

AMERICAN UNIVERSITY OF BEIRUT

VOLUNTEER ENGAGEMENT POLICIES THAT IMPACT
PRODUCTIVITY AND RETENTION: “A PRAGMATIC ACCOUNT
OF VOLUNTEER WORK AT NPOS”

by

MOHAMMAD FAZAL ABBAS JACKWALA

A project
submitted in partial fulfillment of the requirements
for the degree of Masters in Human Resource Management
to the Suliman S. Olayan School of Business
at the American University of Beirut

Beirut, Lebanon

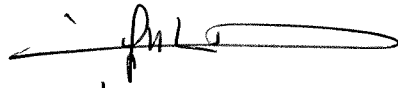
January 2019

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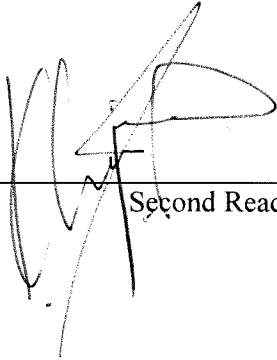
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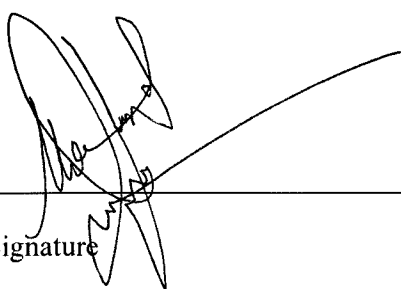
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ACKNOWLEDGMENTS

I would like to express my gratitude to two individuals and two organizations whose aid highly contributed to the finalization of this paper.

I am forever grateful to Dr. Alain Daou, my advisor, whose expertise and knowledge guided me towards structuring this project as well as collecting and analyzing data. It was a pleasure working with such a passionate mentor. I am also thankful to Dr. Haitham Khoury, for all the efforts and time that he has placed to facilitate the completion of the project. This research would not have been accomplished without his guidance and continuous support.

I would like to thank AIESEC in Lebanon and Dona El Ferekh the President of AIESEC in Lebanon for the term of 2018-2019 for her support in this research, without the information and data she provided this case study would not have been completed. Finally, I would like to thank American University of Beirut for providing me with the opportunity to learn and develop in the field of human resource management.

AN ABSTRACT OF THE PROJECT OF

Mohammad Fazal Abbas Jackwala for Masters in Human Resource Management

Major: Human Resource

Title: Volunteer engagement policies that impact productivity and retention: A pragmatic account of volunteer work at NPOs

The importance of Non Profit Organizations (NPOs) has increased with the advent of the sustainable development goals, governments decreasing development expenditure and people becoming aware of world problems and taking initiative to fix them. In order to fill this gap and work towards the sustainable development goals, NPOs need finance and volunteers. Volunteers are the backbone of any NPO and therefore volunteer commitment is essential for human resource managers working within NPOs.

Purpose: There is limited discourse on volunteer engagement and its practical implication. As volunteers are the most important resource of any NPO, their engagement is of the essence and therefore a study was conducted on the impact of volunteer engagement policies, focusing on productivity and intention to quit.

The objectives of this thesis are:

1. To allow human resource managers to effectively implement a volunteer engagement strategy in their NPOs
2. To allow students of Bachelors/Masters primarily focusing on Human Resource Management, to develop a strong understanding of the importance of volunteer

engagement and how students can get the most out of them in terms of productivity and commitment.

Design: A case study approach was adopted, in which data was collected via in depth interviews. The president of AIESEC in Lebanon who is also the vice president for talent management was interviewed. The findings from the interview were then analyzed using a thematic table analysis.

Major Findings: Through the thematic table analysis, it was found that AIESEC in Lebanon was facing four major problems of *motivation and commitment, implementation problems, volunteer turnover* and *pipeline problems*. These problems arise from lack of ownership, which can be seen, from the lens of the Ability, Motivation and Opportunities (AMO) model. AIESEC in Lebanon is not able to develop a sense of ownership amongst their members because of the lack of volunteer engagement.

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LIST OF ACRONYMS

Ability, Motivation and Opportunity Model (AMO Model)

American University of Beirut (AUB)

Association of International Students of Science Economics and Commerce (AIESEC)

Dufferin Grove Park (DGP)

Exchange Participants (EPs – People who go on exchange with AIESEC)

Global Talent (GT)

Global Volunteer (GV)

Human Resource Management (HRM)

International Coordination Meeting of Youth Organizations (ICMYO)

Lebanese American University (LAU)

Members (People working in AIESEC)

Non-Profit Organization (NPO)

Sustainable Development Goals (SDGs)

Talent Management (TM) – Name of human resource department in AIESEC

United Nations Development Program (UNDP)

United Nations Economic and Social Council (ECOSCO)

United Nations Educational, Scientific and Cultural Organization (UNESCO)

Universite Saint Joseph (USJ)

I. Introduction

In the era of the Sustainable Development Goals (SDGs), people are becoming mindful and are making cognizant strides towards improving the world for future generations (Vecina, Chacon, Marzana & Marta, 2013). Taking the lead, Non-Profit Organizations (NPOs) are working hand in hand with for profit organizations to address these issues; this proved to be extremely important as the funding from governments is decreasing. However, for this exact reason, volunteers are needed to fill the gap, which allows the NPO to grow (Alfesa & Lagener, 2017).

Being an essential source of human power for an NPO, volunteers must be managed effectively and this is mainly achieved through effective engagement. Numerous researches have been published regarding volunteer engagement (Alfesa & Lagner, 2017; Haivas, Hofman & Pepermans, 2013; Harp, Scherer & Allen, 2016; Kang, 2016), mostly linking it to motivation and intentions to quit. For example, theories like that of the Ability, motivation and opportunity (AMO) model state that if the volunteers are provided the right training and education (ability), motivation, support, and the appropriate experiences (opportunities), they are more likely to be committed to the NPO and become productive (Alfesa, Antunesb & Shantzb, 2016). Similarly, numerous other theories have used models, personality traits, work dynamics, and other aspects to relate the policies of the volunteer engagement with that of volunteer productivity and turnover rate (Templer, 2012).

The volunteer engagement strategies have implications on how NPOs manage their human resources (HR). NPOs need to make their policies engaging by adopting a bottom up approach. This can be achieved by involving the volunteers in such a way that they can

contribute to something meaningful for both themselves and for the society. The volunteers will be more connected and proactive in completing their tasks; thus, bringing in the best results (Waikayi, Fearon, Morris & McLaughlin, 2012). This connection will push the volunteers to commit to the message of the NPO and perform the tasks revolving around their position in the best possible manner (Barnes & Sharpe, 2009).

The importance of understanding the volunteers and creating an environment in which they can excel is something which NPOs are recognizing. Amongst recent trends NPOs are treating volunteers as separate stakeholders by implementing interactional volunteer management policies. Within this the NPOs understand the volunteers and gives them a strategic standing. This enables managers of volunteers to devise policies and bid for volunteer management resources (Studer, 2016). Through these structures the NPOs enhance the development of volunteers and reduce obstacles for them. The focus on personal development and creating a unique volunteer experience is also part of these strategies.

NPOs also realize that volunteers are changing and that they need to create an experience which allows them to fulfill their goals. Doing so will create a connection with the volunteers and will attain their commitment (Eimhjellen, Johnsen, Folkestad & Ødegård, 2018). In other words, creating a flexible and productive environment will allow the NPOs to get the most out of their volunteers.

Finally, there is a lot of discourse on volunteer engagement and its implications, but the discourse still lacks practical application of engagement policies and the impact it brings. Therefore, through this case study I aim to address this gap in the dissertation by providing an

account of HR policies which were implemented in the Association of International Students of Science Economic and Commerce (AIESEC) in Lebanon and their effectiveness.

To retain and maximize the efficiency of its volunteers, NPOs need to establish top notch policies to engage the volunteers; and, through this case study, I aim to provide pragmatic implications of volunteer engagement policies through the story of the president of AIESEC in Lebanon. Following the introduction, the thesis will have the following progression: first I will present the literature review in which I will be focusing on the importance of volunteers for NPOs and how can the human resource responsible engage them effectively. Second, I will be focusing on the methodology of my thesis, in which I will elaborate on data collection and the use of the case study approach for this thesis.

The methodology will be followed by the case study of AIESEC in Lebanon. Within the case, I have provided a detail account of AIESEC and AIESEC in Lebanon mentioning all the activities, impact and the workings on talent management (TM) department. This is followed by a focus on the problems faced by AIESEC in Lebanon with regards to volunteer engagement.

Finally, in conclusions and discussion I will be connecting the problems faced by AIESEC in Lebanon to the AMO model. Using this connection, I will provide my suggestions, of how AIESEC in Lebanon can deal with the challenges in volunteer engagement. In addition to this, I will also provide a basic account of the strategies being used by AIESEC in Lebanon currently to tackle the volunteer engagement challenges.

II. Literature Review

The significance of Non-Profit Organizations (NPOs) has expanded in the present working environment; this is largely influenced by governments cutting development expenditure. This puts NPOs at the forefront to fill this gap.

Two of the most important resources for any NPO are its financial and human resources. The management of both these resources is integral to the success and sustainability of the NPO. The human resource has started to play an even more important role with the decline in the financial capacity of the NPOs (Kang, 2016; Boezeman & Ellemers, 2008). This importance of volunteer is further bolstered by the fact that volunteers, and not the paid staff, accomplish the majority of the work. This fact makes it clear that NPOs need to focus on volunteer engagement policies if they are to gain their commitment and responsibility. Gaining the responsibility and commitment of volunteers becomes a daunting task especially because there is no monetary incentive for volunteers (Blanchard, 2006; Boezeman & Ellemers, 2008; Alfesa et al., 2016; Alfesa & Lagner, 2017).

In the past years, several human resource researches focused on volunteer commitment (Alfesa et al., 2016; Vecina et al., 2013; Waikayi et al., 2012; Vecina et al., 2012). These researches showed that the level of volunteer engagement influences intentions to quit, motivation, and commitment. Another research (Kang, 2016), showed that focus on volunteer commitment enhances productivity. Particularly viewing volunteer engagement through the lens of the ability, motivation, and opportunity model (AMO), shows how human resource managers can use AMO to get the most out of their volunteers (Alfesa et al., 2016). Ability is the training and education of the volunteer which allows them to do their job, motivation the commitment of

the employee to volunteer for the organization, and opportunity is the various experiences which the organization can provide to the volunteers. If the organization provides these three things, the volunteers would be more engaged and thus committed to work for it (Alfesa et al., 2016).

