

**BABEȘ-BOLYAI UNIVERSITY CLUJ-NAPOCA
FACULTY OF ECONOMIC SCIENCES AND BUSINESS ADMINISTRATION
DOCTORAL SCHOOL ECONOMIC SCIENCES AND BUSINESS
ADMINISTRATION
MARKETING DOMAIN**

DOCTORAL SUMMARY

**VOLUNTEERS SATISFACTION AND ORGANIZATIONAL
COMMITMENT. INFLUENCIAL FACTORS**

Scientific Coordinator:

PROF. UNIV. EMERIT, DR. EC. CATANĂ GHEORGHE ALEXANDRU

Doctoral Candidate:

SANA (NEMȚEANU) MARCELA SEFORA

2016

TABLE OF CONTENTS

LIST OF TABLES	6
LIST OF FIGURES.....	9
INTRODUCTION.....	10
CHAPTER I. CONCEPTUAL FRAMEWORK AND THEORIES IN VOLUNTEERISM STUDY.....	18
1.1. General aspects regarding civil society, non-profit organizations and volunteerism.....	19
1.2. Volunteerism. Conceptual framework	21
1.3. Non-profit sector development and actual context of the volunteerism in European Union and Romania. Trends and challenges	32
1.4. Theories of volunteers behavior	42
1.4.1. The Process of Volunteerism Model.....	43
1.4.2. Integrated Theory of volunteerism.....	45
1.4.3. Functional Theory in volunteers motivations. Volunteer Functions Inventory	47
1.4.4. Identification Theory in the study of volunteer behaviour.....	48
1.5. Internal marketing in non-profit organizations context for volunteers retention	49
1.5.1. Marketing instruments in volunteers recruiting	60
1.5.2. Internal marketing and volunteers retention	66
CHAPTER II. FACTORS OF INFLUENCE IN VOLUNTEER BEHAVIOUR.....	79
2.1. Demographic variables influencing volunteer behaviour	81
2.2. Psihological factors influencing volunteer behaviour.....	84
2.3. Social factors influencing volunteer behaviour.....	95
2.4. Situational factors influencing volunteer behaviour	101
2.5. Organizational factors influencing volunteer behaviour	104
2.5.1. Organizational Culture	105
2.5.2. Internal Marketing.....	108
2.5.3. Job Characteristics	111
CHAPTER III. VOLUNTEERS SATISFACTION AND ORGANIZATIONAL COMMITMENT	115
3.1. Satisfaction in volunteer activity.....	116

3.2. Organizational commitment of volunteers	118
3.3. Research Design: Influential factors of satisfaction and organizational commitment in volunteer activity.....	121
CHAPTER IV. RESEARCH METHODOLOGY AND FINDINGS	132
4.1. Research objectives and hypotheses	133
4.2. Data Collection	134
4.2.1. Questionnaire Structure.....	135
4.2.2. Sample Characteristics	139
4.3. Univariate Data Analysis.....	143
4.4. The Analysis of demographic variables influence on volunteers satisfaction and organizational commitment.....	166
4.5. Exploratory and Confirmatory Factorial Analysis	169
4.6. Structural Equation Modelling Analysis	189
4.7. The segmentation of active volunteers based on satisfaction and organizational commitment level (Cluster Analysis).....	197
CHAPTER V. RESEARCH CONCLUSIONS	203
5.1. Theoretical contribution	204
5.2. Managerial implications. Internal marketing based improvement proposals for volunteers management	208
5.3. Research Limitations.....	216
REFERENCES.....	218
Annex A. Questionnaire of the research	229
Annex B. Organizational field of respondents	240
Annex C. Geographical distribution of the respondents	241
Annex D. Missing values replaced with means	243
Annex E. Regression tables in Confirmatory Factorial Analysis	244
Annex F. Results of Structural Equation Modelling	248
Annex G. Cluster Analysis Results	249

Keywords: volunteering, internal marketing, organizational commitment, volunteers satisfaction, non-profit marketing.

This work was cofinanced by the European Social Fund through Escorial Operational Programme Human Resources Development 2007- 2013, project number POSDRU/159/1.5/S/142115 „Performance and excellence in doctoral and postdoctoral research in Romanian economics science domain.”

ACKNOWLEDGMENTS

Before I invite you to browse the contents of this research I would like to remind people who have made possible the success of this doctoral endeavour. I want to send my thanks first to the scientific coordinator of this work PhD. Prof. Emeritus, Catană Gheorghe Alexandru for the constant support and valuable suggestions that lead to the success of this research. From the main directions outlined at the very beginnings of this initiative, up to the smallest details highlighted in defining the architecture of this project, all this guidelines represented a valuable contribution in the course of this work, and in its completion.

I wish to thank the commission of guidance for the identification of weaknesses as well as the identification of solutions in the demonstration of valuable points of the research at each stage of its elaboration. Also I would like to thank to the professors involved in the contribution of the co financed project POSDRU/159/1.5/S/142115 dedicated to provide guidance and support at each stage of participation.

Last but not least I would like to thank my husband, my parents and my sisters for the optimism and the confidence in the possibilities of my creativity.

I wish to point out that this research would not have been possible without the support of the non-profit organizations managers which have enabled the distribution of the questionnaire and volunteers open to help develop the knowledge of a phenomenon so beneficial to our society.

This research is dedicated to those who put time, investing energy into making something more for the community in which they live, a category that inspires me and will continue to do so through motivation, ability to change society and through its creative power to do good deeds: volunteers.

Motto:

"Volunteering is an important factor in the creation of a competitive European labour market and at the same time, the development of education and vocational training, and to increase social solidarity"

Article 1, Law 78/2014

Introduction

Non-profit organizations have grown considerably in recent decades, providing every citizen with the opportunity to engage in recreational activities, social support, in relation to the environment care but not only this (Hall, 2006; Wymer et al.). Most non-profit organizations (Coita, 2008) are separated by the State institutions and therefore do not have the tools used by the public authorities. This generates a number of difficulties in providing competitive services with those offered by public institutions or the suppliers in the business (especially, due to their limited resources). One of the resources to which these organisations are in a high competition and in some cases dependent on the insurance a sustainable activity is the volunteerism.

Thanks to the Internet and the quick transfer of information regarding volunteer opportunities at local, national and international level, the way non-profit organizations are addressing to volunteers is dynamic and competitive. Although international statistics points out that the number of volunteers is growing (Independent Sector,2016; Foundation for development of civil society, 2010; GHK Consulting, 2010) in recent decades, the demand for volunteers is still high (Wymer & Starnes, 2001).

In non-profit organization practice, this reality determines managers to attract volunteers and to pursue satisfaction (Boezeman & Ellemers, 2009) and their organizational commitment (Bennett, 2005; & Barkensjo Doyle, 2006; Salas, 2008) in order to preserve them for long-term (Andreasen & Kotler, 2003; Penner, 2002; Coita, 2008). In the field literature, volunteer satisfaction and organizational commitment are increasingly approached both theoretical and empirical (Salas, 2008; Philips & Philips, 2010; Jensen & McKeage, 2015).

In this context, the non-profit organizations find themselves in a situation in which they must adopt instruments used in other sectors to be competitive. Marketing can be practiced by individuals and organizations in any industry or activity, both in the profit-producing organizations, and non-profit organizations.

Research in the field of non-profit marketing has the propensity of positioning volunteers as a category of *internal clients*, volunteer behaviour being likened to that of a consumer (Andreasen & Kotler, 2003; Randle & Dolnicar, 2009). Concepts such as factors of influence, the decision to involve its intention to remain in the organization, segmentation, volunteer profile, are recurrent in this analysis (Wymer & Starnes, 2001; Randle et al., 2007; Randle & Dolnicar, 2009). Volunteering is seen as a market (Heidrich, 1988), the relationship between volunteers and non-profit organization being one of exchange (Arnett et al., 2003; Laverie & McDonald, 2007).

Volunteer management is a complex one, aimed at a series of specific categories of human resources, which requires even more adoption of internal marketing (Mitchell & Taylor, 2004; Bennett & Barjensko, 2005; Coita, 2008) involving communication strategies, training and reward, as this is a category harder to attract and retained in the organization (Csordas, 2012),.

With regard to volunteerism, placing human resources as a priority in the attention of managers is all the more important as more and more organizations depend on the conduct of activities by the presence of volunteers. Some authors even underline the role of the non-profit organization's sustainability of this human resources (Rozeboom, 2006). Specifics of volunteering makes this resource to be valuable for non-profit organizations, whereas provides low-cost value, sometimes equivalent to the work done by employees.

In Romania 90,984 non-profit organizations are active (Yearbook, 2015) of which associations and foundations in a number of 56,356, and then other organizations. According to Vameşu & Lambru (2010), non-profit organizations involve an average of a number of 15 volunteers/organization/year at the national level.

Since 2014 there is a lifted dynamic in the non-profit sector in the context of civil society that is more involved, more consolidated. As regards to voluntary activity, an important step achieved nationally is the promulgation of Law 78/2014, the law regulating voluntary activity in terms of the definition, of classification, contractual matters and the host organization, formerly called "beneficiary" (United States Agency for International Development, 2014). Political and social situation makes the need for communication with the help of social networks to make more visible the youth involvement in society, free expression and informal initiatives. All of these occur in order to encourage the non-profit sector, particularly the private non-profit organizations involved in supporting various causes and purposes that this demographic segment resonates. The year 2016 presents also a proactive orientation towards the social, and the budget of the Ministry of Finance presents clear objectives what outlines a

better private-public collaboration within private-public, non-profit organizations-State institutions.

In this research we relate to the context of *non-profit organizations working in the social field in Romania* (we'll mention also organizations with accredited services and organizations with the purpose of missionary activities included in the social domain) and we intend to analyze the factors affecting the *satisfaction and commitment of volunteers* with a view to providing recommendations for theoretical and practical nature, aimed to contribute to the preservation of the volunteers in non-profit organizations. The non-profit sector, in its current form (Lambriu & Vameşu, 2010) is rooted in the principles of Law 24, called the Mârzescu Law, adopted in 1924, a law considered modern for the period during which it was promulgated, governing principles of non-profit sector from Romania even today (even if the totalitarian regime resulted in the refusal of the takeover of this Law). This Law was adopted again in 1990 and amended to match the socio-economic context through the Government Ordinance on 26/2000, available today. Although the legislative environment is specific, regulated, adopting the instruments in these organizations represent yet another trial. Thus, the non-profit marketing philosophy approach and internal marketing, but especially the use of instruments and the provision of marketing processes, are not always found in non-profit organizations from Romania, although there is a high interest on marketing in terms of training requirement.

The proposed subject is a trendy *one*, both at the *theoretical* and *practical level*. Two reasons for this assertion are: a) the study approaches two recurring *dependent variables* in the literature related to volunteerism: *satisfaction* (Millette & Gagne, 2008; Boezeman & Ellemers, 2009; Jensen & McKeage, 2015) and *organizational commitment* (Bennett & Barkensjo, 2005; Doyle, 2006; Salas, 2008; Philips & Philips, 2010; Vecina & Chacon, 2013) b) it proposes solutions based on a concept insufficiently analyzed in the volunteering: *internal marketing*. The literature addresses the internal marketing concept in volunteering in very few works, most often the authors just recalling the usefulness of internal marketing orientation in the management of volunteering or analyzing the influence of internal marketing as one-dimensional variable.

One of our aim with this work is to bring a contribution to the development of the theory of internal marketing in researching volunteering. From *empirical point of view* our work brings a contribution through testing the influence of this variable (internal marketing) on the satisfaction and organizational commitment (based on the model developed by Money & Foreman - 1996- and employed in the volunteering research by Bennett & Barkensjo, 2005).

Along with the influence of internal marketing, we want to analyze the impact of *organizational culture* and the *job characteristics* of voluntary activity as organizational factors on the two dependent variables: satisfaction and organizational commitment of the volunteers.

