

A Work Project, presented as part of the requirements for the Award of a Master's degree in Management from the Nova School of Business and Economics.

EFFECTIVENESS OF INTERNAL MARKETING AT NGO AND ITS INFLUENCE ON VOLUNTEERS PERFORMANCE AND LOYALTY

ALEKSANDRA MARIA
DOBERSZTYN

Work project carried out under the supervision of:

Samantha Sim

20/05/2022

TABLE OF CONTENTS

1. Abstract	1
2. Introduction	2
2.1 Urbem - an overview of the Portuguese NGO	2
2.2 Research objectives	3
3. Background and literature review	4
3.1 NGOs' overview	4
3.2 Internal marketing in HRM	5
3.2.1 Internal communication	6
3.2.2 Training	6
3.2.3 Loyalty	7
3.2.4 Performance	8
3.3 Internal marketing in the Nonprofit Sector	8
3.4 Social Network Analysis	9
3.5 Research question and hypotheses	10
4. Research methodology	11
4.1 Sample and data collection	11
4.2 Survey	12
4.2.1 Study design	12
4.2.2 Measurements, Variables	13
5. Data analysis and results	15
5.1 Response rate	15
5.2 Multivariate Statistical Testing	15
5.3 Characteristics of the sample	15
5.4 Testing the validity and reliability of the study tool	16
5.5 Results of the internal marketing processes	17
5.6 Testing hypotheses through Multiple Regression Analysis	20
5.7 Social Network Analysis:	23
6. Discussion	23
6.1 Summary of findings	24
6.2 Managerial implications	24
6.3 Limitations and future recommendations	25
List of Appendices	30

List of Figures

Figure 1 Derived hypotheses	11
-----------------------------------	----

List of Tables

Table 1 Correlation between variables	19
Table 2 Correlation between the number of social nodes and loyalty	19
Table 3 Regression: Model Summary.....	21
Table 4 Regression: Coefficients	21
Table 5 Regression: Model Summary.....	22
Table 6 Regression: Coefficient.....	22

1. Abstract

The purpose of this study is to analyze the effectiveness of internal marketing and its relation to the outcomes: loyalty and performance. The research was conducted in a form of a questionnaire which enabled gathering information from volunteers and testing the stated hypotheses. The data was analyzed using correlation and multiple regression model. According to the results obtained, internal marketing practices are positively correlated with both loyalty and performance.

Keywords: Internal Marketing, NGO, Non-profit organization, Performance, Loyalty, Training, Internal Communication, Volunteers

This work used infrastructure and resources funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2013, UID/ECO/00124/2019 and Social Sciences DataLab, Project 22209), POR Lisboa (LISBOA-01-0145-FEDER-007722 and Social Sciences DataLab, Project 22209) and POR Norte (Social Sciences DataLab, Project 22209).

2. Introduction

In the light of recent hindrance against air pollution, carbon emission, biodiversity loss, and social matters, a surprising number of studies have attempted to address these issues and investigate further behaviors in the volunteering context (e.g., air pollution (Manisalidis et al., 2020), carbon emission (Abeydeera et al., 2019), nature conservation (Tai & Robinson, 2008)). Special emphasis given to ecology and environmental protection is undertaken by associations for which the basic area of activity is education and local development opportunities. All in line with the contribution to mitigating the enhanced climate changes occurring as a consequence of the negative human activity and its interference in the environment (overpopulation, nature pollution, unsustainable water use, burning fossil fuels) (National Geographic, 2021). Nonprofit organizations tackling environmental issues are more frequently applying similar business structures to the profit sector, having comparable entities created within startups (Harlin & Berglund, 2020). In accordance with internal marketing, the employee plays an important role in creating the image of the organization and building its success in the market. It consists in recognizing the needs and expectations of employees, creating an appropriate organizational atmosphere, as well as an effective communication system. Collectively, this can be obtained without the need of implementing any specific changes to the company. As a result of these activities, the organization gains loyal, motivated, and satisfied members of the working community, thus every startup which targets to be successful should treat it as a primary objective (Lorente et al., 2019).

