Perceived Organisational Image and Volunteer Satisfaction in Uganda:

A Case Study of the Red Cross Society, Masaka Branch

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DEDICATION

I dedicate this study to my family that has sacrificed a lot to enable me accomplish this academic and career achievement. I thank my son Ian Mukisa and wife Immaculate Nabunje for supporting me through the course. Thank you for pardoning me when you needed most. I also dedicate the study to my friend Alex Muhinda that inspired to undertake this program.

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ABSTRACT

This study investigated the relationship between perceived organisational image and volunteer satisfaction in the Uganda Red Cross Society. The objectives of the study were to establish the relationship between perceived external prestige and volunteer satisfaction; to find out the relationship between perceived internal respect and volunteer satisfaction; and to determine the relationship between functional image and volunteer satisfaction.

The study adopted a cross sectional research design on a sample size of 129 respondents. Data were collected by use of questionnaire and interviews, and analysed quantitatively and qualitatively. Quantitative data were analysed using the SPSS 24.0. At univariate level, data was analysed basing on the frequencies, percentages, mean and standard deviation. At bivariate level, data was analysed basing on correlational analysis and at multivariate level data analysis was carried out using multiple linear regression. Qualitative data was analysed by content analysis basing on study themes.

The findings of the study revealed that all the three perceived organisational image aspects, namely; perceived external prestige, perceived internal respect and perceived organisational functional prestige had a positive and significant relationship with volunteer satisfaction. Therefore, it was concluded that organisational perceived external prestige is a prerequisite for volunteer satisfaction; implementing perceived internal respect is an appropriate management practice for enhancing volunteer satisfaction in organisations; and perceived functional prestige is a pre-requisite for promoting volunteer satisfaction in organisations. Hence, it was recommended that organisations should promote their perceived external prestige; organisations should bolster perceived internal respect in their management; and organisations should further functional prestige.

CHAPTER ONE

GENERAL INTRODUCTION

1.0   Introduction

Volunteers have become a valuable set of human resources for many non profit making organisations. Volunteers benefit organisations because they tend to thoroughly commit themselves to organisations (Wisner, Stringfellow, Youngdahl & Parker, 2005). Volunteers are not beholden to the organisation or its managers for their livelihood and therefore can offer constructive criticism and open feedback to managers (Bang & Ross, 2009). Many not-for-profit organisations rely on volunteers to help accomplish their service objectives (Wisner et al., 2005). Therefore, their satisfaction with organisations is very important if they are to continue to offer their services (Pilak, 2012). This study investigated the influence of perceived organisational image and volunteer satisfaction. This first chapter of the study covered background to the study, statement of the problem, study purpose, objectives, research questions, conceptual framework, significance, justification, scope and operational definition of terms.

1.1   Background to the study

Volunteering has been a foundational block in the formation and sustainability of civil society across the world. In order for non-profit and non-governmental organisations to exist and be effective, countless volunteers are needed (Hustinx et al., 2010). Volunteerism began with individuals' commitment to religious as well as charitable altruism, as an act in response to human tragedies caused by wars, political conflicts or economic crisis (Suandi et al.,

2011). For instance, an earlier volunteer Florence Nightingale offered services at war. In 1854 when Britain, France and Turkey were fighting Russia in the Crimean war, she felt compelled to volunteer as a nurse to save a lot of casualties as the health status in the camps was devastating. Her interventions were simple she tried to provide a clean environment, medical equipment, clean water and fruits. With this work the mortality rate decreased from 60% to 42% and then to 2.2% (Karimi & Alavi, 2015). In recent years Western governments have sought to encourage volunteerism among young people. There has thus been an increase in volunteer programs for school and university students. One example is the growth in community service and service learning programs. Student volunteering is regarded by governments as essential to perpetuate an engaged civil society (Haski-Leventhal et al., 2008).

Governments and the non-profit sector have sought to address the problem of the youth not being interested in volunteering and increase participation in volunteering. Youth in particular are targeted because young people are likely to be socialised into pro-social (e.g. volunteering) behaviour (Hooghe & Stolle, 2003). Youth volunteering initiatives are frequently based around educational institutions, including the tertiary level such as universities. Examples include Campus Compact in the USA and investment through the Higher Education Active Community Fund in the U.K. These education-based programs are usually called service learning or community service and can be optional or mandatory (Smith et al., 2010). Volunteerism takes different forms that include regular and long-term, shorter-term, episodic, or occasional volunteering. A number of people seek out and engage in short-term experiences that will fulfil their immediate and timely needs, and they sometimes move on to other fulfilling experiences (Handy, Brodeur & Cnaan, 2006).

Episodic volunteering can be classified along a time continuum: temporary (volunteering only for a short time); interim (volunteering on a regular basis but for a defined period, for example on a project); and occasional (volunteering for short periods of service at regular intervals). Volunteering is thus an increasingly heterogeneous activity that occurs along a continuum, with long-term regular volunteers at one end and occasional volunteers at the other end (Hustinx, Haski-Leventhal & Handy, 2008). Herrbach and Mignonac (2004) indicates that volunteer satisfaction comes in two ways, namely extrinsic satisfaction which is derived from the evaluation of the rewards bestowed on the individual by the organisation in which one is volunteering, which can take the form of recognition, status, advancement and so forth. Intrinsic satisfaction is derived from evaluating the perceived rewards of actually performing the work and experiencing feelings of accomplishment, self-actualisation or identity with the tasks. Mozes, Josman and Yaniv (2011) indicate that one of the factors that influence volunteer satisfaction is organisational image among other factors.

Perceived organisational image represents view an individual holds about another individual, group or organisation. Image is the impression which an individual or a group seeks to create or strike upon others. Perceived organisational image thus includes all kinds of impressions that the community makes about an organisation (Ene & Özkaya, 2014). The concept of organisational image became a concern of organisations in the 1990s because of competition in the business environment (Herrbach & Mignonac, 2004). The realisation was that organisations are more likely to attract quality applicants if they convey to them a positive image (Cable and Graham, 2000), perceived organisational image could be helpful not only in attracting, but also in

retaining employees (Carmeli & Freund, 2002) and perceived organisational image is likely to influence employee attitudes and behaviour in the workplace through its salience in individuals' symbolic environment (Herrbach & Mignonac, 2004). Perceived organisational image notion in today's world includes details that concern all vital processes of the organisation, starting from the organisation's reason of being to realising its main purposes and its interaction with external environment (Yalçın, 2010). Perceived organisational image takes a number of forms that are namely; external perceived external prestige (Herrbach & Mignonac, 2004), perceived internal respect (Fuller et al., 2006) and functional image (Abd-El-Salam, Shawky, & El-Nahas, 2013). These perceived organisational images are assumed to influence satisfaction.

The Uganda Red Cross Society is the largest humanitarian organisation in Uganda, recognised by an act of parliament in 1964 as an auxiliary to the public authorities (Baguma, 2012). Red Cross international Humanitarian NGO whose mission if is to improve the quality of life of the most vulnerable people in Uganda as an effective and efficient humanitarian organisation. The vision of Red Cross is an empowered, healthy and self-sustaining community that responds to the needs of the vulnerable (Ntabadde, 2010). Red Cross is involved in both emergency and development activities mainly through health and care and disaster management programmes. The Red Cross administers first aid to those injured in the violence and, where necessary, to evacuate them by ambulance. Red Cross has 51 branches across the country, with more than 300,000 members and volunteer (Baguma, 2012).

Volunteers carry out several roles, for instance they carry out house-to-house sensitisation on health issues, organise orientation meetings with community members, and provide a link

between the health facilities that provide immunisation services and the community. For each specific activity or programme, the volunteers are recruited by the programme manager from the Red Cross pool of active volunteers. However, Red Cross experienced difficulties in motivating and retaining its volunteers (Vareilles et al., 2015). The organisation faced volunteer dissatisfaction leading to a high turnover rate of volunteers. There was high turnover among newly recruited volunteers resulting in high workload creating a high work load burden for the organisation (Manyisa & van Aswegen, 2017). This contextual evidence showed that there was a problem of volunteer dissatisfaction. This contextual led to the unanswered empirical question as to why Red Cross faced the challenge of volunteer dissatisfaction. This study thus investigated whether organisational image influenced volunteer satisfaction.

1.2   Statement of the Problem

The recruitment of community volunteers by NGOs is a well-established approach in provision of services (Vareilles et al., 2015). Therefore volunteer satisfaction is of paramount importance. This is because satisfied individuals ensure high job performance, have positive work values, high levels of motivation, and lower rates of absenteeism, turnover and burnout. Individuals show pleasurable positive attitudes when they are satisfied with their organisation (Indermun & Saheedbayat, 2013). Satisfaction shapes the individuals intentions to stay in organisations (Lambert & Hogan, 2009) and commitment that leads to acceptance of organisational goals, putting more effort in the work of the organisation and reduces tardiness (Yoveline, 2015). Recognising the importance of satisfaction, Red Cross International made effort to put in place measures to attract volunteer satisfaction. Red Cross put in place some benefits volunteers received from volunteering; improved contextual factors including volunteer work design such

as tasks performed and skills to use; and the organisational context including interpersonal relations, organisational culture and task distribution (Vareilles et al., 2015).

Despite this effort, volunteer dissatisfaction persists. The Red Cross is experiencing difficulties in motivating and retaining its volunteers (Red Cross Management report, 2015). There has been high turnover rate with 58.3% of the volunteers, 8.3% being rejected to continue volunteering with The Red Cross and 13.8% due high work demands globally leave red cross (Red Cross management report, 2015). High workload created a burden for the organisation making volunteers to leave (Manyisa & van Aswegen,, 2017). However, it was not clear whether there was a relationship between organisational image and volunteer satisfaction or dissatisfaction. This study therefore investigated whether perceived organisational image was related to volunteer satisfaction in the organisation.

1.3   Purpose of the Study

The study investigated the relationship between perceived organisational image and volunteer satisfaction in the Uganda Red Cross Society.

1.4   Objectives of the Study

The specific objectives of the study were;

  i. To establish the relationship between perceived external prestige and volunteer satisfaction.

  ii. To find out the relationship between perceived internal respect and volunteer satisfaction.

  iii. To determine the relationship between functional image and volunteer satisfaction.

1.5   Research Questions

i.   What is the relationship between perceived external prestige and volunteer satisfaction in the Uganda Red Cross Society?

ii. What is the relationship between perceived internal respect and volunteer satisfaction in the Uganda Red Cross Society?

iii. What is the relationship between functional image and volunteer satisfaction in the Uganda Red Cross Society?

1.6   Scope of the Study

1.6.1   Geographical Scope

The geography of the study was Greater Masaka Region. Greater Masaka Region covers the districts that were curved out of the former Masaka district. The former Masaka district covered the districts of Bukomansimbi, Sembabule, Kalungu and Lwengo. The main town of the Region is approximately 125 kilometres (87 miles), by road, south-west of Kampala on the highway to Mbarara. This district was selected for the study because it has running activities of Red Cross with a large number of volunteers.

1.6.2   Content Scope

The content scope of the study was perceived organisational image and volunteer satisfaction. Perceived organisational image was studied in terms of perceived external prestige, perceived internal respect and functional image. External perceived prestige was studied in terms of perceived status of employees, perceived success in achieving organisational goals, organisational visibility and the status level of the individual employee. Perceived internal

respect was studied in terms of individuals' visibility in the organisation, perceived opportunities for growth and participation in decision-making. Functional prestige was studied in terms of reliability, responsiveness, assurance and empathy of services. Volunteer satisfaction was studied in terms of extrinsic satisfaction and intrinsic satisfaction. Extrinsic satisfaction was studied in terms of recognition, status and advancement. Intrinsic satisfaction was studied in terms of accomplishment, self-actualisation and identity with the tasks.

1.6.3   Time Scope

The time scope to be covered by the study was 2015 – 2017. This was the period the Red Cross was involved in many activities including injuries as a result of elections violence, high level of accidents on Kampala – Masaka high way and immunisation programmes among others requiring a larger number of volunteers. This therefore helped in establishing the sources of satisfaction of those volunteers involved in those activities. Besides, the period is long enough to help the researcher obtain sufficient data about the study the perceived image of The Red Cross and volunteer satisfaction.

1.7   Significance of the Study

i.   This study provides useful information to non government organisations that involved in using volunteers on how to enhance perceived organisational image and attract volunteer satisfaction. This will help them in building organisational images in order to attract satisfaction of volunteers. This study also highlights the challenges in promoting perceived organisational image and volunteer satisfaction.

ii. To different stakeholders such as donors, the study will identify the challenges of The Red Cross faces in maintaining volunteer satisfaction. This might be a basis for their support to The Red Cross such that there can be increased support to it in order to increase volunteer satisfaction.

iii. This study will help in providing the academia interested in studying the same with new knowledge on the subject matter.

iv. To the researcher, there is a great hope also that the study will be a source of great experience and a contribution to the academic career of the researcher as it's done as a partial fulfilment of the requirements for the attainment of a Master degree of Business Administration.

1.8 Justification of the Study

There are challenges in maintaining volunteer satisfaction by non government organisations including the Uganda Red Cross. For instance, Red Cross experiences difficulties in motivating and retaining its volunteers. The organisation faces volunteer dissatisfaction leading to a high turnover rate of volunteers. There is high turnover among newly recruited volunteers resulting in high workload creating a high work load burden for the organisation (Baguma, 2012). Attempts to promote volunteer satisfaction such as providing benefits to volunteers, improving contextual factors including volunteer work design such as tasks to perform and skills to use; and the organisational context including interpersonal relations, organisational culture and task distribution (Vareilles et al., 2015) have not improved volunteer satisfaction. However, there were factors that could help improve volunteer satisfaction. This study therefore was carried out to establish whether perceived organisational image predicted volunteer satisfaction.

1.9   Definition of Key Terms

External perceived prestige describes the way members interpret and assess their organisation's reputation based on their exposure to information about the organisation (Herrbach & Mignonac, 2004). In this study, basing on Herrbach and Mignonac, external perceived prestige referred to perceived status of employees, perceived success in achieving organisational goals, organisational visibility and the status level of the individual employee.

Extrinsic satisfaction: Extrinsic satisfaction is the evaluation of the rewards bestowed on the individual by the organisation in which one is volunteering (Lievens, 2017). Basing on Lievens, extrinsic satisfaction in this study referred to recognition, status and advancement.

Functional prestige refers to the tangible characteristics that can be measured and evaluated easily (Abd-El-Salam et al. 2013). Functional prestige in this study was defined basing on Nimako et al. (2012) as referring to organisational characteristics that include its reliability, responsiveness, assurance and empathy of services.

Intrinsic satisfaction: Intrinsic satisfaction is evaluation the perceived rewards of actually performing the work (Lievens, 2017). Basing on Lievens, in this study intrinsic satisfaction was defined as referring to experiencing feelings of accomplishment, self-actualisation and identification with the tasks.

Organisational image: Organisational image refers to people's global impressions of an organisation representing the net cognitive reactions and associations of customers, investors,

employees and applicants to an organisation's name (Lievens, 2017). In this study organisational image was defined basing on Herrbach and Mignonac (2004) and Abd-El-Salam et al. (2013) as referring to external perceived external prestige, perceived internal respect and functional prestige.

Perceived internal respect: Perceived internal respect refers to the individual's evaluation of their own status within the organisation (Fuller et al., 2006). Basing on Fuller et al., in this study perceived internal respect was defined as referring to an individual's visibility in the organisation, perceived opportunities for growth, and participation in decision-making.

Volunteer Satisfaction: Satisfaction refers to a positive (or negative) evaluative judgment one makes with regard to an organisation, individual or job situation (Herrbach and Mignonac, 2004). In this study volunteer satisfaction was defined basing on Herrbach and Mignonac (2004) as extrinsic satisfaction and intrinsic satisfaction.

1.10   The Conceptual Framework

There is a relationship between organisational image and volunteer satisfaction. The framework (Figure 1.1) here under describes the relationship.

Figure 1.1: Conceptual Framework

Independent Variable   **Dependent Variable**

Organisational image	Volunteer satisfaction
- Perceived external prestige - Perceived internal respect - Functional prestige	- Extrinsic satisfaction - Intrinsic satisfaction

Intervening variable

Demographic Characteristics
- Gender
- Age
- Education Level
- Family background
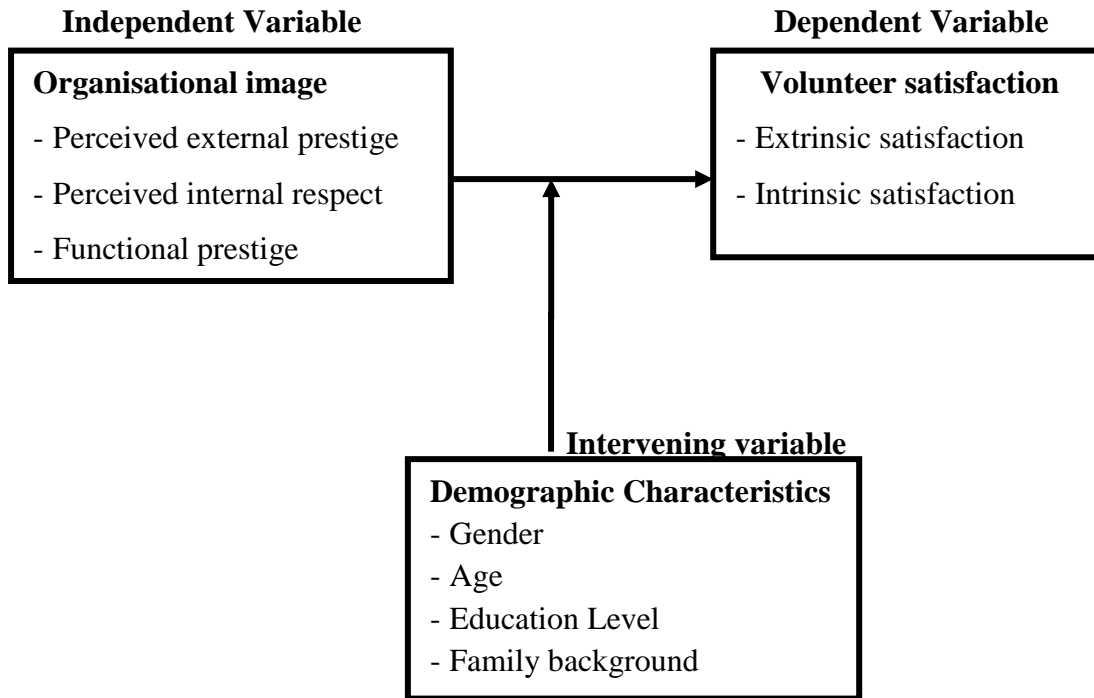
Source: Developed based on the ideas adopted fromAbd-El-Salam et al. (2013); Herrbach and Mignonac (2004); Fuller et al., 2006)   Herrbach and Mignonac (2004); Lievens (2017); Nimako et al. (2012); and Shah et al. (2014).

The framework above shows that there is a relationship between organisational image and volunteer satisfaction. The framework shows that organisational image involves perceived external prestige, perceived internal respect and functional image. The framework shows that volunteer satisfaction involves extrinsic satisfaction and intrinsic satisfaction. However, the framework shows that there intervening variables that are demographic characteristics, namely gender, age, education level and family background.

1.11   Conclusion

The preceding chapter suggested that factors that promoted volunteer satisfaction were organisational image factors, namely external perceived external prestige, perceived internal respect and functional image. Therefore, these factors were the basis on which this study was carried out in the context of Uganda.

CHAPTER TWO

LITERATURE REVIEW

2.0   Introduction

This chapter is a literature review which includes the theories that guided the study and review of related literature relating the independent and dependent variables. While reviewing the literature, the relevancy and gaps in the existing literature were established. The related literature was presented following the order of the objectives.

2.1   Theoretical Review

Theories such as the psychological contract by Argyris (1960), Organisational Support Theory (OSP) by Eisenberger, Huntington, Hutchinson and Sowa (1986) and Social Exchange Theory (SET) inform organisational image and volunteer satisfaction.

2.1.1   Psychological Contract Theory

Argyris (1960) postulated the Psychological Contract Theory. In 1960, Argyris (1960) coined the term psychological contract viewing the psychological contract as an implicit understanding between a group of employees and their foreman, and argued that the relationship could develop in such a way that employees would exchange higher productivity and lower grievances in return for acceptable wages and job perceived organisational functional prestige. With the psychological contract, employees would perform at a higher level if the organisation did not interfere too much with the employee group's norms and in return, employees would respect the right of the organisation to evolve. However, Argyris viewed the psychological contract as an

exchange of tangible, specific and primarily economic resources agreed by the two parties that permitted the fulfilment of each party's needs (Coyle-Shapiro & Parzefall, 2008).

Coyle-Shapiro and Parzefall (2008) indicate that on the other hand, Levinson and colleagues in 1962 argued in addition to tangible resources, contractual relationships also involved the exchange of intangibles arguing that the exchange between the two parties needs to provide mutual satisfaction in order for the relationship to continue. They indicated that the psychological contract comprised mutual expectations between an employee and the employer. These expectations arose from unconscious motives and thus each party may not be aware of the own expectations yet alone the expectations of the other party. Fulfilment of needs created a relationship in which employees would try and fulfil the needs of the organisation if the organisation fulfilled the needs of employees. Thus, the employee and organisation held strong expectations of each other and it was the anticipation of meeting those expectations that motivated the two parties to continue in that relationship. On his part, Schein in 1965 emphasised the need for matching of expectations of the employee and organisation. The matching of expectations and their fulfilment is crucial to attaining positive outcomes such as job satisfaction, commitment and performance. Jiang, Probst and Benson (2015) indicate that the psychological contract refers to an individual's subjective beliefs about the terms and conditions of a reciprocal exchange agreement between the person and his or her employer. It specifies the contributions that employees believe they owe to their employer and the obligations and inducements they believe are owed in return.