Volunteer behaviour has other variables and factors that should not be neglected for a comprehensive understanding of the concept: *demographic* variables (Săveanu, 2014), *psychological*, *social* and *contextual* factors (Wymer, 1996; Kulik, 2007; Săveanu, 2014). Along with organizational factors, they represent categories of variables included in the proposed *analysis model* of satisfaction and organizational commitment of the volunteers. We believe that testing this conceptual model will generate comprehensive findings regarding the factors with positive and negative significant influence among active volunteers. Another aim of the research is that of delimitation within the *volunteer profiles of non-profit* private organizations, based on their level of satisfaction and organizational commitment in order to prop up internal marketing strategies tailored to the motivation of this human resources.

Research purpose and objectives

Changing the paradigm in the management of volunteering lies in the identification and analysis of factors influencing satisfaction and organizational commitment, and adoption marketing strategies tailored to the needs of the Organization in order to maintain long-term volunteers. **Research objectives** are:

- O1: To design and test a theoretical model for analysing the factors influencing satisfaction and organizational commitment of the volunteers.
- O2: To build a segmentation model based on satisfaction and organizational commitment level of the volunteers.
- O3: To propose some internal marketing strategies adapted to the identified segments.

The first objective of the research involves identifying the factors influencing volunteers satisfaction and organizational commitment. A number of steps have been followed in reaching the proposed targets. The first was to find out the main variables influencing voluntary behaviour identified by the field theories. Identified variables were grouped in this research into demographic, psychological, social, contextual and organizational. During the second stage research hypotheses have been formulated (section 3.3). The third stage consists of building the questionnaire and distributing it to volunteers in non-profit organizations from the social field. In the fourth stage, univariate analysis (with IBM SPSS21) was employed to find out the main trends in the sample with respect to the analysed variables. The fifth stage consists in testing the factorial structure of the variables

through exploratory and confirmatory factorial analyses (IBM SPSS21 and IBM AMOS SPSS22 programe). Hypothesis testing on the basis of the analysis of structural equations modeling was conducted with IBM SPSS AMOS 22 program and it represent the last step in achieving the first objective.

The results related to the first objective are: the research conceptual model, the research tools, the database, identification of the trends at the sample-level, the set of variables with significant influence on volunteers satisfaction and their organizational commitment.

In **achieving the second objective** of the research, the sample of active volunteers has been segmented based on the level of their satisfaction and organizational commitment. In the first step of this process a segmentation conceptual model of the active volunteers has been designed, while during the second step, the model has been tested (using Cluster Analysis).

The results obtained at the level of the second objective of the research are: the conceptual model of segmenting the active volunteers and the statistical findings related to the identified clusters in the analized sample.

The third objective of the research consists in the proposal of internal marketing strategies tailored to the segments of volunteers determined by Cluster Analysis. This objective was achieved through two stages: assessment of internal marketing theory with regard to marketing strategies and, tailoring the identified strategies the specific segments/clusters of volunteers.

The work is structured in five chapters, out of which three chapters deal with the study of the theory related to volunteering, chapter four describes the research methodology and resulted findings, and the final chapter displays the research conclusions. The theoretical approach of each chapter is from general to specific.

Chapter I. Conceptual Framework and Theories in Volunteerism Study

Chapter one takes into account the analysis of the basic concepts related to volunteering, non-profit marketing and internal marketing applied to volunteering and last but not least, tested theories in the study of volunteerism.

From the analysis of a number of 15 definitions for the period 1980-2012, there can be distinguished the following common elements: the non-binding character, work without receiving any reward and intrinsic motivation. Therefore, we can define volunteerism as an activity for the benefit of other persons or of the company, carried out deliberately, without

being imposed without any financial or material benefit individually, being motivated by personal values, by the accumulation of experiences, social environment, or other intrinsic motivations.

According to the existence or not of a contract, volunteering is divided into formal and informal volunteering (Van Tienen et al., 2011; Krizova, 2012). Formal volunteering is conducted on the basis of a contract within an organisation. This form has become increasingly popular in recent years (Krizova, 2012). Cutler (2015) defines voluntarism in Romania as a variety of optional and discretionary activities people undertake in order to obtain a result for themselves and for others, generally within an organisation. These activities may be undertaken in the short-term (raising money) or long-term (involvement in the governing board of the organisation). Some forms of volunteering may be conducted formally, and they involve a formal setting, but also informally.

Trends in volunteering at European level and at national level

Piagnol and Hubbert (2010) sustain that voluntary involvement varies significantly among The European States, and formal volunteering rates are extremely low among Eastern European countries. Although the benefits that volunteering brings to well-being are significant, there are countries in which the rate of involvement in voluntary activities is very low.

The phenomenon of volunteering has a lower incidence in ex-Communist countries compared to developed countries, the discrepancies being explained by cultural traditions, globalization and economic history (Voicu and Voicu, 2009). However, in general, there has been an upward trend in terms of number of active volunteers in the EU over the last ten years. Thus, if in Austria, Netherlands, Sweden and the United Kingdom a high percentage of adults is involved in volunteer activities in Romania, Poland, Portugal and other countries, only 10-20% of adults are involved in this kind of activities (GHK Consulting, 2010).

Research on volunteering encounters different obstacles due to reduced information about the non-profit sector (Topor & Boroiu, 2011). In Romania, there are no data available on the total number of volunteers. This has at least two causes: the first would be that not all volunteers signed a voluntary contract, and second, that there is no national registry for the registration of volunteers. In the absence of official data, other organisations have tried to provide information about the situation of volunteering in Romania such as: Volunteerism and the Eurobarometer of solidarity between Generations (2011), the European Values Survey; Foundation for Development of Civil Society; Association for Governmental Strategies and the Association for Community Relations. According to the Eurobarometer Volunteerism and

of solidarity between Generations (TND Opinion &, 2011), participation in Romania is 14% with 10% lower compared to the European average and a position among the last five countries analysed.

The main *challenges* identified in the report compiled by GHK Consulting (2010) for the European Union are: engaging in volunteering, professionalisation of voluntary sector legally and regulatory, monitoring information, sustainable funding, voluntary sector focus risk, lack of recognition, perception and prejudice and lack of strategies at national level. Challenges in volunteer involvement start from the individual level (perceptions and prejudices) to organizational level (monitoring of information, the lack of recognition) and national level (lack of strategies at national level).

Theories in researching volunteer's behaviour

As regards the social behaviours of type of volunteering and donations, the literature presents a series of debates about the theories. In volunteer behaviour analysis there are various *theories* which represented the fundamentals for the development of conceptual models *and empirical studies*. The theories found in literature are: *Volunteering Process Model* (Omoto & Snyder, 2000), *The Integrated Theory of Volunteerism* (Wilson & Musick, 1997) *Volunteer Functions Inventory* (Clary & Snyder, 1999). In the analysis of volunteering also *Identity Theory* has been addressed (German Steven, 1997).

Omoto & Snyder (1995) proposed in analysis of volunteerism the *Model of Volunteerism Process* that identifies the psychological and behavioural traits associated with *antecedents, experiences and consequences*. Antecedents includes: provisions for assistance, their motivations and social support. In terms of personal satisfaction and experience authors propose the analysis of organisational integration. The model is designed to change the amount of perceived attitude. The aim of the model is to identify the determinants of the length of service of volunteers.

Clary & Snyder (1999) analyzed the reasons for volunteering starting from the premise of density *Functional Theory* considering the goals that underlie human behaviour. The authors have identified six personal and social functions that voluntary activity may serve. In addition to the development of an inventory to assess the motivational research functions to explored the role of motivation in volunteering, in particular in the initial decisions to become volunteers and decisions to continue to be involved. The tool developed by authors *The Volunteer Functions Inventory* authors is a fundamental tool in the study of motivations to volunteering.

Integrated Theory of Voluntarism was introduced in 1997 by Wilson & Musick. The authors have built a theory of formal and informal labour carried out by a volunteer based on the premises that voluntary work is a productive work that requires human capital, collective behaviour, social capital and requiring work guided ethic, which is a result of cultural capital.

According to the authors, human capital is measured by analyzing the following variables: education, health, income and capital is assessed by the number of children in the household, social interactions, and cultural capital by evaluating the religiosity. The authors estimate a model in which formal volunteering is correlated to the informal.

Social Identity Theory (Turner et al., 1987, quoted by Ravasi & Rekom, 2003; German, 1997; Arnett et al., 2003) are studying how an individual sees itself within a group. This theory aims to study how a person perceives ties to its membership in a specific group (Ravasi & Rekom, 2003), specifically in the case of volunteerism, ties to *his role* and the *way it sees himself within the organisation*. The level of identification of volunteers and organizational commitment affect the satisfaction of them and finally his intention to remain in the Organization (Amin & Mahasan, 2013).

Volunteer behaviour is analyzed on the basis of complex one of a large number of *variables*. Theories volunteering behaviour are also built on the basis of different approaches (functional, psychological and behavioural, or from the perspective of voluntary labour), interdisciplinary (they involve concepts from different science such as sociology or psychology) revealing the lack of an exhaustive knowledge about the influential factors of volunteerism.

Non-profit marketing concepts and internal marketing in the study of volunteerism

Solutions for non-profit management limitations in attracting resources are found in the theory of marketing and expertise of the practitioners (German, 1997, Achrol & Kotler, 2012). Non-profit organizations evaluation involves a complex rating system which takes into account the normative dimension, strategic and operational (Steinberg, 2006).

A number of prominent non-profit practice limitations are: the lack of constants to attract sufficient resources, the lack of sufficient personnel and lack of services that can be marketed at competitive prices. The main advantage of the non-profit organizations is the organization's mission, which most often is perceived as positive so far as the organizational contribution to the good of the community can be measurable.

In practice the management of volunteer is also in need for the application of the marketing concepts, tools and methods. Marketing theory approach of volunteerism is taking

shape around the solutions with regard to attracting (Wymer & Starnes, 2001) and retention of volunteers (Andreasen & Kotler, 2003; Bennett & Barkensjo, 2005; Csordas, 2012).

Another concept taken from marketing theory is the exchange. The exchange is one of the underlying concepts of marketing (Kotler & Andreasen, 2008). Achrol & Kotler (2012) sustain that the tools of marketing apply to all forms of exchange related to goods, services, ideas, places or characters. The Exchange can take place between persons or between companies or non-profit organizations.

The relationship between the organization and the volunteer is one (Wymer, 1996). The term "social exchange" has been used by researchers to analyze the involvement of voluntary charitable contributions and the motivations (Wilson, 2000 quoted by Pelozo et al., 2009). Heidrich (1988) describes the world of volunteering as a market, and opportunities for volunteering are compared with unsold products. The alternatives are offered involvement of volunteers, volunteers are competitors and managers of volunteer are compared with specialists in marketing. On this market of volunteerism, non-profit organizations are experiencing a series of obstacles in the implementation of marketing to attract human resources and their preservation (Wymer, 1996; Wymer & Starnes, 2001; Coita, 2008).

Non-profit organization by its structure, is aimed at multiple audiences internally and externally (Coita, 2008) interacts with volunteers, these interactions leads to high satisfaction and engagement, or on the contrary, the lack of commitment with and results in the abandonment of the activity (Salas, 2008). For example, in the social organisations, volunteers interact often with clients or beneficiaries with which volunteers may positive experiences, but also may have some negative experiences that contribute directly to their intention to leave the organization (MacNeela, 2008; Bennett & Barkensjo, 2005). Andreasen & Kotler (2003) underlines that non-profit have four broad categories of audience: the contributors, consumer internal audiences and partners.