2.1 Urbem - an overview of the Portuguese Nonprofit Organization (NGO)

Urbem is the first Portuguese startup for urban reforestation located in Lisbon, Portugal. One of the key goals is to involve the local community and bring it closer to the trees and shrubs in the urban areas in their neighborhood. The structure of the organization is well-organized and divided into smaller departments within which volunteers have clear responsibilities and

share common goals. Up until now, Urbem Forests has appointed eight independent departments: General Management, Community Engagement, Event management, HR and Recruitment, Forest Design, Environmental Study, Funding, Communication, and PR. Urbem's motto "Think global, act local" highlights that the social cause is what has brought the group together over the years and to this day helps to maintain the organization beyond any socioeconomic differences or possible divisions between people. The importance of this NGO is additionally emphasized by the fact that it engages many partners and demonstrates their willingness to cooperate. With this support and knowledge of the Miyawaki method, the first Fast Forest in the Bela Vista Park in Lisbon is currently being planted and will be supervised during the process of cultivation and growth. Planting native tree species close together and mimicking nature's functions allow to grow a 100-year-old forest in only 10 years (Miyawaki, 1999). All actions taken by Urbem are in line with the needs of citizens, nature, the EU climate policy, as well as the biodiversity strategy for 2030 (Urbem, 2022).

2.2 Research objectives

The main purpose of this project is to understand how strongly the organizations' management is influencing volunteers' engagement in projects. What internal marketing strategies can be implemented to increase volunteers' involvement in achieving the NGO's goals? How strong relationships do volunteers' build while connecting with each other and what are the behaviors of individuals within the social groups they created? Determining answers to these questions will allow to understand if efficient internal marketing exists at NGOs and whether it is a reason for maintaining loyalty and performance. Additionally, it is essential to understand different socioeconomic factors of core and non-core volunteers and how perception of internal marketing and its outcomes differ between the two groups. Do the non-core volunteers perform similarly to the core group?

This paper is structured as follows, section 3. *Background and literature review* with the overview of the theoretical framework and the previous significant research done in the field. Followed by the 4. *Research methodology* section which includes information on the data collection, elaborated research question of the study and derived hypotheses from it. 5. *Data analysis and results* is indicating the steps of the analysis performed on the collected data as well as explains its outcomes. Lastly, section 6. *Discussion* includes the summary of findings, limitations, and future recommendations.

3. Background and literature review

In the following chapter the non-governmental organization overview will be presented as well as the internal marketing summary with its application in the third sector. This chapter also includes the outline of relationships between people using Social Network Analysis.

3.1 NGOs' overview

Environmental organizations are distinguished by their multi-disciplinary nature: they undertake activities in many areas at the same time (Hestad, 2021). For instance, volunteers at Urbem Forests have a wide area of expertise, such as horticultural, legal, human resources, project management, sales, and marketing. A typical feature of environmental organizations is also more frequent use of volunteer work and less frequent recruitment of permanent, regular employees. Such organizations are distinguished by their multidisciplinary nature, as they undertake activities in many areas at the same time (Hestad, 2021). Two-thirds (66%) of environmental organizations use the support of volunteers, while the team of permanent employees has less than one-third (30%) of them (Fundación CODESPA & European Volunteer Center, 2014). On the other hand, another important factor ensuring non-profit organizational success is not only a matter of being built by diverse, competent, and highly skilled workers but also by employees who share certain types of behavior (Hussin & Arshad, 2012). In behavioral economics, economic incentives are significant, but at the same time,

