measured in previous studies and explored relevant instrument scales from previous research that included the Passion scale by Vallerand et al., 2003, Job Embeddedness scale by Mitchell et al., 2001, Altruism scale by Rushton et al., 1981, & Intention to Quit scale by Wayne et al., 1997). These studies provided the platform for the construction of a conceptual framework and a survey instrument that was appropriate for this specific study of tenure in the NFP sector.

The research method utilised to investigate the factors that motivated employees to remain or quit employment in the sector was essentially a descriptive research approach using quantitative methodology, designed to explore the central research questions and provide data that would illuminate the three hypotheses on which the study rested. The main objective of this research was to examine what was occurring within the NFP sector through gathering employee responses about their employment intentions and the factors that underpinned their perceptions of their role, work and organisation. A survey instrument was constructed from relevant and tested sections of previous research studies and ethical clearances were obtained. The survey questionnaire was composed of three components; personal information, organisation NFP sector information, and motivational factor information. The questionnaire was sent out online to a wide range of employees at four NFP organisations that provided a sample profile that matched the broad sector population characteristics. Over 100 completed survey instruments were returned and after screening a final sample of 98 participant responses was obtained for the analysis process.

The demographics results from this study indicate NFP workers are, with the majority of the participants being female 91%, between the ages of 45–64 years who were employed 54.1% full time and 40.8% part time. The main motivating factor to remain in the sector was harmonious passion and on-the-job embeddedness.

This research identified **some significant relationships** underpinning employee intentions to remain in the NFP sector. Harmonious passion was found to have a positive relationship with on-the-job embeddedness and a negative relationship with quit intentions. This indicates that where employees have integrated their work and broader life patterns they the sacrifices associated with leaving their job will be high and this will inhibit any intention to quit. Therefore, employees with strong harmonious passion and on-the-job embeddedness may have less intention to quit to maintain harmony and avoid personal sacrifice.

On-the-job embeddedness was found to have a negative relationship with intentions to quit employment and also had a positive relationship with the number of years in a position. This suggests that as stronger organisational links are forged by employees, it will require increasingly greater sacrifices in order to exit the organisation, therefore improving tenure longevity. The study also indicates that an emphasis on securing

employees through their first two years of employment may be the most appropriate use of resources.

The contribution this study *makes to existing knowledge* is to provide evidence of a strong and positive correlation between harmonious passion and on-the-job embeddedness in NFP sector employees. The study also provides a current profile of the characteristics of NFP workers.

Harmonious passion and on-the-job embeddedness were found to be the main factors impacting on employees and determining tenure in the NFP sector. Furthermore the evidence of this study indicates a strong negative correlation between harmonious passion and intention to quit, and on-the-job embeddedness and intention to quit. This extends and confirms the work of King et al. (2012) and provides additional understanding about employee behaviour in the sector and the relations between organisational intent and work commitment. The revised conceptual framework provided in this thesis has been produced to underpin for further investigation of the NFP sector and presents an evidence based framework for further exploration, to add to current academic knowledge, and to inform NFP sector managers of the critical relations that can reduce turnover.

In terms of an *outcome for practitioners* in the field this study provides valuable information for managers that can not only impact on tenure but benefit employees by providing greater opportunities for employment stability and job satisfaction. This research provides evidence that managers should be focusing on providing work activities people enjoy, believe to be memorable, able to benefit the person in a positive way and create good work life balance. The second area managers should focus on is to develop a more visible altruistic environment, where workers are not just able to do something meaningful by making the lives' of others better, but have reflective space to recognise their achievement. The survey indicates that managers should also focus on the issues that employees indicated as personal concerns; the lack of retirement and health benefits, promotional opportunities, the sacrifices of leaving, benefits on the job, and poor remuneration. Appendix D indicates a range of actions that managers in the NFP and especially in the CAC setting might contemplate in relation to improving organisational performance based on the evidence of this study.

7.1 Recommendations

This study has identified specific areas that can be developed for future research projects within the NFP sector and it also provides recommendations for the NFP sector to consider.