Volunteers can perceive the work of ineffective or meaningless value, if expectations differ from volunteer experience itself (Offstein, 2015). Tactics for recruiting and maintaining volunteers are complementary. Ineffective recruitment practices lead to a high rate of abandonment. Volunteers that are recruited inefficient may have mistaken impressions about volunteer experience or can be unsuitable to a specific voluntary activity (Wymer & Starnes, 2001). Mitchell & Taylor (2004) points out that attracting a new volunteer is on average five times more costly than maintaining a volunteer already engaged in voluntary activities, organisations are determined to attract and retain volunteers through marketing actions and effective management.

Shin & Kleiner (2003) identifies a list of managerial processes in the recruitment and retention of volunteers, such as: planning, development, recruiting, training, information management and finally, recognition of results. Wymer & Starnes (2001) points out that the purpose of the recruitment of volunteers is needed to be clear communicated for creating an optimal organizational climate. Such a climate involves assessing the need for voluntary activities, developing clear descriptions of the volunteer tasks, creating specific volunteer organisation profiles and understanding the factors of influence determinants in voluntary activity.

One of the problems faced by volunteers managers constantly (Doyle, 2006; Mitchell & Taylor, 2004) is the high rate of abandonment of voluntary activity. The most frequent cause of volunteer activity abandonment volunteer activity conducted perception is inefficient or lacking in value in relation to their expectations (Offstein et al., 2015) .Wymer & Starnes (2001) points out in their study that the high level of abandonment of voluntary activity volunteers and discourage its active management consumes energy that could be directed towards other purposes. Researchers in the field of marketing (Andreasen & Kotler, 2003; Mitchell Taylor, 2004 & Coita, 2008; Csordas, 2012) consider essential for the continuity of the volunteer activity the internal marketing strategies, tactics and tools addressing volunteers. Internal marketing has a great importance in the development of the organisation, creating and maintaining a welcoming atmosphere for volunteers (Csordas, 2012).

Volunteer managers need information on the level of involvement of volunteers. Among the volunteers involved in an organization are distinguished on the basis of time made available, two categories of volunteers: the most involved and less involved. The leadership of the organization needs to determine the differences between the different roles for volunteers. Following segmentation of these groups, managers of volunteers may be provided with information on the common characteristics that organization's volunteers share. Variables that are useful and can help identify better understanding of the reasons for attracting potential volunteers. Variables identified by the authors are demographic variables, personality variables related to lifestyle, values.

The research of volunteerism is built around two concepts with regard to retention of volunteers i.e. satisfaction (Salas, 2008; Boezeman & Ellemers, 2009; Amin & Mahasan, 2013; Jensen & McKeage, 2015) and organizational commitment (Doyle, 2006; Bang 2007; Salas, 2008; Jain, 2015; Bang et al., 2013). The studies noted different levels of engagement between volunteers and various determinants of these two variables in relation to their level.

In order to define the main groups of volunteers in the non-profit organization, I proposed a segmentation based on the satisfaction and organizational commitment level.

Satisfaction of volunteers represents a positive feeling about the experience within the organisation. On the other hand, organizational commitment represents a sense of loyalty and identification with the values of the Organization to the extent that the volunteer does not wish to leave the organization. Based on the level of satisfaction and organizational commitment we defined four categories: enthusiastic volunteers, volunteers with a sustained contribution, low motivated volunteers and volunteers with high intent to leave the organization.

Enthusiastic volunteers represent the category of volunteers with a reduced presence, motivated by experiences involving a high degree of physical or emotional involvement, as well as emergency activities, tasks, events and so forth. These volunteers are very satisfied of the activities carried out within organisations, but they present a low organizational commitment and long-term intention to stay, which can be a disadvantage for the Organization, which will be forced to create special opportunities and impact to attract again these kind of volunteers.

Volunteers with sustained contribution represents the category of volunteers contributing to the sustainability of non-profit organization (Rozenboom, 2006). Maintaining long-term volunteers is non-profit organization management challenge (Penner, 2002; Arnett et al., 2003). Studies on volunteering attracts attention to the importance of the recruitment strategy (Wymer & Starnes, 2001) and marketing intern (Bennett & Barkensjo, 2005) in order to maintain a high level of organizational commitment (Salas, 2008).

Sometimes, individuals engage in voluntary activities within an organization because of a sense of duty, if they received support (MacNeela, 2008) or a family member has been helped by the organization. In this respect, the people involved feel the reward benefit with hours of work. *Low motivated volunteers* are not necessarily drawn to the values of the organisation, nor present a high level of satisfaction with regard to the work of the organization. Management organisation can show appreciation for the sustained commitment by addressing publicly thanks to these volunteers, offering diplomas or other forms of reward.

Volunteers with high intent to leave the organization requires support, training and reward for their work. It also requires particular attention from management, whereas the volunteers who will leave the organization because of the difference between the message and the nature of communication, negative experiences, lack of support or of ethics

within the organization will communicate further about their negative experience with the organization.

Addressing strategic perspective in non-profit organization is all the more necessary the more objectives in these organizations are more complex, and processes. Accordingly, the adoption of appropriate strategies and policies from organizations working for profit is also a challenge. Internal marketing has been proposed for more than twenty years ago as a solution to the problem of delivery of services of constant high quality of Berry et al. (1976). A review of the literature (Rafiq & Ahmed) written in the last twenty years indicates the existence of three directions of development of conceptualizing the internal marketing are separated, but still intersected at close range. These are a phase of employee orientation, and a orientation towards the client, and a phase of strategy implementation/change management.

Internal marketing is divided by Money & Foreman (1996) in three dimensions: vision, training and measure of performance and rewarding. These dimensions were used in the analysis of the effectiveness of the internal marketing programme addressed to volunteering in the field of charity by Bennett & Barkensjo (2005). The three components act differently depending upon the marketing strategy adapted to the class of volunteers and of the segment falls relative to the level of satisfaction and level of commitment.

Chapter II. Factors of Influence in Volunteer Behaviour

The second chapter takes into account the analysis of the influence factors on voluntary behaviour. The chapter is divided into five subsections, each section referring to a category of investigated factors: demographic factors, psychological factors, social factors, case factors and organizational factors. The theory of this chapter is an interdisciplinary one and includes a series of definitions and results of theoretical and empirical studies.

The first part of each subsection includes an analysis of the impact of each variable dependent upon voluntary behaviour; the second part specifies the variable impact on the satisfaction or the volunteer commitment. This section of the theory underpins the establishment of research hypotheses. The demographic variables analyzed are the gender, age, occupation, education level and income. The analyzed psychological factors are to identification, pro-social personality, motivations and values. The analyzed social factors of influence of voluntary behaviour are: religion and religious community, family, employees

support and other volunteers, and experiences with the beneficiaries. The analyzed contextual factors are opportunities to get involved, availability and opportunity cost.

Demographic variables

In order to understand the volunteer behaviour several studies were conducted on the basis of demographic data in order to identify the broad characterisation of volunteerism. Demographic variables recurrently found in tests with regard to volunteers are: age (Winter, 1998; Wymer, 2002; MacNeela, 2008; Săveanu, 2014; Bang, 2015), gender (Goss, 1999; Randle & Dolnicar, 2009; Randle et al., 2007; Voicu & Voicu, 2009; Lindenmeier, 2008; Wymer, 2010), education (Oesterle, 2004; Luthy & Schrader, 2007; Son & Wilson, 2012), occupational status (Wilson & Musick, 1997; Voicu & Voicu, 2009) and income (Goss, 1999; Randle et al., 2007; Williams et al., 2008; Săveanu, 2014). Thus, in terms of demographics, young volunteers are people with more years of education, occupational status and favourable high income relative to non-volunteers (Perrino submit, 1998).

Săveanu (2014) sustains that in the study of community participation one of the factors most commonly identified involving participation in non-profit organisations is socio-economic status analysed by the SES Model. The SES Model presents a set of socio-economic factors that influence the participation of the community, including voluntary participation. The model takes into account the analysis of the level of education, income, age and gender. Assessment through SES Model shows that people with high education level, committed and with larger incomes, are more involved in voluntary action. An explanation of these factors is that the subjects have the necessary resources for successful participation in the non-profit sector actions (Săveanu, 1986). This model is also used by Williams et al. (2008) to evaluate the impact of demographic factors and study of residence upon the undertaking in voluntary activities. Chan et al., (2011) examines the socio-economic status to identify volunteer activity constraints as a competitor for free time activities.

Psychological factors

The scientific literature underlines the importance of psychological factors (Chacon et al., 1998) as having a significant influence on the volunteer behaviour. A broad construct adopted into the study of volunteerism is identification. Application of the theory in the study of non-profit organizations Identify and specifically in the study of volunteerism provides a broader perspective for understanding the behaviour of volunteering. Arnett et al. (2003) demonstrated the role of mediator between the individual factors of influence and the success of the marketing program in the non-profit organization.

In the *Model of Volunteering Process* Omoto & Snyder (1995) describe the social-oriented variables of personality, motivation and social support as belonging to the category of a history of involvement in volunteer activity. Volunteer's behaviour but during the experience of volunteering, as well as in the consequences stage (voluntary service) are however affected by history. Thus, social oriented personality, directly influence according to the authors, motivations and satisfaction of volunteers volunteers for the duration of the service.

Social oriented traits of personality determined as empathy and helpfulness were evaluated by Penner (2002). Empathy is a trait of personality assessed and that the determinant of organizational commitment, influencing the success of internal marketing program (Amin & Mahasan, 2013).

The motivations have been studied in the most studies regarding volunteer conduct, not only boosting influence, but also as a direct influence (Salas, 2008; Willems et al., 2012; Chacon et al., 2013; Keunsu et al., 2013) or organizational commitment mediated (Bang et al. 2013). Research into the various models in the volunteer exhibit analyze motivations, from two categories, 5, 6 and even motivations up to 13 categories of motivations (Randle et al., 2007). However the most commonly used model at international level with regard to the analysis of motivations is the model proposed by Clary & Snyder (1999) Volunteer Functions Inventory. The advantage of the classification proposed by the two authors is given by the functional approach to the study of their motivations, assessing practical information about what causes volunteers to participate and remain in the organization.

Values represent another individual psychological factors that Heidrich (1988) describes as discriminant factors between volunteers and non-volunteers, emphasizing the role of social values associated with volunteering. Schwartz (2006) argues that the transcendent values: benevolence and universalism are generally appreciated by individuals more preoccupied with the needs of those around them. Grönlund, (2011) and Francis & Jones (2014) examines values influence behaviour regarding the satisfaction of volunteers.

In the conclusion of voluntary behaviour is influenced by psychological variables both in the initial phase (history in involvement), and along the way (the response to the experience of volunteering, volunteer activity consequences). Influence variables identified in the literature are: identification (German, 1997; Lee et al., 1999; Arnett et al., 2003; Van Dyne & Farmer, 2004; Laviere & McDonald, 2007), empathy (Wymer, 2002, Penner, 2002 Finkelsten & Barnnick, 2007), relief (Wymer & Starnes, 2001; Penner, 2002), motives (Omoto & Snyder, 1995; Wymer, 1996; Ackerman, 1998, Fisher & Clary & Snyder, 1999; Bennett &

Barkensjo, 2005, Burns et al., 2006; Randle et al., 2007; Salas, 2008; Philips & Philips, 2010) and values (Heidrich, 1988; Wymer, 1996; Wymer & Starnes, 2001; Grönlund, 2011).

Social factors

Omoto & Snyder (1995) analysis social support is a determinant of the duration of volunteerism and the integration within the organization. Scientific studies on the volunteering programmes confirms that family German (1997, Wymer, 2002; Bekkers, 2007; MacNeela, 2008), church attendance, religious values (Vermeer & Scheepers, 2012; Conovici, 2013), friends (Yeung, 2004), other volunteers (Zappa & Zavarone, 2012) and employees of the Organization (Luthy & Schraeder, 2007; MacNeela, 2008) as well as beneficiaries of services provided directly by volunteers (Bennette & Barkensjo, 2005) have significant positive or negative influences on the volunteer's behaviour.