we cannot ignore non-economic motivations. What distinguishes people in such NGOs is the type of motivation (Parry et al., 2005), workers' satisfaction together with the loyalty to the organization (Borzaga & Tortia, 2006), and dedication (Delisle et al., 2005). These features indicate that the person involved in NGOs is drawing inspiration from “something bigger”, often broadly described by social utility aspects (Ackerman, 1997). Among volunteers, we can distinguish different factors of their motivation that are directly linked with the overall engagement and final performance in organizations. Pro-social activities create a space for building partnerships in the social nature of a group they co-exist with, such psychological benefits are associated with acquiring new skills and competencies, in particular soft skills (creative thinking and sensitivity to social matters), but often also skills in the field of practical assembly (Bekkers et al., 2016). Even though, there is a significant number of research focusing on motivational aspects which are volunteer-generated - their individual values, characteristic traits, and internal beliefs, more useful information can be summarized concerning the organizational side. Effective management style in NGOs enables the volunteers to stay motivated and loyal throughout time (Aboramadan, 2019), thus this research will lean on the internal marketing components and its applicability.

3.2 Internal marketing in HRM

Internal marketing is the concept of meeting the expectations of current tendencies taking place in all business structures. In relation to the growing importance of non-financial forms of influencing employees and given the light of the human factor in the organization, it is crucial to implement such management practices that are strengthening the participation of employees in creating the market success (Ahmed & Rafiq, 2003). Even though it is a time-consuming process, it can consequently account for a key factor in shaping a long-term competitive advantage. It derives from a well-thought-through strategy of the HR

department, marketing, and management, that is a solid ground for building a motivated and well-coordinated team that performs its duties efficiently and effectively.

3.2.1 Internal communication

Internal marketing consists in the effective communication system that increases employees' awareness of the scope of activity within a particular enterprise, resulting in defining themselves as a true member of organization and implementing its main assumptions accurately (Kang et al., 2019). Its implementation gives several benefits to the organization, such as strengthening the sense of belonging to the community, triggering positive attitude, and increasing involvement in the companies matters. Internal marketing also affects relationship marketing, which is focused on creating long-term relationships in the organization, including the ones with stakeholders. By promoting openness within interpersonal relationships and increasing the cooperation between management and its employees, an employee is then treated as an internal client of the company. This becomes possible if employees' needs and expectations regarding the HR practices are perceived as the center of Management's attention. Such approach results in creating a showcase of the company, consequently increasing a positive image outside of the organization and gaining trust from external partners and customers (Kaur & Sharma, 2015).

3.2.2 Training

Moreover, another key internal marketing factor is connected to trainings. Organization's management should aim to treat employees as the fundamental resource of the company, thus paying attention to the opportunity of upskilling is crucial (Toner, 2010). Encouragement given to employees to constantly acquire new information and knowledge leads to the development of properly functioning internal cooperation between employees. In addition, a harmonious motivation system enables to achieve high and efficient level of internal engagement as well as a positive external perception of the company from outside.

Within planning the needs of staff trainings, it is important to consider adapting working procedures and the type of skills certain projects demand from the employees (Güllü et al., 2017). As described by Smalec (2021), internal communication should be also concentrated on activities related to the development of knowledge by creating awareness about the results that could be achieved in their workplaces with the beneficial guidelines given during trainings. Continues revision of the new operating procedures strive to fully use employees' competences. Broadening employees' horizons can start with learning from mistakes, and simultaneously promote experimentation which can result with innovative solutions. Furthermore, encouraging employees to share the knowledge and cooperate between departments can create joint problem-solving abilities and enhance relationships between the teams. Employees who are subjected to proper trainings tend to adapt more to a supportive management style (Dominguez-Falcon et al., 2021).

3.2.3 Loyalty

By being introduced to the specific internal marketing procedures, employees are more willing to support the organization's main goal, overall mission, and strategy. Thus, communicating it clearly in a way of stimulating engagement has a positive result on the dedication to the organization (Ibrahim & Yesiltas, 2021). Employees' commitment is growing when they trust in the company's prosperity. The aim of effective internal communication is not only to provide the necessary information needed for the proper execution of tasks by employees but also to retain and build long-term loyalty (Gillis, 2011). Increased sense of identification with a company is a manner to prepare employees for the role of ambassadors in the nearest and further environment. In this way, it is causing good external visibility due to a free whisper promotion. It is an important outcome of internal marketing from employees' perception of the organization and can be considered a good strategic investment, ensuring long-term growth (Martensen & Grønholdt, 2006).