Haggard and Turban (2012) indicates that the psychological contract is influenced by an individual's experiences with the employer. The psychological contract is because of an individual's belief in mutual obligations' between that person and another party and these contracts originate when individuals infer promises that give rise to beliefs in the existence of reciprocal obligations. Such contracts comprise of an individual's perception of mutual obligations, not a shared perception of actual obligations. The promises, which lead to perceived obligations, may be implicitly as well as explicitly made and understood. The individuals form, maintain, and terminate relationships based on the belief that the benefits outweigh the costs of the relationship. Psychological Contract Theory suggests that individuals shift the focus from what one expects to gain from the relationship to what one feels he or she is obligated to provide in the relationship. Psychological contracts are an individual's belief regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party. Contributors to the psychological employment contract include supervisors, recruiters and representatives of human resources departments, employee handbooks and co-workers among other. The Psychological Contract Theory shows that promises inferred by the organisation such as perceived external prestige, perceived internal respect and functional image attract satisfaction. However, Psychological Contract Theory was not used in relating organisational image variables namely perceived external prestige, perceived internal respect and functional image and volunteer satisfaction because it largely relates to people in formal employment than volunteers who are not formal employees. This thus led to analysis of other theories that is Organisational Support theory and Social Exchange Theory (SET).

2.1.2 Organisational Support Theory

The Organisational Support Theory was postulated by Eisenberger, Huntington, Hutchinson and Sowa (1986). The Organisational Support Theory is the brainchild of Eisenberger, Huntington, Hutchinson and Sowa (1986). The core concept behind the organisational support theory is perceived organisational support, which is based on the relationship of employee and organisation. They defined perceived organisational support as an employee's perception that the organisation values his or her contribution and cares about the employee's well-being (Ahmed, Khairuzzaman & Ismail, 2011). Organisational Support Theory postulates that employees develop global beliefs concerning the extent to which the organisation values their contribution and cares about their well-being. Employees perceive their organisation as supportive when they are rewarded beyond their contractual agreements. Organisational Support Theory also postulates that employees develop perceptions of support to meet socio-emotional needs and to determine the organisation's readiness to reward increased efforts made on its behalf (Boateng, 2014). Organisational Support Theory indicates that perceived organisational support strongly depends on employees' attributions concerning the organisation's intent behind their receipt of favourable or unfavourable treatment. In turn, perceived organisational theory initiates social exchange process wherein employees feel obligated to help the organisation achieve its goals and objectives and expect that increased efforts on the organisation's behalf will lead to greater rewards (Kurtessis et al. 2015).

Organisational support theory holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organisation values their contributions and cares about their well-being (Krishnan &

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Sheela, 2012). When employees feel that they are supported by the organisation, they reciprocate it with increased level of job satisfaction, commitment, better performance and high work efforts. A sense of reciprocity is created when employees feel that they are supported by organisation (Ahmed et al., 2011). Perceived organisational support is influenced by various aspects of treatment of employees by the organisation and its managers, including praise and approval, pay, rank, job enrichment and organisational policies. This judgment is made through the process of personification (Nasurdin, Hemd & Guat, 2008) that is, the employees' tendency to assign humanlike characteristics to the organisation that support the development of perceived organisational support (Gokul, Sridevi & Srinivasan, 2012). Employees tend to view actions taken by agents of the organisation as indications of the organisation's intention as a whole (Wahab, Quaddus & Nowak, 2009). Perceived organisational support is directly linked with three categories of favourable treatment received by employees, such as, organisational rewards and favourable job conditions, fairness and supervisor support, in return favourable outcomes are achieved such as job satisfaction (Beheshtifar & Heart, 2013). Overall, Organisational Support Theory reveals that perceived organisational support is reciprocated with increased level of job satisfaction. Therefore, if volunteers feel supported, they will reciprocate with job satisfaction. However, this theory does not show how perceived external prestige, perceived internal respect and functional image are forms of support to employees. This thus led to the adoption of the Social Exchange Theory.

2.1.3   Social Exchange Theory

The Social Exchange Theory (SET) developed by Homans (1958) and further developed by Blau (1964) to explain what influenced social behaviour. Homans (1958) in an essay entitled "social

behaviour" was interested in the psychological conditions that induce individuals to engage in exchange. He stated that social behaviour is an exchange of both material goods and non-material ones. He explained that persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. This process of influence tends to work out at equilibrium to balance the exchanges. In an exchange, what one gives may be a cost, just as what one gets may be a reward. Blau (1964) was interested in exchange as the elementary particle of social life, in which social structures are rooted. He analysed exchange processes as the micro-foundation of macro-sociological phenomena. He stated that mutual bonds emerge in social interaction as persons who incur obligations reciprocate.

The Social Exchange Theory postulates that positive exchanges in an organisation initiate positive exchange relationship to which people in the organisation reciprocate with positive attitudes and behaviour towards the organisation (Cropanzano & Mitchell, 2005). Volunteers may appreciate the organisation for providing an experience that enables them to feel good about themselves. To reciprocate the favour, they may develop satisfaction with the organisation (Brockner, Senior & Welch, 2010). Cropanzano and Mitchell (2005) indicate that the Social Exchange Theory emphasises that an action by one party leads to a response by another. If a person supplies a benefit, the receiving party should respond in kind.

2.1.3.1 Criticism of the theories

The theory interprets people's interests such as volunteers to be only selfish, that is, they will respond with a certain reaction like satisfaction because their needs have been taken care of. The

theory shows individuals as being innately selfish, ready to terminate relationships where the costs outweigh the benefits. However, such as assumption is not always accurate. It is important to question whether the intentions people can be tagged only to exchanges.

2.1.3.2 Relevancy of the theories

Although this theory is seen as an economical approach to relationships indicating that if the costs are outweighing the benefits or comparable alternative is available then it is time to terminate, the theory helps to explain many organisational issues. The social theory suggests that if an organisation has exchanges to offer such as a good image, individuals such as volunteers in it may develop positive exchanges such as satisfaction. Therefore, this theory was the basis for relating organisational image and volunteer satisfaction

2.2 Perceived External Prestige and Volunteer Satisfaction

Most people desire to belong to an organisation that is believed to have socially valued characteristics. Employees can receive and interpret various massages from diverse external constituencies and these messages can form an opinion about how outsiders see their organisation. In addition, such internal employees' own assessments can influence how they interact with the organisation. This is the phenomenon termed as perceived external prestige or construed external image (Kang, Stewart & Kim, 2011). Perceived external prestige is about a member's own view of outsiders' reputation of the organisation. It represents how people who work in an organisation think outsiders see the organisation. Perceived external prestige represents how an individual in an organisation thinks and believes outsiders view his or her

organisation and thus him or herself as a member of that organisation (Smidts, Pruyn & Van Riel, 2001).

Perceived external image refers to a member's beliefs about outsiders' perceptions of the organisation. Perceived external image summarises a member's beliefs about how people outside the organisation are likely to view the member through his or her organisational affiliation. If organisational reputation refers to outsiders' beliefs about what distinguishes an organisation, perceived external image captures internal members' own assessment of these beliefs (Lievens Van Hoye & Anseel, 2007). Perceived external prestige is akin to the concept of la conscience professionelle, defined as the process of deriving self-esteem from identifying with one's organisation or job. Perceived external prestige concerns individuals' interpretations and assessments of companies' prestige based on their own exposure to information about the organisations. Therefore, Perceived external prestige is a socio-emotional resource that employees derive from interpreting the feedback gained from interactions with organisational outsiders. Perceived external prestige is dependent on employees' interpretation of information on how outsiders positively or negatively evaluate the organisation in terms of its attributes and actions. PEP is viewed as an esteem-enhancing social identity response to a psychologically meaningful work experience (Ojedokun, Idemudia & Desouza, 2015). Therefore, Perceived external prestige is important for organisations.

Fuller et al. (2006) identify three features of perceived external prestige, namely the visibility of the organisation; the extent to which the organisation has been successful in achieving its goals; and the average status level of the organisation's employees. Accordingly, organisational

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visibility is based upon characteristics that are likely to result in the organisation having a publicly recognised name. The greater the size, the growth, and the distinctiveness of the organisation, the more likely the organisation will be observed or distinguish itself from other organisations. With respect to success in achieving organisational goals, this relates to reputation arising from success. An organisation that has successfully achieved its short-term and long-term objectives is likely to be regarded by the individual as being held in high regard by people outside the organisation. The more an individual perceives the firm's personnel to possess positive characteristics, the more likely he or she will believe people outside the firm hold the firm in high esteem. In respect of prestige level of the employee, a person's prior work experiences are a form of human capital which conveys status. These experiences are likely to colour personal evaluation of prestige. Therefore, the literature above informed this study that perceived external prestige is dependent on visibility of the organisation; the extent to which the organisation has been successful in achieving its goals; and the average status level of the organisation's employees.

Podnar (2011) expound that perceived external image provides more than just information about the probable social evaluation of the organisation. For members, the perceived external image answers the question as to how do outsiders think of me because of my association with this organisation. As such, perceived external image acts as a potentially powerful mirror, reflecting back to the members how the organisation and the behaviour of its members are likely to be seen by outsiders. Podnar (2011) contends that perceived external image is considered to be one of the most influential factors that positively affect organisational identification, since members feel proud to belong to an organisation that is believed to be reputable in public. When members

perceive the external image as attractive, meaning that they believe this image has elements that others are likely to value, and then organisational affiliation creates a positive social identity. When individuals believe their organisation is held in high esteem by external parties, they tend to more strongly identify with the organisation. This literature above was a benchmark for this study to the effect that perceived external image promotes identification with the study.

Ojedokun et al. (2015) indicate that perceived external prestige is derivable from three sources. Firstly, PEP can be linked to historical recognition. In an instance where an organisation is historically connected to the social or economic development within its sphere of operation, the organisation becomes a landmark that is linked with the country or region because it overlaps with its history. The popularity, prestige and historical recognition the organisation enjoys from the public may rub off on its employees. The second source is the value placed on what the company does or the fact that its services are directed towards an up-market clientele. Thirdly, an organisation can be esteemed by its clientele and the general public for its innovative human resource initiatives, profitability, growth rate and the size of its workforce. Further, Smidts, Pruyn and van Riel (2001) suggest that perceived external prestige may develop from various sources of information, such as the opinions of reference groups, word of mouth, publicity, external company-controlled information, and even internal communication about how the company is perceived by outsiders. This literature thus informed this study that historical recognition, services of the company and public esteem of the organisation relate to perceived external prestige of the organisation.

Rathi and Lee (2015) explain that employees also learn about the external prestige of the organisation through feedback gained during service encounters or other opportunities for interpersonal communication with outsiders. On the basis of the information that employees receive from different sources, they develop perceptions of the organisation's external prestige. The individual evaluates PEP as other aspects of his or her job, such as working conditions, personal relations with co-workers or pay. Herrbach, Mignonac & Gatignon (2004) contend that PEP expresses not only the overall judgement the employee believes outsiders to have about the company, but equally the efficiency of the company and the conditions in which the employee works. When outsiders perceive the company positively, this has a positive influence on how the employee perceives working within the company. PEP acts as a cognitive bias in the evaluative process on which satisfaction is based. Third, PEP can also act as an affective bias influencing job perception.

Ojedokun et al. (2015) expound that a strong perceived external prestige can bring about positive effect, which in turn generates a perceptual bias with a constructive influence on how the individual evaluates his or her work. An employee high in positive affect may selectively perceive the favourable aspects of a job, thereby increasing his/ her job satisfaction. Different scholars have carried out studies relating to organisational perceived external prestige and satisfaction. For instance, Alniacik, Cigerim, Akcin and Bayram (2011) examined the independent and joint effects of a company's perceived reputation, employees' affective commitment and job satisfaction on turnover intentions of its employees. In this study they used employees working in the higher education industry as units of analysis. Their regression findings showed that perceived organisational reputation had a positive correlation with and job

satisfaction. Carmeli (2005) carried out a study on the perceived external prestige of social workers in the Israeli health care system. The results indicated that perceived external prestige augmented employees' satisfaction to their organisation. This study in the context of Uganda thus investigated the extent of the relationship between perceived external prestige and volunteer satisfaction.

Kamasak (2010) explored the relationship between PEP, job satisfaction and turnover intentions of employees using Turkish managers of different companies operating in Turkish food industry. Regression results established a positive and significant relationship between perceived external prestige and employee job satisfaction. Podnar (2011) measured relations among employees' groups and corporate identification, perceived external prestige, and organisational commitment using members of the Slovenian Advertising Chamber. Regression results revealed a positive significant relationship between perceived external prestige and organisational commitment which indicates satisfaction. Rathi and Lee (2015) investigated the impact of perceived external prestige on turnover intentions among retail employees in India. Using regression, the results of the study indicate a negative relationship between perceived external prestige. However, since the scholar above related perceived external prestige to turnover intentions, this study related it to volunteer satisfaction.

Tuna, Ghazzawi, Yesiltas, Tuna and Arslan (2016) examined the effects of perceived external prestige (PEP) on deviant workplace behavior (DWB) and the mediating role of job satisfaction (JS) using employees of five-star hotels in the Turkish cities of Ankara and Antalya. Their regression findings showed that positive PEP had a positive significant influence on job

satisfaction. The different scholars above expended significant relating organisational perceived external prestige and satisfaction. However, gaps emerged at contextual and conceptual level. With respect to the contextual, the studies were biased towards the Western World (e.g. Alniacik et al., 2011; Kamasak, 2010; Podnar, 2011; Tuna, 2016). The study by Carmeli (2005) was carried out in Asia. In addition, none of the studies was carried out on volunteers and in the context of NGOs. At conceptual level, satisfaction was largely implied through other variables such commitment and turnover. These gaps made it necessary for this study to investigate whether perceived external prestige related to volunteer satisfaction in the Uganda Red Cross Society.

2.3   Perceived Internal Respect and Volunteer Satisfaction

Perceived internal respect is the individual's evaluation of their own status within the organisation (Fuller et al., 2006). Perceived internal respect reflects perceptions of own individual status within the organisation reflect (Al-Atwi & Bakir, 2014). Perceived internal respect includes an individual's visibility within the organisation; perceived opportunities for growth, and participation in decision-making were all related to perceived respect. Visibility in the organisation is the extent to which individuals receive positive recognition by top management (Wayne, Shore, Bommer & Tetrick, 2002). Recognition is the timely, informal or formal acknowledgement of a person's or team's behaviour, effort or business result that supports the organisation's goals and values, and which usually is beyond normal expectations. Recognition represents a reward experienced primarily at the symbolic level, but may also take on emotional, practical or financial value (Akafo & Boateng, 2015). Recognition programs demonstrate respect for employees. A meaningful, thoughtful employee appreciation program is

about valuing employees' efforts and having respect for who they are and what they do (Hart, 2011). This means that perceived internal respect concerns perceptions of one's status within the organisation reflect.

Recognition by top management conveys to the employee that the organisation values the employee's contributions, in part because it is only afforded to a small group of workers. Recognition by top management should signal to the employee that he or she has a bright future with the organisation (Fuller et al., 2006). Recognition also infers to monetary and non-monetary rewards to employees in acknowledgement of their effort or business result that supports the organisation's goals and values, and which has clearly been beyond normal expectations (San, Theen & Heng, 2012). People expect that their efforts to be valued appreciated and treated fairly (Akafo & Boateng, 2015). If supervisors and colleagues, whose opinion is valued by employees, recognise employees' contributions by giving credit where credit is, then employees will be satisfied with and committed to their work. Accordingly, recognition is one of the single most frequently mentioned factors causing satisfaction and dissatisfaction among workers (Dartey-Baah, 2010). Therefore, if individuals in organisations are recognised, they develop internal respect.

One valuable outcome and reason for recognising employees is that people who feel appreciated are more positive about themselves and their ability to contribute that is employee recognition increase satisfaction. Recognition leads to improved communication (employees are more likely to offer solutions and new ideas), better cooperation (employees are more likely to offer to help and go the extra mile), and decreased absenteeism and turnover (employees will demonstrate

higher job satisfaction and loyalty) (Nelson, 2005). Recognition can motivate, helping to build feelings of confidence and satisfaction. One of the most effective morale boosters is praise for a job well done. Regularly recognizing and rewarding employees can be one of the easiest ways to keep employees satisfied and productive. For many individuals, feelings of self-worth are directly associated with their work (Tessema, Ready & Embaye, 2013). Akafo and Boateng (2015) examined the impact of reward and recognition on job satisfaction and motivation using academic staff' and administrators' in private tertiary institutions in Ghana. Their regression results revealed a positive significant relationship between recognition and job satisfaction. Therefore, recognition of individuals with rewards promotes internal respect hence satisfaction.

Alam, Saeed, Sahabuddin and Akte (2012) analysed the impact of employees' recognition on their contribution to the organisation with employees in the service industry in Bangladesh as units of analysis. Their regression results revealed that monetary reward had a positive significant effect on employee outcomes such as satisfaction. Luthans (2000) explored the importance of employee recognition as an effective leadership tool with employees in a large, non-profit institution in Nebraska, United States as units of analysis. The study showed that employees highly valued personalised recognition for a job well done. Tessema et al. (2013) analysed the effect of employee recognition, pay, and benefits on job satisfaction in cross-sectional study using university students in the US, Malaysia and Vietnam. Their regression results showed that employee recognition had a significant impact on job satisfaction, regardless of home country income level (high, middle or low income) and culture (collectivist or individualist). Zeb, ur Rehman and Saeed (2014) conducted a thorough literature review on the relationship between reward and recognition and its effects on employee's job satisfaction. The

review concluded that there was a significant relationship between recognition and employees' job satisfaction. Thus, recognising certain desirable behaviours of an employee promotes internal satisfaction hence satisfaction.

Perceived opportunities for growth refers to the extent to which individuals believe that the organisation provides the chance to engage in developmental activities, or perceived opportunities for growth signalling that the organisation values the individual's contribution (Allen, Shore & Griffeth, 2003). Perceived opportunities for growth refer to career growth that is one's career growth within one's current organisation, rather than one's assessment of their career growth over their total career in the workforce. It is one's perceptions of the chances of development and advancement within an organisation (Weng & McElroy, 2012). Career growth or the so-called career ladder is an improvement in the positions of employees who put in an effort to gain necessary skills and upgrade their performance. Achieving professional ability development in an organisation is an example of an advanced level of need satisfaction (Biswakarma, 2016). Employee organisational career growth is captured by four factors: career goal progress, or the degree to which one's present job is relevant to and provides opportunities for one to realize their career goals; professional ability development, or the extent to which one's present job enables them to acquire new skills and knowledge; promotion speed that is an employee's perceptions of the rate and probability of being promoted; and remuneration growth, or employee perceptions of the speed, amount, and likelihood of increases in compensation (Weng, 2010). Thus, career growth is an internal respect that promotes satisfaction of individuals in organisations.

This multi-dimensional conceptualisation implies that organisational career growth is both a function of the employees' own efforts in making progress toward their personal career goals and acquiring professional skills within the organisation and the organisation's efforts in rewarding such efforts, through promotions and salary increases (Weng & McElroy, 2012). Career goal progress is a typical example of higher order need satisfaction (Weng et al., 2010). Achieving professional ability development in an organisation is also an example of an advanced level of need satisfaction. Promotion speed is the pace at which the employee has climbed the ladder as opposed to stagnating in the same function for long time. In addition to promotion speed, remuneration growth also provides a measure of how employees are evaluated by employers (Dialoke & Nkechi, 2017). Providing the employee with opportunities to develop their skills and knowledge should communicate that the organisation is willing to invest in the employee (Allen et al., 2003). Adesola et al. (2013) examined the relationship between staff training and job satisfaction of employees in Osogbo metropolis banks in Nigeria. Their regression results showed that staff training had positive significant relationship with job satisfaction. Therefore, providing promotion and training opportunities is providing internal respect to individuals and this enhances satisfaction.

Costen and Salazar (2011) investigated the impact of training and development on employee job satisfaction, loyalty and intent to stay in the lodging industry in the United States. The results indicated that employees who perceived they had the opportunity to develop new skills were more satisfied with their jobs, more loyal and more likely to stay with the organisation. Balozi and Abdullah (2014) examined the effects of training and development and employee relationships on job satisfaction in Tanzanian public service colleges. Their regression findings

indicated that training and development were positively and significantly related to employee job satisfaction. Farahbod and Arzi (2014) in a study carried out on Malaysian hotels found out that training did not have any significant impact on employee job satisfaction. Gazioglu and Tansel (2006) examined job satisfaction in relation to various factors using British employees' workplace employee relations survey. The results showed that training opportunities had positive and significant coefficients. Khan, Abbasi, Waseem, Ayaz and Ijaz (2016) studied the impact of training and development on employee performance through job satisfaction using employees in the Telecom Sector in Pakistan. Their regression results revealed that training and development had a positive significant effect on employee job satisfaction. Hence, it was inferred that training and development opportunities promote internal prestige and this leads to satisfaction of individuals in organisations.