Social factors have a significant role in voluntary activities. A study carried out in 1999 by Independent Sector shows that friends (50%), Community Church or synagogue membership (32%), family members (19%), friends or colleagues at work (12%) are the ones who presented to a high number of people, volunteer opportunities (Andreasen & Kotler, 2003). Martinez & McMullin (2004) identifies as social factors of influence the social networking, involvement in voluntary commitments, changes in life style, personal development and religion.

According to Mercer (1992), a person is influenced in making a decision by people from different groups to which they relate. These groups are referred by the authors through the phrase "reference groups" or groups in which the person is a member. Individuals may also have groups in which they aspire to join. Marketing professionals can use these groups to exert influence in potential volunteers decision making.

Contextual factors

Recent studies show that the decision to volunteer is influenced directly by contextual factors (Offstein et al., 2010). Săveanu (2014) mentions as contextual factors the following variables: the opportunity for participation and residential stability. Wymer (1996) identifies other contextual factors in the study of volunteerism. They are: availability, timeliness and improve skills, time and opportunity cost. These factors are designed to facilitate or impede the work of the volunteer commitment. Also, the factors that constitute obstacles may affect negatively the satisfaction and those that facilitate activity may contribute to the satisfaction of the volunteers.

Organizational factors

Jensen and McKeage (2015) argue that research into the maintenance of the volunteers went from the analysis of the individual factors to organizational factors such as management practices and organizational culture analysis. The authors underline that the need for research on the influence of organizational factors is still high, in order to understand the complexity of the link between satisfaction and retention of volunteers, their motivations. It is increasingly clear that the way the volunteers are involved in the organization has a direct influence on the results, but how these results are influenced is still undefined.

Research of the literature presents a series of organizational tasks and issues that influence the participation in voluntary work of individuals. If psychological factors, social and contextual factors are external organizational factors, managerial intervention. Organisational variables evaluated in this research are organizational culture (Walton, 2003; Bennett, 2006; Hamilton, 2011; Jensen & McKeage, 2015) internal marketing (Bennett & Barkensjo, 2005; Amin & Mahasan, 2013) and characteristics of voluntary labor (Bennett & Barkensjo, 2005; Millette & Gagne, 2008; Dailey, 2014).

A full evaluation of the assistance the organization requires an overview of three strategic levels of the organisation: the level of global strategy that answers the question "why do we do what we do?" and presents a long-term orientation, organizational marketing strategy that answers the question "what do we do?" and involves an orientation on the medium and long term and tactical level where you answer the question "How are we doing?" and it has a short and medium term (Catană & Catană, 2009). Thus, we can say that the analysis of organizational influences on behaviour of each volunteer evaluation requires three levels of organization: global strategic level of the organisation where the organizational culture is analyzed, strategic marketing level within which internal marketing strategy is analyzed and tactical level represented by volunteer Job characteristics. Understanding How these variables influence the satisfaction and organizational commitment, and how the psycho-social variables and contextual are related, will offer non-profit managers a comprehensive picture regarding issues that may alleviate or on the contrary encourage retention of volunteers.

Chapter III. Volunteers Satisfaction and Organizational Commitment

The third chapter includes the *theoretical analysis* of the two dependent variables of the study: *the satisfaction* and *organizational commitment* of volunteers. Satisfaction and

commitment are well-defined concepts in marketing literature. Starting from the general to the specific, the first part of the chapter and subsections, includes definitions and conceptual boundaries, while the second part encompasses specific aspects relating to volunteering and specific factors of influence.

Studies of several researchers (Salas, 2008; Amin & Mahasan, 2013; Chacon et al., 2013) shows that these two variables are the main predictors of intention of the volunteers to continue the remain into organizaiton. To the same extent in the study volunteers fade positive correlation between organizational commitment, satisfaction in relation to their work (Salas, 2008) and the intention of staying long term in the organization.

A high level of satisfaction, an organizational culture focused on integrating internal marketing strategy and job characteristics developed in favour of supporting volunteers can influence positive organizational commitment. Organisations with an internal marketing orientation improve the continuity of the work of volunteers with high level organizational commitment.

Millette & Gagne (2009) and Boezemen & Elemers (2009) examines the satisfaction of volunteers based on Self-determination Theory to examine if the intrinsic satisfaction of needs contribute to the attitudes towards work of volunteers. The authors start from Gagne et al. (2005) idea who considered that the attitudes of individuals towards work are affected in a positive way, when the climate in the workplace makes it easier to intrinsic motivation towards work by means of serving the needs of autonomy, competence and confidence that volunteers can identify with. The need for autonomy refers to the need to have options and self-control with respect to individual actions, the need for competence refers to the need to experience the fact that the individual is able to carry out its tasks and achieve the performance standards. The need for identification with the cause relates to the need to develop and maintain safe and respectful relations with others.

Volunteer satisfaction is a predictor of organizational commitment of volunteers according to Dailey (2014). Bang et al. (2013) highlights a greater role of increasing the commitment of volunteers, demonstrating the role of the motivations and of the satisfaction. Increased satisfaction in the workplace has been analyzed as a factor conducive to increasing organizational commitment and intention, not only to remain long-term in the Organization (Boezeman & Ellemers, 2009), but also to provide a higher quality service to beneficiaries (Bennett, Barkensjo & 2005).

Organizational commitment of volunteers is what non-profit organizations managers desire, because its direct results are: loyalty, avoiding the abandonment of activity (Mowen et

al., 1978) influences positively the higher quality service provision (Barkensjo & Bennette, 2005) and the intention to remain long-term involved in the organization (Salas, 2008).

Volunteers satisfaction and organizational commitment are influenced by many variables (Perrino, 1998; Bennett & Barkensjo, 2005; Bang, 2007; Luthy & Schrader, 2007; Millete & Gagne, 2008; Salas, 2008; Boezeman & Ellemers, 2009; Zappa & Zavarone, 2012; Amin & Mahasan, 2013; Bang et al, 2013). Explanation of this variables takes knowledge from different sciences such as marketing, sociology, psychology, marketing and management. Research of volunteering reveals the importance of demographic variables (Omoto & Snyder, 1995; Wilson & Musick, 1997; Salas, 2008), social variables (Omoto & Snyder, 1995; Luthy & Schrader, 2007; Zappa & Zavarone, 2012), situational variables (Wymer, 1996; Săveanu, 2014) and organizational variables (Bennett & Barkensjo, 2005; Amin & Mahasan, 2013; Jensen & McKeage, 2015) on volunteer behaviour. Based on the results the following hypotheses were formulated in Table 1.

Table 1. Research hypotheses

Hypotheses regarding volunteers satisfaction	Hypotheses regarding volunteers organizational commitment
H1a: Identification with the role and organization have a significant influence on volunteers satisfaction.	H1b: Identification with the role and organization have a significant influence on volunteers organizational commitment.
H2a: Prosocial characteristics of the personality have a positive and a significantly influence on volunteers satisfaction.	H2b: Prosocial features of the personality have a positive and significant influence on volunteers organizational commitment.
H3a: Motivations have a significant influence on volunteers satisfaction.	H3b: Motivations have a significantly influence on volunteers organizational commitment.
H4a: Values significantly influence volunteers satisfaction.	H4b: Values significantly influence volunteers organizational commitment.
H5a: Social factors significantly influence volunteers satisfaction.	H5b: Social factors significantly influence volunteers organizational commitment.
H6a: Situational factors significantly influence volunteers satisfaction.	H6b: Situational factors significantly influence volunteers organizational commitment.
H7a: Organizational Culture significantly influence volunteers satisfaction.	H7b: Organizational Culture significantly influence volunteers organizational commitment
H8a: Internal Marketing significantly influence volunteers satisfaction.	H8b: Internal Marketing significantly influence volunteers satisfaction.
H9a: Job Characteristics significantly influence volunteers satisfaction.	H9b: Job Characteristics significantly influence volunteers organizational commitment.
	H10: Satisfaction has a significantly influence on volunteers organizational commitment.

Source: Table made by the author.

The testing of the hypotheses will lead to results regarding the interactions between psychological, social, contextuale and organizational variables, as independent variables and satisfaction and organizational commitment as dependent variables. Results regarding the

influential factors of the two variables constitute the first step in shaping a strategy of volunteer retention in the non-profit organization.

Chapter IV. Research Methodology and Findings

Chapter four comprises the research methodology and the results. This refers to the objectives of the research, the construction of the questionnaire on the basis of the objectives, the method of sampling, the analyses used and the results. The sampling method used was that of a group, the questionnaire being distributed to non-profit organizations managers who in turn distributed it to volunteers. As a result of the questionnaire a number of 300 questionnaires were validated. For the collection of data on different groups of variables were used items proposed by the author, and questionnaires applied previously. The testing of the validity of survey questionnaires was performed using the Cronbach Alpha coefficient, whose values were higher, between 0.6 and 0.95 for the tested questionnaires, which indicates the validity of the items measured relative to the population studied.

The proposed questionnaire has items 120 and 6 sections:

Section 0 - demographic Variables and items of identification

Section A - psychological factors

Section B – social factors

Section C - contextual Factors

Section D- organizational Factors

Section E- Satisfaction and organizational commitment

The questionnaire has a total of 120 items, a total of 51 items that were proposed by the author based on literature review, and 69 recognized and validated scales in volunteerism research:

Section 0: identification and demographic variables, 13 items proposed by author

Section A: Psychological factors

- two items proposed for identification with role and organisation and for evaluating
- two items for prosocial personality traits; (empathy and helpfulness),
- six items from Volunteer Functions Inventory Scale proposed by Clary & Snyder (1999);
- 10 items from the Values Theory Questionnaire proposed by author Schwartz (translated by Voicu, 2012);

Section B: Social factors: 14 items proposed

Section C: Contextual factors: 8 items proposed

Section D. Organizational factors

Section D.a: Organizational Culture: 16 questions from the Organizational Cultural Assessment Tool Scale proposed by Cameron & Quinn (2006) and applied in volunteerism research by Jensen 2015 & McKeage;

Section D.b: 15 questions from the internal marketing questionnaire proposed by Money & Foreman (1996) and applied by Bennette & Barkensjo, (2005) and Amen & Mahasan (2013) in the volunteerism research;

Section D.c: 9 items proposed for analysing job characteristics.

Section E. Satisfaction and organizational commitment:

Sectiona E.a:7: questions with regard to the satisfaction of the volunteers from the satisfaction scale proposed Boezeman and Ellemers (2009);

Section E. b: 15 questions from Organizational Commitment Questionnaire of Mowen et al. (1978) organizational commitment analysis was applied to volunteering study based on the same scale by Salas, 2008 and Philips Philips, 2010.

The types of questions used in the questionnaire are closed open for the name of the locality and of the organization, dihotomic (for the gender, and rural versus urban rezidence), multiple choices (demographic information) and scale (for the data of the majority of the variables). The scale used for the questions formulation is the Likert scale in seven steps. Likert scale measures the intensity of the respondent's agreement or disagreement to a certain affirmation (Catană & Catană, 2009).

The group sampling method was used, the questionnaire being distributed to non-profit organizations managers who in turn distributed it further to the volunteers. According to the authors Lambru and Vameşu (2010) private non-profit organizations involved in the social field were in 2009 in number of 1543, and the average number of volunteers/organization/year was of 15 volunteers. Thus an approximate population of volunteers involved in non-profit organizations in the social field is 23145 persons/year. Although the questionnaire was distributed at national level, the sample is not random because of selection on the basis of manual domain organizations stated within the Register of Non-profit Organizations published by the Finance Minister. Questionnaires were sent to a number of 701 organizations from whom 144 managers have agreed to distribute the questionnaire which was completed correctly by a number of 300 respondents.