3.2.4 Performance

Employee performance has always been the center of attention of organizations' executives. Building a well-functioning structure of the organization which has a real impact on employees' engagement is focused on implementing organizational practices, policies, and design features (Imani et al., 2011). Therefore, internal marketing together with organizational learning is using essential and systematic precursors. Several studies (Yu & Barnes, 2010; Li & Ko, 2021) have been emphasizing that stimulating high levels of organizational innovation results in an increase in employees' performance. The same increase applies to the recommendation of transferring the knowledge within the teams. Workers' satisfaction is crucial from the point of view of implementing an appropriate company's operational strategy that has a fundamental impact on growth (Imani et al., 2011).

3.3 Internal marketing in the Nonprofit Sector

An opportunity to quickly adapt to the dynamically changing environment in the third sector is to start using the concepts which up until recently have been mainly applied to the enterprises. Even though the concept of internal marketing appeared initially in relation to the private sector ((Berry et al., 1976), (Thompson et al. 1978), (Murray, 1979)), more frequently research indicates the need for practical use of internal marketing instruments in building employees' satisfaction also in nonprofit organizations (Teson, 2019). According to Carlo et al. (2005), employees in NGOs compared to workers in the private business sectors value embracing opposed perspectives at work, such as implying the use of completely different incentives, forms of gratification, or methods of assigning tasks and their execution (Borzaga & Tortia, 2006). Some preliminary work conducted by Bert & Rakevicius (2010) indicated four main purposes of using internal marketing with the nonprofit organizations: employee motivation and satisfaction, service quality, customer orientation, and satisfaction. They concluded that in order to influence an organization's prosperity, the

implementation of internal marketing is crucial. However, the study is based on qualitative data gathered only from interviews with five employees and is focused on one local organization in Sweden, thus it presents a good opportunity to test the applicability of their theories within this research. Building upon a major limitation in their studies, Elgaed (2019) conducted surveys on a larger scale: 80 volunteers were questioned in NGO in Libya. According to their research, empowerment of employees can be done by having the responsibility to prepare and train volunteers to enhance their performance and capabilities. It comes down to taking particular care of their development through all activities that influence the effectiveness of management and help to obtain the optimal structure of integrated teams through correct information flow, proper team division based on competencies, as well as harmonious interpersonal relations (Keavenee et al., 1991). Moreover, it requires from volunteers to not only be highly competent but also motivated to act. This goal is achieved by shaping the organizational culture with a system of norms and values favorable from the point of view of a given NGO that is in line with the personal motivations of its employees (Elgaed, 2019).

3.4 Social Network Analysis

Social Network Analysis (SNA) is used as a modern analytical tool to measure the internal communication in an organization. According to Wasserman and Faust (2009), employees are potential innovators who use their knowledge and experience by combining different backgrounds. In addition to the four basic roles in each organization (knowledge leaders, experts, bottlenecks, and initiators) some people act as the so-called “information brokers” and so-called “connectors” of the information flow between the group (Newman et al., 2006). Collecting ego-network data is especially useful if the group is relatively small (to study intra-team relations), which is the case of Urbem. Thus, applying Social Network Analysis (SNA) allows for constructing a multidimensional analysis of the dynamic network

of social connections and can be treated as a first step in creating a knowledge-based organization (Haythornthwaite, 1996). Within companies, the nodes are created as a result of establishing contacts between people based on broadly understood cooperation (joint implementation of tasks, sharing resources, as well as providing emotional support). It discovers the structure of relationships between individuals in a particular group by assessing the impact of the strength of these connections on individuals' behavior. Therefore, Social Network Analysis is treated as a starting point for taking further steps aimed at building an effectively communicating organization as it identifies the functions of trusted leaders and information sources within networks.