Similarly, through self-determination theory and big five personality traits, researchers have found that employee engagement, productivity and intention to quit (Kang, 2016; Alfesa et al., 2016) are impacted by autonomy, competence, relatedness and big five personality traits (Templer, 2012; Haivas et al., 2013).

A. Trends

So far, we have seen different models of volunteer engagement and theories which will allow Non-Profit organizations to enhance their implementation of volunteer engagement policies. In this section we will be focusing on the current trends of volunteer engagement.

1. Volunteer Management

Numerous authors have addressed volunteer management like (Studer, 2016; Rehnborg & Moore, 2012). Volunteer management involves treating volunteers as a separate stakeholder within the organization and giving a strategic role to volunteer managers, to implement effective volunteer management policies. These policies can be a build up from human resource management (HRM) policies; in fact, these two policies can correlate. The focus on volunteer management will allow for the balance of interests and role clarity, as well as enhance the commitment of volunteers (Studer, 2016).

In addition to the aforementioned, in order to maximize volunteer engagement researchers are using a volunteer framework. Within this framework volunteers, as Studer and

Schnurbein (2013) mentioned, are treated as a separate stakeholder. This entails creating a vision for the volunteers by understanding what motivates them. Using this vision, policies are created which involve investing in volunteer development and ensuring the challenges they face are minimized. The said framework will get the most out of the volunteers which in turn will translate into higher levels of productivity, thus increasing the impact of the NPO.

2. Changing dynamics of volunteers

Over the years, the dynamics of volunteers have been changing which has impacted the way organizations will be dealing with their volunteers. The changes in the dynamics were evident after analyzing the impact of exogenous factors on the current state of volunteers. It was seen that the exogenous factors of individualization, digitalization, and migration changed the volunteer dynamics as identified by the classical Norwegian model of organizational participation and volunteering (Eimhjellen et al., 2018).

Finally, it has been seen that the number of volunteers has been stable and, in some instances, the number has shown growth. This shows that people are willing to volunteer and contribute their time and effort for the betterment of people around them (Eimhjellen et al., 2018).

3. Individualized Volunteering Experiences

In addition to that, there are fundamental changes in the relationship between the organization, volunteers, and its members, which show the presence of reflexive individualized volunteering. In other words, volunteers have greater flexibility and they're not bound by formal contracts. There is a number of volunteers working with numerous organizations for short term

projects, then moving onto the next organization once their project is complete. This dynamic has increased the use of ad hoc volunteers. Now volunteers are geared towards realizing their own goals and realities. The volunteer, as a result, ends up joining organizations which fit with their goals irrespective of the country the NPO is situated in (Eimhjellen et al., 2018).

4. Digital Media and NPOs

Finally, many NPOs are realizing the importance of social media to increase their impact and get more people to join their cause. Volunteers are also going towards social media to get these opportunities and work with impactful NPOs (Eimhjellen et al., 2018; Briones, Kuch, Liu & Jin, 2011).

5. Implications

The most important aspect of all this research is the how the HR managers in NPOs can use the strategies suggested within the discourse to improve their engagement policies, to increase commitment and motivation.

The concept of “Paradoxical Leadership” amongst this research is one of the most easily applicable tools to enhance volunteer engagement within the NPO. A Paradoxical leader is someone who leads via an inclusive approach allowing the volunteers to be more engaged and take ownership. Paradoxical leaders maintain an environment of organizational flexibility, clear job standards, training, performance standards etc. to engage volunteers (Alfesa et al., 2017; Waikayi et al., 2012). For instance, Dufferin Grove Park (DGP) applied the concept of paradoxical leadership. The park volunteers were engaged in initiatives that were driven by their

own interests, developed their skills and personally and professionally beyond the volunteer context (Barnes & Sharpe, 2009).

NPOs also provided volunteers with the right balance of costs and benefits. This provided the volunteers with greater compatibility with life's needs, and caused them to put in a greater effort for the organization. Finally, DGP had a very informal structure that allowed the volunteers a greater degree of autonomy, flexibility with a fun and social atmosphere (Nesbit, Rimes, Christensen & Brudney, 2016).

Another important aspect is how NPOs can engage different types of volunteers, and take into consideration gender, age, and the amount of time the volunteer has been with the organization (Blanchard, 2006; Vecina et al., 2012). Since volunteer motivation varies amongst different profiles, therefore HR managers in NPOs will have to adopt different policies to engage the different profiles to better commit them and get the most out of them. This becomes especially important because of the mediating impact of volunteer engagement on the intention to stay (Vecina et al., 2013).

In this digital era the American Red Cross has been successfully using the social media and online forums to engage its volunteers. This has resulted in an increase in volunteer commitment and is an effective solution for teams with a high number of volunteers and few management level employees (Briones et al., 2011).

Different volunteers have different reasons to invest their time and effort in the NPO. The reason to work for the NPO is of essence because the volunteers don't get paid (Boezeman & Ellemers, 2008). If the organization helps the volunteers attain their purpose and fulfil their

personal goals, they would be committed to the NPOs work (Waikayi et al., 2012; Ingen & Wilson, 2017).

Finally, one of the most important factors impacting volunteer engagement is their job description and clear roles, feedback, proper plan implementation, etc. (Harp et al., 2016). This will allow the manager of the volunteers to provide them with the right experience, performance evaluation, feedback, training, and development (Nesbit et al., 2016).

These implications highlighted by different researchers would serve as a fundamental base to develop better human resource policies for volunteers to enhance their engagement, because, as mentioned before, human resources are essential for the success of an NPO. It is apparent that there is a considerable amount of discourse present on volunteer engagement, different implications which will enhance volunteer engagement, and the impact of volunteer engagement on motivation and intentions to quit. Consequently, through my case I aim to address the practical side of the volunteer engagement policies and their implications. I will do this by working on a case study on volunteer engagement policies of AIESEC in Lebanon through the eyes of the President Dona El Ferekh.

III. AIESEC's policies

AIESEC as an NPO has been striving to engage its volunteers through the talent management (TM) department. AIESEC's volunteer engagement policies can be summarized into four categories namely Get, Keep, Develop and Report.

Within Get AIESEC entities conduct a talent plan in line with their strategies and plans for the terms. This talent plan is then used to conduct a talent review and recruitment. After the

members are recruited they go through an induction process which is the finally phase of Get. In the keep phase is when the members experience begins. In order to ensure a good experience AIESEC has team standards which are divided into three stages. Building in which the teams co-create a plan and go through basic training for hard skills needed to perform their tasks (Waikayi et al., 2012; Barnes & Sharpe, 2009). Finally, the leadership starts working with the members on their personal development. They sit down and create a plan which they follow up in the performance phase.

In performing phase, the members start working. The team holds weekly or bi-weekly meetings in which they sit down provide updates. At this meeting they update their plans for the progress. If the plans are not being achieved or are being delayed then the team comes up with solutions in order to tackle these bottlenecks. Within performing members also receive soft and hard skills training.

In the closing phase they sit down and look back on their experience, they have debriefing meetings and create final reports which they then transition to the next team. Finally, in the closing they look back on their personal development and update their plan, and look at the next steps, progression or changing of departments and etc.

In the develop phase AIESEC works on enhancing the ability of its members this is done via conferences, training sessions, summits and etc. One important thing to note here is that within this phase AIESEC provides personalized trainings as well by conducting a training need analysis and based on the personal development plan. The members are then provided these training session and updates are made to their personal development plan. Within reporting this

entire experience is consolidated and the efficiency of the volunteer engagement policies in the form of the reports.

AIIESEC's volunteer engagement policies are in line with most of the theories which have been covered. Their process of recruitment is based on their competency model (Appendix A: Figure 5). The use of the personal development plan, training need analysis allows members a great degree of autonomy within their experience (Eimhjellen et al., 2018; Nesbit et al., 2016; Alfesa & Lagner, 2017; Waikayi et al., 2012). The organization is flexible in terms of policies by allowing for deadline extensions, working from home (Alfesa & Lagner, 2017; Barnes & Sharpe, 2009). AIIESEC was in fact awarded the title of one of the world's most flexible work places (AIIESEC, 2018). Through the personal development plan the volunteers are also provided and individualized volunteer experience which is most relevant to them and their personal goals (Eimhjellen et al., 2018; Waikayi et al., 2012; Barnes & Sharpe, 2009).

AIIESEC is also using digital forums in order to enhance the experience of its volunteers. They collaborated with Cornerstone in order to take the personal development and training digital (Briones et al., 2011). On Cornerstone the AIIESEC members create their profiles put their personal development plans, and create an academy of their training sessions. The leadership can also assign training session to its members and can track their progress. The members can also track their progress, can look for and apply for opportunities and etc. In addition to this AIIESEC uses Facebook groups to make plans, involve its members and create gathering plans. Slack is used to reminders as on Cornerstone there is no messaging mechanism, however Cornerstone is still under construction and is being worked upon to enhance engagement even more.

Cornerstone is still not completed implemented in AIESEC in Lebanon and is still being worked upon.

Finally, AIESEC in Lebanon's policies align with the AMO model as well. The TM policies of develop directly align with that of ability, because it involves training and developing the members to enhance their abilities to perform better. Keep and the policies to change the culture are in line with the motivation component of the AMO model (Alfesa et al., 2016). The personal development plan and the different opportunities like facilitating conferences, leadership positions and organization conference positions cater to the opportunity's component of the AMO model. The get process is indirectly impacting the AMO model through the recruitment process, as AIESEC recruits based on its competencies which will impact the future motivation and commitment of its members (Alfesa et al., 2016). Finally, the individualized volunteering experiences impacts all of the components of the AMO model. The personalized experience will enhance the training provided, the opportunities provided and also the commitment of the members (Alfesa et al., 2016; Eimhjellen et al., 2018). Because the members will see that AIESEC is willing to invest in them so they would also put an effort in working for AIESEC.