Methods for the distribution of the questionnaire were:

- face to face , by supplementing with volunteers in organizations with permission and support volunteer coordinator;

- the investigation via computer using e-mail or online groups of volunteers with non-profit organizations belonging activity in the social field. Online questionnaire format was designed using GoogleDrive Form option and it can be accessed at the following address:

https://docs.google.com/forms/d/189RLcA9HP6JVvBwnQWQf50fI25ZTcuYMoVrZ8JY73_Y/viewform

The analyzed sample is represented by volunteers from non-profit organizations with activities in the field of social welfare. The study takes into account both the formal volunteers, which under law 78/2014 are those volunteers who have signed a contract with the host organization, and volunteers who are registered in the database of the organisation, but they have not signed a contract.

To identify trends at the level of the sample the method used was that of the *univariate analyses* using IBM SPSS 21 program. Univariate analyses involve the processing of the data collected in relation to a single variable. We analyzed data analysis series of frequencies, averages and distribution parameters, the parameters change in shape and parameters to evaluate specific aspects of behaviour influence factors of volunteering at the population level (Plăiaș et al., 2008).

Organisations with most respondents are those working in the field of "Protection of children's rights and adoption" with a percentage of 32,6%. A second category of organizations represented are those in the field of "Family, family policies and social inclusion" with a rate of 25.3%, organizations with services for persons with disabilities 15.6% and in services for the elderly. The least represented are organizations with programmes for social security for migrant workers (1%).

The analysed sample included a large number of volunteers who are involved on a volunteer contract basis. A large majority of the volunteers practice formal volunteering. This result shows the proper assimilation and compliance with normative aspects regulated by Law 78/2014, a law that promotes volunteerism and makes available a number of clearly defined tools in managing volunteers.

A wide representativeness in the analysed sample were persons aged between 14 and 25 years. As regards age, the majority of participants in voluntary actions are young (Voicu & Voicu, 2009; Săveanu, 2014). However is a trend of increase in the persons of the older ages taking actions in recent years (Cutler, 2015). Both tendencies are found at the level of study. The advantage of the involvement of persons aged over 50 years in voluntary activities are as

if follows: constant involvement, deliverability, expertise in the field in which they have previously enabled, bringing a real contribution to non-profit organizations.

Studies on the volunteer behaviour from the gender perspective (Wymer, 2010) shows an orientation towards more frequent social actions on behalf of women. The trend is strong and visible in this study, a majority of the 230 participants being women.

Most of the respondents have completed secondary education, followed by those respondents who have completed university studies. Education of volunteers is one in general over the average population education. Studies show that people with more years of education and a job, are generally more open to voluntary actions (Wilson & Musick, 1997; Voicu & Voicu, 2009; Son & Wilson, 1012). Tendency expressed in research is confirmed by the population, a large majority of active volunteers being either students, either people who have completed higher education. Some authors explain this phenomenon through the promotion of volunteerism in the associated universities. Another explanation to the national level is the way students are encouraged to practice volunteerism through internships programmes and not only, but the very recognition of volunteering experience bring a real contribution in such a manner it helps non-profit organizations to stimulate participation.

Hypothesis testing was conducted by the statistical method *of analysis of structural equations modeling*. According to Macovei (2014) this analysis is a data analysis used to test causal relationships and estimate of the analyzed variables, and has a wide popularity in explaining social phenomena, and is frequently used in economic and marketing research. Martinez-Lopez (2013) believes that the benefit brought by the analysis of structural equations modeling is to assess complex models and to theory development. For the evaluation of the model match were the values of RMSEA which equals 0,063 and for CFI which is of 0.987 indicating acceptance of the resulting model.

Segmentation model of active volunteers proposed in Chapter 1.5. based on the level of satisfaction and organizational commitment was tested by the method of Cluster Analysis. Two Step Cluster Analysis method is applied using the IBM SPSS 21 program. Measuring distance was achieved through the appropriate Log-likelihood Method being the only suited method for scale values. Results of the analysis with the choice of four clusters indicates a poor cohesion and reduced separation between them, which is due to the asymmetric distribution and evaluation with very high values of the satisfaction and organizational commitment by the volunteers. The most powerful predictor in the formation of clusters was the understanding motivation and the lowest predictor according to the results presented was satisfaction. The results have led to the confirmation of three of the four proposed

categories being accepted categories: enthusiastic volunteers (two clusters), volunteers with sustained contribution and volunteers with high intention to leave the organization. Low motivated volunteers group was not confirmed, the specific of this category is that it indicates a lower level for satisfaction than for organizational commitment among the volunteers.

Results of univariate analyses

Univariate analysis of the data indicates a number of specific features concerning the analyzed sample. With regard to demographic factors, the majority of participants are women, a majority between the ages of 14 and 25 years, with a high level of education and low income.

Psychological structure of volunteers questioned, indicates a high level of identification with the role and with organizations, empathy and helpfulness. Among the most commonly mentioned motivations is understanding the motivation which confirms previous research (Salas, 2008). Of values, the value of self-determination, benevolence and universalism are the most positively appreciated by volunteers of the respondents, in other words a value indicating the creativity and initiative and two transcendent values (Schwartz, 2006) considered as highly configurable values for prosocial behaviour.

With regard to social factors, the support on the part of employees, and positive experiences with customers are the most appreciated volunteers. Lower scores are presented in negative experiences with the beneficiaries. Significant scores, but not a majority, were attributed to the role of religion, the involvement of family or friends.

Contextual factors are environment variables that facilitates or impedes the work of volunteers, on the contrary. The opportunity of involvement is a positive factor evaluated volunteers, arguing that they feel that the organisation needs them, and are competent to engage in the activities.

About half of the volunteers see volunteering as a form of leisure, on the other hand the lack of impediments such as volunteering time and poor health status are considered as impediments, while not a near location of the organization is considered less as an impediment.

The cost of voluntary activity did not represent an impediment for many volunteers, although there's a percentage for whom it may constitute an obstacle. On the other hand, a large majority of the volunteers seeing a positive ratio between benefits obtained from voluntary activity, whether individual, whether they are public, which leads to a less severe evaluation regarding the cost of voluntary activity. However a volunteer management that

takes into account the reductions in volunteer activity, may reduce the risk of leaving the organization.

As regards the organizational factors, at globally strategic level, organizational culture characteristics most commonly found are those of Clan culture, followed by the Adhocracy organizational culture. Fewer are found the Hierarchical culture and Market culture, which is explained by the specificity of the social domain, where the competition is not the main purpose, and very complex bureaucracy may generate a reduction in the quality of service. Analysis of the internal marketing communication tools highlighting the adoption of more recurrent than other function with deficiencies in the collection of information from volunteers. A lower score was attributed to performance measurement function and the reward, a dimension with a decisive role in the motivation of volunteers with high intent to leave the organisation. Of the features work, volunteer respondents appreciate the autonomy in a positiveway, emphasizing the lack of flexibility of location, a factor that could be considered negative in a society characterized by speed and a wealth of leisure opportunities.

Results of Factorial Analysis

In order to reduce the variables, the results were processed using exploratory and confirmatory factorial analyses. The groups of tested variables showed higher values of 0.7 KMO coefficient, the analysis of exploratory factorial. RMSEA values were less than 0.08 and higher than 0.9 for CFI, which indicates a good fit of the tested models by the method of confirmed factorial analysis.

The psychological factors tested where: pro social personality traits, identification, motivations and values. Identification with the role and the organisation submitted under a one-dimensional structure according to exploratory factorial analysis. This construct was tested in the research as a one-dimensional variable by German (1997), Arnett et. al (2003) and Laverie & McDonald (2007). Prosocial traits of personality present a one-dimensional structure according to the results of exploratory factorial analysis. Prosocial traits of personality were tested previously for each variable separately. Volunteer motivations were tested on the basis of the questionnaire of six questions proposed by Clary & Snyder (1999). The structure of the six confirmed motivation can be tested as a one dimensional variable. From the analysis of factorial values are grouped into three categories, the structure proposed by the author at Schwartz high four categories starting from indiviziilorown development background, transcendent values, openness to change and conservative values. According to the results obtained in relation to the population under review, auto-adjust a value

representative for the opening of the new is associated with benevolence and volunteers questioned universalism and is associated with the development of adventure.

For the analysis of social factors were identified the following variables in the research of volunteering: involvement and support of family, friends, religion, support the support on the part of employees, volunteers and the positive and negative experiences with the beneficiaries. Both items proposed and factorial analysis of the structure of the resulting through exploratory and confirmatory factorial represents the contributions of the author of the work. The structure resulting from the analyses of factoriale comprises three factors: positive experiences and support, family involvement and religiosity and negative experiences.

Contextual factors are tested in native literature for the first time. Variables identified presents a new set of variables previously untested as a group at international level, this includes the opportunity for involvement (variable identified in the literature, but the statistical netestată Săveanu, 2014), availability (distance of the location, state of health, lack of time, free time), opportunity cost: a positive cost-benefit ratio of individual positive cost-benefit ratio of social cost as a barrier. The structure of the resulting two factorial analysis includes two new variables: facilitators and impediments. Resultant variables are facilitators based on the scores of: opportunity, free time involvement, positive cost-benefit ratio and a positive cost-benefit ratio. On the other hand the variable designating impediments was resulted based on the scores of the following variables: lack of proximity of location, State of health, lack of time and cost as a barrier.

Organisational cultures features are grouped by Cameron & Quinn (2006) in four categories of organizational cultures: Clan, Adhocracy, Market and Hierarchical. The authors point out that organizations can present the characteristics of two organizational cultures. The results indicate a two-dimensional structure of the construct of organizational culture, in the case of the sample analyzed organizational culture Clan being associated with Adhocracy, and Market culture being associated with Hierarchical culture.

The data collected to analyze *marketing intern*, was carried out by applying the questionnaire proposed by Money & Foreman (1996). Exploratory analysis factoriale presents a onedimension construct: marketing intern for the analysed sample. Two items were excluded, the composite score being established on the basis of 13 items.

The questionnaire for the survey of *job characteristics* was done on the basis of 8 items proposed on the basis of literature. Exploratory factorial analysis confirms a one-dimension construct for job characteristics for four items, the other items having negative

loads. The composite score for the onedimensional variable confirmed using confirmatory factorial analysis, the composite score of the was used in the hypotheses testing with the analysis of structural equations modeling.

Analysis of *volunteers satisfaction* has been carried out on the basis of 7 items proposed by Boezeman & Ellemers (2009). The construct of satisfaction suggested by authors was modeled is based on self-determination theory, the authors describe the satisfaction on the basis of social need, the need for autonomy and the need for competitiveness and from a general perspective. Exploratory factorial analysis shows a one-dimensional structure, this structure is confirmed by of confirmatory factorial analysis.

Organizational commitment analysis was carried out on the basis of previous organizational commitment questionnaire proposed by Mowen et al. (1978) and tested by Bennett & Barkensjo, 2005; Bang, 2007; Salas, 2008; Bang et al. 2013. Testing items reveals a two-dimensional structure, composing the ones bounding positive and negative. This structure is confirmed in this paper an analysis of exploratory and confirmatory factorial. Composite score of analyzed variable in the analysis of structural equations modeling through, was carried out on the basis of the positive items of the questionair.

Testing the influence of independent variables on the satisfaction and organizational commitment of the volunteers

The results of the influence of demographic variables analysis revealed there is no no significant links between this variables and the satisfaction or organizational commitment. The only variable affecting, but very poorly, satisfaction and organizational commitment of the volunteers being the age.

Hypothesis testing was conducted by the statistical method of *analysis of structural equations modeling*. The premise of the research is taking shape around a comprehensive conceptual model that embodies variables related to the individual: psychological and social, variables related to context and variables pertaining to the non-profit organization. The results largely confirms research hypotheses. It also highlights the predictor role of internal marketing and of organizational culture regards both variables, the result indicating the significant importance of organizational effort in maintenance of volunteers.

The accepted hypotheses concerning organizational determinants of organizational commitment of the volunteers are presented in Table 2.