3.5 Research question and hypotheses

Having a theoretical overview and key ideas in mind we can better understand the limitations of previous studies and potential advances that can be achieved in this field lab. Building upon the identified projects at other NGOs as well as several theories confirmed by research, it is time to formulate an important component of this field lab. The aim of this project is to answer the research question, **R1**: How effectively does the internal marketing in NGO influence loyalty and performance of its volunteers?

Based on the stated research question, three main hypotheses were derived (Figure 1):

H1: Training is positively correlated with volunteers' loyalty in the NGO

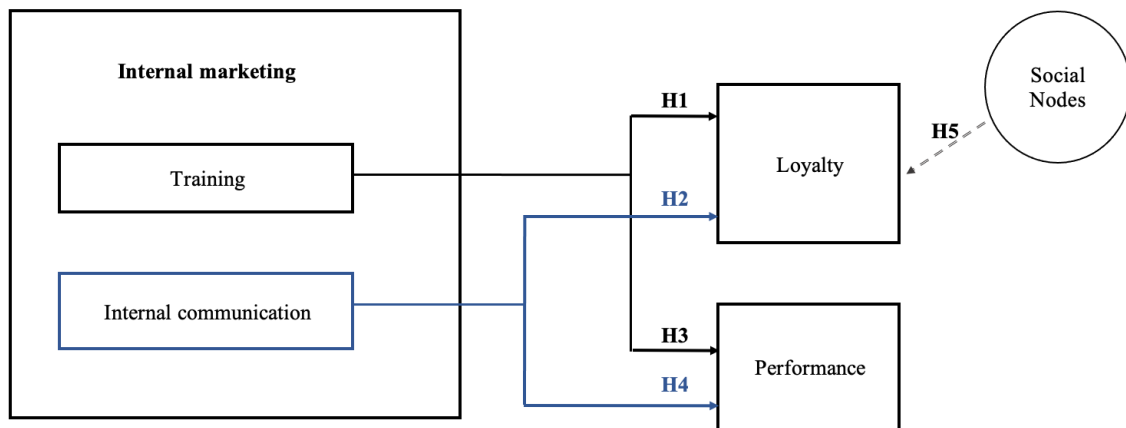
H2: Internal communication is positively correlated with volunteers' loyalty to the NGO

H3: Training is positively correlated with volunteers' performance in the NGO

H4: Internal communication is positively correlated with volunteers' loyalty to the NGO

H5: The bigger the number of social nodes, the bigger the loyalty to the NGO

Figure 1 Derived hypotheses- Internal marketing



4. Research methodology

The intention of the collaboration with the NGO is to understand the relationship and influence of internal marketing practices on volunteers’ performance and loyalty in the non-profit enterprises. This section follows the research model used for the purpose of testing the hypothesis. It not only adopts the theoretical framework but also focuses on the analysis methods which are used to test the stated hypotheses.

4.1 Sample and data collection

For the purpose of this research, the example of the environmental NGO in Lisbon was analyzed. The study took place in cooperation with Urbem as well as with the volunteers who are joining them for various project executions. For this matter responses were gathered directly from the team which consists of the core (26 volunteers from 18 different nationalities) who are considered full-time volunteers constantly engaged in the organization tasks executions. Another group connected to Urbem which provided an access to the sample group is the non-core volunteers, people who support Urbem’s call for action (volunteers’ relatives, friends, neighbours, Scouts, as well as many skillful external professionals) but are volunteering less frequently, only in relations with the practical execution of reforestation projects. Therefore, both groups will be considered as the study sample group. Due to the

fact that the initially small, selected group of respondents was subjected to the questionnaire, the snowball sampling method was implemented. Members of the group were asked to recommend and recruit others who might belong to the general population in order to gain the highest engagement possible. Without this technique, it would be difficult to reach out to these individuals. Consequently, the “other” group of people volunteering for different organizations was considered as another sampling unit.

4.2 Survey

With the intention of collecting the data needed to test the derived hypotheses, an online survey was created using *Qualtrics*. The distribution of the surveys happened online, via prepared link which was provided to the participants by e-mail posted on the social media private group websites as well as published on the public social media accounts on LinkedIn, Instagram, Facebook in order to be reachable to the broader audience.