IV. Research Methodology

Qualitative methods of data collection were employed for this research. Qualitative data method involves conducting an exploratory study in which the researcher collects the data either through direct or indirect involvement. Data can be collected qualitatively through observation, interviews, reflections, and documents. For this research, I employed both primary and

secondary data collection methods. For secondary data, I had access to several documents from the organization I studied, including website, annual reports and other internal documents.

As for primary data, I relied on the AMO model to create the questionnaire (Interview Questions in Appendix B). Once the questions were prepared, I interviewed the president and talent management representative of AIESEC in Lebanon Dona El Ferekh. The interview was recorded and transcribed, after which the data from the transcribed interview was analyzed via a thematic table (Table 1: Thematic Analysis Appendix B).

The data from the interviews provided me a detailed understanding of the volunteer engagement policies employed and the degree of their implementation. On the basis of the data from the interview, secondary data provided by the organization and the themes identified the case study for the impact of volunteer engagement policies on productivity and intentions to quit on AIESEC in Lebanon's volunteers was written.

V. Case study: AIESEC Lebanon

A. International Congress 2018 Egypt

It was July 3rd 2018, and Dona El Ferekh was pacing around the lobby before the morning plenary, it is the third day of AIESEC 70th International Congress. International Congress is one of the largest conferences of AIESEC in which the representatives from AIESEC's 124 countries and AIESEC International get together and they plan for the upcoming term. The leadership body go through intense hours of creating strategies, goals and key performance indicators (KPIs) for their upcoming terms and finally discuss with the global plenary their strategies and share good case practices. On every third day of the conference

AIIESEC International members show the progress of all the entities of AIIESEC. Dona knew that AIIESEC Lebanon didn't perform well in the last two years and knew that this would reflect poorly on the entity in front of the Global plenary (All the AIIESEC entities).

The morning plenary started with the entities which grew and performed well, the global plenary cheered for them and congratulated them. Among others this included Turkey, Egypt and India. Now came the time for the entities which didn't grow or didn't perform well and AIIESEC in Lebanon's name came up. What made this even harder was that the global plenary during this time would be in an awkward silence and the entity name would echo. Dona was struggling at the time and decided to stand up and say something. She told the global plenary that this session is completely useless and all it does is create a negative aura in the global plenary. Every single AIIESEC entity and AIIESEC International are responsible for each entity's progress "*we all are working towards one vision which is peace and fulfillment of human kinds potential.*" She suggested that the session should not only include showing the low performance of the entities but we should sit down and talk about what went wrong and how can we work towards fixing them so in the upcoming planning sessions we have a direction to work towards.

Dona was out of breath by the end of this and when she stopped she was expecting people to oppose her view but both AIIESEC International and global plenary welcomed it. They decided to update the session accordingly and discuss what went wrong. The global plenary and AIIESEC International would then suggest possible strategies to tackle them. Dona shared the problems with global plenary and they suggested her a number of strategies to tackle them, this session really enriched the upcoming planning process for the entity.

VI. AIESEC

AIESEC is the world's largest youth run organization present in 124 countries across the world. The organization strives to achieve peace and fulfilment of humankind's potential activating leadership qualities in youth through learning from practical experiences in challenging environments. It is because AIESEC believes that it is the youth who can make the world a better place in years to come and by focusing on their development. Hence, AIESEC is preparing youth for a better world (AIESEC, 2018).

In order to achieve the aforementioned vision AIESEC has collaborated with United Nations Economic and Social Council (ECOSOC) and United Nations Development Program (UNDP). AIESEC is also a member of International Coordination Meeting of Youth Organizations (ICMYO), and is recognized by United Nations Educational, Scientific and Cultural Organization (UNESCO) (AIESEC, 2018). AIESEC in collaboration with such organizations provides opportunities to the youth to make the world a better place by working for the sustainable development goals (SDGs) and while doing so AIESEC and these organizations develop their leadership potential.

Therefore, with partner organizations, AIESEC facilitates a network of cross-cultural exchanges in the form of volunteering experiences and professional internships.

A. AIESEC Vision

AIESEC's vision is to become a youth leadership movement with the drive to achieve one cause, *peace and fulfillment of humankind's potential* (AIESEC, 2018).

B. AIESEC Mission

AIESEC's mission is to engage and develop every young person to obtain four leadership qualities. It is because AIESEC believes that leadership is the fundamental solution for a brighter future, because the young people AIESEC develops now will make the world a better place in years to come (AIESEC, 2018).

C. AIESEC's Values

AIESEC's values are:



Illustration 1: Values of AIESEC

Source: (AIESEC, 2018)

VII. Information on AIESEC in Lebanon

As mentioned earlier, AIESEC is present in 124 countries across the world and the decision to open AIESEC in Lebanon took place in 2010. AIESEC in Egypt put forward the proposal to open AIESEC in Lebanon in front of the global plenary and after presenting a strong case it accepted. After the initial set up was completed one of the national vice presidents of AIESEC in Egypt decided to run for the presidency of AIESEC in Lebanon. After the elections, Hadeer Shalaby became the first president of AIESEC in Lebanon in 2011.

After Hadeer came to Lebanon, she started setting up operations, formed a team and started impacting the youth of Lebanon by sending them on cross cultural exchanges. The entity performed really well because of her focus on operations and hardcore selling of the exchange experience to the people. The operational focus allowed the organization to grow rapidly and was awarded the fastest growing expansion that year.

After Hadeer five other presidents from Egypt, Lebanon, Mexico and Romania led AIESEC in Lebanon, the organization grew until 2016 after which it started to face serious challenges.

A. Current State

AIESEC in Lebanon used to have three local entities, AIESEC in American University of Beirut (AUB), AIESEC in Lebanese American University (LAU) and AIESEC in University Saint Joseph (USJ). However currently AIESEC in Lebanon has only one local committee. AIESEC in USJ became inactive and because of this, it was shut down. AIESEC in AUB and AIESEC in LAU faced pipeline and financial challenges and hence were merged. Currently there is only one local entity in AIESEC in Lebanon that is AIESEC in Beirut.

As of September 2018, AIESEC in Lebanon had 54 people leading a team of 85 members. This is the current standing of human resource in the organization after the recruitment which ended September 2018. There has been a high turnover rate over the years ranging from 70%-80% per year. However, from October to November 2018, the rate has reduced to 60% and the current national team is working to make it even lower.

B. AIESEC's activities

AIESEC's main impact is by developing the leadership potential of the youth of the world by sending them on cross-cultural exchange. AIESEC has three different exchange programs, which are:

1. Global Volunteer: This program involves exchange participants going to countries abroad or coming to Lebanon to work as volunteers for 6-8 weeks on projects based on the sustainable development goals.
2. Global Entrepreneur: This program involves exchange participants going to countries abroad or coming to Lebanon to work with startup firms, incubators and accelerators for a period of 6 weeks to 3 months, to gain professional unpaid working experience as interns.
3. Global Talent: This program involves exchange participants going to countries abroad or coming to Lebanon to work with established organizations as paid employees for a period of 3 months to 2 years.

In order to run these exchange programs and make sure that the necessary structures are in place to send people on exchange AIESEC entities and AIESEC in Lebanon recruit members who work in 7 different functions namely: talent management, finance, marketing, global volunteer, global talent, global entrepreneur and business development and external relations. Talent management takes care of the volunteers and their experience. Finance looks after accounting, legalities, and financial investments. The exchange functions establish the process of exchange. Business development gets funding for the exchange programs by partnering with organizations. External relations which is part of business development is responsible for

maintaining good relations with these partners and other stakeholders of the organizations like universities in which AIESEC is based on the local level.

C. The Process of Exchange

AIESEC aim to develop the leadership potential by engaging and developing every young person in the world. It develops their leadership potential by providing youth with real life experiences by sending them on cross-cultural exchange.

AIESEC sends people from the country it is situated in to countries abroad to work for social and corporate projects and bring people from all over the world to the country it is situated in to work on the same. In order to cover for the cost of such exchanges, AIESEC charges a certain fee for the entire service it provides.

The exchange process has 4 phases:

1. Attraction: In the attraction phase, AIESEC invests in marketing efforts and campaigns to attract people to apply on the online portal.
2. Consideration: In the consideration phase, AIESEC helps the person apply for different opportunities that are of interest and are selected to them.
3. Value Delivery: In this phase, AIESEC trains and develops the young person and prepares him with expectations setting, paperwork and sends them on exchange. During this phase, the entity which sends the exchange participants stays in contact and makes sure that the exchange participant is having a good experience. The sending AIESEC entity stays in contact with the hosting AIESEC entity.

4. Brand Advocacy: When the participant comes back, he is debriefed and is given a forum to talk about his experience. During this phase, the participant fills a survey and rates his/her experience on a scale defined as the net promoter score. Finally, if the exchange participant has a good experience then he/she is also offered to join the organization as a member.

As for the process of attracting people to the country in which the AIESEC entity is located in, the process is as follows:

1. Attraction: AIESEC plans its projects and partners with NPOs, or NPOs contact AIESEC to help them get volunteers from abroad.
2. Consideration: Once the NPO has agreed, AIESEC on boards the NPO, provide them with the necessary data and put their opportunity on the system which then the potential exchange participants can apply for via aiesec.org. The potential exchange participants apply for the opportunity and if selected by the NPO will then come to work with them.
3. Value Delivery: This phase involves the participant coming and working with the NPO, the exchange participant is trained and developed by AIESEC and the NPO as well. Throughout this entire process the hosting entity of AIESEC stays in contact with the participant and the NPO to make sure he is being delivered the standards (good quality experience).
4. Brand Advocacy: The exchange participant and the NPO are debriefed and a 360-degree feedback is given.

D. Finances

AIIESEC in Lebanon has an annual revenue of \$40,000 and sends approximately 150 people on exchange on a yearly basis. The revenues of AIIESEC in Lebanon comprise of the exchange fee which AIIESEC charges for providing the leadership development and exchange service. The service fees are given below:

- Global Volunteer: 300 dollars
- Global Entrepreneur: 400 dollars
- Global Talent: 450 dollars

The expenses of AIIESEC in Lebanon mainly comprise of the rent of the office and apartment for the national team and exchange participants who come to Lebanon. The second major expense is the salary for the national team members. By end of 2018, AIIESEC in Lebanon had 5 full time employees. The rest consisted of unpaid volunteers. Finally, as part of an international NPO, AIIESEC in Lebanon needs to pay a membership fees on a yearly basis to the regional and the international office.