Table 2. Research hypotheses accepted for influential factors of volunteer satisfaction

Research Hypotheses	Positive/ Negative	Accepted/ Rejected
H1a: Volunteer identification with the role and organization significantly influence volunteers satisfaction.	Positive	Accepted
H2a: Prosocial features of personality significantly influence and positively volunteers satisfaction.	-	Rejected
H3a: Motivations has significantly influence volunteer satisfaction.	-	Rejected
H4a: Values significantly influence volunteers satisfaction.		
- H4a1: Individual values significantly influence volunteer satisfaction	-	Rejected
- H4a2: Conservative values significantly influence volunteers satisfaction.	-	Rejected
- H4a3: Transcendent values significantly influence volunteers satisfaction.	-	Rejected
H5a: Social factors significantly influence volunteers satisfaction.		
- H5a1: Family involment and religiosity influence volunteer satisfaction.	-	Rejected
- H5a2: Employees support from employees, of volunteers and positive experiences influence positively volunteers satisfaction..	-	Rejected
- H5a3: Negative experiences with beneficiaries influence negatively volunteers satisfaction.	Negative	Accepted
H6a: Situational factors significantly influence volunteers satisfaction.		
- H6a1: Facilitators significantly influence positive volunteers satisfaction.	-	Rejected
- H6a2: Obstacles significantly influence volunteers satisfaction.	-	Rejected
H7a: Organizational culture significantly influences volunteers satisfaction.		
- H7a1: Organizational culture with Clan and Adhocracy culture characteristics significantly influences volunteers satisfaction.	Positive	Accepted
- H7a2: Organizational culture with Market and Ierarhic characteristics influences significantly volunteers satisfaction.	-	Rejected
H8a: Internal marketing influence significantly and positive volunteer satisfaction.	Positive	Accepted
H9a: Job characteristics significantly influence volunteers satisfaction.	Positive	Accepted

Source: Table made by the research author.

Identification with the role, and the organization has a significant influence on volunteer satisfaction ($\beta = 0,209$). Identification with the organization, its activities and values contribute to the volunteer gratitude on the experience of volunteering (Amin & Mahasan, 2013). Identification with the role of the volunteer also contributes to the promotion of voluntary activities as a determinant of maintaining volunteer leaders in the organization (Tidwell, 2005). Managerial implications of results out the importance of identification for the organization's volunteer management: shared values, shared experiences, identification with the group and accepting the role.

From the values identified by Schwartz in his theory of value (2006) no value affects significantly the satisfaction of volunteers leading to the rejection of the hypothesis of H4a1, H4a2 and H4a3.

Influence of negative experiences with customers has been tested by Bennett & Barkensjo (2005). In the the study authors identified adverse experiences as having a significant negative influence on the results of the test scorecards volunteers, *structural equations modeling* based on data analyzed in this research confirms the result, negative experiences with beneficiaries having a significant but reduced influences according to the value of $\beta = -0.049$ on volunteers satisfaction which leads to the acceptance of the H5a3 hypothesis. The importance of minimizing the impact of the negative experiences is explained as being necessary for ensuring the effectiveness of marketing programs. Negative experiences can lead to volunteer high intention to leave organization given of subsequent interventions incidents with the beneficiaries of the management or staff support. Wymer & Starnes (2001) propose to reduce the shortfall between expectations and actual experience of volunteers by clear and detailed communication of the tasks to volunteers who will take part to the activities. Maintaining volunteers requires an internal marketing strategy aimed at minimizing negative experiences, previous training and support of the activity itself with regard to the difficulties in direct contact with customers.

Contextual factors proposed by the author based on the results of the exploratory and confirmatory factorial analysis are facilitators and impediments. These factors have not been identified as a significant influence factors for satisfaction of volunteers which results in rejection of the H6a1 and H6a2 assumptions.

Organizational cultures: Clan and Adhocracy characteristics have significantly and positive influences on volunteers satisfaction ($\beta = 0,577$). The results obtained confirm the authors ' results only partly Jensen & McKeage (2015) whose study has highlighted the positive influence of Clan and Hierarchical Culture is volunteers satisfaction..Clan organizational culture is described as a collaborative and encourages teamwork. Adhocracy organizational culture type is linked to the promotion of creativity, sense of autonomy and competence significantly influence positive aspects of satisfaction (Boezeman & Ellemers, 2009) which lead to the acceptance of H7a1 hupothesis. Often volunteers involved in the social field or which conducts direct contact with beneficiaries may not communicate the problems met are not constantly trained enough and aren't compensated conforming performance. All such failures are contributing to a low level of satisfaction. Internal marketing activities positively influence satisfaction of volunteers (Mitchell & Taylor, 2004; Coita, 2008; Csordas, 2012; Sterhic, 2012; ' Amin & Mahasan, 2013).

Bennett & Barkensjo (2005) tested the influence of the internal marketing programme at the tactical level on volunteers satisfaction highlighting positive and significant influence.

According to the results obtained through the *analysis of structural equations modeling* internal marketing significantly influences the satisfaction of volunteers ($\beta = 0,210$) which leads to accepting H8a hypothesis. Managerial implications of this product go to underline the importance of internal marketing approach in managing volunteers in order to maintain them.

Job characteristics were identified by Dailey (2013); Millette & Gagne (2008) and Bennett & Barkensjo (2005) as significantly influencing volunteers satisfaction. The result of this research indicates a significant influence with weak link according to the value of $\beta = 0,105$ but confirms previous research H9a being accepted. Managerial implications arising from this result underlines the importance of how the non-profit management manages volunteer activities. Flexibility, autonomy, supervision and interaction with leadership are all variables that influence the level of satisfaction of volunteers positively.

The accepted hypotheses concerning organizational determinants of organizational commitment of the volunteers are presented in Table 3.

Table 3. Research hypotheses accepted for influential factors of volunteers organizational commitment

Research Hypotheses	Positive/ Negative	Accepted/ Rejected
H1b: Volunteer identification with the role and organization significantly influence volunteers organizational commitment.	-	Rejected
H2b: Prosocial characteristics of personality significantly influence and positively volunteers organizational commitment.	Positive	Accepted
H3b: Motivations has significantly influence volunteer organizational commitment.	-	Rejected
H4b: Values significantly influence volunteers organizational commitment.	-	Rejected
- H4b1: Individual values significantly influence volunteer organizational commitment.	-	Rejected
- H4b2: Conservative values significantly influence volunteers organizational commitment.	-	Rejected
- H4b3: Transcendent values significantly influence volunteers organizational commitment.	-	Rejected
H5b: Social factors significantly influence volunteers organizational commitment.		
- H5b1: Family involvement and religiosity significantly influence volunteers organizational commitment.	-	Rejected
- H5b2: Employees support from employees, of volunteers and positive experiences influence positively volunteers organizational commitment.	-	Rejected
- H5b3: Negative experiences with beneficiaries significantly influence negatively volunteers organizational commitment.	-	Rejected
H6b: Situational factors significantly influence volunteers satisfaction.		
- H6b1: Facilitators significantly influence positive volunteers organizational commitment.	Positive	Accepted
- H6b2: Obstacles significantly influence volunteers organizational commitment.	-	Rejected
H7b: Organizational culture significantly influence volunteers organizational commitment.		
- H7b1: Organizational culture with Clan and Adhocracy cultures characteristics significantly influences volunteers organizational commitment.	Positive	Accepted
	-	Rejected

- H7b2: Organizational culture with Market and Ierarhic characteristics significantly influences volunteers organizational commitment.		
H8b: Internal marketing influences significantly and positive volunteer organizational commitment.	Positive	Accepted
H9b: Job characteristics significantly influence volunteers organizational commitment.	-	Rejected
H10b: Satisfaction significantly influence volunteers organizational commitment.	Positive	Accepted

Source: Table made by the research author.

Empathy (Wymer, 1996) and *helpfulness* (Penner, 2002) have been identified as determinants of sustained volunteering. Results of the analysis of the studied sample indicates the significant influence of prosocial personality traits on the organizational commitment ($\beta = 0,111$) which confirms the results obtained by Amin & Mahasan, (2013) and leads to the acceptance of the hypothesis of H2b.

Support from family, religion, and support in the organization acquired special attention in the literature regarding volunteerism (Wymer, 1996; Beckers, 1997, 2007) research addressing this influence in explaining the behaviour and attitudes adopted in volunteering. Although this is significant factors in other research, among the volunteers participating in this study factors were noted as being decisive for organizational commitment, leading to the rejection of the H5a1 and H5a2 assumptions.

Contextual factors identified as significant are: facilitators. The results indicate that the facilitators have a significant influence on organizational commitment ($\beta = 0,193$) which implies a positive influence of involvement opportunity, volunteer activity as a form of leisure and positive relationship between the costs and individual and social benefits. The result leads to the acceptance of the H6b1 hypothesis.

Of organisational cultures, the *Clan and Adhocracy cultures characteristics* influence significantly and positive organizational commitment ($\beta = 0,372$) thus confirming the result of the author Jain (2015) which identified as factors significantly influence organisational culture characteristics on the organizational commitment. H7b1 hypothesis is accepted.

Internal marketing is seen in non-profit marketing theory, as influencing positively the organizational commtment of the volunteer (Mitchell Taylor,2004 & Coita, 2008; Csordas, 2012; Sterhic, 2012 Amin &Mahasan, 2013). Bennett & Barkensjo (2005) tested the influence of the internal marketing programme at the tactical level on the organizational commitment, results direct link, highlighting positive and significant influence. According to the results internal marketing significantly influences and positive organizational commitment

($\beta = 0,129$) leading to the acceptance of the H9b assumptions. This result underline the importance of internal marketing approach in managing volunteers in order to maintain them.

Job characteristics were identified by Bennett & Barkensjo (2005), Millette & Gagne (2008) as having a significant effect on organizational commitment. The result of this research did not confirm previous results hypothesis being rejected H9b authors.

Volunteer satisfaction has a significant influence on intention to remain in the organization (Boezeman & Ellemers, 2009) with a significant impact on the organizational commitment (Bang et al., 2013). The result shows that satisfaction has a significant influence ($\beta = 0,352$) on organizational commitment leading to the acceptance of the hypothesis of H10. Managerial implications of this result are drawing attention to the importance of organizational factors in obtaining a high level of satisfaction and organizational commitment of the volunteers.

In the application of internal marketing strategy, we have proposed a model of segmentation in relation to the level of satisfaction and organizational commitment . Theoretical model comprises four groups of volunteers: enthusiasts volunteers, with a higher level of satisfaction than commitment, volunteers with a sustained contribution, high level of organizational commitment and satisfaction, low motivated volunteers, that have a low level of satisfaction but a high level of organizational commitment and volunteers with a intent to leave the organization, represented by volunteers with scores low for satisfaction and organizational commitment. Of the four proposed categories only three categories were confirmed according to the results of cluster analysis: enthusiastic volunteers, volunteers with a sustained contribution and volunteers with high intent to leave the organization.

Theory of internal marketing is taking shape around the three main strategies, employee motivation strategy, where the employee is perceived as internal and customer oriented strategy, quality of service, in which the beneficiary is the center of your marketing program and change management strategy, where the employee is viewed as the person who contributes to organizational strategy.

Volunteers with high intent to leave the organization is a volunteer category showing a low level of satisfaction. Organizational offer unattractive, negative experiences, lack of support are just some of the variables affecting negatively the satisfaction and organizational commitment of volunteers. The first internal marketing orientation, presented in literature with the introduction of the concept be considered employee the center of internal marketing strategy, The staff is seen as a consumer (Ahmed & Rafiq, 2000). The same marketing was approached in the literature concerning the analysis of volunteering (Heinzberg, 1988;

Andreasen & Kotler, 2003; Randle et al., 2007; Randle & Dolnicar, 2009). In this sense, management is considering the first two dimensions: the provision of experiences and activities, and rewarding volunteers. Non-profit organization product is often the very mission, communicating the vision clearly and attractively, and rewarding, providing individual benefits (Awards, diplomas, recognition in the context of a public event (Csordas, 2012) have a direct and positive impact on the satisfaction and organizational commitment, which results in long term volunteer retention in the organization.