Kunjiapu and Yasin (2015) explored workplace learning and its association with job satisfaction and skills development among employees of small and medium tourism enterprises (SMTEs) in Malaysia. Their correlation results showed a moderately strong and positive relationship between workplace learning and skills development and job satisfaction. Kosteas (2010) investigated promotion and job satisfaction of academic staff in the US. The study found that receiving job promotion in the past two years led to increased job satisfaction for academic staff. Workers who believed a promotion was possible in the next two years also reported higher levels of job satisfaction. Mustapha and Zakaria (2013) examined the influence of promotion opportunities on job satisfaction of lecturers in public universities in Kelantan in Malaysia. Their findings found a positive significant relationship existed between promotion opportunities and job satisfaction. Malik, Danish and Munir (2012) studied the impact of pay and promotion on job satisfaction in

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higher education institutes of Pakistan. Their findings revealed that promotion had a modest but positive effect on employee job satisfaction. However, with other scholars indicating that promotion related to satisfaction, it became necessary for this study to further analyse how promotion as an element of internal respect related satisfaction of individuals in organisations.

Naveed, Usman and Bushra (2011) investigated whether promotion predicted job satisfaction among employees of glass industry in Pakistan. The findings revealed a significant relationship between promotion and job satisfaction. Oyeniyi et al. (2014) investigated the effect of HRM practices on job satisfaction among Nigerian banks with staff of banks in Lagos as units of analysis. Their regression results indicated that training practices had a positive effect on job satisfaction. Saba and Zafar (2013) analysed job satisfaction levels of the academic staff in public and private universities in Pakistan. The results indicated that promotion opportunities had a positive significant effect on job satisfaction. Schmidt (2007) examined the relationship between satisfaction with workplace training and overall job satisfaction using customer and technical service employees in a number of organisations in the United States and Canada. The components of job training analysed, namely; time spent on training, training methodology and content had a positive significant relationship with employee job satisfaction.

Vasudevan (2014) examined the effect of training on the work commitment, job satisfaction and job performance of employees from different organisations in Malaysia. Regression results indicated that training commitment, training needs assessment, training contents and delivery approaches, and training evaluation positively and significantly influenced employee job satisfaction. Yeow, Chow, Kavitha and Koe (2012) studied the effects of training among

academic staff in private higher learning institutions from a number of colleges and institutions in Malaysia. Using correlation analysis, they found that job satisfaction significantly related to training. Scholars in the studies above expended sufficient effort to relate training and employee job satisfaction.

Participation in decision-making means the entrance of employees into the authority and operations of management. It involves employees having the opportunity to influence of decision-making throughout the organisation (Busck, Knudsen & Lind, 2010). They explain that with employee participation, the employer, voluntarily or by compulsion, yields power of decision to the employees or to their representatives. This may occur in the form of joint decisions (e.g. pay and working hours agreed in collective bargaining), decision-making based on consultation with employees (e.g. in works councils or at workshop level), or decision making left by the employer to the employees themselves (delegation of decision authority, autonomous teams or self-management). Franca and Pahor (2014) suggest that employee participation is either direct or indirect. Direct participation implies the participation of a single employee or a group of employees in the decision-making process, usually regarding issues related to their workplace. Indirect participation involves employees nominating or electing their representatives, such as works councils, to represent them.

Busck et al. (2010) indicate that participation in addition to increased productivity through commitment, leads to greater responsibility and avoidance of conflicts in connection with changes, and contributes to a higher degree of well-being at work through motivation and empowerment. Participation in decision-making is linked to organisational identification because

it signals inclusion. Fuller et al. (2006) explain that being allowed to participate in decision-making also signals that the organisation values the individual's opinions and trusts him/ her to act in the best interest of the organisation. Adham (2014) explored the impact of different types of employee involvement/ participation in decision making on job satisfaction using data from the workplace employment relations. The findings of the statistical analyses showed a strong correlation between job involvement/participation in decision making with job satisfaction. Therefore, basing on the above literature it was deduced that internal respect to individuals in form of job involvement/ participation in decision promoted their satisfaction.

Anastasiou, Karipoglou and Nathanailides (2014) carried out a survey on production managers in Greek fish farms to evaluate their level job satisfaction. Correlation results indicated that job satisfaction mostly increased with increased level of participation in the decision making. Appelbaum et al. (2013) studied participation in decision making and job satisfaction and commitment using employees in a Quebec manufacturing company as units of analysis. The results revealed that insufficient employee participation in decision making in turn leads to low level of employee job satisfaction. Khan and Nemati (2011) examined the relationship between job involvement/ participation in decision making and employee satisfaction with specific with medical doctors working at Teaching Hospitals of Riphah International University, Islamabad-Pakistan as units of analysis. The results indicate that job involvement/ participation in decision making had a significant impact satisfaction. Mushipe (2011) analysed the Zimbabwe employee involvement model that focuses on three areas which are decision-making, information-sharing and power sharing using employees in the food manufacturing sector. The results showed that involving employees in decision-making, information-sharing and power sharing resulted into

the employees experiencing job satisfaction. The above literature informed this study that decision-making, information-sharing and power sharing were internal respect elements that affected satisfaction of those working in organisations such as volunteers.

Scholars in the studies above expended sufficient effort to perceived internal respect in organisations and satisfaction. However, gaps emerged at contextual and empirical levels. At the contextual level, most studies were carried out in the Western World (e.g. Costen & Salazar, 2011; Gazioglu & Tansel; 2006; Kosteas, 2010; Rehman & Safwan, 2007; Schmidt, 2007) and Asia (e.g. Ayaz & Ijaz, 2016; Farahbod & Arzi, 2014; Malik et al., 2012; Mustapha & Zakaria, 2013; Naveed et al., 2011; Rehman & Safwan, 2007; Vasudevan, 2014; Yeow et al., 2012). At the empirical level, whereas all the other studies established a positive significant relationship between training and job satisfaction, Farahbod and Arzi (2014) found out that training did not have any significant impact on job satisfaction. Still, whereas all the other studies indicated a positive and significant relationship between promotion and job effect, Malik et al. indicated that promotion had a modest positive effect on employee job satisfaction. These gaps made it imperative in the context of the developing world of Africa and particularly in Uganda in an international NGO for this study to investigate whether perceived job prestige related to volunteer satisfaction.

2.4   Functional Image and Volunteer Satisfaction

Functional prestige refers to the tangible characteristics that can be measured and evaluated easily. Functional quality or process-related dimension (how it is delivered) concerns individuals' perception of the manner in which services are delivered (Opoku et al., 2008). (Abd-

El-Salam et al. 2013). Functional quality addresses how the service is offered and considers issues such as the behaviour of managers and staff of an organisation and the speed of service. The functional aspects of the service enhance value and provide a memorable experience (Kandampully & Hu, 2007). Functional prestige refers to organisational characteristics that include an organisation's reliability, responsiveness, assurance, tangibility and empathy of services (Nimako et al., 2012). Reliability is the ability of an organisation to accurately achieve its services in the proper time and according to the promises it has made to its clients (Mohammad, 2011).

Shanka (2012) explains that reliability is an indicator of how a company delivers its promises, service provision, problem resolution, and pricing. Reliability of punctual service delivery and an ability to keep to agreements made with the customer (Anderson, Condry, Findlay, Brage-Ardao and Li (2013). Responsiveness depends on handling services users complaints; performing services right the first time; provide services at the promised time, accurate order fulfilment and fulfilling of promises (El Saghier & Demyana, 2013). Al- Fawzan (2005) indicates that reliability includes staff keeping promise, sincere interest in solving customer problems, staff performing service right the first time, provide services at the time they promise to do so, insisting on error-free records and staff telling customers exactly when services will be performed. Reliability also includes service provider performing the service the right time it is wanted by the customers, Service is done right from the beginning, having trust that the staff will solve any problem if it occurred and clients transactions being error free.

Wolfinbarger and Gilly (2003) suggest that reliability is the strongest predictor of satisfaction because it embeds the dynamic capability to perform the promised service dependably and accurately. Reliable services involve fulfilment of promises. When an organisation makes a promise to do something within a certain time, the organisation must fulfil that promise (Ramseook-Munhurrun, 2010). Burns (2010) contends that reliability can be achieved when there is timely response. For instance, if someone emails or calls, response should be within 12 – 24 hours and if a comprehensive answer cannot be given right away it should be made clear when it will be possible. This is because clients get impatient and wonder if this is indicative of organisations overall work style. If staff promise to email or call a client, it should be done. Otherwise, customers will doubt overall capabilities of the organisation abandoning its services hence collapse.

Shanka (2012) indicates that when service failures occur, services users' tolerance zones are likely to shrink and their adequate and desired service levels are likely to rise. They will thus form an opinion about the organisation and this will affect the performance of the organisation. Accuracy of services is another element of services reliability. The service provider's ability to provide accurate and dependable services is crucial. Accuracy and dependability of services is an indicator of how an organisation delivers its promises about delivery, service provision and problem resolution. It means that the organisation delivers on its promises which could be related to service provision and timely problem resolution. Services users' expectations for service are likely to go up when the service is not performed as promised. When service failures occur, tolerance zones are likely to shrink and their adequate and desired service levels are likely to rise (Shanka, 2012). Grönroos (2005) indicates that services users need an accurate service the first

time without making any mistakes and deliver what it has promised to do by the time that has been agreed upon.

Key in reliability of services is solving of problems when they crop up. Mishra & Tandon (2011) explain that it is very important that in case a service problem does crop up, the problem is resolved to satisfaction. However, organisations fare best when they prevent service problems altogether and fare worst when service problems occur and the organisation either ignores them or does not resolve them to the customer's satisfaction. A crucial challenge in service provision is that clients cannot see a service but can see the various tangibles associated with it - all these tangibles, the service facilities, equipment and communication materials are clues about the intangible service. Dauda, Maishanu and Mawoli (2013) examined the effect of internal service quality on employees' job satisfaction of Abubakar Gimba Libraray of Ibrahim Badamasi Babangida University in Nigeria. The study found that, though the reliability of services as well as job-satisfaction of its staff were high, the services reliability had has no significant impact on the job satisfaction of staff.

Responsive customer services refer to the willingness or readiness of an organisation to provide service. It involves timeliness of services (Kumar, Kee & Manshorm, 2009), understanding needs and wants of the clients, convenient services, individual attention given by the staff and provision of information (El Saghier & Demyana, 2013). Responsiveness is measured in terms of organisation quick response when there is a problem, the staffs willing to answer client questions, service provider offering specific times for service accomplishments given to client and the public situations treated with care and seriousness (Aluonzi et al., 2013). Responsiveness

includes services users always being informed when the service is done, staffs always responding to their requests; serving them without delay or hesitation (Al-Fawzan, 2005).

Therefore, it can be deduced that responsive services quality includes timeliness of services, understanding needs and wants of services users, convenience of services, individual attention and information provision. Timeliness of services refers to the speed of throughout and the ability of the service providers to respond promptly to customer requests, with minimal waiting and queuing time (Cudjoe, Anim & Nyanyofio, 2015). Understanding needs and wants of services users is about finding out what they expect from the services and what kind of services customers consider most important (Tolpa, 2012). This requires doing a superior job over rivals in identifying the right needs of its of the served pouplation and fulfilling their satisfaction which can eventually generate a differentiation based competitive advantage and ultimately enhancing its performance (Chavosh, Halimi & Namdar, 2011).

Service convenience is the judgment made by services users according to their sense of control over the management, utilization and conversion of their time and effort in achieving their goals associated with access to and use of the service (Thuy, 2011). Convenience of service is a means of providing added value to decrease the time and effort expended on a service, thereby providing a holistic experience instead of separate dimensions of customer service convenience (Chang, Chen, Hsu & Kuo, 2010). Kaura, Prasad and Sharma (2013) indicate that individual attention involves listening attentively to the services beneficiaries and probing for information about their prior experiences, likes and dislikes. Individual attention includes paying attention for clues about additional needs the services users that they may have. Information Provision is

about making sure that information is available to clients either at the place where the service is provided, in information documents about the service or otherwise supplied on the provider's own initiative. Amoako (2012) reports that it is important for firms to be able to provide another set of information to clients on request, supply clients with contact details where they can send a request for information about the service or make a complaint and ensure that any information provided is communicated clearly, in good time.

Assurance is about competence, courtesy and credibility and perceived organisational functional prestige. Knowledge and courtesy of those serving the organisation and their ability inspires trust and confidence (Shahin, 2004). Service assurance can involve quality assurance, quality control and service level management. Quality assurance is intended to make certain that a service meets specified requirements at all stages in the process. Quality control ensures that performed service adhere to a defined set of quality criteria or meets the requirements of the client (Inglis, 2005). Inglis, Ling and Joosten (2002) assurance is a process oriented to guaranteeing that the quality of a service meets some predetermined standard. Assurance makes no assumptions about the quality of competing services. In practice, however, quality assurance standards would be expected to reflect norms for the relevant sector. The process of quality assurance therefore compares the quality of a service with a minimum standard. By rights, this standard should bear some relationship to best practice. De Jager and Du Plooy (2007) indicate that assurance is critical where trust and confidence in the service provider are crucial.

Tangibility refers to elements of services, such as the appearance of physical facilities, tools and equipment, personnel, and communication material (Marić, Marinković and Dimitrovski, 2016).

Increased service tangibility leads to personalisation-related cues promoting visualization because these kinds of cues allow users to interact with the offering before effectively purchasing it (Du Plooy & de Jager, 2012). Physical aspects of a service have a significant impact on perceived service quality; and the level of importance of tangibility varies, according to the types of service (Santos, 2002). The physical environment will have a significant influence on clients' perception of service experiences. The physical surroundings of service settings are often an indication of the organisation's competency and ability to deliver quality service (Levy & Weitz, 2001). The tangible elements are effective opportunities for differentiation. Tangible features of an organisation such as safety, attractiveness or cleanliness are vital antecedents of satisfaction. Du Plooy and de Jager (2012) indicate that some individuals want hedonistic experiences that is multi-sensory, fantasy and emotive aspects.

Empathy of services relates to care and individualised attention given to clients (Lenka, Suar & Mohapatra, 2009). Empathy is the degree to which information or service is tailored to meet the needs of the individual visitor (Kassim & Abdullah, 2010). It is also known as the personalisation or customisation services (Zeithamlet, Parasuraman & Malhotra, 2002). Empathy helps in improving communication process. Due to the psychological and physical closeness that exists between employees and clients in service encounters, employees' attitudes often have a 'spill over' effect on clients satisfaction (Lenka et al., 2009). Empathy consists of four components that are namely personal attention, understanding the specific needs of customers, information regarding the products modification; customer's perceived organisational functional prestige and privacy (Kassim & Abdullah, 2010). Giving attention to customers' individual needs is one of the elements of services empathy.

Bell (2013) expounds that giving individual attention includes listening attentively to the customers and probing for information about their prior experiences, likes and dislikes. Mohammad and Alhamadani (2011) indicate that giving clients individual attention instils confidence in them. Tolpa (2012) in a study, measuring customers' expectations of service quality in the airline industry found out that it is extremely important not only to understand the perception of clients of services offered, but as well find out what they expect from the services and what kind of services customers consider most important. This will attract customers to be loyal to the services positively affecting performance of the organisation. Mohammad and Alhamadani (2011) studied service quality perspectives and customer satisfaction in commercial banks working in Jordan. Their regression results revealed individualised attention was a significant positive antecedent of satisfaction.

Understanding specific needs of the clients is another element of services empathy. It is extremely important not only to understand the perception of clients of services offered, but as well find out what they expect from the services and what kind of services customers consider most important (Tolpa, 2012). In order to achieve superior client responsiveness a firm must have the ability of doing a superior job over its rivals in identifying the right needs of its customers and fulfilling their satisfaction which can eventually generate a differentiation based competitive advantage and ultimately enhancing its performance (Chavosh, Halimi & Namdar, 2011). Grandey, Goldberg and Pugh (2011) further argue that always try to exceed expectations to leave lasting impression.

Services empathy includes information provision. This is through making sure that information is available to clients either at the place where the service is provided, in information documents about the service or otherwise supplied on the provider's own initiative (Kaura, Prasad & Sharma, 2013). Amoako (2012) expounds that it is important for firms to be able to provide another set of information to clients on request, supply clients with contact details where they can send a request for information about the service or make a complaint and ensure that any information provided is communicated clearly, in good time before any contract is concluded, or where there is no contract, in good time before the service is provided. Yuan and Chu (2013) carried out a study on when and how information quality mattered. The findings of the study revealed that information quality was the most important factor for predicting clients' behaviour. Poor information quality resulted in less satisfaction if the information provided was useless, insufficient, inaccurate, or incomplete, client satisfaction diminished. In contrast, providing high information quality increased satisfaction.

Perceived organisational functional prestige and privacy are also part of services empathy and concern adult clients (Datta, 2010). Those organisations that strengthen their level of perceived organisational functional prestige and privacy can achieve easily loyalty (Waheed, Khan & Ul-Ain, 2013). Waheed et al. (2013) studied role of satisfaction, perceived organisational functional prestige and risk towards customer's turnover intention in banks in Pakistan and Malaysia. Their regression results showed a positive significant relationship between perceived organisational functional prestige and satisfaction and loyalty. On the other hand, Peikari (2010) studied the influence of perceived organisational functional prestige and privacy on satisfaction and loyalty with online customers in Malaysia as units of analysis. The study findings found that perceived

organisational functional prestige had a positive significant influence on satisfaction while no significant effect was found for privacy. However, the literature above raises pertinent gaps as the studies did not relate functional prestige but described what it is and theorising the relationship with satisfaction. This gap made it imperative for this study to seek to determine the relationship between functional image and volunteer satisfaction.

2.5   Conclusion

The literature above relates organisational image and satisfaction largely showing that there is a relationship between them. However, the literature raises a number of contextual level and empirical gaps. For instance, at the contextual level, most studies were carried out in the Western World (e.g. Alniacik et al., 2011; Costen & Salazar, 2011; Gazioglu & Tansel; 2006; Kosteas, 2010; Rehman & Safwan, 2007; Kamasak, 2010; Podnar, 2011; Schmidt, 2007; Tuna, 2016) and Asia (e.g. Ayaz & Ijaz, 2016; Carmeli, 2005; Farahbod & Arzi, 2014; Malik et al., 2012; Mustapha & Zakaria, 2013; Naveed et al., 2011; Rehman & Safwan, 2007; Vasudevan, 2014; Yeow et al., 2012). At the empirical level, whereas all the other studies established a positive significant relationship between training and job satisfaction, Farahbod and Arzi (2014) found out that training did not have any significant impact on job satisfaction. Still, whereas all the other studies indicated a positive and significant relationship between promotion and job effect, Malik et al. indicated that promotion had a modest positive effect on employee job satisfaction. These gaps made it imperative in the context of the developing world of Africa and particularly in Uganda in an international NGO for this study to investigate the relationship between organisational image and volunteer satisfaction.

CHAPTER THREE

METHODOLOGY

3.0   Introduction

This chapter describes the methodology that guided study. The chapter included the research design, study population, sample size and selection, sampling techniques, data sources, data collection methods, data collection instruments, procedure of data collection, reliability and validity of instruments, data analysis and presentation, and anticipated limitation of study.

3.1   Research Design

This study adopted the correlational and cross-sectional designs. A correlational design is a research design that helps to determine the presence and degree of a relationship between two factors basing on quantitative data (Ingham-Broomfield, 2014). The correlational design helped in relating organisational image to volunteer satisfaction. Using cross-sectional design data was collected on what is going on at the particular point in time because the cross-sectional design takes a snapshot. This helped to obtain useful data in a relatively short period saving time and costs of data collection (Labaree, 2009).The study used both quantitative and qualitative methods of data collection. Quantitative data were the basis for drawing statistical inferences by relating the independent and dependent variables. Qualitative data supplemented the quantitative data by providing detailed information in form of statements from interviews for in-depth analysis.

3.2   Study Population

The study was planned to obtain responses representative of the volunteers and management staff of The Red Cross Masaka Branch. The target population was 205 including 200 volunteers and five management staff (Red Cross Report, 2016). This population was used because they the volunteers could express their satisfaction while the managers easily gave relevant necessary information since as managers they were the ones that implemented policies designed to attract volunteers that attracted volunteers to The Red Cross. Hence they had the most appropriate information about volunteer satisfaction.

3.3   Sample Size and Selection

3.3.1   Sample size

The sample size consisted of 137 respondents including 132 volunteers and five management staff of The Red Cross. The sample size for the volunteers was determined using Krejcie and Morgan, 1970. The sample size for the management staff of The Red Cross was selected purposively because they could give sufficient qualitative information since qualitative sample is attained when data saturation has been attained (Wong, 2008). The sample size is as presented in Table 3.1.

Table 3.1:   Proportionate of Population and Sample Size

Category	Target Population	Sample size
Red Cross Management Staff	5	5
Volunteers	200	132
Total	205	137

Source: Red Cross Management Report (2016) and Krejcie and Morgan, (1970).

3.3.2   Sample Selection

The sample unit was selected using two sampling methods, namely simple random and purposive sampling. By simple random sampling, each individual was chosen by chance basing on the sampling frame containing names of the respondents (West, 2016). Simple random sampling was selected because it enabled the generalisation of the findings. On the other hand, purposive sampling helped the researcher to select a small number of rich cases to provide in depth information and knowledge of a phenomenon of interest (Suri, 2011). Purposive helped in obtaining detailed information through interviews for in-depth analysis. Purposive sampling was used in selecting senior staff that provided interview data.