4.2.1 Study design

The survey’s layout as well as its content was aligned with the key contact at the NGO before official distribution and publishing. The survey was designed in the structure of three separate blocks, within which *Sections 1, 2 and 3* are considered as relevant to this study.

Section 1 was dedication to the demographic measurements. The questions included basic personal information that enabled to outline a descriptive analysis of the profile of volunteers which help to distinguish whether there is a socioeconomic difference between all participants. Therefore, it included: age, gender, nationality, academic level, and employment experience. Moreover, the consecutive part focused on past volunteering experience, weekly engagement in the voluntary work, as well as length of service.

The following block (*Section 2*) of the survey covered four separate topics connected to the internal marketing area (Appendix A. Survey). The participants were asked to answer several questions about the internal marketing procedures: volunteers’ Training (Elgaed, 2019),

Internal Communication (Elgaed, 2019), as well as its outcomes: Loyalty (Murrall et al., 2017) and Performance (Elgaed, 2019) (Formplus, 2020).

The last, *Section 3* of the survey covered the Social Network Analysis part. Each core volunteer was asked to start by providing their first name and had a possibility to list up to 25 different first names (since the main group contains 26 core volunteers in total). This section of the survey was designed with respecting personal data confidentiality. Consequently, all names were anonymized by using numbers assigned to each person's answers. The real name of the person was and will never be shared with Urbem, nor be available in any publication of the results at the aggregated level since the Social Network Analysis is showing the nodes output that do not mention names. Moreover, the dataset with the real names and corresponding numbers was secured by password protection, thus only the anonymized data was inserted into the SNA software.

4.2.2 Measurements, Variables

The *Section 1* covered the demographic and socioeconomic description to outline the control variables in the study sample. Questions regarding age, gender, educational degree, average yearly income, and volunteering engagement were designed in a way to indicate multiple-choice type of answers. Hierarchically, age question included six possible non-overlapping answers for adults (18 to 24, 25 to 34, 35 to 44, 45 to 54, 55 to 64, 65+ years old). The gender question included four different options: "Female", "Male", "Other", "Prefer not to say" (Lewis, 2018). Questions about the country of origin (Iban, 2022) and current occupation (Indeed Editorial Team, 2022) were designed as drop-down list with multiple choice answers. Furthermore, the yes-no questions were asked regarding current residence in Portugal as well as past volunteering experiences. As a result of manipulation, variation naturally occurs while testing hypotheses. Independent variables observed in this study, namely: training and internal communication, are the manipulated, controlled type of

treatments which are influencing our response variable. For this purpose, the participants responded to the first two main parts considered as the study independent variables (*Appendix A. Survey* is showing questions 14-29 with the exact statements given to responders regarding Training and Internal Communication).

Dependent variables as the outcome variables are expected to change on the account of the independent variables used to obtain the results of the research. To explore the effects of the independent variables on dependent variables, the outcomes of internal marketing: loyalty and performance were considered (*Appendix A. Survey* includes questions 30-49 with the corresponding statements regarding Loyalty and Performance).

Questions in *Section 2* were conducted in a form of a five-point scale where responders placed their answers in continuation of gradual change. The mentioned Likert scale adopted from Joshi et al., 2015, included options ranging from 1 to 5 points. Band 1 was categorized as the lowest availability while band 5 being categorized as the highest (1= “Strongly disagree”; 2= “Disagree”, 3= “Neither agree nor disagree”, 4= “Agree”, 5= “Strongly agree”). In this way participants reported about their volunteering activities and perception of the NGO. Three statements: Q29, Q31, Q32 in the Performance block (*Appendix A*) had an applied inverse logic, thus were recoded into positive variables to match the scale. The overall structure with the exact questions split between blocks is represented in *Appendix 2*. Last, *Section 4*'s scalability: With the aim to collect the data for the Social Network Analysis, participants of the core group were asked to list the names of the people they collaborated with recently and indicate the strength of their connection: (1=“Light connection” (I have met this person, but I do not have a personal or professional relationship with them), 2=“Good connection” (I have a personal or professional relationship, but only occasionally communicate with them), 3=“Strong connection” (I have a personal or professional relationship with this person and I regularly communicate with them)).