E. The importance of Volunteers

Like any other organization, AIIESEC's two biggest resources are finances and people. Volunteers make up the majority of the human resource and the only people who are paid in AIIESEC are the national team. The local level presidents, vice presidents, team leaders and members all are working as volunteers and therefore are one of the most crucial resource for AIIESEC.

The entire process of exchange is organized and implemented by the team on the local level, while the national team provides strategic direction and education. Without the local level team, no implementation would take place and therefore none of the goals and plans developed at the national level would be attained. As a result, it becomes extremely essential to motivate the team and get their commitment.

One of the focuses of the national team every year is to engage the volunteers, train and develop them, give them leadership opportunities and finally to promote a culture within AIESEC which harbors the 6 values of AIESEC. The values create a safe environment, which allows for development, progress, flexibility and team work.

F. The Culture of AIESEC

In order to keep the volunteers motivated and committed, AIESEC's culture plays an integral role. The national team especially started to give importance to the culture of the organization in 2015, when they decided to conduct a cultural sensing survey. After this year each national team conducts this survey at the beginning of each year. When the survey was conducted in 2015, it was found that currently AIESEC in Lebanon exhibits more of a clan culture where importance is given to relationships and the bond of working in a team.

The national team in 2015 decided that in order to grow the organization they need to move towards a more market centric culture, in which the importance is given to goals, key performance indicators and their achievement. However, they also wanted to maintain certain aspects of the clan culture because in the end it was a youth-oriented organization. This transition was started in 2015 and AIESEC is still in the process of the shift. Regarding the current culture of AIESEC Dona El Ferekh the President of AIESEC in Lebanon said:

“An important thing to note here is that this culture is what makes AIESEC unique. It includes all the processes, the work and the impact but at the same time, AIESEC’s leadership body understands that it’s a youth run organization and that we need to give people the chance to have fun and explore what they are passionate about.”

So AIESEC in Lebanon has a culture of amiability so that people have personal connection, culture of impact to make the world and Lebanon a better place and finally a culture of fun and enjoyment as a youth run organization. AIESEC in Lebanon in this current year has decided to go back to a hybrid culture of adhocracy and clan in order to form a connection with the members.

G. Talent Management and its Processes

Talent Management (TM) in AIESEC has four pillars Get, Keep, Develop and Reports. Each pillar has been elaborated as follows:

1. Get

Within Get, AIESEC works on recruiting the right volunteers for the organization. The recruitment process consists of a three-phase application, assessment center and interview. All of these are conducted based on the competency model of AIESEC (Brief excerpt of the competencies is given in the appendix A). AIESEC in Lebanon conducts recruitment twice a year. The first one takes place in September and second one takes place in February right after winter vacations.

2. Keep

TM is responsible to keep or retain the people it has recruited and therefore in order to do this the volunteers need to be provided with a good experience. The volunteer experience in AIESEC is governed by the team standards which has three phases. *Building* is when the members are inducted within the organization and are then assigned to a team. The members develop a dynamic within the team and map out their plans for the upcoming quarter.

The second phase is *performing* under which, members and their leaders work together to make sure that they achieve their plans and meet their goals. Under this phase, they meet regularly to discuss progress, solve bottlenecks, deliver relevant training and the members and leaders receive constant feedback. The third and the final phase is *closing*. In this phase the teams go through a performance evaluation, have a closing meeting and debriefing session and they create a final report of their progress in the past quarter which is then handed down to the next team

3. Develop

Once the experience of the volunteers has started, AIESEC needs to make sure that volunteers are provided with the opportunity to develop themselves. AIESEC provides the following opportunities to develop its volunteers:

a. Conferences

AIESEC in Lebanon organizes four conferences on a yearly basis; two of these conferences are for the leadership body which usually involves planning, strategic direction and leadership development. The other two conferences are for all volunteers, with the purpose to induct the new members recruited in September or February. In these conferences, there is still

planning and strategic direction with the leadership body but the focus is to provide more of functional knowledge.

b. Training Sessions

AIEMEC in Lebanon usually has one training session per month and these usually aim to enhance functional knowledge or cater to learning gaps. These training sessions are either delivered in meetings or a separate day is kept for them. AIEMEC also has flexible training programs in which training is delivered via webinars.

c. Summits and Hackathons

The sole purpose of these sessions is to get together and work on a persisting bottleneck. These usually involve slow process times, lack of people applying for the exchange program, calling and convincing people to go on exchange.

4. Reports

Finally, in the reports parts is where the TM function gauges the effectiveness of its policies pertaining to the other three pillars. In order to create these reports the TM conducts a number of surveys, which are filled by the volunteers, and at the same time maintains a number of trackers. The surveys conducted include engagement surveys and team standards surveys, and the trackers serve the purpose of personal development and productivity of volunteers. These surveys and trackers are then used to create reports which help TM improve their engagement based policies and make strategic decisions to impact change and culture of the organization.

VIII. The problems faced by AIESEC in Lebanon

Dona came onto the stage of AIESEC's 70th International Congress and started to address the global plenary and inform them about the problems and its roots which AIESEC in Lebanon is currently facing. AIESEC in Lebanon was one of the fastest growing entities until 2015, after which its performance started to fall. There were a number of reasons for this decline in performance, the most important and impactful was the decrease in motivation and commitment of the volunteers who were working in the organization. The loss of motivation and commitment resulted in a number of problems which were:

A. Problem of motivation and commitment

As established above volunteers are the backbone of AIESEC in Lebanon. The lack of motivation and commitment was one of the major bottlenecks which AIESEC in Lebanon faced. The problem first occurred in 2016, when the national team decided to capitalize on the wave of entrepreneurship and incubators. AIESEC in Lebanon introduced a new exchange experience which was launched recently, known as Global Entrepreneurship. The national team planned its implementation and the new structural changes without including the entities at local level within the planning. When the national team introduced the new product, there was a lot of backlash from the local entities and this strained the relations between the local and the national team. These strained relations affected the culture of the organization which in turn affected the national team's productivity.

Second in 2016 the dynamics of the national team were not at its best, the functional responsible lacked expertise and therefore progress was affected. When the local entities saw

these weaknesses, they used them to further reduce what was left over of the motivation of the national team, thus causing a further decline in progress of AIESEC in Lebanon.

B. Implementation Problems

The next team had to work on improving the relationships and still suffer with low performance. In 2017 the national team was able to work on the relationship however the strife which happened in the previous national team's term became worse.

The local level presidents and vice presidents because of these problems stopped giving AIESEC work priority, which resulted in members and middle manager losing motivation and commitment because they were not being assigned work. The leadership and members not working resulted in low levels of implementation. This caused a motivation spiral amongst the national team members who stopped giving AIESEC work priority. As a result, the goals and objectives were partially implemented or not implemented at all.

Dona said:

“In the past I decided to quit AIESEC as well because I was feeling that I was not handling things well. So, it was a bit of the pressure I felt that maybe someone else could be in my place and do a better job than I would.”

Second because of low level of commitment people were not completing surveys and performance evaluations, which resulted in lack of data and corrective measures to enhance implementation could not be taken. Finally, the lack of commitment and motivation resulted in low attendance at conferences and training sessions, especially because the leadership body was disconnected and not pushing for these conferences. The low attendance resulted in

implementation failure, because initiatives and education were not passed down to the local level thus causing AIESEC in Lebanon to regress.

C. Volunteer turnover

This entire scenario affected the motivation and commitment of the local level leadership body which in turn affected their leadership body finally affecting the membership because the members were not being delegated tasks. The members didn't see prospects of development of AIESEC in Lebanon and decided to leave. In addition to this there were a number of reasons contributing to volunteer turnover.

Dona on the matter of volunteer turnover said:

“A lot of the feedback we received from exit interviews were:

- 1. Some of the basic reasons that a lot of people have mentioned is that I don't really have the time, the operations/work is very hectic with my coursework.*
- 2. I'm not able to manage my time.*
- 3. I didn't see the value of the organization on my personal development or my professional development.*
- 4. I'm not very connected to what the organization does.”*

It can be seen that the members felt that the course work is too much and that they cannot cope with AIESEC and personal life. Finally, the members lost connection with AIESEC because they felt that they were not being developed personally and professionally.

Dona also brought the global plenary's attention to the fact that volunteer based organizations usually have high turnovers as volunteers join and leave especially in the first two months because either they do not relate with the organization's purpose or they see that the organization requires more work than they expected. However, for AIESEC in Lebanon the rate was higher because of the problems they faced in the past couple of years.

The spillover of these problems was also felt in the term of the national team of 2017, as this resulted in a motivation and commitment spiral. Since the local entities did not trust the national team anymore.

D. Pipeline Problems

The current team is still facing the brunt of a number of these problems. Because of the high turnover in the past terms the current national team is facing pipeline problems as there aren't enough members to fill up leadership positions or they don't want to apply for leadership positions because of the fear of burnout. The local level presidents and vice presidents faced a lot of problems and more time was being spent firefighting rather than on development.

“A lot of people are drained I think that is because the experience is very challenging. As a member the experience is challenging but as a leader it becomes even tougher and this drains the leadership body of AIESEC. So, by the end of their experience they develop the attitude that I've trained enough, I've learned enough it's time for me to go and learn from another experience outside of AIESEC.”

As a result of this burn out experienced by people all across the organization the members didn't want to apply for leadership positions and the leaders didn't want to apply for

local level president and vice president positions. As a result, the national team did not have successors willing to apply for national level vice president roles. Others don't want to continue with AIESEC because they are graduating and want to get into a fulltime career. As a result of this the current national team is facing pipeline problems.

IX. Way Forward

Dona as the President of AIESEC in Lebanon for the year 18/19 has addressed you with her concerns and now you as the global plenary need to provide her with strategies, plans and best case practices to allow AIESEC in Lebanon to get out of the aforementioned problems. Your tasks are given below:

- 1) Every year in July, all of the AIESEC entities meet at International Congress where they get together and plan for the upcoming year, develop strategies and share best case practices. The representatives of AIESEC in Lebanon at this conference put these problems in front of the Global Plenary. You and the different HR directors of AIESEC from across the world are tasked with the following:
 - a. Analyze the current state of volunteer management problems which AIESEC in Lebanon faces, and the potential cause for each of these problems.
 - b. For each problem identified and possible cause, formulate a strategy of how to tackle these problems.
 - c. Create a plan of implementation for these strategies.
- 2) Once the entire plan has been created and the strategies have been decided on, how will you (as talent management (HR) department of AIESEC) communicate this plan with the volunteers of Lebanon given the current state?