3.4   Measurement of Variables

The variables were measured using questions developed basing on the nominal and ordinal scales. The nominal scale was used to measure questions on background characteristics. This is because the nominal scale helps label or tag in order to identify study items. On the other hand, the ordinal scale which is a ranking scale and possesses the characteristic of order was used to

measure the items of the independent and dependent variables. The scale helps to distinguish between objects according to a single attribute and direction (Marateb, Mansourian, Adibi & Farina, 2014). The ranking was a five-point Likert Scale (Where 1 = strongly disagree 2 = disagree 3 = undecided 4 = agree 5 = strongly agree).

3.5   Data Sources

The study relied on primary data that was empirical data collected specifically for this study from the respondents, namely The Red Cross Volunteers and management staff. Primary data was obtained through administration of the questionnaire and the interview guide.

3.6   Data Collection Instruments

Two data collection instruments were used in collecting data. These included a self-administered questionnaire and an interview guide.

3.6.1   Self-administered Questionnaire

Quantitative data was collected using a self-administered questionnaire. A self-administered questionnaire was selected because it enabled collection of data from a large number of respondents in a short time. In addition, a self-administered questionnaire gives the respondent more time to understand the meaning of the question, and retrieve and compose an answer, which improves the quality of answers. The questionnaire was simple, short, and structured enabling the respondents to fill it more easily (De Leeuw, Hox & Kef, 2003). The questionnaire had two sections, that is section (A) on background characteristics containing nominal questions and section (B) containing questions on the independent and dependent variables based on   five

– point Likert scale with 5 intervals: (1 = Strongly Disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly Agree).

3.6.2 Interview Guide

Qualitative data was collected using an interview guide on a few respondents to explore their perspectives on the subject matter under inquiry. The interview guide helped to collect data that was exploratory in nature-by gathering more detailed information (Gill, Kate, Treasure & Chadwick, 2008). The interview guide contained open ended questions requiring detailed views from the respondents.

3.7 Data Quality Control

3.7.1 Validity of the Instruments

Content related validity was considered in this study and was achieved through consultation with the supervisor and fellow students who read the questionnaire to help validate the items. The test of content validity was established through inter judge with two research consultants. Each judge rated the items on a two point rating scale of Relevant (R) and Irrelevant (IR). The computation of CVI (Content Validity Index) was done by summing up the judges ratings on either side of the scale and dividing by two to get the average. The items rated irrelevant for the study were replaced with relevant ones. The formula used to calculate CVI was;

CVI = n/N

Where: n = number of items rated as relevant

N= Total number of items in the instrument

The CVI results are presented in Table 3.2.

Table 3.2:   Content Validity Index

Items	Number of Items	Content Validity Index
Extrinsic Volunteer Satisfaction	8	0.812
Intrinsic Volunteer Satisfaction	6	0.750
Perceived external Prestige	7	0.790
Perceived internal respect	7	0.857
Functional image	9	0.722

Source: Primary Data

The CVI for the questionnaire was valid at 0.722 which is above 0.7, the least CVI recommended in a survey study should be 0.7 (Yau et al., 2015).

3.8.2   Reliability

Reliability for the interview guide was attained with help of the supervisor and peers who read through and guide on the formulation of the questions. After the data has been collected, the data were systematically checked, focus maintained and identification and correcting of errors carried out (Haug, Zachariassen & Van Liempd, 2011). After data collection, reliability for the self-administered questionnaire was determined by calculating Cronbach Alpha using SPSS 24.0 (Statistical Package for Social Scientists) after data collection. Only constructs whose items that attained reliability of more than 0.70 were retained for analysis. This is because Macgowan

(2008) suggests that a reliability of 0.70 or higher indicates internal consistency in the scores of the instrument. The Cronbach Alpha results are presented in Table 3.3.

Table 3.3:   Cronbach Alpha Reliability Indices

Items	Number of Items	Cronbach alpha (α)
Extrinsic Volunteer Satisfaction	8	0.817
Intrinsic Volunteer Satisfaction	6	0.774
Perceived external Prestige	7	0.802
Perceived internal respect	7	0.828
Functional image	9	0.731

Source: Primary Data (2017)

3.8   Data Management and Analysis

3.8.1   Data Management

After data collection, processing of qualitative data involved familiarisation with the data through review, reading, organisation and indexing of data for easy retrieval and identification, anonymising of sensitive data, identification of themes, re-coding and exploration of relationships between categories (Lacey & Luff, 2001). The processing of quantitative data involved coding, entering the data into the computer using the Statistical Package for Social Sciences (SPSS 24.0), summarising them using frequency tables to identity errors and editing them to remove errors.

3.8.2   Data Analysis

Quantitative data analysis was at three levels, namely univariate, bivariate and multivariate. At univariate level, analysis involved use of percentages and descriptive statistics, in particular, the mean. At bivariate level, analysis involved correlating the dependent variable on the independent variables. At the multivariate level, analysis involved regression analysis using SPSS to determine the magnitude of influence of independent variables on dependent variables. The analysis for qualitative data was done out through discursive and thematic methods. The discursive method considered detail of the text, interpreting the analysed text and attributing meaning. On the other hand, thematic analysis ensured that clusters of text with similar meaning were presented together (Madill & Gough, 2008). Qualitative data supplemented quantitative data and helped in providing explanations.

3.10   Ethical Considerations

The researcher attempted to respect the rights of others throughout the study. All material adopted from other sources were acknowledged. In addition the researcher obtained an introduction letter from Uganda martyrs University that introduced him to the Uganda Red Cross Society Masaka region. Nevertheless, the researcher obtained consent from all respondents to participate in the study. Anonymity was ensured and the researcher observed confidentiality while handling the responses. Information was availed to respondents that the research would not endanger them directly or indirectly and that participation was voluntary.

3.11   Limitations of Study

The researcher encountered a number of limitations during the study.

i.   In the first place, the researcher faced financial constraints to facilitate the study in terms of transport, typesetting and printing the work. The researcher used volunteers to collect the data to cut on the costs.

ii.   The researcher also faced a challenge of limited time as the proposal was approved late leaving the researcher with limited time to collect and analyse the data. The support of the supervisors helped the research completed the study in time.

iii. There was a challenge of some of the targeted population failing respond to the questionnaires and interviews. However, the researcher was vigilant in the administering of the research instruments and this helped in collecting of appropriate data. The researcher was able to get 124 respondents back.

3.12   Conclusions

This chapter presents the methodology that informed this study. The methodology was the basis for the researcher to discover the methods relevant for the study, the assumptions underlying the various methods and their correctness. This helped in obtaining of suitable data and setting the ground for the presentation and interpretation of collected data.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0   Introduction

This chapter is a presentation, analysis and interpretation of the findings made by this study. The study investigated the relationship between perceived organisational image and volunteer satisfaction in the Uganda Red Cross Society. Specifically, the study investigated the relationship between perceived external prestige, perceived internal respect and functional image and volunteer satisfaction in the Uganda Red Cross Society.

4.1   Response Rate

The researcher anticipated to collect data from 137 respondents comprising 132 volunteers and five staff of The Uganda Red Cross. However, for quantitative data, not all questionnaires distributed were returned containing appropriate data. The response rate is presented in Table 4.1.

Table 4.1:   Response Rate for the Study

Instruments	Selected Sample	Responding Sample	Response Rate
Questionnaires	132	124	93.9%
Interview	5	5	100%
Total	**135**	**129**	

Source: Primary Data

The study revealed that 93.9% returned the questionnaire fully filled and 100% who were interviewed all responded. This was considered an appropriate response rate because according to Nulty (2008), in social research a response rate of 50.0% is acceptable.

4.2   Respondents Characteristics

This section presents facts about the respondents on Gender, age, level of education and number of years as a Volunteer of The Red Cross. The data on respondent's characteristics is shown in Table 4.2.

Table 4.2:   **Respondents Characteristics**

Item	Categories	Frequency	Percent
Gender of the Respondents	Male	71	57.3
	Female	53	42.7
	Total	**124**	**100.0**
Age Groups	Below 25 Years	41	33.1
	25-30 Years %	44	35.5
	30-35 Years	30	24.2
	35-40 Years	9	7.2
	Total	**124**	**100.0**
Education levels	Primary	3	2.4
	Secondary	7	5.6
	Bachelors Degree	97	78.2
	Professional Certificate	17	13.7
	Total	**124**	**100.0**
Number of years as a Volunteer of The Red Cross	Less than 3 years	43	34.7
	3 – 6 years	58	46.8
	6 years and above	23	18.5
	Total	**124**	**100.0**

Source: Primary Data

4.2.1 Gender of the Respondents

The results presented in Table 4.2 show that the modal percentage 57.3% of the respondents was of males and 42.7% were females. These results suggest that more males volunteering for The Uganda Red Cross. This is due to the nature of the job that requires energetic and hard work people to participate in its activities. However, data obtained was representative of both gender groups because the number of females participating in the study was also big. Therefore, views of both men on access on the study variables were captured.

4.2.2 Age of the Respondents

The results on age show that the modal percentage 35.5% of the respondents was of those in the age group 25-30 years followed by 33.1% who were below 25 years, 24.2% who were below and 7.2% who were between 35-40 years. The results indicated that respondents involved were of different age categories. This implied that the Red Cross employees young volunteers who are still energetic and ready to work for long hours. Data reliable because it was collected from experienced individuals and was representative of opinions of respondents of different age categories.

4.2.3 Highest Level of Education of the Respondents Attained

The data on the highest level of education attained in Table 4.2 shows that the modal percentage (78.2%) of the respondents possessed Bachelors Degree, followed by 13.7% with qualifications from other tertiary institutions, 5.6% with secondary education and 2.4% with primary education. Overall, the results show that most of the respondents had bachelor's degrees. Thus, these could respond to questions appropriately in the language used in the study, that is English.

4.2.3   Number of Years Volunteering

With respect to the results on the number of years the respondents volunteered for The Red Cross in Table 4.2, the modal percentage 46.8% indicted they had volunteered for 3-6 years, followed by 34.7% that had volunteered for less than three years and the remaining 18.5% had been volunteered for six years and above. The above results show that most of the respondents had volunteered for more than three years. This shows that the volunteers have a passion for voluntary work. Therefore, these respondents could easily give their opinions about perceived organisational image and their volunteer satisfaction.

4.3   Perceived External Prestige and Volunteer Satisfaction

The conceptual framework (Figure 1.1) showed that the dependent variable (DV) that is volunteer satisfaction was a bi-dimensional concept covering two constructs, namely; extrinsic and intrinsic volunteer satisfaction. The items measuring the various variables comprising volunteer satisfaction were scaled using the four-point Likert scale where, 1 = Strongly Disagree 2 = Disagree, 3 = Agree and 4 = Strongly Agree. Basing on the five-point Likert scale that was used, the median score of three was considered undecided. Thus interpretation of the means was as follows, 1.0-1.5 strongly disagree, 1.5-2.5 disagree, 2.5-3.5 undecided, 3.5-4.5 agree and 4.5 and above strongly agree. For each of the above aspects of volunteer satisfaction, descriptive statistics that include frequencies, percentages, means and standard deviations are presented.

4.3.1   Extrinsic Volunteer Satisfaction

This aspect of volunteer satisfaction was studied using eight items (Appendix B). The items included whether the respondents were happy with the way management treated volunteers,

satisfied with volunteering because of the competences of the supervisors in making decisions, the way policies were put into practice made them want to continue volunteering with Red Cross and volunteered with the Red Cross for their career advancement. The items also included whether the respondents were happy to volunteer because the rewards offered were worth their effort and the amount of work they did, volunteered for the Red Cross because of favourable working conditions. They volunteered because it was easy to work with Red Cross Staff and the praises they got for doing a good job made. The descriptive results were as presented in Table 4.3.

Table 4.3:   Frequencies, Percentages and Means for Extrinsic Volunteer Satisfaction

Extrinsic Volunteer Satisfaction	F %	SD	D	U	A	SA	Mean	Std
I volunteer because I am happy with the way management treats volunteers	F	8	19	-	75	22	3.68	1.13
	%	6.5	15.3	-	60.5	17.7		
I am satisfied with volunteering because of the competences of my supervisor in making decisions	F	8	22	-	76	18	3.60	1.13
	%	6.5	17.7	-	61.3	14.5		
The way policies are put into practice makes me want to continue volunteering with Red Cross	F	15	20	-	77	12	3.41	1.22
	%	12.1	16.1	-	62.1	9.7		
I volunteer with the Red Cross for my career advancement	F	10	18	-	77	19	3.62	1.15
	%	8.1	14.5	-	62.1	15.3		
I am happy volunteering because the rewards offered are worth my effort and the amount of work I do	F	14	23	-	66	21	3.46	1.28
	%	11.3	18.5	-	53.2	16.9		
I volunteer for the Red Cross because of favourable working conditions	F	8	32	-	62	22	3.47	1.23
	%	6.5	25.8	-	50.0	17.7		
I volunteer because it is easy to work with Red Cross Staff	F	12	28	-	58	26	3.47	1.31
	%	9.7	22.6	-	46.8	21.0		
The praise I get for doing a good job makes me volunteer	F	26	38	-	41	19	2.91	1.45
	%	21.0	30.6	-	33.1	15.3		

Source: Primary Data

4.3.1.1 Happy With the Way Management Treats Volunteers

The results in Table 4.3 in the item whether the respondents volunteered because they were happy with the way management treated volunteers revealed that 6.5% strongly disagreed, 15.3% disagreed, 60.5% agreed and 17.7% strongly agreed. In general terms 78.2% are positive with the way Red Cross management treats volunteers. The mean = 3.68 implied that the

respondents agreed. Therefore, the respondents volunteered because they were happy with the way management treated volunteers. However, the high standard deviation = 1.13 suggested that the responses were dispersed.

In the open responses of the questionnaire, the respondents revealed that they were treated well with respect and supported. The respondents revealed that they received recommendations in case they were looking for jobs and were at times supported with allowances. In the interviews one respondent revealed; "*Some volunteers continue to volunteer for The Red Cross because they are gratified by the appreciation of the organisation and the public. They feel their services are appreciated and this makes them continue to volunteer for The Red Cross.*" Another respondent stated, "*This organisation treasures volunteers because of the services they render to eat. They are therefore, treated very courteously because they enable the organisation to continue moving.*" These qualitative results concur with the descriptive statistics which showed that the volunteers were happy with the way management treated volunteers.

The importance of good treatment of people in organisations is recognised by previous scholars. Basing on the social exchange theory, Brockner et al. (2010) contend that people appreciate an organisation for providing an experience that enables them to feel good about themselves. In return, to reciprocate the favour, develop satisfaction with the organisation. Ahmed et al. (2011) basing on the Perceived Organisational Support Theory posits that if employees feel that they are treated well by the organisation, they reciprocate it with increased level of job satisfaction, commitment, better performance and high work efforts. A sense of reciprocity is created when

employees feel that they are well treated or supported by organisation. This means that people in organisations such as volunteers are satisfied when they feel they are treated well.

4.3.1.2 Volunteering because of the Competences of their Supervisors

As to whether the respondents were satisfied with volunteering because of the competences of their supervisors in making decisions, the percentage of 6.5% strongly disagreed, 17.7% disagreed, none undecided, 61.3% agreed and 14.5% strongly agreed. In general terms 75.8% agreed that competences of their supervisors were vital while 24.2% disagreed. The mean = 3.60 suggested that the respondents agreed. Thus, the results above meant that the respondents were satisfied with volunteering because of the competences of their supervisors in making decisions. Nevertheless, the high standard deviation = 1.13 meant that there were variations in the responses. In the open responses of the questionnaire, the volunteers revealed that they were satisfied with the competences of supervisors in making decisions especially involving everybody in making decisions including the volunteers themselves. The volunteers indicated that team decision making in the organisations satisfied them. This means that volunteers were satisfied with volunteering because of the competences of their supervisors in making decisions.

The significance of satisfaction with competences of supervisors in making decisions is also given prominence by previous scholars. For instance, Ababneh (2009) found out that leaders' competencies were positively and significantly related to overall job satisfaction. Such competences include communication skills, solving problems, listening effectively, processing information, motivating successfully, delegating responsibilities, building personal relationships, focusing on working efficiently, taking action and achieving results. Lewis, Donaldson-Feilder

and Tharani (2011) indicate that variety of competences including involvement in decision-making and problem-solving; back up of employee decisions; being able to give some autonomy to employees in the way they want to carry out their job role and managers believing in employees lead to employee satisfaction. Competent leaders that show more resilience, consistency, trust, and competence attract employee job satisfaction. This means that in organisations volunteers or employee satisfaction with the competences of their supervisors in making decisions is very important.

4.3.1.3 Policies Implemented Properly

With respect to whether the way policies were put into practice made volunteers wanted to continue volunteering with Red Cross, the majority percentage 62.1% strongly disagreed, 9.7% disagreed, 16.1% agreed and 12.1% strongly agreed. In general terms, the study indicated that the policies were properly implemented. The mean = 3.41 suggested that the respondents were undecided. The high standard deviation = 1.22 meant that the responses were dispersed. However, with results close to three, it was suggested that fairly, the way policies were put into practice made volunteers wanted to continue volunteering with the Red Cross. The value of proper implementation of policies is recognised by previous scholars. Sabarwal (2014) reports that careful implementation of selected processes and procedures within the organization promote employee job satisfaction. If policies are properly implemented, they have a satisfaction psychological impact on employees. Effective implementation of policies and procedures within the organization enhances work satisfaction and work-life balance of employees.

4.3.1.4 Prospects for Career Advancement

Regarding whether the respondents volunteered with the Red Cross for their career advancement, respective percentages were 8.1% strongly disagreed, 14.5% disagreed, 62.1% agreed and 15.3% strongly agreed. In general, 77.4 % had a positive view of volunteering for their career advancement while 22.6% were negative. The mean = 3.62 indicated that the respondents agreed. Therefore, the results above suggested that the respondents volunteered with the Red Cross for their career advancement. Conversely, the high standard deviation = 1.15 meant that the responses were dispersed. In the open responses of the respondents views were given which indicated that the respondents volunteered in The Red Cross for their career development. One respondent stated, "*Volunteering for The Red Cross gives me the experience which employers are seeking for. I hope to use my experience from The Red Cross to get a job.*"

In the interviews with management staff of the Red Cross, responses related to the above were given as to why many volunteers continued to work for the organisation. One respondent stated, "*Many volunteers are unemployed youth wanting to get experience, some hoping at one time to be employed by The Red Cross and gain experience to use to seek jobs elsewhere.*" Similarly, another respondent remarked, "*At The Red Cross are volunteers are treated very well, they are also given priority in case an opportunity for employment emerge and we pay them some allowances when they are engaged in activity. The organisation has made attractive for volunteers to work for The Red Cross.*" This means that the need for career advancement attracted the volunteers to volunteer for The Red Cross.

The importance of career advancement in bringing satisfaction is recognised by different scholars. Kaya and Ceylan (2014) found out that career development programs have a positive and signicant effect on employee's job satisfaction. Similarly, Shujaat, Sana, Aftab and Ahmed (2013) established a positive significant relationship between career development and employee job satisfaction. Shammot (2014) expounds that career development is directly linked to the satisfaction of employee in a way that employees feel value from their supervisors and organization as their goals are being focused and achieved, they get recognition because along with their own goals organizational goals are also being satisfied. Employees become more satisfied with their job and would never want to leave the organization and also organization. This means that hope for career advancement attracted the volunteers to The Red Cross.

4.3.1.5 Happy with Rewards

Concerning whether the respondents were happy volunteering because the rewards offered them were worth their effort and the amount of work they did; 11.3% strongly disagreed, 18.5% disagreed, 53.2% agreed and 16.9% strongly agreed. This gave the researcher a general perspective that the majority percentage of respondents, 70.1% accepted with 29.8% rejected the assertion. The mean = 3.42 implied that the respondents were undecided. On the contrary, the high standard deviation = 1.28 indicated variation in the responses. Nevertheless, the results above meant that fairly, the respondents were happy volunteering because the rewards offered them were worth their effort and the amount of work they did. The respondents in the open responses to the questionnaire revealed that they continued to volunteer for The Red Cross because of the rewards they got. For instance, one respondent stated, *"The Red Cross pays me some allowances. This therefore makes me continue to volunteer for The Red Cross as I wait to*

get a job." Another respondent stated, "*I continue to serve The Red Cross because the organisation appreciates the services. I am even given some allowances. I feel valued and this makes me continue to work for The Red Cross*." This means that reward made volunteers continue to volunteer for The Red Cross.

The importance of the rewards in creating satisfaction is well articulated in the theories that guided this study. For instance Haggard and Turban (2012) indicate that the Psychological Contract Theory conjectures beliefs of mutual obligations' between that person and another party originate when individuals infer promises that give rise to beliefs in the existence of reciprocal obligations. On the other hand, Boateng (2014) basing on the Organisational Support Theory postulates that employees develop global beliefs concerning the extent to which the organisation values their contribution and cares about their well-being. Employees perceive their organisation as supportive when they are rewarded beyond their contractual agreements. According to Ahmed et al. (2011), when employees feel that they are supported by the organisation, they reciprocate it with increased level of job satisfaction because of the resulting sense of reciprocity. Still, basing on the Social Exchange Theory, Calhoun, Gerteis, Moody, Pfaff and Virrk (2012) indicate that interactions between persons are an exchange of goods, material and non-material. According to Wikhamn and Hall (2012) exchange or reciprocation in social relationships becomes stronger when both partners are willing to provide resources valuable to the other. In this exchange, employees value beneficial treatment. This means that rewards attract the job satisfaction of those working in organisations such as volunteers.