Further research into the NFP sector should not only concentrate on the motivation behind why employees remain in the sector, but investigate why employee tenure within specific individual organisations differs greatly from the sector modes. The recommendations for future research are:

- Further research into the NFP sector with a *broader range of NFP organisation* settings to identify motivating factors using the Work Passion, Altruism and JE scales.
- A broader study on NFP employee's motivation to remain in the NFP sector with a *larger number of participants* to obtain a more comprehensive insight.
- Further research should be conducted on the tenure within *individual organisations* to determine why employees are more committed to the NFP sector as a whole and to determine if personality type and work environment have an impact on tenure longevity.
- Future research could investigate the extent to which *altruistic motivation* differs within the *NFP sector settings*, including the duties performed, the work environment and personality type.
- Future research could investigate the extent to which *intention to quit* differs within the NFP sector settings.
- Future research could investigate the extent to which *obsessive passion* differs within the NFP sector including job type, personality type and work environment.
- Future research could investigate the extent to which *on-the-job embeddedness* differs between the number of years spent in a position,

organisation, or within the NFP sector including job type, personality type and work environment.

- Future research could potentially compare NFP employment *satisfaction, personality type* and the differences between professional roles and work environments.

Finally, this study has contributed to existing knowledge by exploring the emerging concepts in the area of motivation, work passion (harmonious or obsessive) and altruism, in relation to employee tenure in the NFP sector. The findings indicate that managers should encourage harmonious passion and build on-the-job embeddedness as these are positively related to employee tenure and will reduce employee turnover. The discussion indicated that managers might focus on fostering good work-life balance, by offering good organisational benefits, building strong organisational relationships, involving employees in projects and developing key networks to improve harmonious passion and on-the-job embeddedness. By inspiring employees to make the lives of others better, indicating such opportunities, and reflecting the achievements, managers may foster altruistic behaviour and increase employee tenure.

It's to do with getting some kind of quality out of the average working day. I feel like I'm putting something back in directly to the people who have spent most of their working life contributing and now that they need a little bit of a helping hand I get a lot of satisfaction out of helping them out (King, 2012, p. 137).

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Appendix A: Example Organisation Participation Letter

Dear

I am writing to ask your permission to conduct research at your organisation for a study entitled Harmonious, obsessive or altruistic? Why employees remain in the Not For Profit sector, which is in the process of getting ethical clearance.

This research is being conducted by Ronelle Toop from Edith Cowan University as part of Bachelor of Business Honours in Human Resources. The study is under review by Edith Cowan University Human Research Ethics Committee and, as part of that approval process, I am required to obtain participation permission from organisations where I recruit participants.

The aim of this study is to investigate whether Not For Profit employees are motivated by work passion or altruism. The overall goal of this study is to improve the understanding of why workers remain in the not for profit sector. The project consists of a short survey, made up of 84 questions that can typically answered by participants within 15 - 20 minutes.

If you are willing to be involved would you please sign the form below that acknowledges that you understand the nature of the study being conducted and you give permission for the research to be conducted within your organisation.

I _____ (name) as _____ (role title)
of _____ (organisations name) having been fully
informed as to the nature of the research to be conducted in Harmonious, obsessive or
altruistic? Why employees remain in the Not For Profit sector, give my permission for
the study to be conducted. I reserve the right to withdraw this permission at anytime.

Signature: _____ Date: _____

Appendix B: Example Survey Participation Letter

Information Letter for Survey Participants

Harmonious, obsessive or altruistic? Why employees remain in the Not For Profit sector.

The purpose of this project is to:

- Gain a better understanding of why workers remain in the NFP sector.

The project is being conducted by:

- Ronelle Toop – An honours student at Edith Cowan University for Bachelor of Business (Honours).

You were selected as a potential participant:

- Because you work in a Not For Profit organisation.

If you choose to participate in this project you will be asked to:

- Complete an anonymous questionnaire which will take approximately 15 – 20 minutes to complete. You will be eligible for a prize draw for a \$100 gift voucher of your choice if you complete the survey in full. Details on entering the draw are found at the end of the survey.

As mentioned above the questionnaire will be anonymous. Please ensure you do not write your name on the questionnaire or other comments which may make you identifiable.

Participation in this project is voluntary. If you choose to participate, you are free to withdraw at any time without giving a reason and with no negative consequences by closing the web page. There are no risks associated with this research to participants. Any publications that result will not identify any participants.