- 3) You have communicated the plan and now are starting its implementation. As the talent management function of AIESEC you are required to create a tracking tool for the implementation of the new strategies.
- 4) Finally, 6 months have passed and things have started to improve, members are becoming committed. The final problem which you need to work on is create a pipeline management plan which will solve the pipeline problems faced by your entity.

X. Discussion

Over the course of this research, it is apparent that different articles recommend or talk about policies similar to that suggested by the AMO model. The AMO model states that by focusing on the abilities, motivation and opportunities of the volunteers, would allow the NPOs to engage its volunteers better and get the best out of them (Alfesa et al., 2016). Other models and researches also suggested similar focuses like treating volunteers as separate stakeholders, focusing on their development, making sure obstacles are removed for them, providing them with job clarity and job enrichment and etc. (Studer, 2016; Eimhjellen et al., 2018; Blanchard et al., 2006; Barnes & Sharpe, 2009). The theory of individualized volunteer experiences, focuses on providing flexibility and specialized experiences, is also in line with the AMO model, self-determination theory and others.

The research makes it clear that in order to get the most out of the volunteers, volunteer management is essential. AIESEC in Lebanon acknowledges the importance of volunteer engagement and has started to focus on it during the year of 2018-2019. In order to enhance volunteer engagement AIESEC is focusing on enhancing the *ability* of their volunteers by providing relevant training opportunities and development. Training opportunities which are

both personal and professional and in line with the volunteers' goals and objectives. Second, they are providing the volunteers with *opportunities* with the help of a personal development plan. The personal development plan allows AIESEC to provide a personalized experience to its volunteers. Finally, in order to work on the *motivation and commitment* of volunteers AIESEC in Lebanon is changing its culture and environment, to that of flexibility and affability. In addition to these policies, AIESEC in Lebanon is also focusing on getting as much data as possible to ensure the effectiveness of these strategies. The data will also help them to make corrective action in case any of the policies are not working out.

The current policies implemented by AIESEC in Lebanon are in line with the AMO model and the other strategies which were discussed. It is apparent that the national team of AIESEC in Lebanon is on the right path, all that is required is their implementation and follow up. It is important to understand that even though AIESEC in Lebanon's strategies are in the right direction but without implementation they are useless.

XI. Recommendations

A. Culture

AIESEC's culture is very fluid and changes on a year-to-year basis with each national team bringing in its own perspective and changes to the entity. My first recommendation for AIESEC will be that cultural change should not happen on a year-to-year basis. It should not be changed just for the sake of it, for performance gaps because of reaction to internal and external pressures and etc. An organization should change its culture to align with a new mission and vision, to change organizational structure, to incorporate new technology and etc. AIESEC in

Lebanon's recent change in culture was caused by a crisis of membership and pipeline. In order to implement the hybrid culture of adhocracy and clan they should take the following steps:

B. Alignment to the values

AIIESEC in Lebanon has many members which are not contributing to the organization there are in the organization to take advantage of the activities. Even though the organization lacks volunteers but if the organization cleans out the members based on performance evaluation and AIIESEC values, it will increase the productivity of AIIESEC in Lebanon. Because this will reduce free loading and will retain committed people in the organization. The committed people are more likely to stay and apply for leadership positions. These committed people would also convince their friends to join the organization increasing prospects for future committed people. In addition to this the image of the organization will be that of work, development and fun, and not only an organization which you join to have fun.

C. System of Accountability

AIIESECs national team needs to establish a strong sense of accountability from top to bottom to make sure that the people are working. In order to do this AIIESEC in Lebanon can use performance evaluations via the personal development plans. They can hold monthly reviews to help members understand their progress and where they are lacking. Finally, they can have a final review at the end of 6 months in which they decide that whether the member is contributing to the organization and if not, they lay them off. These strategies would implement a sense of accountability in which people will be working and implementing the strategies which will cause

the organization to progress. The reports which they get can be used to make the strategies more efficient.

D. Structure

In order to support the culture of adhocracy and clan AIESEC needs to have a flat organizational structure in which the leadership keeps in close contact with the membership and engages them throughout the exchange processes. In other words, the leadership focuses on engaging the membership to establish a connection with them and between the members and the organization.

E. Leadership

A hybrid culture of adhocracy and clan can be tricky to implement and without a good leadership it is bound to fail. A democratic and participative style of leadership would be required in order to implement such a culture. The leaders in such styles listen to the opinions of the members, involve them in decision-making and connect with them on a personal and professional level. Such connections are what AIESEC in Lebanon needs so that the members can relate with organization.

F. Rewards

AIESEC is currently rewarding entities for good performance, I believe that the NPO needs to go beyond that, they need to work on a rewards mechanism which rewards high performing volunteers frequently. AIESEC in Pakistan rewards its volunteers on a weekly basis by releasing posters of high performing volunteers. The top performing volunteers for the month

are given certificates, medals and other symbolic prizes this boosts morale and positive competition.

XII. Conclusion

The discourse on volunteer engagement has been limited and through this case study I aimed to deliver an account of practical implication of volunteer engagement policies in NPOs. It was seen that most volunteer engagement policies had ability, motivation and opportunity at its core. In accordance with this, I kept the AMO model as a basis for this research. It was found that the organization in question (AIESEC) had a well-established volunteer engagement framework which was in line with the model. However, the only aspect which was lacking in AIESEC was ownership. In order to tackle the problem of ownership, the recommendations which were provided to AIESEC, are meant to change the culture of the organization to a hybrid of adhocracy and clan. To implement this culture, AIESEC needs to establish a system of accountability in which the organization implements performance evaluations through its personal development plan. Second, AIESEC should align the values of the organization with that of its members and retains members which uphold these values and work with commitment.

After they have aligned the values of members, AIESEC needs to change its structure. They need to implement a flat structure which thrives on engagement and involvement, in which the members are included in decision making and in implementation of policies. The most important component of a cultural change is the leadership. The leadership should embody participative and democratic styles of leadership throughout the organization from the national team to the local level. This is of essence if the leadership is to engage its members and attain their commitment. Finally, in order to solidify the culture, AIESEC needs to have a reward

framework which rewards its members for being committed and contributing to the organization. One of the recommendations in line with this was that AIESEC should reward its members more often, giving them accolades like certificates and medals. The rewards could also include the waiving of AIESEC fee of exchange for members.

Volunteers are one of the most important resource for any NPO and their commitment is of essence if the NPO is to progress. Through these policies, NPOs can retain its volunteers therefore allowing them to attain their overall goals and objectives.

Appendix A

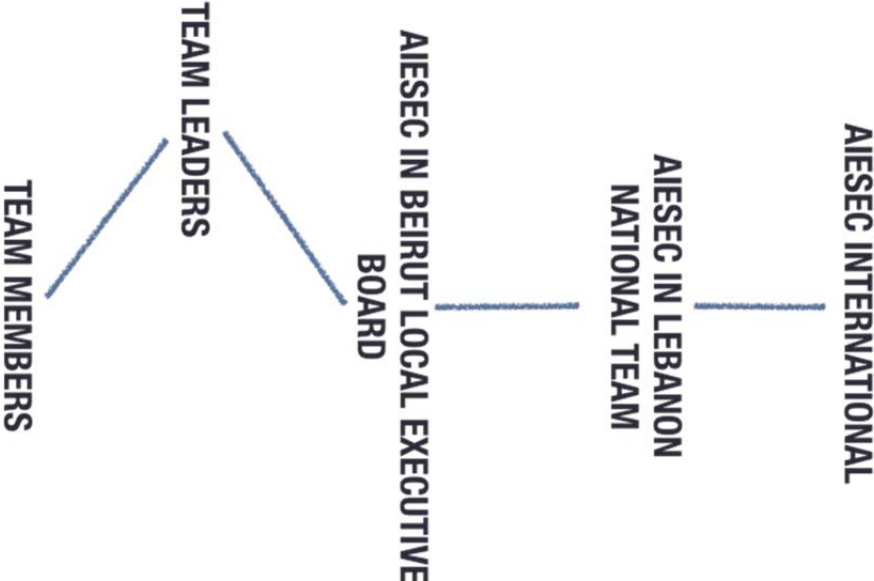


Figure 1: Organizational chart of AIESEC in Lebanon

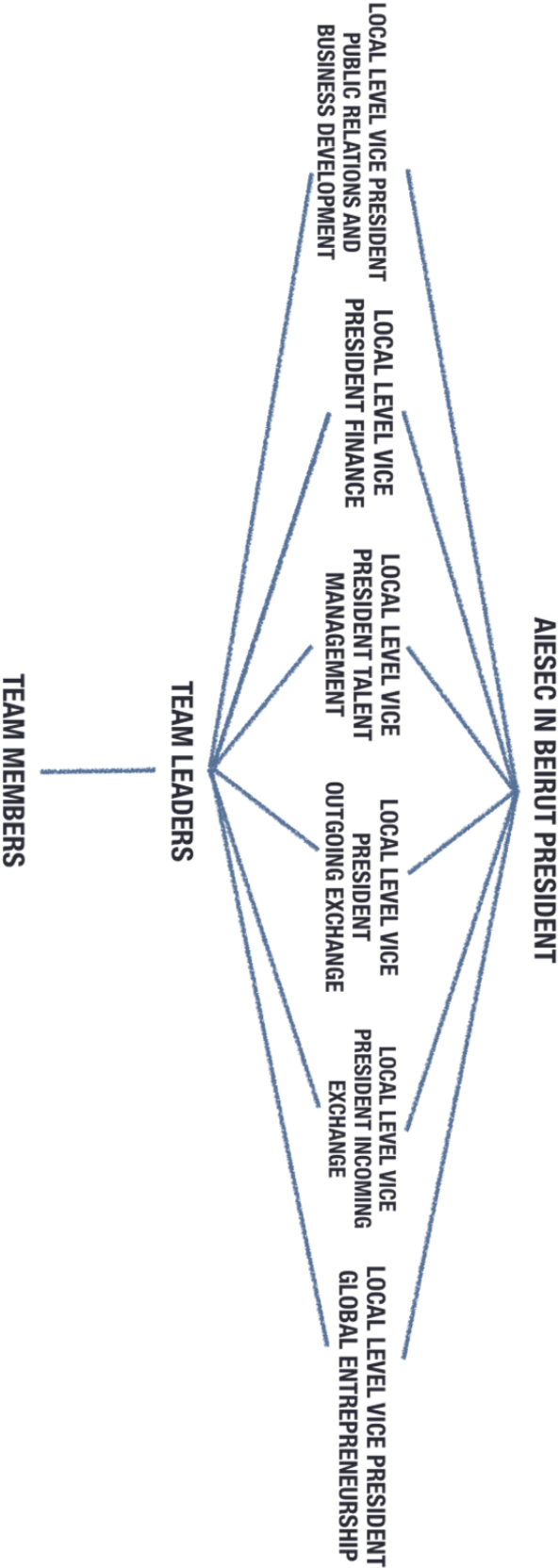


Figure 2: Organizational chart of AIESEC in Beirut (Local Entity)