4.3.1.6 Favourable Working Conditions

As to whether the respondents volunteered for the Red Cross because of favourable working conditions, the majority percentage 6.5% strongly disagreed, 25.8% disagreed, 53.2% agreed and 16.9% strongly agreed. In general, 67.7% were positive that the Red Cross provides favourable working conditions. The mean = 3.47 implied that the respondents were undecided. Nonetheless, the high standard deviation = 1.23 showed that the responses were varied. However, the results above meant that fairly, the respondents volunteered for the Red Cross because of favourable working conditions. In relation to the above, the respondents were asked to indicate whether they volunteered because it was easy to work with Red Cross Staff; 9.7% strongly disagreed, 22.6% disagreed, 46.8% agreed and 21.0% strongly agreed. Considering those in agreement and disagreements cumulative the majority percentage 67.8% was positive while 32.3% was negative. The mean = 3.47 implied that the respondents were undecided. However, the high standard deviation = 1.31 showed that the responses were dispersed. Nevertheless, the results above meant that fairly, the respondents volunteered because it was easy to work with Red Cross Staff. The analysis also showed that it is easy to work with Red Cross with 46.8% agreeing, 21.0% strongly agreeing in general the results showed it was easy to work with the Red Cross.

The results above with respect to working conditions are closely consistent with the findings of previous scholars. For instance, Raziq and Maulabakhsh (2015) established a positive relationship between working environment and employee job satisfaction. Sell and Cleal (2011) developed a framework on job satisfaction by integrating economic variables and work environment variables to study the reaction of employees in hazardous work environment with high monetary benefits and non-hazardous work environment and low monetary benefits. The

study showed that different psychosocial and work environment variables like work place, social support had direct impact on job satisfaction. Therefore, rewards have an influence on workers satisfaction including volunteers.

4.3.1.7 I am Praised for the Work I Do

With respect to whether the praise the volunteers got for doing a good job made them volunteer, the larger percentage 33.1% agreed, 15.3% strongly agreed, 30.6% disagreed and 21.0% strongly disagreed. Majority of the respondents were in positive agreement with the motivation got out of praising volunteers' work. The mean = 2.91 implied that the respondents were undecided. The high standard deviation = 1.45 meant that the responses were varied. However, the results overall suggested that fairly, the praise the volunteers got for doing a good job made them volunteer. The importance of praise is also recognised by other scholars. For instance, Alam, Saeed, Sahabuddin and Akter (2013) indicate that, praise and recognition are essential to an outstanding workplace. People want to be respected and valued for their contribution. Everyone feels the need to be recognised as an individual or member of a group and to feel a sense of achievement for work well done. Everyone wants a pat on the back to make them feel good. Similarly, Salmore (2017) contends that Employees who receive praise for their work develop pride in themselves and their performance. Positive reinforcement techniques are easy to learn and are rewarding for both supervisor and employee. Today's employees want and expect guidance and feedback about their performance. Acknowledging desired behaviour may even eliminate corrective counselling sessions. It is essential to the success of service industries such as health care to have front line people who project confident, caring attitudes and provide superior service. This means that praise is important for workers including volunteers.

To establish the level of extrinsic volunteer satisfaction of the volunteers, all items eight in Table 4.3 were aggregated into one average index (extrinsic volunteer satisfaction) whose summary statistics are given in Table 4.4:

Table 4.4:   Summary Statistics on Extrinsic Volunteer Satisfaction

	Descriptive		Statistic	Std. Error
Extrinsic Volunteer Satisfaction	Mean		3.45	0.07
	95% Confidence Interval for Mean	Lower Bound	3.31	
		Upper Bound	3.60	
	5% Trimmed Mean		3.48	
	Median		3.75	
	Variance		0.66	
	Std. Deviation		0.81	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.00	
	Skewness		-0.74	0.22
	Kurtosis		0.35	0.43

Source: Primary Data

The results in Table 4.4 show that the mean = 3.45 was not very distant from the median = 3.75 suggesting normality of the results despite the negative skew (skew = -0.74). The mean close to three implied that extrinsic volunteer satisfaction was fair because basing on the scale used, three represented undecided or fair. The low standard deviation = 0.81 implied limited dispersion in the responses. The curve in Figure 4.1 confirms the suggested normality.
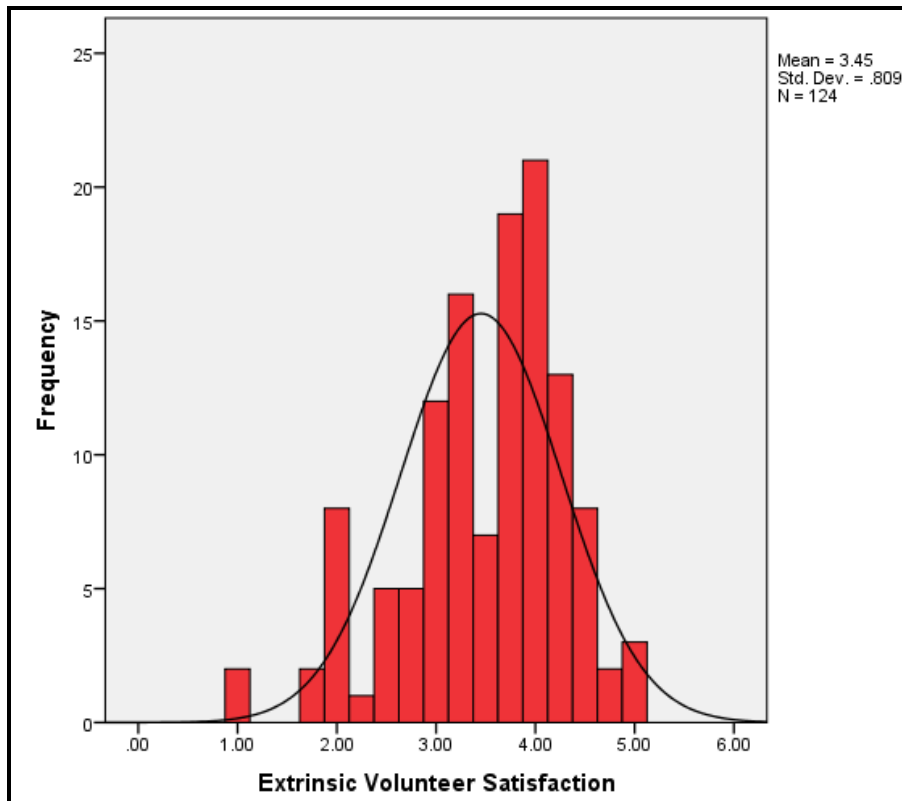
Figure 4.1:   **Histogram on Extrinsic Volunteer Satisfaction**

Source: Primary Data

Figure 4.1 shows normal distribution of the responses obtained from the respondents. This means that the data obtained on extrinsic volunteer satisfaction could be subjected to linear correlation and regression and appropriate results obtained (Altman & Krzywinski, 2015).

4.3.2   Intrinsic Volunteer Satisfaction

Thisaspect of volunteer satisfaction was studied using six items (Appendix B). The items included whether the respondents volunteered because they were able to keep themselves busy all the time, volunteered because they had chance to do particular things from time to time, had

chance to gain self esteem, had chance to serve others, chance to do something that made use of their knowledge and skills and attained a feeling of accomplishment. The descriptive results were as presented in Table 4.5.

Table 4.5: Frequencies, Percentages and Means for Intrinsic Volunteer Satisfaction

Intrinsic Volunteer Satisfaction	F/%	SD	D	U	A	SA	Mean	Std
I volunteer because I am able to keep myself busy all the time		26	49	-	40	9	2.65	1.32
		21.0	39.5	-	32.3	7.3		
I volunteer because I have chance to do particular things from time to time		8	19	24	51	22	3.48	1.14
		6.5	15.3	19.4	41.1	17.7		
I volunteer because I have chance to gain self esteem		16	40	21	37	10	2.88	1.21
		12.9	32.3	16.9	29.8	8.1		
I volunteer because I have chance to serve others		17	31	-	64	12	3.19	1.30
		13.7	25.0	-	51.6	9.7		
I volunteer because I have chance to do something that makes use of my knowledge and skills		15	38	-	50	21	3.19	1.36
		12.1	30.6	-	40.3	16.9		
Volunteer makes me attain a feeling of accomplishment		14	37	-	50	23	3.25	1.36
		11.3	29.8	-	40.3	18.5		

Source: Primary Data

4.3.2.1 I volunteer to keep myself busy

The results in Table 4.5 in the first row on whether the respondents volunteered because they were able to keep themselves busy all the time revealed that the percentages of respondents;

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21.0% strongly disagreed, 39.5 disagreed, 32.3% agreed and 7.3% strongly agreed. In general more people had a negative attitude about volunteering to keep busy which makes the researcher conclude they volunteer due to reasons say passion but not to keep themselves busy. The mean = 2.65 suggested that the respondents were undecided. The high standard deviation = 1.32 suggested that the responses were dispersed. However, with the respondents being undecided, this meant they volunteered because fairly they were able to keep themselves busy.

4.3.2.2 Having a chance to do particular things from time to time

In relation to the above, as to whether the respondents volunteered because they had chance to do particular things from time to time, 6.5% strongly disagreed, 15.3% disagreed,19.4% undecided, 41.1% agreed and 17.7% strongly agreed. In general, the larger percentage 48.8% was positive while 21.8 % negative and 19.4% were undecided. The mean = 3.48 suggested that the respondents were undecided. The high standard deviation = 1.14 meant that there were variations in the responses. However, the average mean meant that fairly, the respondents volunteered because had chance to do particular things from time to time.

The importance of working in order to keep busy and had chance to do particular things from time to time is recognised by other scholars. For instance, Hsee, Yang and Wang (2010) indicate that people dread idleness, yet they need a reason to be busy. Therefore, they chose to work not to be idle. Accordingly, the idea that people desire justification for business is rooted in the general finding that people are rational animals and seek to base their decisions on reasons. In relation to above, Larocque, Gravelle and Karlis (2002) state that volunteering is a way to keep busy. Choma and Ochocka (2005) found out that one of the most common reasons for wanting to

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volunteer among the volunteers was keep active and busy. This means that wanting to keep busy sometimes made people volunteer.

4.3.2.3 Volunteer to Gain Self Esteem

With respect to whether the respondents volunteered because they had chance to gain self esteem, 12.9% strongly disagreed, 32.3% disagreed, 16.9% undecided, 29.8% agreed and 8.1% strongly agreed. The majority percentage 45.2% was negative about this idea, 37.9% were positive and 16.9% were undecided. The mean = 3.41 suggested that the respondents were undecided. Hence, the results above suggested that fairly, volunteered because they had chance to gain self esteem. Nonetheless, the high standard deviation = 1.21 meant that the responses were dispersed. In the open responses of the questionnaire, the respondents gave responses which indicated that volunteering increased their self esteem. For instance, one respondent stated, "*The Red Cross is an international organisation of high repute, associating with it build my self-esteem individually and in the society. Even it increases my opportunities of getting a job from other non-governmental organisations. I feel very happy to be associated with the Red Cross.*" This is a view which was also reflected in the interviews. One respondent stated, "*Many volunteers are enthusiastic to work for The Red Cross because it builds their self referent belief of self-esteem and self efficacy. Volunteers feel accomplished and develop skills which make them confident about their skills.*" The importance of volunteering in building self esteem is recognised by previous scholars. Segal and Robinson (2017) indicate that volunteering provides a healthy boost to self confidence, self esteem, and life satisfaction. This is because of doing well for others and the community, which provides a natural sense of accomplishment. Volunteering gives a sense of pride and identity. The better volunteers feel about themselves, the more they

are likely to have a positive view of their lives and future goals. This means that volunteering increased the self esteem of some volunteers.

4.3.2.4 Have Chance to Serve Others by Volunteering

Regarding whether the respondents volunteered because they had chance to serve others, 13.7% strongly disagreed, 25.0% disagreed, 51.6% agreed and 9.7% strongly agreed. More volunteers of percentage 61.3% were interested to have a chance to serve others. The mean = 3.62 indicated that the respondents agreed. Therefore, the results above suggested that fairly, the respondents volunteered because they had chance to serve others. Conversely, the high standard deviation = 1.30 meant that the responses were dispersed. In the open responses of the questionnaire, the respondents gave views which suggested volunteering gave them a chance to serve others. For instance, one respondent stated; "When I save lives like after accidents or an epidemic outbreak I feel satisfied. I feel good that I am contributing to the saving of humanity." Another respondent remarked, "*Saving lives gives my life purpose. That is why I volunteer.*" *Similarly, another respondent indicated, "I volunteer to serve humanity, this gives me satisfaction.*" These findings concur with the descriptive statistics results which also indicated that volunteering gives volunteers chance to serve others.

The finding that volunteering gives chance to serve others bring satisfaction to the volunteers is supported by other scholars. For instance, Choma and Ochocka (2005) reported that personal benefits from volunteering included greater feelings of helpfulness, protection against lowered well-being and increased levels of life satisfaction. Segal and Robinson (2017) indicate that volunteering offers vital help to people in need, worthwhile causes and the community. Helping

others kindles happiness. Their study revealed that compared with people who never volunteer the odds of being very happy rise to 7% among those who volunteer monthly and to 12% for people who volunteer every two to four weeks. Among weekly volunteers, 16% feel very happy compared to having an income of $75,000–$100,000 versus $20,000. This means that volunteering gives chance to serve others bring satisfaction to the volunteers.

4.3.2.5 Volunteer to put Knowledge and Skills to Use

As regards whether the respondents volunteered because they had chance to do something that made use of their knowledge and skills; 12.1% strongly disagreed, 30.6%   disagreed,   40.3% agreed and 16.9% strongly agreed. Looking at the results, more people were positive about volunteering to put knowledge and skills to use. The mean = 3.19 implied that the respondents were undecided. The high standard deviation = 1.36 showed that the responses were dispersed. Nevertheless, the results above meant that fairly, the respondents volunteered because they had had chance to do something that made use of their knowledge and skills. In the open responses of the questionnaire and interviews, the respondents gave views suggesting that volunteered because they had chance to do something that made use of their knowledge and skills. For instance, one respondent stated, "*As I am still looking for a full time job, working for the Red Cross enhances my professional knowledge and skills. Working with The Red Cross helps me to put my skills to use.*" On the other hand, one respondent remarked, "*I feel accomplished working for an organisation like The Uganda Red Cross. This is a highly revered organisation in the country, so working with it makes me attain self accomplishment.*"

In the interviews, one respondent revealed, "*The Red Cross gives volunteers the opportunity to be engaged especially since most of them are fresh graduates. They develop their skills, gain experience and self esteem than staying in their homes stressed over lack of jobs*." The findings above are close to the descriptive statistics results which suggest that volunteering for The Red Cross helped fresh graduates to put their knowledge and skills to use. The finding above to the effect that volunteering helped volunteers to put their knowledge and skills to use is supported concurs with the views expressed by previous scholars. For instance, Segal and Robinson (2017) states, volunteering gives an opportunity to practice. Volunteering gives the opportunity to practice important skills used in the workplace, such as teamwork, communication, problem solving, project planning, task management and organisation. This means that volunteering plays a significant role of making volunteers put their knowledge and skills to use.

4.3.2.6 Attain Accomplishment from Volunteering

With respect to whether volunteering made the respondents attain a feeling of accomplishment, 11.3% strongly disagreed, 29.8% disagreed, 40.3% agreed and 18.5% strongly agreed. Making a general argument the larger percentage 58.8% had a positive attitude of attaining accomplishment from volunteering while 41.1% were negative about the idea. The mean = 3.25 implied that the respondents were undecided. The high standard deviation = 1.36 meant that the responses were varied. However, with an average mean, the results meant that volunteering fairly made the respondents attain a feeling of accomplishment. The finding that somehow volunteering made the respondents attain a feeling of accomplishment is supported by other scholars. For instance, Choma and Ochocka (2005) reported that personal benefits from volunteering include improved self-concept, a sense of accomplishment and increased levels of

life satisfaction. Segal and Robinson (2017) posit that the feeling that doing good for others and the community provides a natural sense of accomplishment. The role a volunteer gives a sense of pride. Volunteers feel better about themselves making them more likely to have a positive view of life and future goals. This means that volunteering makes the volunteers attain a feeling of accomplishment. To find out the level of intrinsic volunteer satisfaction of the volunteers, all items six in Table 4.5 were aggregated into one average index (intrinsic volunteer satisfaction) whose summary statistics are given in Table 4.6.

Table 4.6:   Summary Statistics on intrinsic Volunteer Satisfaction

Descriptives			Statistic	Std. Error
Intrinsic Volunteer Satisfaction	Mean		3.11	0.08
	95% Confidence Interval for Mean	Lower Bound	2.95	
		Upper Bound	3.26	
	5% Trimmed Mean		3.14	
	Median		3.08	
	Variance		0.77	
	Std. Deviation		0.88	
	Minimum		1.00	
	Maximum		4.83	
	Range		3.83	
	Interquartile Range		1.33	
	Skewness		-0.41	0.22
	Kurtosis		-0.32	0.43

Source: Primary Data

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The results in Table 4.6 show that the mean = 3.11 was close to the median = 3.08 suggesting normality of the results despite the negative skew (skew = -0.41). The mean close to three implied that intrinsic volunteer satisfaction was fair because basing on the scale used, three represented undecided or fair. The low standard deviation = 0.77 implied limited dispersion in the responses. The curve in Figure 4.2 confirms the suggested normality.
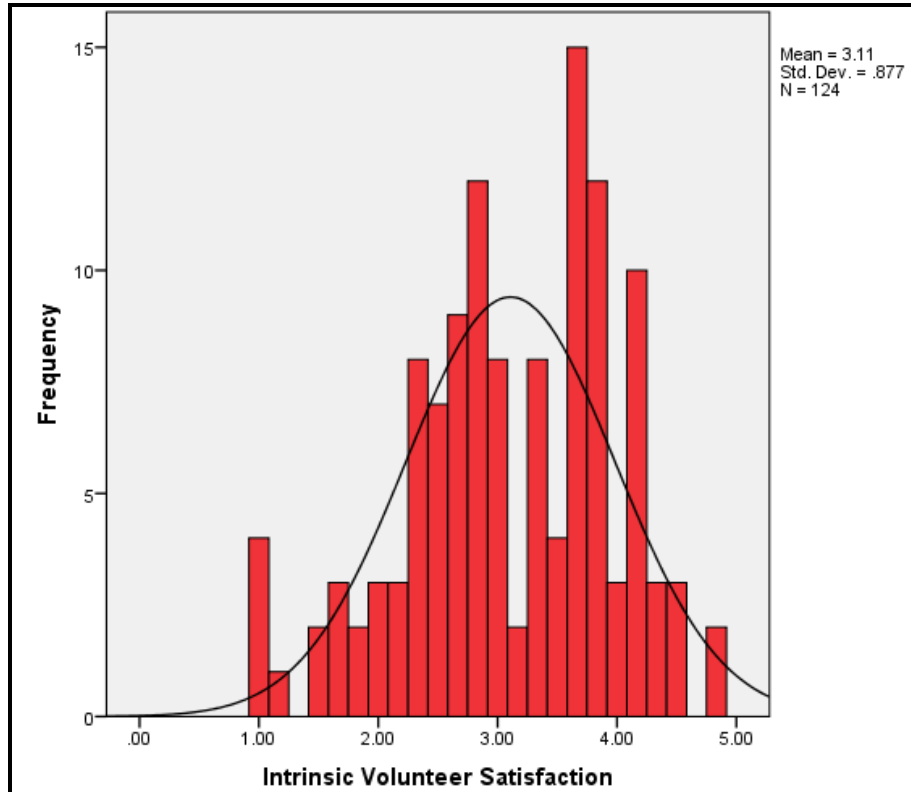
Figure 4.2: Histogram on Intrinsic Volunteer Satisfaction

Source: Primary Data

Figure 4.2 shows normal distribution of the responses obtained from the respondents. This means that the data obtained on intrinsic volunteer satisfaction could be subjected to linear correlation and regression and appropriate results obtained.

4.3.3 Volunteer Satisfaction Index

In the first subsections under section (4.3) covering volunteer satisfaction, the results were presented as per each the aspects of volunteer satisfaction, namely; volunteer extrinsic satisfaction and volunteer intrinsic satisfaction. To carry out the subsequent analyses, namely correlation and regression analyses to establish the relationship between independent variables and the dependent variable an average index of volunteer satisfaction was generated. The average index of volunteer satisfaction was computed for the 14 items. The summary of the statistics on the same were as presented in Table 4.7.