If you have any questions or require any further information about the research project, please contact:

Bachelor of Business Honours Student:

Ronelle Toop

E-mail: rtoop@our.ecu.edu.au

Supervisors:

Dr Llandis Barratt-Pugh

Ph: 6304 2130 Email: l.barratt_pugh@ecu.edu.au

The student's supervisor is responsible for the ethical conduct of this project.

However, if you have any concerns or complaints about the project and wish to talk to an independent person, you may contact:

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Appendix C: Questionnaire Survey

1. Age

☐ 18–25

☐ 26–34

☐ 35–44

☐ 45–54

☐ 55–65

☐ 65+

2. Gender: Female ☐ Male ☐

3. Highest Education Level Attained:

☐ Less than high school

☐ High School

☐ Trade qualification

☐ Diploma

☐ Under graduate bachelor degree

☐ Post graduate or higher degree

4. Current Organisation:

☐ Organisation A

☐ Organisation B

☐ Organisation C

☐ Organisation D

☐ Other

5. Pay Level

☐ \$20,000 – \$29,000

☐ \$30,000 – \$39,000

☐ \$40,000 - \$49,000

☐ \$50,000 - \$59,000

☐ \$60,000 – \$69,000

☐ \$70,000 - \$79,000

Contract Amount: \$_____

6. Type of Employment:

Fulltime [] Parttime []
Contract [] Casual []

Section B is designed to measure your attitudes toward your work. There is of course no right answer for any statement. The best answer is what you feel true at this moment. Be sure to answer all the items, even if you disagree or are not certain of the best answer.

In responding to the statements, think about your professional work environment.

(Note: the subheadings are for the purpose of the proposal and may not be included on the survey).

Harmonious Passion (Vallerand et al., 2003)

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.	My work activities allows me to live a variety of experiences.	1	2	3	4	5
8.	The new things that I discover while at work allow me to appreciate work even more.	1	2	3	4	5
9.	Work activity allows me to live memorable experiences.	1	2	3	4	5
10.	Work activity reflects the qualities I like about myself.	1	2	3	4	5
11.	Work activity is in harmony with the other activities in my life.	1	2	3	4	5
12.	For me work is a passion, that I still manage to control.	1	2	3	4	5
13.	I am completely taken with my work activity.	1	2	3	4	5

Obsessive Passion (Vallerand et al., 2003)

14.	I cannot live without work.	1	2	3	4	5
15.	The urge is so strong. I can't help myself from doing work activity.	1	2	3	4	5
16.	I have difficulty imagining my life without work activity.	1	2	3	4	5
17.	I am emotionally dependent on work activity.	1	2	3	4	5

18.	I have a tough time controlling my need to do work activity.	1	2	3	4	5
19.	I have almost an obsessive feeling for work activity.	1	2	3	4	5
20.	My mood depends on me being able to do work activity.	1	2	3	4	5

Click the category on the right that conforms to the frequency with which you have carried out the following acts.

Altruism (Rushton et al., 1981)

		Never	Once	More than Once	Often	Very often
21.	I have assisted someone experiencing car trouble (changing a tire, calling a mechanic, pushing a stalled or stuck car, ect.)	1	2	3	4	5
22.	I have given directions to a stranger.	1	2	3	4	5
23.	I have made change for a stranger.	1	2	3	4	5
24.	I have given money to a charity.	1	2	3	4	5
25.	I have given money to a stranger who needed it (or asked for it).	1	2	3	4	5
26.	I have donated goods or clothes to a charity.	1	2	3	4	5
27.	I have done volunteer work for a charity.	1	2	3	4	5
28.	I have donated blood.	1	2	3	4	5
29.	I have helped carry a stranger's belongings (books, parcels, etc.).	1	2	3	4	5
30.	I have delayed an elevator and held the door open for a stranger.	1	2	3	4	5
31.	I have allowed someone to go ahead of me in a line (in the supermarket).	1	2	3	4	5
32.	I have given a stranger a lift in my car.	1	2	3	4	5
33.	I have pointed out a clerk's error (in a bank, at the supermarket) in undercharging me for an item.	1	2	3	4	5