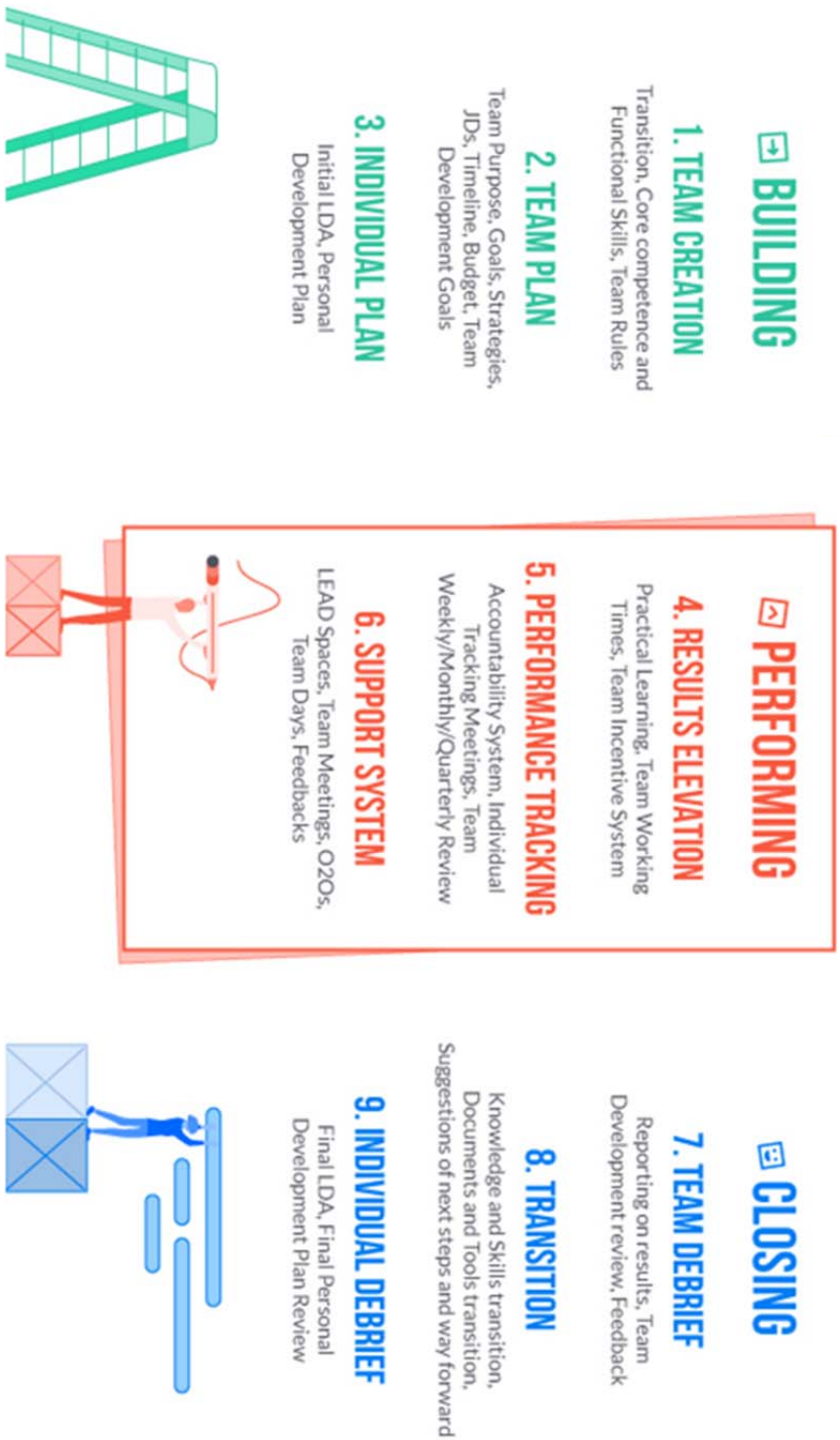


Figure 3: Team Standards being implemented in AISEEC entities

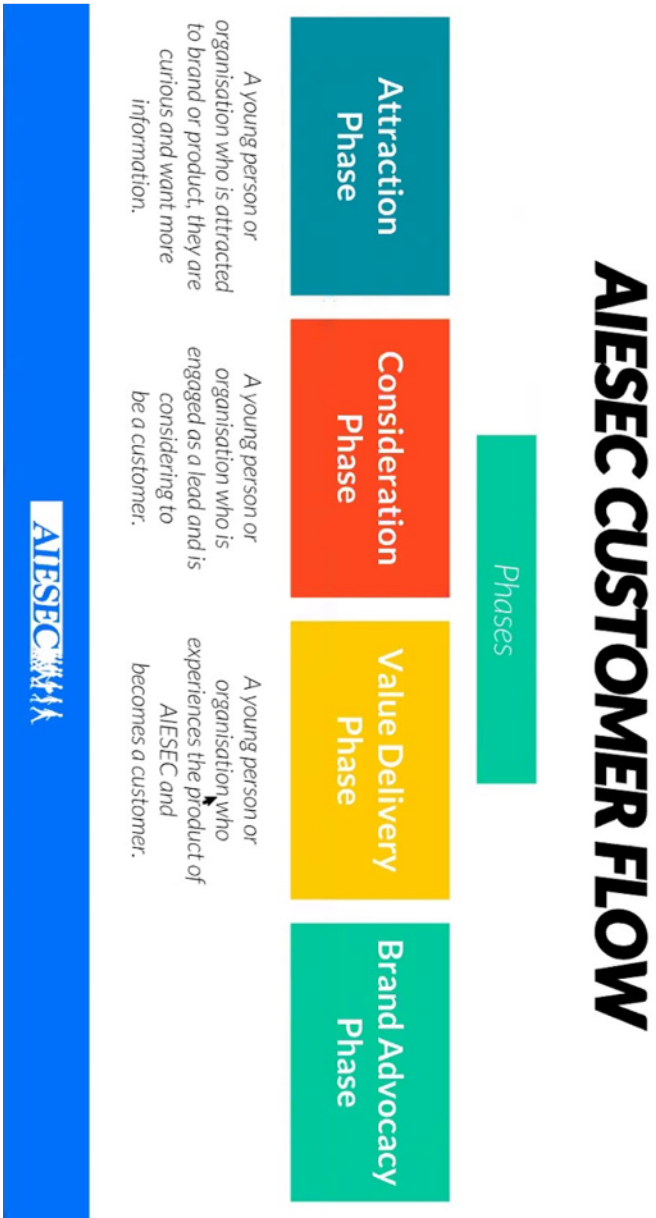


Figure 4: AIESEC Exchange process or customer flow

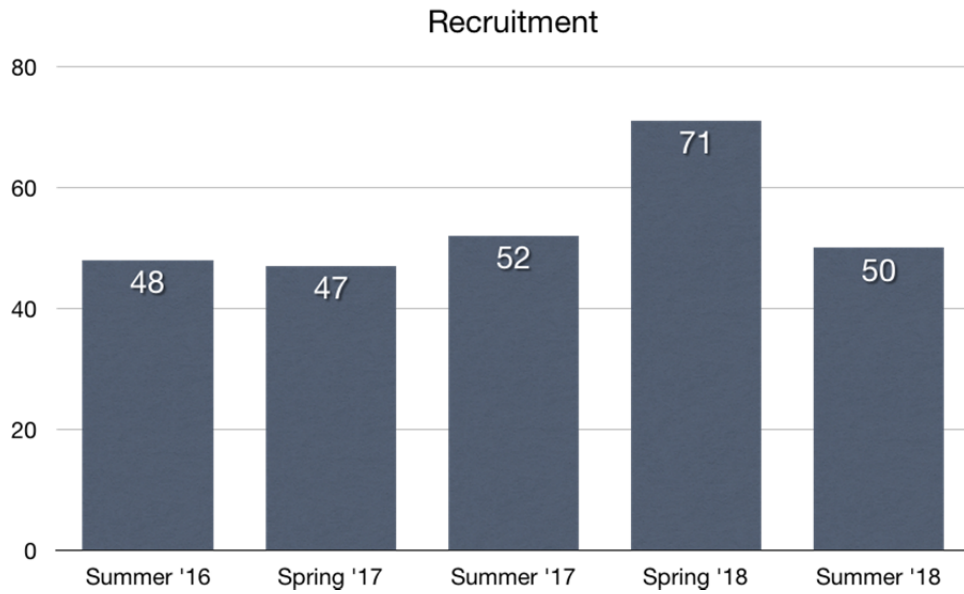


MIND (CORE COMPETENCE)

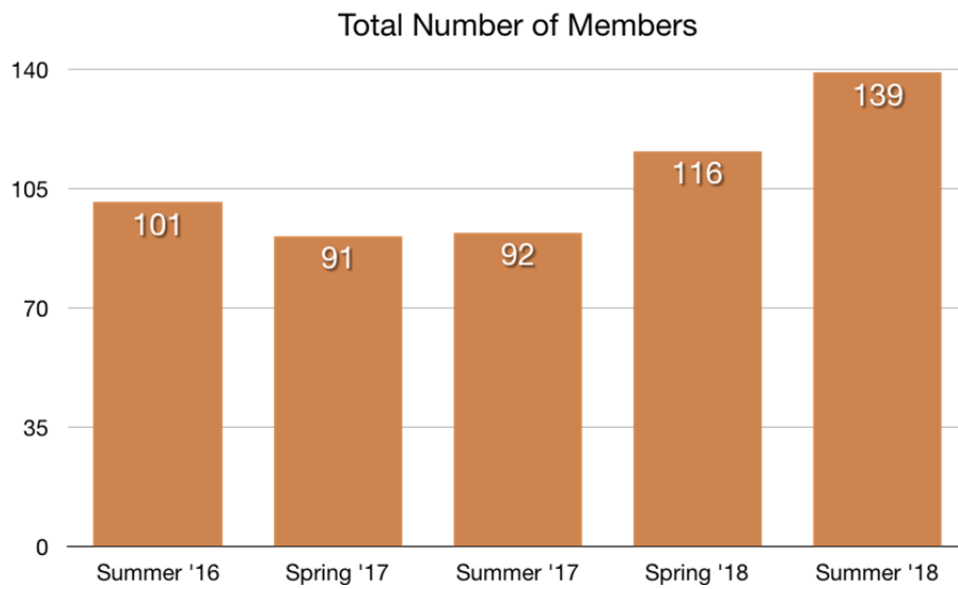
Core competence equals worthy performance that leads directly to the most effective accomplishment of organizational goals. It is something that is universally used inside the organization and needs to be developed across different functions for us to achieve our mid-term ambition.