Table 4.7:   Summary statistics on Volunteer Satisfaction

Descriptives			Statistic	Std. Error
Volunteer Satisfaction	Mean		3.28	0.07
	95% Confidence Interval for Mean	Lower Bound	3.13	
		Upper Bound	3.43	
	5% Trimmed Mean		3.31	
	Median		3.38	
	Variance		0.68	
	Std. Deviation		0.82	
	Minimum		1.00	
	Maximum		4.85	
	Range		3.85	
	Interquartile Range		1.09	
	Skewness		-0.55	0.22
	Kurtosis		-0.01	0.43

Source: Primary Data

The results in Table 4.17 show that the mean = 3.28 was close to the median = 3.03 suggesting normality of the results despite the negative skew (skew = -0.55). Besides, the mean and median close to three implied fair volunteer satisfaction because basing on the scale used, three represented undecided or fair. The low standard deviation = 0.82 implied limited dispersion in the responses. The curve in Figure 4.3 confirms the suggested normality.
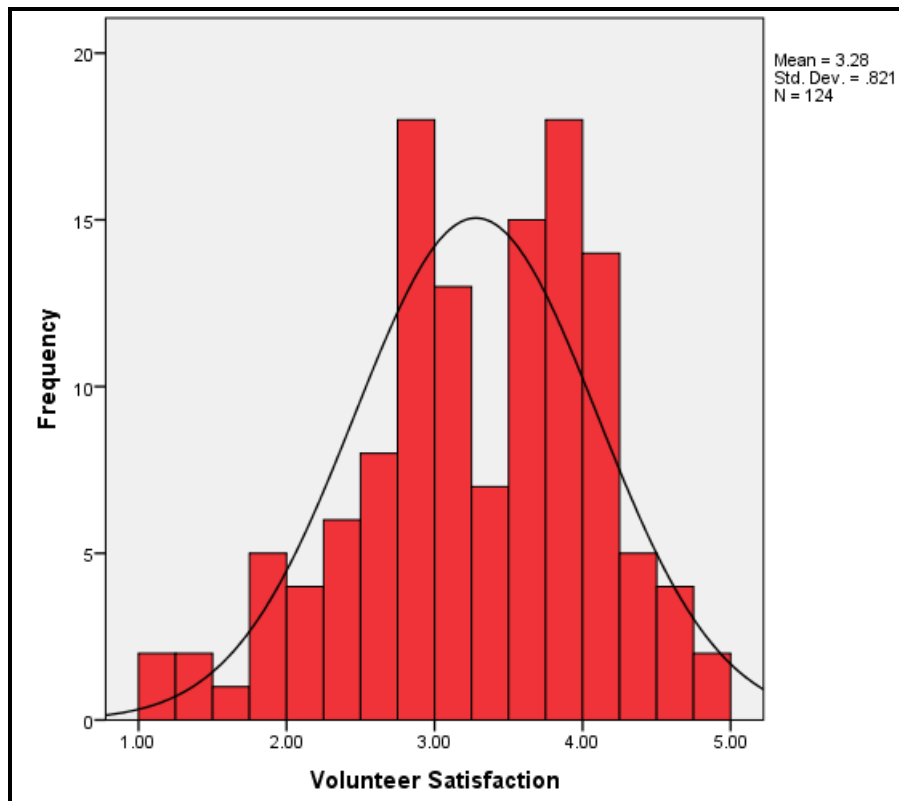
Figure 4.3:   Histogram on Volunteer Satisfaction

Figure 4.3 shows normal distribution of the responses obtained from the respondents. This means that the data obtained on volunteer satisfaction could be subjected to linear correlation and regression and appropriate results obtained.

4.4   Results on Perceived Organisational Image and Volunteer Satisfaction

This section presents, analyses and interprets the results on the objectives of the study, namely; to establish the relationship between perceived external prestige and volunteer satisfaction in the Uganda Red Cross Society; to find out the relationship between perceived internal respect and volunteer satisfaction in the Uganda Red Cross Society; and to determine the relationship between functional image and volunteer satisfaction in the Uganda Red Cross Society. The section involves description of perceived organisational image aspects namely perceived external prestige, perceived internal respect and functional image (see conceptual framework Figure 1.1). The various items measuring volunteer satisfaction aspects were scaled using the five-point of 1=strongly disagree; 2=disagree; 3= undecided, 4 = agree; 5 = strongly agree. For each of the perceived organisational image aspects descriptive statistics that include frequencies, percentages, means and standard deviations. The results are presented item by item following the order of the self-administered questionnaire survey as presented in the instrument (Appendix II). Thereafter, correlation and regression results are presented.

4.4.1   Perceived External Prestige

On this perceived organisational image aspect, the respondents were asked whether The Red Cross is one of the most reputable volunteer organisations in the area, most are familiar with the organisation, most people in this area had heard of The Red Cross and many people believed that The Red Cross was the best place to go when there was a disaster. The items also included whether The Red Cross met all its set objectives, The Red Cross had accomplished its goals in the past years and The Red Cross had made progress toward achieving many of its long-term goals. The results are as presented in Table 4.8

Table 4.8:   Frequencies, Percentages and Means for Perceived External Prestige

Perceived External Prestige	F/%	SD	D	U	A	SA	Mean	Std
The Red Cross is the most reputable volunteer organization in the area	F	21	34	-	50	19	3.10	1.41
	%	16.9	27.4	-	40.3	15.3		
When I tell public that I volunteer for the Red Cross, most are familiar with the organization	F	21	45	-	49	9	2.84	1.31
	%	16.9	36.3	-	39.5	7.3		
Most people in this area have heard of The Red Cross	F	10	18	21	54	21	3.47	1.17
	%	8.1	14.5	16.9	43.5	16.9		
In this area, many people believe that The Red Cross is the best place to go when there is a disaster	F	14	35	18	46	11	3.04	1.21
	%	11.3	28.2	14.5	37.1	8.9		
I can say that The Red Cross meets all its set objectives	F	14	33	-	62	15	3.25	1.29
	%	11.3	26.6	-	50.0	12.1		
The Red Cross has accomplished its goals in the past years	F	12	36	-	53	23	3.31	1.33
	%	9.7	29.0	-	42.7	18.5		
In past years, The Red Cross has made progress toward achieving many of its long-term goals	F	14	36	-	48	26	3.29	1.38
	%	11.3	29.0	-	38.7	21.0		

Source: Primary Data

4.4.1.1 The Red Cross is the most Reputable Volunteer Organisation

The results in Table 4.8 in the first row on whether The Red Cross is the most reputable volunteer organisation in the area revealed that 16.9% strong disagreed, 27.4% disagreed, 40.3% agreed and 15.3% strongly agreed. Considering those that strongly agreed and agreed the larger percentage 55.6% was positive with 44.3% negative about the Red Cross being the most

reputable organisation. The mean = 3.10 suggested that the respondents were undecided. The high standard deviation = 1.41 suggested that the responses were dispersed. However, the average mean indicated that fairly The Red Cross is the most reputable volunteer organisation. In their responses of the questionnaire, the respondents indicated that indeed indicated that The Red Cross was one of the most reputable organisations in the area. One respondent sated, "*Everyone knows The Red Cross an international organisation. Volunteering increases your reputation in society.*" Another respondent remarked, "*The Red Cross is reputable internationally. Volunteering for it puts you at an advantage of being hired by international organisations.*" In the interviews, the respondents indicated that volunteers' especially fresh graduates wanted to volunteer for The Red Cross because of its international reputation. They believe that volunteering for The Red Cross enhances their image to employers. The interviews indicated that in fact they received many letters of those applying to become volunteers but could not take on all of them. The results above suggest that volunteers were willing to volunteer for The Red Cross because of its reputation.

The issue of volunteers wanting to volunteer for organisations of repute is recognised by previous scholars. For instance, Podnar (2011) indicates that members feel proud to belong to an organisation that is believed to be reputable in public. Lievens et al. (2007) expound that the organisational reputation to outsiders' distinguishes an organisation. According to Kang et al. (2011), most people desire to belong to an organisation that is believed to have socially valued characteristics. Ojedokun et al. (2015) indicate that perceived external prestige (PEP) is a socio-emotional resource that employees derive from interpreting the feedback gained from interactions with organisational outsiders. PEP is an esteem-enhancing social identity response

to a psychologically meaningful work experience. These means that people such as volunteers will want to associate with an organisation because of the External Prestige, they gain from it.

4.4.1.2 The Public is familiar with The Red Cross

As to whether the respondents when told the public that they volunteered for the Red Cross, most were familiar with the organisation, 16.9% strongly disagreed, 36.3% disagreed, 39.5% agreed and 7.3% strongly agreed. Majority percentage 53.2% was negative and 46.8% were positive about the public being familiar with the Red Cross. The high standard deviation = 1.31 meant that there were variations in the responses. The mean = 2.84 suggested that the respondents were undecided. Thus, the results above meant that fairly, when told the public that they volunteered for the Red Cross, most were familiar with the organisation.

4.4.1.3 Most people in the area had heard of the Red Cross

In relation to the above, the respondents were asked to tell whether most people in the areas of the respondents had heard of The Red Cross, 8.1% strongly disagreed, 14.5% disagreed, 16.9% undecided, 43.5% agreed and 16.9% strongly agreed. The majority percentage of respondents (strongly agreed and agreed 60.4%) were positive, 22.6% were negative and 16.9% were undecided about the above idea. The mean = 3.47 suggested that the respondents were undecided. The high standard deviation = 1.21 meant that the responses were dispersed. Hence, the results above suggested that fairly, most people in the areas of the respondents had heard of The Red Cross.

The importance of the organisation being recognised by the public is recognised by other scholars. For instance, Fuller et al. (2006) employees want to associate with a visible organisation. Accordingly, organisational visibility is based upon characteristics that are likely to result in the organisation having a   publicly recognised name. The greater the size, the growth, and the distinctiveness of the organisation, the more likely the organisation will be observed or distinguish itself from other organisations and attract many people that want to associate with it. Therefore, public knowledge of The Red Cross could be one of the factors attracting volunteers to it.

4.4.1.4 The Red Cross is the best place to go in Case of a Disaster

Regarding whether in the areas of the respondents many people believed that The Red Cross was the best place to go when there was a disaster, 8.1% strongly disagreed,   14.5%   disagreed, 16.9% undecided, 43.5% agreed, 16.9% strongly agreed. The majority percentage of respondents 45.2% were supporting with 39.5% not supporting the idea. The mean = 3.04 indicated that the respondents were undecided. The high standard deviation = 1.21 meant that the responses were dispersed. Therefore, the high standard deviation = 1.33 meant that the responses were varied. However, the average mean suggested that fairly, in the areas of the respondents many people believed that The Red Cross was the best place to go when there was a disaster.

In the open responses of the questionnaire, the respondents revealed that The Red was the only disaster management non government organisation in the area involved providing assistance to the people in need of emergency help. The respondents revealed that in calamities like accidents and diseases outbreaks the Red Cross is the particular organisation that intervenes more than any other organisation. These results as those of descriptive statistics which indicated that fairly The

Red Cross was the best place to go when there were disasters means that The Red Cross was seen as an organisation that helped disaster. The importance of an organisation being the only dominant in the provision of a service is recognised by other scholars. Podnar (2011) indicates when individuals believe their organisation is held in high esteem by external parties, they tend to more strongly identify with the organisation. Members believe this image has elements that others are likely to value, and then organisational affiliation creates a positive social identity. Therefore, people such as volunteers want to associate with organisation with high reputation in a specific area.

4.4.1.5 The Red Cross met all its set objectives

In relation to the above, the respondents were asked to indicate whether The Red Cross met all its set objectives, 11.3 % strongly disagreed, 26.6% disagreed, 50.0% agreed and 12.1% strongly agreed. Cumulatively, the larger percentage 62.1% were positive while with 37.9% were negative about the idea. The mean = 3.25 implied that the respondents were undecided. Thus, the results above meant that fairly, could say that The Red Cross met all its set objectives. However, the high standard deviation = 1.29 showed that the responses were dispersed.

4.4.1.6 The Red Cross had accomplished its Goals in the Past Years

With respect to whether The Red Cross had accomplished its goals in the past years, 9.7% strongly disagreed, 29.0% disagreed, 50.0% agreed, 12.1% strongly agreed. In general analysis, the larger percentage 61.2% was positive while 38.7% were negative about the above idea. The mean = 3.31 implied that the respondents were undecided. Thus, fairly The Red Cross had accomplished its goals in the past years.

4.4.1.7 The Red Cross had accomplished its Goals in the Past Years

In a question item similar to the above, the respondents were asked to indicate whether in past years, The Red Cross had made progress toward achieving many of its long-term goals, 11.3% strongly disagreed, 29.0% disagreed and 38.7% agreed, 21.0% strongly agreed. Cumulatively, the larger percentage 59.7% were positive 40.3% were negative. The mean = 3.29 implied that the respondents were undecided. The high standard deviation = 1.38 meant that the responses were varied. However, the average mean meant that fairly in past years, The Red Cross had made progress toward achieving many of its long-term goals. The importance of the organisation meeting its goals as an aspect of perceived organisational prestige is recognised by different scholars. For instance, Fuller et al. (2006) indicates that the success in achieving organisational goals is an important aspect of perceived organisational prestige. An organisation that has successfully achieved its short-term and long-term objectives is likely to be regarded by the individual as being held in high regard by people outside the organisation. Thus, they may attract volunteers to such an organisation.

To find out whether the level of perceived external prestige, all items seven in Table 4.8 were aggregated into one average index (perceived external prestige) whose summary statistics are given in Table 4.9:

Table 4.9:   Summary statistics on Perceived External Prestige

Descriptives			Statistic	Std. Error
Perceived External Prestige	Mean		3.19	0.08
	95% Confidence Interval for Mean	Lower Bound	3.03	
		Upper Bound	3.34	
	5% Trimmed Mean		3.21	
	Median		3.29	
	Variance		0.77	
	Std. Deviation		0.88	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		1.29	
	Skewness		-0.33	0.22
	Kurtosis		-0.34	0.43

Source: Primary Data

The results in Table 4.9 show that the mean = 3.19 was close to the median = 3.21 suggesting normality of the results despite the negative skew (skew = -0.33). Besides, the mean and median close to three implied fair perceived external prestige because basing on the scale used, three represented undecided or fair. The low standard deviation = 0.88 implied limited dispersion in the responses. The curve in Figure 4.4 confirms the suggested normality.
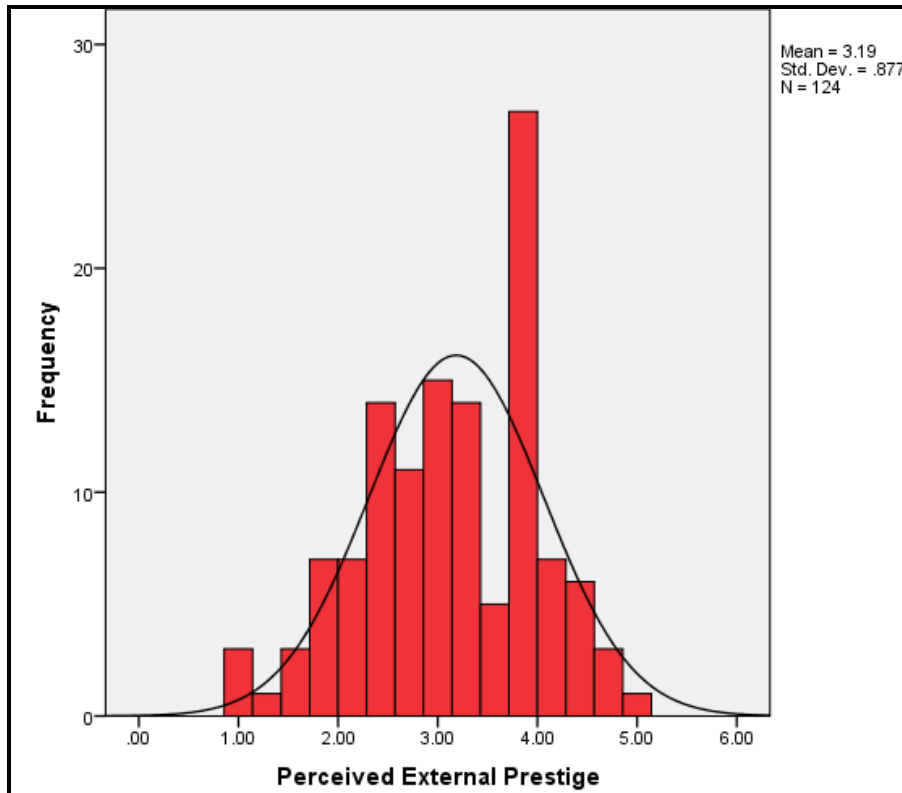
Figure 4.4:   Histogram on Perceived External Prestige

Figure 4.4 shows normal distribution of the responses obtained from the respondents. This means that the data obtained on perceived external prestige could be subjected to linear correlation and regression and appropriate results obtained.

4.4.2   Perceived Internal Respect

On this perceived organisational image aspect, the respondents were asked whether they were happy to associate with skilled personnel The Red Cross employs, volunteered for the Red Cross because it employed individuals who were better at their job to learn from, employed of The Red Cross had good work reputation and because they were highly recognised in public because they volunteer for the Red Cross.   The respondents were also asked to indicate whether they

volunteered for The Red Cross because they could get recommended for jobs in other organisation, because it improved their skills, provided experience desired by other employers and wanted to connect with different stakeholders during their voluntary work. The results are as presented in Table 4.10.

Table 4.10: Frequencies, Percentages and Means for Perceived External Prestige

Perceived Internal Respect	F/%	SD	D	U	A	SA	Mean	Std
I am happy to associate with skilled personnel The Red Cross employs	F	11	21	-	75	17	3.53	1.19
	%	8.1	16.9	-	60.5	13.7		
I volunteer for the Red Cross because it employs individuals who are better at their job to learn from	F	10	21	2	77	14	3.52	1.14
	%	8.1	16.9	1.6	62.1	11.3		
I volunteer because the employees of The Red Cross recognise my effort	F	13	14	-	84	13	3.56	1.15
	%	10.5	11.3	-	67.7	10.5		
I volunteer because am respected by the staff of the Red Cross	F	10	31	1	68	14	3.36	1.20
	%	8.1	25.0	0.8	54.8	11.3		
Due to volunteering for The Red Cross I might be recommended for a job in another organization	F	2	33	-	71	18	3.56	1.08
	%	1.6	26.6	-	57.3	14.5		
I am fortunate to work for The Red Cross because it improves my skills	F	1	20	-	86	17	3.79	0.90
	%	0.8	16.1	-	69.4	13.7		
Associating with the Red Cross provides experience desired by other employers	F	9	15	-	82	18	3.69	1.09
	%	7.3	12.1	-	66.1	14.5		

Source: Primary Data

4.4.2.1 Happy to Associate with skilled personnel of Red Cross

The study revealed that 8.1% strongly disagreed, 16.9% disagreed, 60.5% agreed and 13.7% strongly agreed. Considering agreements and disagreements cumulatively, 74.2% accepted and 25% rejected the idea. The mean = 3.53 suggested that the respondents agreed. The high standard deviation = 1.19 suggested that the responses were dispersed. However, the high mean meant that the respondents indicated that they were happy because they associated with skilled personnel The Red Cross employed.

4.4.2.2 Red Cross employed individuals who were better at their job to learn from

In relation to the above, as to whether the respondents volunteered for the Red Cross because it employed individuals who were better at their job to learn from 8.1% strongly disagreed, 16.9% agreed, 1.6% undecided, 62.1% agreed and 11.3% strongly agreed. Cumulatively, the majority percentage 73.4% accepted with 25.0% rejected while 1.6% was undecided. The mean = 3.53 suggested that the respondents agreed. The high standard deviation = 1.31 meant that there were variations in the responses. Nonetheless, the high mean implied that the respondents indicated that the Red Cross employed individuals who were better at their job to learn from.

In the interviews, the respondents revealed that the Red Cross employed high calibre employees and the organisation set an environment set that made these people easy to work with. It was revealed that for instance, the volunteers received coaching and mentoring from staff of the organisations. Staff guide volunteers provide them supervision to enable do their work effectively. The volunteers are even involved in the planning of activities by our staff as a policy matter in the operations of the organisations. In this organisation, coaching and mentoring of

volunteers is a matter of serious consideration by The Red Cross because after all many volunteers end being absorbed as staff when opportunities arise. The importance of associated with skilled personnel that are good to work is recognised by other scholars. For instance, Kunjiapu and Yasin (2015) in s study on workplace learning and its association with job satisfaction and skills development among employees revealed a strong and positive relationship between workplace learning and skills development and job satisfaction. This means that individuals such as volunteers would want to work in organisations where they can be helped to enhance their skills.

4.4.2.3 The Red Cross Recognises Effort of Volunteers

With respect to whether employees of The Red Cross recognised the effort of volunteers, 10.5% strongly disagreed, 11.3% disagreed, 67.7% agreed and 10.5% strongly agreed. Cumulatively considering agreements and disagreements, the majority percentage 78.2% were positive while 21.8% were negative. The mean = 3.56 suggested that the respondents agreed. Hence, the results above suggested that employees of The Red Cross recognised the effort of the volunteers. Nonetheless, the high standard deviation = 1.15 meant that the responses were dispersed. In the interviews, the respondents revealed that volunteers were highly respected by The Red Cross fraternity because they were an invaluable human resource that the organisation could not recruit because of lack of resources. One respondent stated, "Any little contribution by a volunteer to this organisation is applauded because it would not happen without the volunteer."

The importance of recognising individuals in organisations such as volunteers is recognised by previous scholars. For instance, Wayne et al. (2002) states that individuals like visibility that is

receiving positive recognition by top management that is the timely, informal or formal. Recognition represents a reward experienced primarily at the symbolic level, but may also take on emotional, practical or financial value. Hart (2011) explains that recognition programs demonstrate respect for employees. A meaningful, thoughtful employee appreciation program is about valuing employees' efforts and having respect for which they are and what they do. This means that people like volunteers will volunteer if they feel they are recognised.