34.	I have let a neighbour whom I didn't know too well borrow an item of some value to me (eg, a dish, tools, etc).	1	2	3	4	5
35.	I have bought 'charity' Christmas cards deliberately because I knew it was a good cause.	1	2	3	4	5
36.	I have helped a classmate who I did not know that well with a homework assignment when my knowledge was greater than his or hers.	1	2	3	4	5
37.	I have before being asked, voluntarily looked after a neighbour's pets or children without being paid for it.	1	2	3	4	5
38.	I have offered to help a handicapped or elderly stranger across a street.	1	2	3	4	5
39.	I have offered my seat on a bus or train to a stranger who was standing.	1	2	3	4	5
40.	I have helped an acquaintance to move households.	1	2	3	4	5

Intention to Quit (Wayne et al, 1997)

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
41.	I am actively looking for a job outside my company as soon as.	1	2	3	4	5
42.	As soon as I can find a better, I'll leave my Company.	1	2	3	4	5
43.	I am seriously thinking about quitting my job.	1	2	3	4	5
44.	I often think about quitting my job at my company.	1	2	3	4	5
45.	I think I will be at my company five years from now. (r)	1	2	3	4	5

(r) = reverse coded

Job Embeddedness (Mitchell et al, 2001)

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
46.	I really love the place where I live.	1	2	3	4	5
47.	The weather where I live is suitable for me.	1	2	3	4	5
48.	This community is a good match for me.	1	2	3	4	5
49.	I think of the community where I live as home.	1	2	3	4	5
50.	The area where I live offers the leisure activities that I like.	1	2	3	4	5
51.	I like the members of my work group.	1	2	3	4	5
52.	My co-workers are similar to me.	1	2	3	4	5
53.	My job utilizes my skills and talents well.	1	2	3	4	5
54.	I feel like I am a good match for this company.	1	2	3	4	5
	I fit with the company's culture.	1	2	3	4	5
56.	I like the authority and responsibility I have at this company.	1	2	3	4	5
57.	My values are compatible with the organisation's values.	1	2	3	4	5
58.	I can reach my professional goals working for this organization.	1	2	3	4	5
59.	I feel good about my professional growth and development.	1	2	2	2	5
60.	Are you currently married?	Yes		No		
61.	If you are married, does your spouse work outside the home?	Yes		No		
62.	Do you own the home you live in?	Yes		No		

63.	My family roots are in this community.	Yes	No
64.	How many family members live nearby?	_____	
65.	How many of your close friends live nearby?	_____	
66.	How long have you been in your present position?	_____	
67.	How years have you worked for this company?	_____	
68.	How long have you worked in the Not for profit sector?	_____	
69.	How many co-workers do you interact with regularly?	_____	
70.	How many co-workers are highly dependent on you?	_____	
71.	How many work teams are you on?	_____	
72.	How many work committees are you on?	_____	

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
73.	1	2	3	4	5
74.	1	2	3	4	5
75.	1	2	3	4	5
76.	1	2	3	4	5
77.	1	2	3	4	5

78.	I feel that people at work respect me a great deal.	1	2	3	4	5
79.	I would sacrifice a lot if I left this job.	1	2	3	4	5
80.	My promotional opportunities are excellent here.	1	2	3	4	5
81.	I am well compensated for my level of performance.	1	2	3	4	5
82.	The benefits are good on this job.	1	2	3	4	5
83.	The health-care benefits provided by this organisation are excellent.	1	2	3	4	5
84.	The retirement benefits provided by this organisation are excellent.	1	2	3	4	5
85.	The prospects for continuing employment with this company are excellent.	1	2	3	4	5

Please contact the author of this thesis to obtain permission to replicate this survey instrument.

Appendix D: NFP Managers Recommendations

The results of this study suggest there is a need for NFP managers in particular in the CAC setting to implement the following activities:

- Attract and retain younger workers.
- Retain existing workers.
- Implement appropriate retirement schemes.
- Benchmark employee compensation against other industries.
- Closely monitored retention rates of employees up to 2 years of service as this stage of retention appears to be critical.
- Continually encourage work activities that are enjoyable, memorable, benefit employees in a positive way and create good work life balance.
- Increase employee promotional opportunities.
- Create good perks on the job.
- Incorporate good health benefits for employees.
- Embed employees into the organisation in a way that would require sacrifice when leaving.
- Encourage an altruistic environment, where workers are able to do something meaningful by making the lives' of others better.
- Provide employees with information about community activities and resources.
- Encourage employees to contribute to community services.
- Create real estate programs for employees who are relocating by putting new employees in contact with trusted local real estate brokers who can offer guaranteed loans from banks and offer favourable lending conditions.