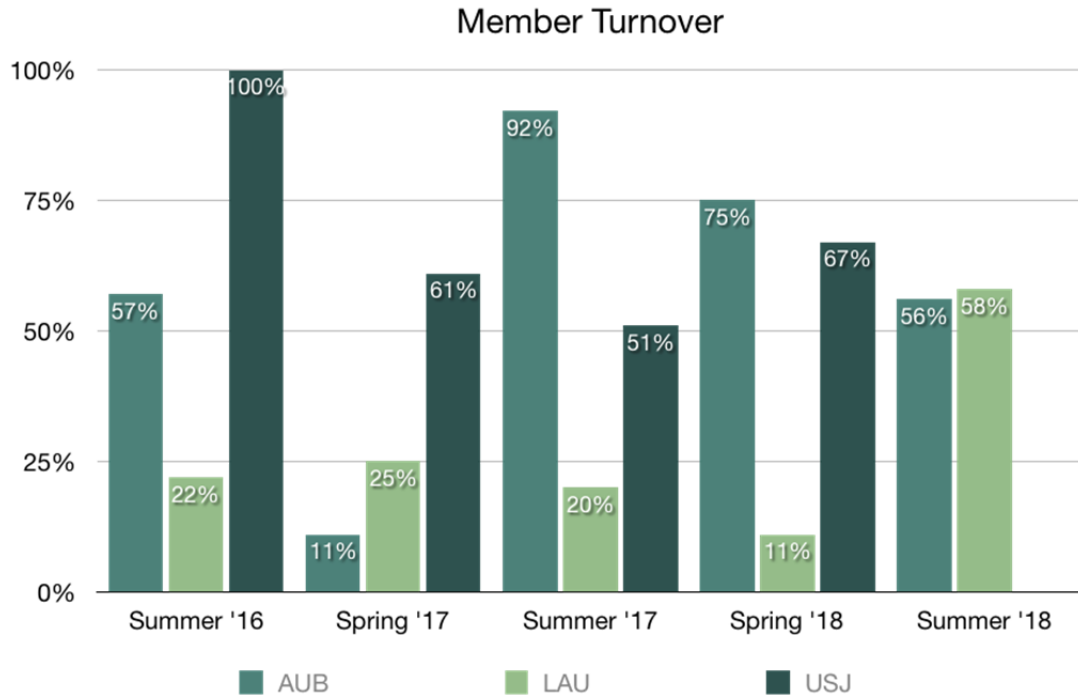
Figure 5: AIESEC Core Competencies



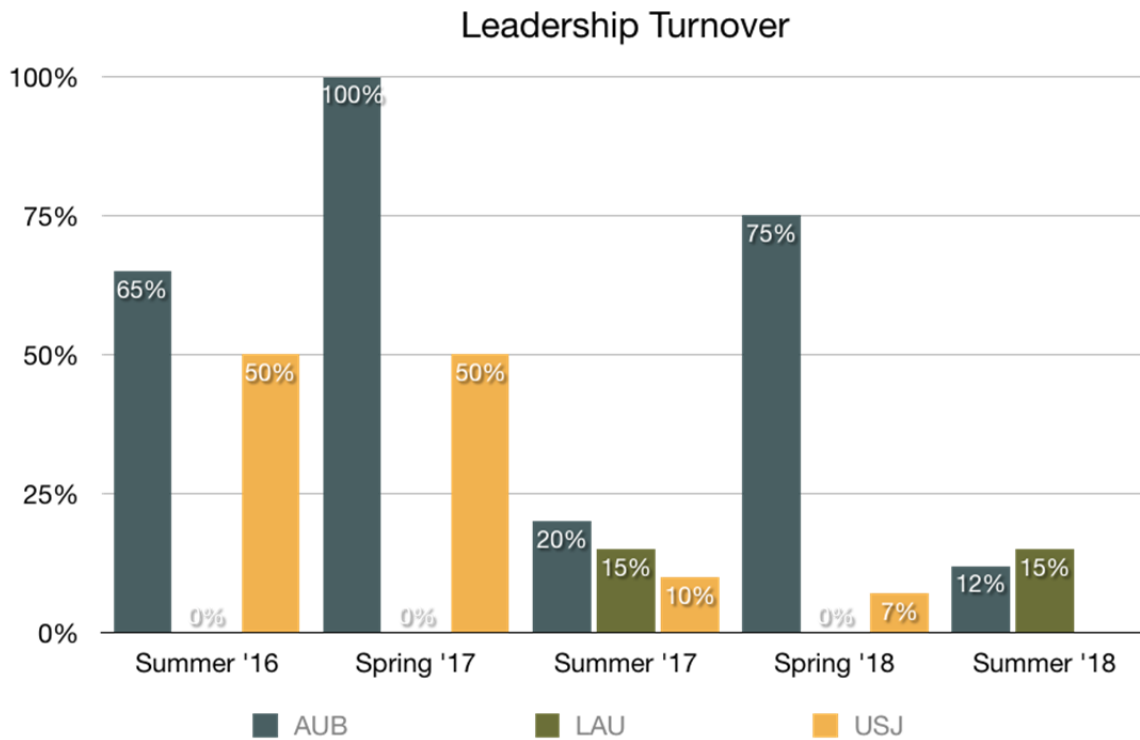
Graph 1: Recruitment 2016-2018



Graph 2: Total number of members 2016-2018



Graph 3: Member Turnover 2016-2018



Graph 4: Leadership Turnover 2016-2018

Appendix B

Interview Questionnaire: Qualitative Research

Commitment/Motivation

1. When did you join AIESEC and what promoted you to become part of this organization as a volunteer.
2. What does AIESEC mean to you?
3. Describe your experience with AIESEC?
 - a. What aspects of your volunteer experience do you like or dislike?
4. How much time would you be willing to devote to AIESEC?
 - a. Why so less?
 - b. Why so much?
5. In what ways are your values and the organization's values similar?
 - a. How does your job contribute to the organization's goals and objectives?
 - b. In what ways do you relate with the direction of the organizations?
 - c. How much effort do you put in to ensure the organization achieves its goals and objectives to succeed?
6. What would make you leave AIESEC?
7. Would you recommend your friends to work for AIESEC? Why?
8. Please describe the volunteers of AIESEC?

Ability

1. How has AIESEC developed you?
2. How are the training programs in AIESEC? How have they contributed towards your development?
 - a. Why do you think they are not beneficial or why do you think they are?
3. How is the education cycle planned? Briefly describe whether you use a bottom up approach or top bottom approach while planning the education cycle?
4. How does AIESEC pushed you to reach your potential?

Opportunity

1. What different activities are you involved in AIESEC?
2. What new things did you take part in or explore in AIESEC?
3. How many local, national, regional and global conferences did you take part in?
 - a. Did you facilitate in any of the conferences?
 - b. Were you part of the organizing team of any of these conferences?
4. During your time in AIESEC I am sure you must have taken leadership positions, how has the experience been?

Volunteer Attrition

1. Have you ever thought about leaving AIESEC, what were the reasons behind it?
2. What do you believe are the reasons for AIESECers quitting the organization?
3. Does AIESEC conduct exit interviews with volunteers if they notify you that they are discontinuing?

Impact

1. What advantages does investment in training and development bring for AIESEC in Lebanon?
 - a. What was the feedback given by members?
 - b. How did it contribute towards productivity?
 - c. What challenges did AIESEC in Lebanon face in the implementation of its training and development?
2. In what ways did these policies impact productivity?
 - a. How did focus on motivation impact volunteer productivity?
 - b. In what ways did it impact members intention to quit?
3. How receptive were members to the opportunities offered by AIESEC in Lebanon?
 - a. What percentage members applied for leadership roles?
 - b. What problems did you face to convince members applying for different roles in AIESEC?
 - c. How has the experience been for members who have taken different roles in AIESEC in Lebanon?