4.4.2.4   Volunteers are highly respected in the Red Cross

Regarding whether the respondents were highly recognised in the Red Cross, 8.1% strong disagreed,   25.0% disagreed, 0.8% undecided, 54.8% agreed and 11.3% strongly agreed. Cumulatively the larger percentage 66.1% agreed while 31.1% disagreed and 0.8% was undecided. The mean = 3.36 indicated that the respondents were undecided. The high standard deviation = 1.20 meant that the responses were dispersed. However, the high mean suggested that that fairly, the respondents were highly recognised in public because they volunteered for the Red Cross. The importance of recognising of individuals in organisations is recognised by various scholars. Akafo and Boateng (2015) state that people expect that their efforts to be valued appreciated and treated fairly. If supervisors and colleagues, whose opinion is valued by employees, recognise employees' contributions by giving credit where credit is, then employees will be satisfied with and committed to their work. Dartey-Baah (2010) indicates that recognition is one of the single most frequently mentioned factors causing satisfaction and dissatisfaction among workers. This means that in organisations such as The Red Cross, individuals such as volunteers' value being recognised.

4.4.2.5 Volunteers are likely to be recommended for a job in another organisation

As regards whether the due to volunteering for The Red Cross the respondents believed they might be recommended for a job in another organisation,1.6% strongly disagreed, 26.6% agreed, 57.3% agreed ,14.5% strongly agreed. Concentrating on two categories agreed and disagreed, the majority percentage 71.8% accepted while 28.2% rejected the statement. The mean = 3.56 implied that the respondents agreed. The high standard deviation = 1.08 showed that the responses were dispersed. However, the high mean meant that due to volunteering for The Red Cross the respondents believed they might be recommended for a job in another organisation. In the interviews, the respondents revealed that all volunteers that requested for recommendation got them. The respondents indicated that this was one way of appreciating the volunteers. The respondents revealed that to ensure that the recommendations to the volunteers were of value; the volunteers on joining the organisation received appointment letters and even received certificates of performance. This means that joined voluntary services hoping to be recommended in future.

The above finding that volunteering helps one to be recommended for a job is supported by previous studies. Paine, McKay and Moro (2013) indicate that volunteering helps improve employability and acts as a route to employment. Their regression results revealed that volunteering has a positive and significant on employability in terms of entry into work. Volunteering to offer participants the chance to develop new skills, extend networks, build CVs, try new vocations and gain experience. Employers view employees who do voluntary work positively. The organisations to which those seeking jobs have volunteered in can act as referees to the testimony about their performance. This means that volunteering helps one to be recommended for a job.

4.4.2.6 Consider myself Fortunate to Work for the Red Cross

With respect to whether the respondents considered themselves fortunate to work for The Red Cross because it improved their skills, 0.8 strongly disagreed, 16.1% disagreed, 69.4% agreed and 13.7% strongly agreed. Considering all those that agreed, the majority percentage of respondents 83.1% accepted while 16.9% rejected the idea. The mean = 3.79 implied that the respondents were agreed. The low standard deviation = 0.90 meant that the responses were close. Therefore, the respondents considered themselves fortunate to work for The Red Cross because it improved their skills. The importance of skills acquisition from volunteering is recognised by various scholars. For instance, Choma and Ochocka (2005) reports that volunteer jobs also helped volunteers to acquire new skills because volunteers practice new skills and benefit from being involved in their community. Segal and Robinson (2017) indicate that volunteering gives volunteers the opportunity to practice and develop their skills since they are engaged in actual work. This means volunteers will volunteer because they want to gain skills.

4.4.2.7 The Red Cross provides Experience Desired by other Employers

As to whether associating with the Red Cross provided experience desired by other employers, 7.3% strongly disagreed,12.1% disagreed ,66.1% agreed and 14.5% strongly agreed. Considering agreements and disagreements categories only, the majority percentage 80.6% accepted while 20.2% rejected the idea. The mean = 3.69 implied that the respondents agreed. The high standard deviation = 1.09 meant that the responses were varied. However, the high mean suggested that associating with the Red Cross provided experience desired by other employers. The importance of organisations proving experience is recognised by other scholars. For instance, Brockner et al. (2010) indicate that volunteers may appreciate the organisation for providing an experience that

enables them to feel good about themselves. To reciprocate the favour, they may develop satisfaction with the organisation. Cropanzano and Mitchell (2005) explain that the Social Exchange Theory emphasises that an action by one party leads to a response by another. If a person supplies a benefit, the receiving party should respond in kind. This means that volunteers do voluntary work because gaining work experience gives them satisfaction. To find out whether the level of perceived internal respect, all items seven in Table 4.8 were aggregated into one average index (perceived internal respect) whose summary statistics are given in Table 4.11:

Table 4.11:   Summary Statistics on Perceived Internal Respect

Descriptives			Statistic	Std. Error
Perceived Internal Respect	Mean		3.60	0.09
	95% Confidence Interval for Mean	Lower Bound	3.46	
		Upper Bound	3.73	
	5% Trimmed Mean		3.62	
	Median		3.75	
	Variance		0.57	
	Std. Deviation		0.75	
	Minimum		1.63	
	Maximum		5.00	
	Range		3.38	
	Interquartile Range		0.88	
	Skewness		-0.57	0.22
	Kurtosis		-0.02	0.43

Source: Primary Data

The results in Table 4.11 show that the mean = 3.60 was close to the median = 3.75 suggesting normality of the results despite the negative skew (skew = -0.02). Besides, the mean and median close to four implied recognition of perceived internal respect because basing on the scale used, three represented undecided or fair. The low standard deviation = 0.88 implied limited dispersion in the responses. The curve in Figure 4.5 confirms the suggested normality.
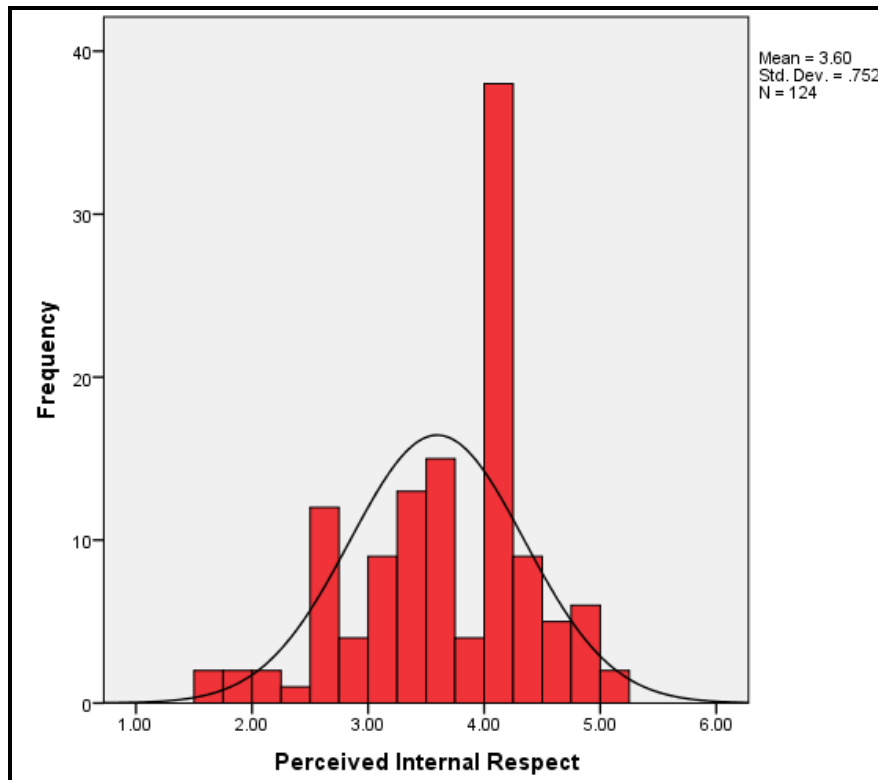
Figure 4.5:   Histogram on Perceived Internal Respect

Figure 4.5 shows normal distribution of the responses obtained from the respondents. This means that the data obtained on perceived internal respect could be subjected to linear correlation and regression and appropriate results obtained.

4.4.3   Perceived Organisational Functional Prestige

On this perceived organisational image aspect, the respondents were asked whether The Red Cross responded promptly in offering services, the Red Cross intervened quickly to make rescues, the Red Cross gave people maximum attention, the Red Cross offered superior service and there was adequate information about the services of the Red Cross. The respondents were also asked to tell whether the services offered by The Red Cross were valuable to the public, the Red Cross offered quality services that were problems free, the Red Cross services were easily accessed and the Red Cross staff were available when needed. The results are as presented in Table 4.12.

Table 4.12: Frequencies, Percentages and Perceived Organisational Functional Prestige

Functional Prestige	F/%	SD	D	A	SA	Mean	Std
The Red Cross responds promptly in offering services	F	7	16	72	29	3.81	1.11
	%	5.6	12.9	58.1	23.4		
The Red Cross intervenes quickly to make rescues	F	5	23	76	20	3.67	1.08
	%	4.0	18.5	61.3	16.1		
The Red Cross gives people maximum attention	F	12	22	76	14	3.47	1.19
	%	9.7	17.7	61.3	11.3		
The Red Cross offers superior service	F	7	24	76	17	3.58	1.12
	%	5.6	19.4	61.3	13.7		
There is adequate information about the services of the Red Cross	F	12	28	67	17	3.40	1.25
	%	9.7	22.6	54.0	13.7		
The services offered by The Red Cross are valuable to the public	F	7	31	64	22	3.51	1.21
	%	5.6	25.0	51.6	17.7		
The Red Cross offer quality services delivery that are problems free	F	11	28	59	26	3.49	1.29
	%	8.9	22.6	47.6	21.0		
The Red Cross services are easily accessed	F	23	32	52	17	3.06	1.40
	%	18.5	25.8	41.9	13.7		
The Red Cross staff are available when needed	F	18	42	52	12	2.98	1.32
	%	14.5	33.9	41.9	9.7		

Source: Primary Data

4.4.3.1 The Red Cross responds promptly in offering Services

The results in Table 4.12 in the first row on whether the Red Cross responds promptly in offering services revealed that 5.6% strongly disagreed, 12.9% disagreed, 58.1% agreed, 23.4% strongly agreed. Considering those in agreement and disagreement cumulatively, the majority percentage of respondents 81.5% was positive while 18.5% were negative about the argument. The mean =

3.81 suggested that the respondents agreed. Therefore, the respondents indicated that the Red Cross responds promptly in offering services. However, the high standard deviation = 1.11 suggested that the responses were dispersed.

4.4.3.2 The Red Cross intervenes quickly to make rescues

As to whether The Red Cross intervened quickly to make rescues 4.0% strongly disagreed, 18.5% disagreed, 61.3% agreed, 11.3% strongly agreed. Considering strongly agreed and agreed cumulatively percentages, 67.4% were positive and 25.0% were negative about the idea. The mean = 3.67 suggested that the respondents were agreed. Therefore, the respondents indicated that The Red Cross intervened quickly to make rescues. Nevertheless, the high standard deviation = 1.08 meant that there were variations in the responses.

In the interviews with the respondents about whether The Red Cross responded promptly hence providing rescues quickly, the respondents indicated that they organisation made effort in this direction. The respondents revealed that all the resources such as ambulances and medical kits are in place and whenever they received communication about any matter requiring their attention, they responded promptly. The importance of prompt response in providing of services is recognised by other scholars. For instance, Shanka (2012) explains punctual service delivery is paramount in services provision. El Saghier and Demyana (2013) indicate that there is need to perform services right the first time; provide services at the promised time, accurate order fulfilment and fulfilling of promises. Al- Fawzan (2005) expounds that it is important that staff perform service right the first time and provide services at the time they promise to do so. This means that prompt service is an important for functional prestige of an organisation.

4.4.3.3 The Red Cross gives People Maximum Attention

With respect to whether The Red Cross gave people maximum attention, 9.7% strongly disagreed, 17.7% disagreed, 61.3% agreed and 11.3% strongly agreed. Considering those that strongly agreed and agreed the majority percentage 72.6% were positive and 27.4% were negative about the idea. The mean = 3.47 suggested that the respondents agreed. The high standard deviation = 1.19 meant that the responses were dispersed. The average mean suggested that fairly The Red Cross gave people maximum attention. The importance of maximum attention to services beneficiaries is very important. For instance, Kumar et al. (2009) state people want timeliness of services giving individual attention to those receiving the services. Aluonzi et al. (2013) indicate that maximum attention is exhibited by quick response when there is a problem, the staff willing to answer client questions, service provider offering specific times for service accomplishments given to client and the public situations treated with care and seriousness. Therefore, functional prestige involves offering a service in way that people feel they have been given attention.

4.4.3.4 The Red Cross Offers Superior Service

Regarding whether The Red Cross offered superior service 5.6% strongly disagreed, 19.4% disagreed, 61.3% agreed and 13.7% strongly agreed. Considering those in agreement and disagreement respectively, majority percentage 75.0% was positive, 25.0% was negative and 0.8% was undecided. The mean = 3.58 indicated that the respondents agreed. The high standard deviation = 1.12 meant that the responses were dispersed. Nevertheless, the high mean indicated that The Red Cross offered superior service. In relation to the above, the respondents were asked

whether The Red Cross offered quality services delivery that were problem free, cumulatively the majority percentage 68.6% agreed with 31.5% disagreeing. The mean = 3.49 implied that the respondents agreed. The high standard deviation = 1.29 meant that the responses were varied. However, the mean close to three meant that The Red Cross offered quality services delivery that was problems free.

In the interviews, the respondents revealed that The Red Cross made effort to provide superior services and problem free. These included appropriate ambulances and good kits for handling those in critical conditions among others. This finding that provision of superior service is paramount is recognised by other scholars. Tolpa (2012) indicates that is necessary to understand the needs and wants of services users. According to Chavosh et al. (2011), this requires doing a superior job over rivals in identifying the right needs of its of the served population and fulfilling their satisfaction which can eventually generate a differentiation based competitive advantage and ultimately enhancing its performance. This means that superior service is important in services delivery.

4.4.3.4 Adequate Information is available about the services of the Red Cross

As regards whether there was adequate information about the services of the Red Cross, 9.7% strongly disagreed, 22.6% disagreed, 54.0% agreed, 13.7% strongly agreed. Adding agreements and disagreements, the majority percentage 67.7% accepted while 32.3% rejected. The mean = 3.40 implied that the respondents were undecided. The high standard deviation = 1.25 showed that the responses were dispersed. However, the average mean suggested that fairly, there was adequate information about the services of the Red Cross. In the interviews, the respondents also

indicated that fairly there was adequate information about the services of The Red Cross. The respondents revealed that their volunteers and some staff were located at strategic places in hospitals and even the organisation had sign posts, brochures and a website from which people could access information about the organisation.

The finding above suggests that adequate information about a service is largely important. The importance of availability of adequate information about a service is recognised by other scholars. Kaura et al. (2013) indicate that services users require information about a service. Accordingly, information provision is about making sure that information is available to clients either at the place where the service is provided, in information documents about the service or otherwise supplied on the provider's own initiative. Amoako (2012) reports that it is important for firms to be able to provide another set of information to clients on request, supply clients with contact details where they can send a request for information about the service or make a complaint and ensure that any information provided is communicated clearly, in good time. This means that information access is a paramount functional prestige aspect.

4.4.3.6 Value of Services of the Red Cross to the Public

With respect to whether the services offered by The Red Cross were valuable to the public, 5.6% strongly disagreed, 25.0% disagreed, 51.6% agreed, 17.7% strongly agreed. Considering those in agreement and disagreement independently, the majority percentage 69.3% was positive while 30.6% was negative. The mean = 3.51 implied that the respondents agreed. The high standard deviation = 1.21 meant that the responses were varied. However, the high mean meant that the services offered by The Red Cross were valuable to the public. The importance of superior

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services is recognised by previous scholars. For instance, Inglis et al. (2002) indicate that guaranteeing that the quality of a service meets some predetermined standard is imperative. There should be no assumptions about the quality of competing services. In practice, however, quality assurance standards would be expected to reflect norms for the relevant sector. The process of quality assurance therefore compares the quality of a service with a minimum standard. By rights, this standard should bear some relationship to best practice. This means that beneficiaries of services expect valuable services.

4.4.3.7 The Red Cross offer quality services that are problem free

With respect to whether the services offered by The Red Cross were quality services that are problem free, 8.9% strongly disagreed, 22.6% disagreed, 47.6% agreed, and 21.0% strongly agreed. Considering those in agreement and disagreement independently, the majority percentage 68.6% were positive and 31.5% were negative about the idea. The mean = 3.49 implied that the respondents agreed. The high standard deviation = 1.29 meant that the responses were varied. However, the high mean meant that the services offered by The Red Cross were quality services that are problem free. The importance of superior services is recognised by previous scholars. For instance, Inglis et al. (2002) indicate that guaranteeing that the quality of a service meets some predetermined standard is imperative. There should be no assumptions about the quality of competing services. In practice, however, quality assurance standards would be expected to reflect norms for the relevant sector

4.4.3.8 The Red Cross Services are easily accessed

Regarding whether The Red Cross services were easily accessed, 18.5% strongly disagreed, 25.8% disagreed, 41.9% agreed and 13.7% strongly agreed. Considering all those in agreement, the larger percentage 55.6% accepted while 44.3% rejected the idea. The mean = 3.75 implied that the respondents agreed. The high standard deviation = 1.40 meant that the responses were varied. Nonetheless, the high mean suggest that services of The Red Cross were easily accessed. This finding that the services were accessible supports the views of previous scholars. For instance, Thuy (2011) indicates that users make judgement according to their sense of control over the management, utilization and conversion of their time and effort in achieving their goals associated with access to and use of the service. Chang et al (2010) indicate that services users prefer accessible services such that there is decrease in the time and effort expended on a service. This means access of the service provision is a paramount feature of perceived functional prestige.

4.4.3.9 The Red Cross Staffs were available when needed

As to whether The Red Cross staff was available when needed, 14.5% strongly disagreed, 33.9% disagreed, 41.9% agreed, 9.7% strongly agreed. Considering those in agreement and disagreement, the larger percentage 51.6% were positive while 48.4% were negative about the idea. The mean = 2.98 implied that the respondents were undecided. The high standard deviation = 1.32 meant that the responses were varied. However, the average mean suggested fairly The Red Cross staff were available when needed. The importance of availability of staff is recognised by different scholars. For instance, Lenka et al. (2009) indicate that services users require care and individualised attention given to clients. They explain that due to the psychological and

physical closeness that exists between employees and clients in service encounters, employees'

attitudes often have a 'spill over' effect on clients' satisfaction. Kassim & Abdullah (2010)

indicate that availability of staff ensure personal attention, understanding the specific needs of

customers, information regarding the products modification, customer's perceived organisational

functional prestige and privacy. This means that giving attention to services users is important in

enhancing functional prestige of the organisation.

To find out whether the level of perceived organisational functional prestige, all items nine in

Table 4.12 were aggregated into one average index (perceived organisational functional prestige)

whose summary statistics are given in Table 4.13:

Table 4.13:   Summary Statistics on Perceived Internal Respect

Descriptives			Statistic	Std. Error
Perceived Organisational Functional Prestige	Mean		3.44	0.06
	95% Confidence Interval for Mean	Lower Bound	3.32	
		Upper Bound	3.56	
	5% Trimmed Mean		3.47	
	Median		3.56	
	Variance		0.46	
	Std. Deviation		0.68	
	Minimum		1.00	
	Maximum		4.89	
	Range		3.89	
	Interquartile Range		0.97	
	Skewness		-0.77	0.22
	Kurtosis		0.91	0.43

Source: Primary Data

The results in Table 4.11 show that the mean = 3.44 was close to the median = 3.56 suggesting normality of the results despite the negative skew (skew = -0.77). Besides, the mean and median close to four implied recognition of perceived functional prestige because basing on the scale used, three represented undecided or fair. The low standard deviation = 0.68 implied limited dispersion in the responses. The curve in Figure 4.6 confirms the suggested normality.
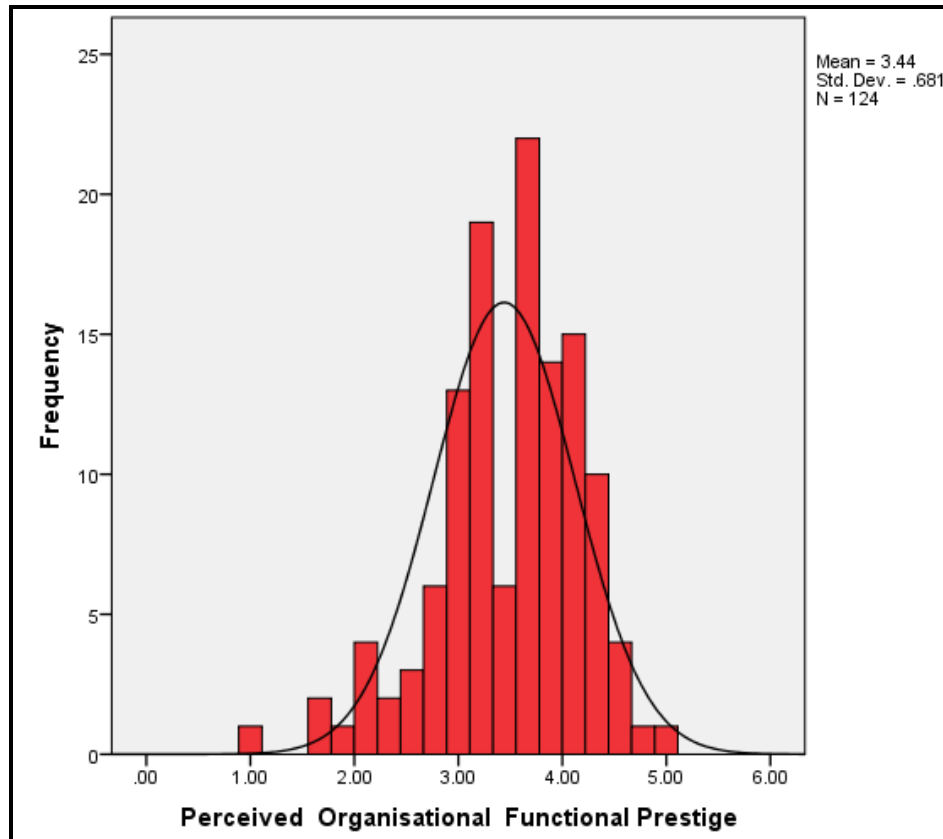
Figure 4.6:   Histogram on Perceived Organisational Functional Prestige

Figure 4.6 shows normal distribution of the responses obtained from the respondents. This means that the data obtained on perceived functional prestige could be subjected to linear correlation and regression and appropriate results obtained.