Enthusiastic volunteers, spontaneous or episodic volunteers also represent a category of volunteers involving a series of challenges for non-profit organization management. Loiseau et al. (2016.) point out the negative effect caused by this category, low quality of the services generated by the lack of preparation or superficial treatment of beneficiaries. This category shows a low level of commitment (there is a constant interest with respect to the good organization, a good or service provision). In order to solve the problem of a lack of orientation towards customers of the employees, the literature emphasizes the role of internal marketing orientation towards consumer and service quality (Ahmed Rafiq &, 2000). The function of marketing in respect of realisation of this strategy is the development, internal marketing dimension proposed by Foreman & Money (1996). Bennett & Barkensjo (2005) emphasize the positive role of training, of supervision on the part of employees or older volunteers within the organization. Csordas (2012) proposes to streamline information tools through the use of funds from the organization. Non-profit organizations have a wide diversity of tools and communication channels such as internet, intranet, and physical assets within the organization (notice board, a questionnaires, videos registration). In other words, wherever volunteerism has no time required to adopt procedures and tools in order to provide a higher quality service, involving staff in order to provide constant supervision, training and courses consistently leads to a qualitative service provided through voluntary participation.

Volunteers with sustained support category represents the most desired category of non-profit management. This category presents a high level of organizational commitment and satisfaction. Volunteers who belong to this category volunteers are willing to cooperate with regard to the smooth running of the organisation, are often treated as volunteer leaders that *can guide volunteers, organization management involves this category of volunteers even in* decision-making process, or allows them access to strategic information about the organization. This non-profit organization can address this volunteers with an management of change internal marketing strategy (Ahmed Rafiq &, 2000). Volunteers from this category can have a supported participation in the decision making, change, innovation, organizational

performance and improve long-term planning. If in case of the other two categories then organisation must more, in the case of volunteers with a sustained contribution the added value of their work is often comparable to the employees work. Addressing the strategic orientation of the internal marketing is a necessary not a option in maintaining long-term volunteers in the organization.

Capitolul V. Research conclusions

Chapter five presents the conclusions of the research grouped into: results on the specifics of the analyzed population, theoretical and practical implications, proposals for boosting satisfaction and commitment of volunteers based on the results and conclusions of the research.

From the point of view of demographic profile, volunteers participating in the study confirm the profile found in international research: volunteers are young people with a higher educational level and active in terms of occupational mostly either students, either.

Hypotheses testing results pointed to five 5 factors with a significant influence for the satisfaction of the volunteers and five drivers for organizational commitment. Satisfaction is influenced primarily by the presence of Clan And Adhocracy cultures and in the organization. A less important role but it statistically significant belongs to internal marketing, identification with the role and organisation, job characteristics and negative experiences with the beneficiaries. Organizational commitment is positively influenced by the presence of Clan and Adhocracy organisational cultures, and the satisfaction of volunteers, facilitators, internal marketing and prosociale traits of personality. The influence of facilitators on organizational commitment was tested for the first time in the literature.

The main conclusion of the results obtained is that organizational factors are important as regards satisfaction of volunteers and in terms of organizational commitment. Development of Clan and Adhocracy organizational culture represents a strong premise in ensuring the continuation of the volunteers in the organization. The second important factor is internal marketing. Limited knowledge of this concept, as well as small practices related organizational approach of internal marketing within the non-profit sector makes its application constitute a challenge for managers of volunteers. However the impact of practices that can be classified as internal marketing leads to the conclusion that they should be further developed within the framework of non-profit organizations generating the

premises of maintaining a internal public category essential to the functionality and sustainability of non-profit organization: volunteers.

In determining marketing strategies targeted audience segmentation, represented in this research volunteers, is a prerequisite for significant effort in order to make the management of the organization. Segmentation of volunteers on the basis of the level of satisfaction and organizational commitment is another contribution of this work. Four groups of volunteers were identified within the organization on the basis of analysis of literature: low motivated volunteers, enthusiastic volunteers, volunteers with high intent to leave the organization and volunteers with a sustained contribution. Of the four categories were confirmed only three volunteers: enthusiasts volunteers, volunteers with the intent to leave the high organization and volunteers with a sustained contribution. As a result of cluster analysis group of enthusiasts volunteers comprise two clusters, students and volunteers with undergraduate studies completed.

Starting from the segments identified and from previous investigations of internal marketing strategies, we proposed a model to adapt these strategies to each segment. For the category of enthusiastic volunteers we proposed internal marketing strategy focused on quality services with the main orientation towards training dimension (proposed by Money & Foreman). A category which requires high attention from managers is that of volunteers with high intent to leave the organisation. For this category was proposed for internal marketing strategy of motivation of volunteers with a main orientation towards performance measurement and reward. In managing volunteers with sustained contribution we proposed the change management internal marketing strategy, at which volunteers are seen as participants in the organizational progress, with an important part of communication of the vision.

The main contributions of the research

From theoretical and empirically perspective the added value of the research consists in:

- Proposal of four new variables in the behaviour analysis of volunteers: two situational variables: *impediments* and *facilitators*, and two social variables: *religiosity and family involvement* and *support and positive experiences*.
- The proposal of a *comprehensive conceptual model* about the influence factors of the volunteers satisfaction and organizational commitment;
- Proposal for an instrument for collecting data in order to assess the factors of influence the volunteer behaviour;

-Proposing a model for determination the groups of volunteers and interns based on volunteers satisfaction and organisational commitment and internal marketing strategies specific to each profile is another plus of this research.

From a management point of view, this research offers an advanced tool for the evaluation of active volunteers in the organization. Volunteer managers will be able to identify factors that significantly influence positively or negatively the satisfaction and commitment. Based on the factors identified, the findings of the research will involve a series of proposals for internal marketing tools that non-profit managers may use in order to maintain the volunteers through positively influence volunteers satisfaction and organizational commitment of the volunteers. Results represent the starting points in reinforcing the instruments necessary to assess volunteer satisfaction and organizational commitment but also the determinants in order to determine the groups of active volunteers within the organization.

Research Limitations

Research about volunteering in Romania has still a novelty character. This is generated by the reality of the newness of this form of participation and reduced information about the non-profit sector. However we believe that through this research consistent intake was brought for both theoretically and statistically knowledge about volunteerism that can be further developed through future research. The main limitations of the research which can be outlined as follows:

- The lack of an exhaustive model. In the field of Sociology researchers, psychology, marketing and non-profit management, there has not been developed an exhaustive model for in determining influential factors of volunteer behaviour. Prosocial behaviours, specifically voluntary behaviour, is a complex one requiring an interdisciplinary approach in order to improve managerial methods for maintaining this category non-profit organisations for precious. In conclusion, the pattern can change, can be developed and adjusted according to the different areas of the non-profit sector from the perspective of marketing researches and not only.
- Survey refers only to private non-profit organizations from volunteering activities in the social field. An analysis of the whole phenomenon of voluntary targets the various areas of the non-profit sector from Romania. Comparative studies between different profiles can reveal areas of different motivations of the volunteers (Willems et al., 2012) and different determinants.

More quantitative and qualitative research is needed among the non-profit managers regarding the value brought by volunteers, their involvement, frequency, the quality of services and beneficiaries satisfaction.

References

1. Achrol & Kotler (2012). Frontiers of the marketing paradigm in the third millennium Journal of the Academic Marketing Science, 40, 35-52.
2. Amin S. & Mahasan S.S., (2013) Conceptualisation of Volunteers' Attitude Development: An Internal Marketing Imperative Middle-East Journal of Scientific Research 18 (9): pp.1224-1230, ISSN 1990-9233 © IDOSI Publications, 2013 DOI: 10.5829/idosi.mejsr.2013.18.9.12399..
3. Andreasen A. & Kotler P., (2003), Strategic Marketing for Non-profit Organizations, Pearson Education , Inc., ISBN 0-13-122792.
4. Arnett, D. B., German, S. D., și Hunt, S. D. (2003). The identity salience model of relationship marketing success: The case of non-profit marketing. Journal of Marketing, 67(2), pp.89-105.
5. Balázs R., (2009) Verificarea invarianței măsurătorilor prin utilizarea modelelor CFA, Asociația, Psihologia resurselor umane, Vol. 7, nr.1, pp. 96-101.
6. Bang, H. (2007). Examining organizational commitment of volunteers in non-profit sport and recreation organizations. UMI Microform 3302340, ProQuest LLC.
7. Bang, H., Ross, S., and Reio, Jr, T, G.(2013). From motivation to organizational commitment of volunteers in non-profit sport organizations: The role of job satisfaction. Journal of Management Development, Vol. 32 No. 1, pp.96-112.
8. Băbuț R., Băcilă, M.F., Drule A.M., Moisescu O.I. (2014) "Bazele Marketingului", Editura Risoprint, ISBN 978-973-53-1228-2.
9. Bekkers, R. (2007). Measuring altruistic behaviour in surveys: The all-or-nothing dictator game. Survey Research Methods, 1, pp.139-144.
10. Bekkers, R. (2007b). Intergenerational Transmission of Volunteering. Acta Sociologica, Vol 50(2): pp.99-114, DOI: 10.1177/0001699307077653 Copyright © 2007 Nordic Sociological Association și SAGE (Los Angeles, London, New Delhi și Singapore) www.sagepublications.com.
11. Bennett R., Barkensjo A., (2005) Internal Marketing, Negative Experiences, și Volunteers' Commitment to Providing High-Quality Services in a UK Helping și Caring Charitable Organization Voluntas: International Journal of Voluntary și Nonprofit Organizations Vol. 16, No. 3, September 2005, DOI: 10.1007/s11266-005-7724-0.
12. Boezeman E., L; Ellemers, N., (2009), Intrinsic need satisfaction și the job attitudes of volunteers versus employees working in a charitable volunteer organization, Journal of Occupational și Organizational Psychology 82, pp.897-914, The British Psychological Society.
13. Burns, D. J., Reid, J. S., Toncar, M., Fawcett, J., și Anderson, C. (2006). Motivations to volunteer: The role of altruism. International Review on Public și Non Profit Marketing, pp.3, 79-91.
14. Căce S., Nicolaescu V., Anton A.N., Rotaru S., (2011) "Organizațiile neguvernamentale și economia socială", Editura Expert, București, CNCIS: cod 045/2006, ISBN 978-973-618-285-3.
15. Cameron, K.S. și Quinn, R.E. (2006) Diagnosing și Changing Organisational Culture Base on the competing values framework, Revised Edition San Francisco: Jossey-Bass, ISBN-13 978-0-7879-8283-6.
16. Catană D., Catană A., (2009) "Fundamentals of marketing", Editura U.T. Press, ISBN: 978-973-662-514-5.
17. Chacon F., Menard M., Sanz M. & Vecina M.L., (1998) Psychosocial Factors That Influence Volunteer Work: Pilot Studies Psychology in Spain, Vol. 2. No 1, pp.108-115.
18. Clary E.G. și Snyder M., (1999) The Motivations to Volunteer: Theoretical and Practical Considerations The British Psychological Society Current Directions in Psychological Science pp.7, 8, 156.
19. Coita, D., C., (2008), Marketingul organizațiilor non-profit, Editura Academiei Române, București, ISBN 978-973-27-1750.
20. Csordas I., (2012) Volunteer Management in Cultural Institutions, Foundation for Museums and Visitors, Hungary, pp. 97-99.
21. Cutler, S. J. (2015). Population ageing și volunteering in Romania. Revista De Asistentă Socială, (3), pp.5-18. Preluat din baza de date ProQuest Central de la adresa:
<http://search.proquest.com/docview/1708016783?accountid=15533>.
22. Doyle, S. (2006). The role of organizational citizenship behaviour in volunteer organizations (Order No. 3207611). Accesată din baza de date ProQuest Central. (304912689). Accesată la pagina:
<http://search.proquest.com/docview/304912689?accountid=15533>.
23. TND Opinion & Social (2011) Eurobarometer 75 "Volunteering and Intergenerational Solidarity Carried Out By" European Parliament Survey Coordinated By The Directorate-General For Communication
24. Fisher R. J. și Ackerman, D., (1998) The Effects of Recognition și Group Need on Volunteerism: A Social Norm Perspective by Journal of Consumer Research, Inc. Á Vol. 25, Á December 1998 All rights reserved. 0093-5301/99/2503-0004\$03.00.