Table 1: Thematic Analysis

THEMES EMERGING FROM INTERVIEWS		
Themes	Specific Codes	Example
Motivation and Commitment	<i>Passion and Experience</i>	<p>I was still very curious about the organization</p> <p>I had a passion for volunteering</p> <p>I really wanted to see like is this really how the processes go</p> <p>is there something that the organization is doing wrong that I can contribute to</p> <p>read about volunteering and I wanted to contribute in one way or another</p> <p>those who give the organization a chance and actually decide to take on a leadership opportunity</p> <p>Not everybody has the same experience but it's those who decided to grow with the organization. These are the people that have a passion and end up having a successful experience.</p> <p>Everybody who joins AIESEC makes their own experience</p> <p>So my experience was quite a roller coaster</p> <p>that I got to see the organization a lot from a bird's eye view when I became a well rounded AIESEC member</p> <p>we all want to contribute to the same vision at the end of the day which is peace and fulfillment of humankind's potential</p> <p>And of course, no experience comes without challenges or hardships</p> <p>allowed me to have the platform after I graduated to actually not be shocked when I entered the job market.</p> <p>if we manage to create the belief in people that they can create their own opportunities or that there are opportunities out there for them to be a part of it then then we're contributing to something that will make a difference</p> <p>somebody feels passionate about their organization or feels that they are connected to what they're doing and that this is actually contributing to their own personal goals then of course they're going to invest a lot of time in it....Right now, the state where we are at in AIESEC in Lebanon is that it's kind of 50/50</p> <p>there is constantly value within the organization for you on a personal level because I firmly believe that you create your own experience</p> <p>if we don't invest in the members' experience then they're not going to take it seriously</p> <p>Personal values align to them in a sense that in my daily life I do try to always to contribute to something that I'm passionate about.</p>
	<i>Environment and Culture</i>	<p>It's home</p> <p>AIESEC is not just a platform where I got to do extracurricular activities in university</p> <p>To really be comfortable within my environment because I didn't live in Lebanon</p> <p>AIESEC kind of allowed me to assimilate myself into the environment understand myself better and also learn something new</p> <p>platform in which someone can explore what they're passionate about and have opportunities for their future.</p> <p>I think what I liked most about the organization was the atmosphere....that it is really a youth oriented organization</p> <p>It includes all the processes and includes the work and includes the impact but at the same time....we also understand that this is a youth organization we need to give people the chance to have fun and be themselves and explore what they're passionate about</p> <p>my (the president's) job is to make sure that I'm aligning my direction or what I want to achieve as well with what the organization wants to achieve as a whole</p> <p>I contribute my entire day sometimes my schedule goes into it....maybe 15 to 20 hours per week sometimes up to 25 hours per week go to AIESEC sometimes even more.</p> <p>it connects these people together....allows them to interact with people from different backgrounds and have more friends.... It also allows them to get out of their comfort zone.</p>

Problems in culture and environment

But I think its mis alignment of directions and projects like because it's only a one year term
 What I don't like about it is maybe sometimes the lack of organization that we have within the national scope of AIESEC
 I mean sometimes there is a lot of mis-organization a lot of miscommunication and a lot of mis-alignment between us and the international level

Travel

I also got to travel with the organization a year and a half into my experience
 Travel on a volunteering opportunity
 it was very beneficial to actually get to see that there are organizations that offer

Opportunities

Practical opportunities

There are a lot of opportunities where you can go and work with big partners or companies you can get to work with other NGOs you can network with the United Nations and not a lot of organizations run by the youth give this type of opportunity
 so a lot of my main duties included a marketing opportunity is doing pitches to people encouraging the youth to travel abroad on exchange
 a lot to do with like communicating with people understanding the market better seeing how can I sell a product
 organizing a conference....I had never done sales and then actually like I got to a company and tried to do a proposal and packages and actually do receive funding in order to make the conference happen or to bring in partners to talk about the experience.
 Practical work environment and I really got a lot from it....I became a lot more customer centric and people oriented
 how can we sell to NGOs how can we create project management proposal writing concept node creation funding organization reception services....These are all things that I did I knew nothing about
 Local level presidents role really helped me because I got to see how can I truly be a manager....like I could go on and maybe open my own startup because I started to understand how an organization can work and how can someone drive a vision or a mission for a chapter
 the first organizing committee for the conference I was really pushed towards applying for this opportunity because people thought, I can do sales
 everything else was my own personal choice and I really fought for it especially when I was applying for a vice president

Personal and Professional Development

it's this type of understanding that allows you to later on move on from AIESEC into the people who join AIESEC take it upon themselves that this is about personal development for people are joining their organization because they really want something out of it to see the value....that this organization is actually contributing to my personal and professional development or at least trying to
 leadership positions within so many different departments that exist within the organization

Current State of Volunteers

very interested in personal growth
 very interested in professional development
 very interested in contributing to something
 as soon as they see that it's not giving them direct impact on the spot they decide that I would rather just float in the organization than truly put an effort to try to make something happen for myself
 right now, we are at a critical point where we need to start growing

Ability	<i>Development in AIESEC</i>	<p>I became stronger strategic thinker allowed me to be a bit more organized and understand myself better it gave me a chance to self reflect was kind of always challenging me to try to see who am I as an individual and what do I And I don't think that I would have thought about them if I had not joined AIESEC you know that you have responsibility for other people's experiences you start to actually people around me and my family saw the difference where they were seeing that for It took me out of that bubble that I have to live to the expectations that society put and that I it puts you in such a challenging environment it really presses your buttons organization puts you in that situation but how you deal with it is what allows you to have that development. So, it was 50 percent me trying to have a positive mentality in the way that I deal with the it gets me to think about what is the level of potential that I actually have and how can I utilize it give you a platform to really gain things because you are practically doing work on ground in different fields allow you to have a clear career path because it does provide these types of chances and opportunities</p>
	<i>Training in AIESEC</i>	<p>there is a big focus really on the education and personal professional development. how it contributed to my growth was being put into the practical environment and seeing how I deal with it the most. we're focusing a lot more on summits. We're focusing a lot more on giving educational material on bringing in people who are experts in the field in order to deliver sessions about different topics first we always identify what are the people's needs....we send out something called the needs analysis for the different sectors for our members for our team leaders and for our leadership bodies we see how can we actually identify the gaps and as soon as we identify the gaps we plan around those. how can we cater to them in other different learning platforms that we have whether it's conferences or summits or meetings or webinars all of these types of tools. So, after any conference or summit that we deliver we always give out a feedback form and people fill it out....Start, stop and continue....we also give them space to kind of give us general comments not just about the content but how we as facilitators are delivering this so that we may improve on it....so in conferences we collect feedback every day and we try to take this feedback and cater it to the next day we did not really focus on engaging these people outside of conferences we were not doing a lot of summits We were not doing a lot of meetings what we realized is that these touch points are what lessen the confusion volunteer that joins AIESEC in the first month will be extremely confused and this is where its a very sensitive touch point....This is where we have to really ensure that these people understand what's happening....because it creates the commitment to the organization</p>
	<i>Feedback of training</i>	<p>Either on content or on facilitation or of course on the logistics of the conference....usually this information was not relevant to me why have I not heard this information before it's so relevant to me I'm glad that you brought And a lot of the feedback of course is sometimes on the facilitator themselves. Like for What was nice about our last conference is that the feedback that we were receiving was</p>

Challenges in Training

They are pushed but they don't go...I think that this has a lot to do with logistical issues like what I would say the main issue in AIESEC in Lebanon..university is strict they don't get a lot of days off and if they do get for example like an excuse letter usually there's a problem with parents where there is a problem with money...AIESEC conferences aren't technically affordable

if you're an entity that cannot really subsidize the members then they do not really have much of an incentive to go

we try to push them as much as possible because you will never truly understand your organization unless you see it from perspective's outside of your own entity bubble

it's not just about education or meetings or touch points. It does come from the member themselves if they don't feel any connection to the organization. They're not going to stay regardless of how much value you try to get with them

not filling the needs analysis, this lack of data of what is going on with the members or what

Not having people who were organizing the conference so that puts a lot of pressure on the national level to create the content but also be the people who are delivering the logistics of the conference.

And the third thing was attendance....people are not attending the meetings and not

Then these people end up leaving and blaming it on the organization that it did not give

So usually the bottlenecks that we hear from people not attending conferences or summits...money that I do not want to pay

Tackling training Problems

we do have a performance evaluation system and a criterion for a member to stay is to actually attend these things.

And if the member is not doing that then obviously they don't want to continue in their organization....of course we kind of sit with them try to see you aren't into attending more into contributing

We look at the possibility of even improving our training programs

In terms of the conferences we're trying to plan way ahead so for example before we used to release applications for people to organize the conference maybe a month before.....we're doing it's like four months before the actual conference to get people excited to apply...and if we see that there is not much that we can do from our side then there is a mutual decision that the member will leave

for the surveys what we're trying to do is to make them fill it while they are physically present at meetings, summits and etc.

The impact on productivity is again 50/50....some members who were really engaged after the conference that we had in September

Those who came to the conference are the people who are attending the summit. People who are doing their tasks. People who are communicating with us and are being engaged those who are not attending these things they are not being productive

try to be as flexible as possible with what we want to come out of the conference....now what we are trying to do is trying to find the cheapest let's say place where we can host the training and development space where the members do not have to pay too much and that would encourage them.

online engagement, so we're trying to send these people materials to read we're trying to deliver webinars through our Facebook pages we're trying to do more virtual meetings

<i>Pipeline problems</i>	<i>Current state of pipeline</i>	Well right now this is improving a lot than it was over the past two years
		people were applying to the bigger positions like being on the leadership body or being on the national level
		Right now, the opposite is happening. So, there is still no balance in the sense of people applying to all opportunities or seeing value in all opportunities
		people are not interested in LCP and LCVP which is way more problematic than not having an organizing committee for a conference
		I would say around 20 percent because it's the members....as people become members in their organization they're excited for OC positions they're excited for team leader positions.... But beyond that we're not being able to retain the people
		biggest retention gap comes from someone becoming a team leader to someone becoming an executive board member
		Right now it's a very small percentage. I would say like maybe 3 to 5 percent because we're struggling right now to find LCP applicants
		we used to have this as a bottleneck within like one of our three local committees. Now we have it in all three local committees
		people on a leadership body level are not applying to take higher roles
<i>Problems faced in convincing people</i>	it's my time balance my work life balance	
	A lot of people are drained I think is that because the experience is very challenging	
	I've already been trained enough, I think I've already learned enough it's time for me to go and learn from another experience outside of AIESEC	
<i>Strategies to tackle pipeline problems</i>	time management or work life balance because a lot of people that apply are usually like me they are almost graduating university or planning to do something else	
	we all faced work life balance problems we've all been drained so we're trying as much as possible to get them to not only hear it from us but hear it from other people.	
	we're bringing back alumni we're trying to engage alumni who have been through this or took on the same opportunities	
	that the more you continue in the organization the more that this is going to contribute to your own personal and professional goals	
	You can see people who were put in your position who now work at Facebook and Google....It's because they gave the organization a chance to develop them	
leadership experiences and AIESEC can gain the proper competencies and the right mindset to go and work for organizations that are as amazing as Google or Facebook.		

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