4.4.4   Perceived Organisational Image and Volunteer Satisfaction

To establish whether organisational image had a relationship with volunteer satisfaction, at preliminary level, the researcher carried out correlation analysis. The three organisational image aspects considered were namely; perceived external prestige, perceived internal respect and organisational functional prestige. The results were as given in Table 4.14.

Table 4.14: Correlation Matrix of Perceived Organisational Image and Volunteer

Satisfaction

	Volunteer Satisfaction	Perceived External Prestige	Perceived Internal Respect	Perceived Organisational Functional Prestige
Volunteer Satisfaction	1			
Perceived External Prestige	0.912** 0.000	1		
Perceived Internal Respect	0.708** 0.000	0.616** 0.000	1	
Perceived Organisational Functional Prestige	0.819** 0.000	0.776** 0.000	0.477** 0.000	1

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

Source: Primary Data

The results in Table 4.14 suggest that all perceived organisational image aspects had positive significant relationships with volunteer satisfaction ($p < 0.01$). Therefore, at the preliminary level, perceived external prestige ($r = 0.912$, $p = 0.000$), perceived internal respect ($r = 0.708$, $p = 0.000$) and organisational functional prestige ($r = 0.819$, $p = 0.000$) related to volunteer satisfaction. Therefore, with perceived organisational image relating to volunteer satisfaction, there is a significant positive relationship between perceived organisational image and volunteer satisfaction.

4.4.5   Regression Model for Perceived Organisational Image and Volunteer Satisfaction

At the confirmatory level, to ascertain whether organisational image influenced volunteer satisfaction, volunteer satisfaction was regressed on organisational image. Perceived organisational image was conceived in terms of perceived external prestige, perceived internal respect and organisational functional prestige. The results were as in Table 4.15.

Table 4.15: Regression Model for Perceived Organisational Image and Volunteer Satisfaction

Perceived Organisational Image	Standardized Coefficients	Significance
	Beta (β)	p
Perceived External Prestige	0.550	0.000
Perceived Internal Respect	0.236	0.000
Perceived Organisational Functional Prestige	0.279	0.000
Adjusted R^2 = 0.895		
F = 349.238, p = 0.000		

a. Dependent Variable: Volunteer Satisfaction

Source: Primary Data

The results in Table 4.15 show that, perceived organisational image aspects, namely; perceived external prestige, perceived internal respect and organisational functional prestige explained 89.5% of the variation in volunteer satisfaction (adjusted R^2 = 0.652). This means that 10.5% of the variation was accounted for by other factors not considered in this study. All the three perceived organisational image aspects, namely; perceived external prestige (β = 0.550, p =

0.000), perceived internal respect (β = 0.236, p = 0.000) and perceived organisational functional prestige (β = 0.279, p = 0.000) had a positive and significant effect on volunteer satisfaction.

The finding to the effect that perceived external prestige had a positive and significant effect on volunteer satisfaction is supported by previous scholars. For instance, Alniacik, et al. (2011) found out that that perceived organisational reputation had a positive correlation with and job satisfaction. Similarly, Carmeli (2005) reported that perceived external prestige augmented employees' satisfaction to their organisation. Likewise, Kamasak (2010) established a positive and significant relationship between perceived external prestige and employee job satisfaction. Still, Podnar (2011) revealed a positive significant relationship between perceived external prestige and organisational commitment which indicates satisfaction. On their part, Rathi and Lee (2015) indicated a negative relationship between perceived external prestige and turnover intentions which also implied satisfaction. Also, Tuna et al. (2016) showed that positive Perceived External Prestige had a positive significant influence on job satisfaction. With the findings of the study being supported by the findings of previous scholars, this means that perceived external prestige had a positive significant influence on volunteer satisfaction.

The finding to the effect that perceived internal respect had a positive and significant effect on volunteer satisfaction was also consistent with the findings of previous scholars. For example, Adham (2014) showed a strong correlation between job participation in decision making (perceived internal prestige) with job satisfaction. Adesola et al. (2013) showed that perceived internal prestige had positive significant relationship with job satisfaction. Anastasiou et al. (2014) indicated that job satisfaction mostly increased with increased level of participation in the decision making or perceived internal prestige. Appelbaum et al. (2013) revealed that insufficient

employee participation in decision making (perceived internal prestige) in turn leads to low level of employee job satisfaction. Costen and Salazar (2011) indicated that employees who perceived they had the opportunity to develop new skills were more satisfied with their jobs, more loyal and more likely to stay with the organisation. Balozi and Abdullah (2014) indicated that perceived internal prestige and development were positively and significantly related to employee job satisfaction.

Khan and Nemati (2011) indicated that job involvement/ participation in decision making had a significant impact satisfaction. Kosteas (2010) found that perceived internal prestige in terms of job promotion in the past two years led to increased job satisfaction for academic staff. Workers who believed a promotion was possible in the next two years also reported higher levels of job satisfaction. Kunjiapu and Yasin (2015) showed a moderately strong and positive relationship between workplace learning and skills development and job satisfaction. Mushipe (2011) showed that involving employees in decision-making, information-sharing and power sharing resulted into the employees experiencing job satisfaction. Oyeniyi et al. (2014) indicated that perceived internal prestige practices had a positive effect on job satisfaction. Schmidt (2007) perceived internal prestige had a positive significant relationship with employee job satisfaction. Yeow et al. (2012) found that job satisfaction significantly related to perceived internal prestige. With the findings of this study consistent with those of previous scholars, these results suggest that perceived internal respect related volunteer satisfaction.

Lastly, the finding to the effect that perceived organisational functional prestige had a positive and significant effect on volunteer satisfaction concurs with the findings of previous scholars.

For example, Mohammad and Alhamadani (2011) revealed that individualised attention was a significant positive antecedent of satisfaction. Yuan and Chu (2013) revealed that information quality was the most important factor for predicting clients' behaviour. Poor information quality resulted in less satisfaction if the information provided was useless, insufficient, inaccurate, or incomplete, client satisfaction diminished. In contrast, providing high information quality increased satisfaction. Peikari (2010) found out that perceived organisational functional prestige had a positive significant influence on satisfaction. Waheed et al. (2013) also showed a positive significant relationship between perceived organisational functional prestige and satisfaction and loyalty. Thus, with the findings of previous scholars on perceived organisational functional prestige concurring with the findings of this study, it means that perceived organisational functional prestige influenced volunteer satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0   Introduction

This chapter presents the summary of the findings, conclusions obtained from the findings and the recommendations on analysis and interpretation of the findings on perceived organisational image and volunteer satisfaction.

5.1   Summary of the findings

Interpretation and analysis of data collected provided the following findings that are summarised below;

5.1.1 To establish the relationship between perceived external prestige and volunteer satisfaction in the Uganda Red Cross Society

The study showed that perceived external prestige ($\beta = 0.550$, $p = 0.000$) had a positive and significant relationship with volunteer satisfaction. This was because the organisation was fairly a reputable volunteer organization in the area (mean = 3.10), the public fairly familiar with the organisation (mean = 2.84), most people in this area had heard of the organisation (mean = 3.47), and fairly many people believed that the organisation was the best place to go when there is a disaster (mean = 3.04). Further, this was because the organisation fairly met set objective (mean = 3.25) the organisation fairly accomplished its goals in the past years (mean 3.31) and fairly made progress toward achieving many of its long-term goals (mean = 3.29).

5.1.2 To establish the relationship between perceived internal respect and volunteer satisfaction in the Uganda Red Cross Society

The study revealed that perceived internal respect ($\beta = 0.236$, $p = 0.000$) had a positive and significant relationship with volunteer satisfaction. This was because the volunteers were happy to associate with skilled personnel of the organisation (mean = 3.53), the organization employed individuals who were better at their job to learn from (mean = 3.52), employees of the organization recognised effort of volunteers (mean = 3.56) and volunteers were respected by the staff of the organization (mean = 3.36). Further, this was because the volunteers could be recommended for a job in another organization (mean = 3.56), improved their skills (mean = 3.79) and acquired experience desired by other employers (mean = 3.69).

5.1.3 To establish the relationship between perceived functional prestige and volunteer satisfaction in the Uganda Red Cross Society

The study revealed that perceived functional prestige ($\beta = 0.279$, $p = 0.000$) had a positive and significant relationship with volunteer satisfaction. The organisation responded promptly in offering services (mean = 3.81), intervened quickly to make rescues (mean =3.67), gave people maximum attention (mean = 3.47), offered superior service (mean = 3.58) and the services offered were valuable to the public (mean = 3.51).

5.2 Conclusion

The study drew the following conclusions basing on the findings:

5.2.1 To establish the relationship between perceived external prestige and volunteer satisfaction in the Uganda Red Cross Society

Organisational perceived external prestige is a prerequisite for volunteer satisfaction. This is when organisations are fairly a reputable, the public is familiar with the organisation, fulfils its functions, meets its set objective and goals in the past, and makes progress towards achieving many of its long-term goals.

5.2.2 To establish the relationship between perceived internal respect and volunteer satisfaction in the Uganda Red Cross Society

Implementing perceived internal respect is an appropriate management practice for enhancing volunteer satisfaction in organisations. This requires employing skilled personnel admired by volunteers, employing individuals who are better at their job that can be learnt from, recognising and respecting the effort of volunteers, improving their skills and offering them the experience desired by other employers.

5.2.3 To establish the relationship between perceived functional prestige and volunteer satisfaction in the Uganda Red Cross Society

Perceived functional prestige is a pre-requisite for promoting volunteer satisfaction in organisations. This especially so when organisations offers services promptly, intervene quickly to make rescues, give people maximum attention, offer superior services that are valuable to the public.

5.3   Recommendations

The study made the following recommendations basing on the conclusions:

i.   Organisations should promote their perceived external prestige. This should be through building their reputation, ensuring that they are familiar to the public, fulfil their functions and meet their set objective and goals.

ii.   Organisations should bolster perceived internal respect in their management. This should be through employing skilled personnel, employing individuals who are better at their job that can be learnt from, recognising and respecting the effort of volunteers, improving their skills and offering them the experience desired by other employers.

iii. Organisations should further functional prestige. This should be through offering prompt services, intervening quickly to solve problems of clients, give clients maximum attention and offer superior services that are valuable to the public.

5.4   Future Research

This study makes significant contributions as far suggesting enhancement of volunteer satisfaction in organisations is concerned. However, this study used the quantitative approach as the dominant one limiting in-depth analysis of the problem under consideration. Therefore, future researchers should make effort to adopt the qualitative approach as the dominant one for in-depth analysis. Future researchers should investigate:

i.   Perceived organisational image and employee satisfaction.

ii.   Contribution of corporate brand on volunteer satisfaction among organisations.

iii.   The effect of organisation brand on employee performance.

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APPENDICES

APPENDIX I: TABLE FOR DETERMINING SAMPLE SIZE OF A GIVEN

POPULATION

N	*S*	*N*	*s*	*N*	*s*
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	102	1800	317
45	40	290	105	1900	320
50	44	300	109	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	198	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note: *N* = population size
      S = sample size

Source: Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*, 607-610.

Dear Respondent

I am currently undertaking research on the topic "Perceived organisational image and volunteer satisfaction: A case study of the Uganda Red Cross Society." Your participation in this study is voluntary but necessary for the success of this work. I request you to accept to participate in this study for the success of the research. Confidentiality will be ensured for information provided by ensuring anonymity.

Thank you very much

Sincerely

…………………………

Ndibwami Henry Muhwezi

SECTION A: Background Information

Please Tick (✔) in the appropriate space provided.

A1. Gender

Male	Female

A2. Age

Below 25 Years	25-30 Years	30-35Years	33-40Years	Above 40 Years

A3. Level of education attained

Primary	Secondary	Bachelors Degree	Professional Certificate

If others specify: _____

A4. Number of years as a Volunteer of The Red Cross

Less than 3 years	3-6 years	6 years and above

Section B: Volunteer Satisfaction (DV)

This section presents items on volunteer satisfaction the dependent variable (DV). Kindly requested indicate your feeling about the different volunteer satisfactions using the scale where, 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree.

B1	Extrinsic Volunteer Satisfaction	1	2	3	4	5
B1.1	I volunteer because I am happy with the way management treats volunteers.					
B1.2	I am satisfied with volunteering because of the competences of my supervisor in making decisions					
B1.3	The way policies are put into practice makes me want to continue volunteering with Red Cross					
B1.4	I volunteer with the Red Cross for my career advancement					
B1.5	I am happy volunteering because the rewards offered are worth my effort and the amount of work I do					
B1.6	I volunteer for the Red Cross because of favorable working conditions					
B1.7	I volunteer because it is easy to work with Red Cross Staff					
B1.8	The praise I get for doing a good job makes me volunteer					

B1.9 What visible benefits make you want to continue volunteering for The Red Cross?

....

....

....

B2	Intrinsic Volunteer Satisfaction	1	2	3	4	5
B2.1	I volunteer because I am able to keep myself busy all the time					
B2.2	I volunteer because I have chance to do particular things from time to time					
B2.3	I volunteer because I have chance to gain self esteem					
B2.4	I volunteer because I have chance to serve others					
B2.5	I volunteer because I have chance to do something that makes use of my knowledge and skills					
B2.6	Volunteer makes me attain a feeling of accomplishment					

B2.7 What inner feeling rewards make you want to continue volunteering for The Red Cross?

....

....

....

Section C: Perceived Image (IV)

This section presents items on perceived image. This section is divided into three parts, namely; - perceived external prestige, perceived internal respect and functional prestige. Kindly requested indicate your feeling about corporate governance using the scale where, 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Undecided (U), 4 = Agree (A) and 5 = Strongly Agree (SA).

C1	Perceived External Prestige	1	2	3	4	5
C1.1	The Red Cross is one of the most reputable volunteer organisations in the area.					
C1.2	When I tell public that I volunteer for the Red Cross, most are familiar with the organization					
C1.3	Most people in this area have heard of The Red Cross					
C1.4	In this area, many people believe that The Red Cross is the best place to go when there is a disaster					
C1.5	I can say that The Red Cross meets all its set objectives.					
C1.6	The Red Cross has accomplished its goals in the past years.					
C1.7	In past years, The Red Cross has made progress toward achieving many of its long-term goals.					

C1.8 What is your comment on the external image The Red Cross has in the public?

....

....

....

C2	Perceived Internal Respect	1	2	3	4	5
C2.1	I am happy associate with skilled personnel The Red Cross employs					
C2.2	I volunteer for the Red Cross because it employs individuals who are better at their job to learn from					
C2.3	I volunteer because the employees of The Red Cross recognise my effort					
C2.4	I volunteer because am respected by the staff of the Red Cross					
C2.5	Due to volunteering for The Red Cross I might be recommended for a job in another organization.					
C2.6	I am fortunate to work for The Red Cross because it improves my skills.					
C2.7	Associating with the Red Cross provides experience desired by other employers.					

B3.7 What is your opinion on internal image of red cross?

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C3	Perceived Organisational Functional Prestige	1	2	3	4	5
C3.1	The Red is responds promptly in offering services					
C3.2	The Red Cross intervenes quickly to make rescues					
C3.3	The Red Cross gives people maximum attention					
C3.4	The Red Cross offers superior service					
C3.5	There is adequate information about the services of the Red Cross					
C3.6	The services offered by The Red Cross are valuable to the public					

C3.7	The Red Cross offer quality services delivery. that are problems free					
C3.8	The Red Cross services are easily accessed					
C3.9	The Red Cross staff are available when needed					

C3.10 What is your comment on the functional prestige as volunteer with The Red Cross?

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APPENDIX III: INTERVIEW GUIDE FOR THE RED CROSS MANAGEMENT STAFF

1. What tangible benefits make volunteers want to continue volunteering for The Red Cross?

2. What job motivations make volunteers want to continue volunteering for The Red Cross?

3. How does the external image of The Red Cross attract volunteers to join it?

4. What job achievements are volunteers likely to attain while volunteering for the Red Cross?

5. What is your assessment of the comment on the quality of the services offered by The Red Cross?

APPENDIX IV: CONTENT VALIDITY INDICES

Validity Results for Extrinsic Volunteer Satisfaction

Judges	Relevant	Irrelevant
Judge 1	7	1
Judge 2	6	2

8

CVI   =   7+6 = 13 ÷ 2   = 6.5

$\qquad$ 6.5 ÷ 8 = 0.812

Validity Results for Intrinsic Volunteer Satisfaction

Judges	Relevant	Irrelevant
Judge 1	4	2
Judge 2	5	1

6

CVI   =   4+5 = 9 ÷ 2   = 4.5

$\quad$ 4.5 ÷ 6 = 0.750

Validity Results for Perceived external Prestige

Judges	Relevant	Irrelevant
Judge 1	6	1
Judge 2	5	2

7

CVI =   6+ 5 = 11 ÷ 2 = 5.5

5.5 ÷ 7 = 0.790

Validity Results for Perceived Internal Respect

Judges	Relevant	Irrelevant
Judge 1	6	1
Judge 2	6	1

7

CVI =   6 + 6 = 12÷2 = 6

6 ÷ 7 = 0.857

Validity Results for Perceived Organizational Functional Prestige

Judges	Relevant	Irrelevant
Judge 1	6	3
Judge 2	7	2

9

CVI =   6 + 7 = 13÷2 = 6.5

6.5 ÷ 9 = 0.722

APPENDIX IV: CRONBACH ALPHA RESULTS

Extrinsic Volunteer Satisfaction Reliability Results

	Reliability Statistics	
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.806	0.817	8

	Summary Item Statistics		
	Mean	Variance	N of Items
Item Means	3.452	0.056	8
Item Variances	1.545	0.077	8
Inter-Item Covariances	0.528	0.184	8
Inter-Item Correlations	0.359	0.077	8

Intrinsic Volunteer Satisfaction Reliability Results

	Reliability Statistics	
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.772	0.774	6

	Summary Item Statistics		
	Mean	Variance	N of Items
Item Means	3.108	0.087	6
Item Variances	1.647	0.048	6
Inter-Item Covariances	0.593	0.240	6
Inter-Item Correlations	0.364	0.082	6

Perceived External Prestige Reliability Results

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.800	0.802	7

Summary Item Statistics			
	Mean	Variance	N of Items
Item Means	3.185	0.043	7
Item Variances	1.692	0.047	7
Inter-Item Covariances	0.615	0.122	7
Inter-Item Correlations	0.367	0.040	7

Internal Respect Reliability Results

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.827	0.828	8

Perceived Organisational Functional Prestige Reliability Results

Summary Item Statistics			
	Mean	Variance	N of Items
Item Means	3.596	0.019	8
Item Variances	1.252	0.040	8
Inter-Item Covariances	0.468	0.042	8
Inter-Item Correlations	0.375	0.025	8

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.722	0.731	9

	Summary Item Statistics		
	Mean	Variance	N of Items
Item Means	3.440	0.071	9
Item Variances	1.496	0.071	9
Inter-Item Covariances	0.335	0.126	9
Inter-Item Correlations	0.232	0.056	9

APPENDIX V: LETTER OF INTRODUCTION

Uganda
Martyrs
University

making a difference

2nd / September/ 2017

Dear Sir/Madam

RE: INTRODUCING MR. NDIBWAMI HENRY MUHWEZI MBA STUDENT, UGANDA MARTYRS UNIVERSITY.

MR. NDIBWAMI HENRY MUHWEZI (2015-M102-30013) is our student pursuing a Master of Business Administration Uganda Martyrs University, in year two.

As part of the Course requirement, he is carrying out a research project entitled **"Perceived Organizational Image and Volunteer Satisfaction in Uganda. A case study: Uganda Red Cross Society Masaka Region."** He has asked us to recommend his to you as key stakeholders in his research project.

We have no reservations in recommending **Henry** since the proposed research will go a long way in concretizing his work experience, deeply enrich his practice and hopefully add to the existing knowledge in the sphere under study.

Kindly access him with relevant facilities, literature and interactions he may need to obtain information and exposure towards successful completion of the research project.

Yours Sincerely

Nabukenya Mary

Administrator

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