25. Francis, J. E. & Jones, M. (2012). Emergency service volunteers: a comparison of age, motives and values. *The Australian Journal of Emergency Management*, 27 (4), pp.23-28.
26. German, D., Steven. (1997). *Non-profit relationship marketing: The role of identification*, Texas Tech University.
27. GHK Consulting(2010a) *Volunteering in the European Union. A Final Report submitted by GHK Consulting for the Educational, Audiovisual and Culture Executive Agency (EAC-EA), Directorate General Education și Culture (DG EAC)*, 17 February 2010 accesat în 14 aprilie 2015.
<http://www.eyv2011.eu/funding-opportunities/item/43-volunteering-in-the-european-union-GHK-Consulting-eac-ea-dg-eac-2010>.
28. Grönlund, H. (2011). Identity și volunteering intertwined: Reflections on the values of young adults. *Voluntas*, 22(4), pp.852-874, Accesată la pagina:
<http://dx.doi.org/10.1007/s11266-011-9184-6>
29. Hall, D. P. (2006). A historical overview of philanthropy, voluntary associations și non-profit organizations in the united states, 1600-2000. In W. W. Powell, și R. Steinberg (Eds.), *The non-profit sector: A research handbook*, pp.32-65. New Haven, Connecticut, USA: Yale University Press.
30. Hooper, D., Coughlan, J., Mullen, M.: *Structural Equation Modelling: Guidelines for Determining Model Fit. Electronic Journal of Business Research Methods*, 6(1), pp.53-60.
31. Hyde, M., Dunn J., Bax C., Chambers S., (2016) *Episodic Volunteering and Retention an Integrated Theoretical Approach, Non-profit and Voluntary Sector Quarterly*, Vol. 45, No. 1, pp.45-63, 10.1177/0899764014558934.
32. Institutul Național de Statistică, coordonatori Gherguț I.E., Iagăr M.E., Gered B., Dumitrescu I., Ciucă A., Vaida-Muntean G., Badea D. (2015) "Anuarul Statistic al României", I.S.S.N. pp.1220-3246.
33. Jain A. K. (2015) *Volunteerism and organisational culture Relationship to organizational commitment and citizenship behaviours in India*, *Cross Cultural Management* Vol. 22, No. 1, pp. 116-144 ©Emerald Group Publishing Limited 1352-7606 DOI 10.1108/CCM-11-2013-0167
34. Jensen, K. B., și McKeage, K. K. (2015). *Fostering volunteer satisfaction: Enhancing collaboration through structure. The Journal of Non-profit Education și Leadership*, 5(3) Accesată la pagina
<http://search.proquest.com/docview/1730192700?accountid=15533>
35. Kenny, D.A., Kaniskan B. & McCoach, D.B. (2014). *The performance of RMSEA in models with small degrees of freedom. Sociological Methods & Research*, in press.
36. Keunsu, H., Jerome, Q., Ethan, S., Jaelyun, H., & Seungbum, L. (2013). "Committed sport event volunteers". *Journal of Research*. 8(2). pp.45-54.
37. Kotler, P. & Keller, K. L. (2008). *Marketing management și Managementul Marketingului (Fifth Edition ed.)*. București: Editura Teora.
<http://search.proquest.com/docview/1024824993?accountid=15533>
38. Kulik, L. (2007) *Predicting Responses to Volunteering among Adolescents in Israel: The Contribution of Personal and Situational Variables*, *Voluntas* (2007) 18:35–54 DOI 10.1007/s11266-007-9028-6
39. Laverie, A. D., și McDonald, E. R. (2007). *Volunteer dedication: Understanding the role of identity importance on participation. Journal of Macromarketing*, 27(3): pp.274-288.
40. Lee, L., Piliavin, J. A., și Call, V. R. A. (1999). *Giving time, money, și blood: Similarities și differences. Social Psychology Quarterly*, 62(3), pp.276-290, accesat la pagina:
<http://search.proquest.com/docview/212699632?accountid=15533>
41. Lee, R. E., McGinnis, K. A., Sallis, J. F., Castro, C. M., Chen, A. H., și Hickmann, S. A. (1997). *Active vs. passive methods of recruiting ethnic minority women to a health promotion program. Annals of Behavioural Medicine*, 19(4), pp.378-84, accesat la pagina:
<http://dx.doi.org/10.1007/BF02895157>
42. *Legea 78/2014 privind reglementarea activității de voluntariat în România*, accesat în 18.04.2015:
www.dreptonline.ro/legislatie/legea_78_2014_reglementare_activitate_voluntariat.php,
43. *Legea nr. 195 din 2001, Legea voluntariatului (publicata in Monitorul Oficial Nr. 206 din 24 aprilie 2001, accesat la pagina:*
<http://legislatie.resurse-pentru-democratie.org/legea/195-2001.php>, accesat în data de 24.11.2013.
44. Luthy, M. R., și Schrader, R. (2007). *Volunteer Satisfaction: An Analysis of Contributing Factors Among Hospice Workers. Academy of Accounting și Financial Studies Journal*, 11, p.51. Accesat la pagina
<http://search.proquest.com/docview/213977456?accountid=15533>
45. Macneela, P. (2008). *The give și take of volunteering: Motives, benefits, și personal connections among irish volunteers. Voluntas*, 19(2), pp.125-139, accesat la pagina:
<http://dx.doi.org/10.1007/s11266-008-9058-8>
46. Malhotra N.K. (1991), *Marketing Research. An Applied Orientation*, Prentice Hall, Englewood, New Jersey 07632, ISBN 0-13-555350-4.
47. Mercer, D. (1992), *Marketing*, Blackwell Publishers, ISBN 0-631-17631-4.

48. Millette, V., & Gagne, M. (2008). Designing volunteers' tasks to maximize motivation, satisfaction and performance: The impact of job characteristics on volunteer engagement. *Motivation and Emotion*, 32, 11–22.
49. Mitchell, M. A., Taylor, S. (2004). Internal Marketing: Key to Successful Volunteer Programs. *Non-profit World*, 22, pp.25-26. Articol accesat din baza de date ProQuest Central, accesat la pagina: <http://search.proquest.com/docview/221327614?accountid=15533>
50. Ministerul Finanțelor, (2016) Registrul Organizațiilor Non-profit, accesat în 10.07.2016: <http://www.just.ro/reorganizarea-registrului-national-al-persoanelor-juridice-fara-scop-patrimonial/>
51. Ministerul Muncii, Familiei, Protecției Sociale și Persoanelor Vârstnice, Domenii, accesat în 06.08.2015: <http://www.mmuncii.ro/j33/index.php/ro/2014-domenii>
52. Money, A., & Foreman, S. (1996). The measurement of internal marketing: A confirmatory case study. *Journal of Marketing Management* 11(8), pp.755–766.
53. Mowday R., Steers R., Porter M. L., (1978) The Measurement of Organizational Commitment Progress Report, Department of Management, Graduate School of Management Eugene, Oregon, 97403.
54. Offstein, E. H., Chory, R. M., și Childers Jr, J. S. (2015). A cross-cultural analysis of factors influencing choice in volunteering activities. *Competitiveness Review*, 25(1), p.74, accesat la pagina: <http://search.proquest.com/docview/1647101049?accountid=15533>
55. Omoto, A.M. și Snyder, M. (1995): Sustained Helping Without Obligation: Motivation, Longevity of Service și Perceived Attitude Change Among AIDS Volunteers. *Journal of Personality și Social Psychology*, Vol. 68, Nr 4, pp.671-686.
56. Penner L. A., (2002) Dispositional și Organizational Influences on Sustained Volunteerism: An Interactionist Perspective, *Journal of Social Issues*, Vol. 58, No. 3, pp.447-467.
57. Perrino, T. (1998). Volunteerism in community first aid squads: Factors involved in motivating și maintaining members (Order No. 9920183). Available from ProQuest Central. (304495892). Accesată la pagina: <http://search.proquest.com/docview/304495892?accountid=15533>
58. Plăiaș I., Buiga A., Comiati R., Mureșan A. C., Nistor C. V., Pop C. M. (2008) ”Cercetări de marketing”, Editura Risoprint, Cluj-Napoca, ISBN 978-973-751-764-7.
59. Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: definition, synthesis and extension. *Journal of services marketing*, 14(6), pp.449-462.
60. Randle M. J., Grun B., Dolnicar S., (2007) Segmenting the volunteer market: learnings from an Australian study, Faculty of Commerce - Papers (Archive) Faculty of Business, University of Wollongong, Research Online.
61. Rozeboom, L., (2006) Motivations And Barriers: Volunteerism In Rural Non-Profit Societies, Royal Roads University.
62. Salas, G. R. (2008). Volunteer functions, satisfaction, commitment, și intention to leave government volunteering (Order No. 3338094). Teză de doctorat, ProQuest Central. (304835525). Accesată la pagina: <http://search.proquest.com/docview/304835525?accountid=1553>
63. Săveanu T. G., (2014), ”Forme de participare la viața comunității, complementaritate sau opoziție?”, Presa Universitară Cluj, ISBN: 978-973-595-662-2.
64. Schwartz, S. H. (2006) "Basic Human Values: An Overview" The Hebrew University of Jerusalem <http://segr-did2.fmag.unict.it/Allegati/convegno%207-8-10-05/Schwartzpaper.pdf> viewed at 09.04.2014.
65. Segal, Lewis M; Weisbrod, Burton; (2002) Volunteer labor sorting across industries, *A Journal of Policy Analysis and Management*; Summer; Vol. 21, Nr. 3; ProQuest Central, pp.427-447.
66. Voicu B., Voicu M. (2009) Volunteers și volunteering in Central și Eastern Europe, The Research Institute for Quality of Life, Romanian Academy of Science, Romania.
67. Wilson J. și Musick M. A., (1997a) Who Cares? Toward an Integrated Theory of Volunteer Work, *American Sociological Review*, 1997, Vol. 62, October, pp.694–713.
68. Wymer, W.W. (1996) Formal Volunteering as a Function of Values, Self-Esteem, Empathy și Facilitation, UMI Microform 9635049.
69. Wymer W. W. și Starnes B. J. (2001) :“Conceptual Foundations and Practical Guidelines for Recruiting Volunteers to Serve in Local Non-profit Organizations: Part I.” *Journal of Non-profit & Public Sector Marketing* (Best Business Books, an imprint of The Haworth Press, Inc.) Vol.9, No.1/2, 2001 pp.63-96.
70. Wymer W., Knowles P., Gomes R., (2006), *Non-profit Marketing. Marketing Management for Charitable și Nongovernmental Organizations*, Sage Publication Inc, SUA, ISBN 1-4129-0923-6.
71. Wymer, W. (2010) The Implications of Sex Differences on Volunteer Preferences, *Voluntas*, International Society for Third-Sector Research and The John's Hopkins University.
72. Zappa, P., și Zavarrone, E. (2010). Social interaction și volunteer satisfaction: An exploratory study in primary healthcare. *International Review of Economics*, 57(2), pp.215-231, accesat la pagina: <http://dx.doi.org/10.1007/s12232-010-0095-4>