5. Data analysis and results

This section of the research summarizes the procedures done on the collected data and its results. The statistical analysis was conducted using the IBM SPSS Statistics software.

5.1 Response rate

The overall response resulted in 271 delivered questionnaires in the period of three weeks. Data collection happened between the 21st of April and the 12th of May 2022. Out of this number, 41 questionnaires were eliminated due to the unsatisfactory completion level due to significant number of missing values. This result in total number of 229 responses used for analysis. Altogether, the number of the gathered data from all participants was considered satisfactory to proceed further with the analysis.

5.1.1 Multivariate Statistical Testing

For the purpose of examining multivariate outliers in the data, Mahalonobis distance was obtained and analyzed. The newly created variables were compared to the chi-square distribution to the two degrees of freedom (since two independent variables were used). As a result, the obtained return cumulative probability helped to identify one result with p-value below 0.01 where almost all the responses were stated as “Strongly disagree”. Therefore, it was considered as an outlier and consequently was removed from the dataset. Moreover, in order to check the extremes in a boxplot, the distribution of the challenge seeking scores was skewed. The obtained z-scores were assessed, and 23 answers were excluded based on the criteria: z-score >1.96 and <-1.96 (8 positive values and 15 negative ones) (Tabachnick & Fidell, 2013). All mean variables: Training, Internal Communication, Loyalty, and Performance) were visualized using the boxplot in Appendix E.

5.3 Characteristics of the sample

With the responses gathered from the first section (Section 1) of the survey participants enabled to outline their demographic and socioeconomic profile of all the responders, used

later in the analysis as control variables. From the whole group of 26 volunteers, the sampling fraction was 100%. 47 answers were collected from the non-core group and 156 from the other NGOs. The gender proportion in the entire sample group shows that more females (53.7%) than males (46.3%) contributed to the survey (Appendix C). Out of all answers, the highest number of responders were aged 25-34, followed by the group between 35-44 and 18-24 (Appendix D). Furthermore, as it could be predicted (Urbem's core group alone consists of 18 different nationalities) there was a noticeable diversity in the stated country of origin within the sample group. Out of 28 different nationalities, the significant number of countries included: Portugal (47.8%), Germany (21.5%), and Poland (10,1%). 77.7% of the sample stated to be residents of Portugal (Appendix E). Looking at the stated average yearly income level, most participants earn below 20,000€ or in the range between 30,000 and 50,000€. Subsequent part of this block revealed that most participants spend approximately 1-4 hours per week contributing their time to NGOs. Moreover, a majority of the responders have been volunteering for less than 3 months (mostly indicating NGOs which help Ukrainians' refugees), while there is a small group for which the length of service exceeds 2 years.

5.4 Testing the validity and reliability of the study tool

At this stage of the study, the reliability of the results has been measured using the Cronbach's Alpha, an assessment tool of internal consistency. It was calculated based on the ratio of the item variance (diversification of individual answers) to the scale variance (the sum of the variance of the item and the value of covariance) between the test items. The values lay between 0 and 1, and it is assumed that values above 0.7 guarantee the correct reliability of the used scale (Cho & Kim, 2015). After collecting all answers, Cronbach's Alpha was calculated for the four variables and showed that there is a similarity between individual's answers (relatively little differentiation). Specifically, the following results were deduced: Training's $\alpha=0.911$, Internal Communication's $\alpha=0.873$, Loyalty's

alpha=0.855, Performance's alpha=0.856. It can be concluded that the reliability of the overall survey as well as of its sub-parts are showing high internal consistency.

Simultaneously, the analysis covered inter-item correlation to conduct the item analysis for the instrument, resulting in Training's mean= 0.594, Internal Communication's 0.463, Loyalty's 0.473 and Performance's 0.334, which are all considered within an acceptable scale range 0.3- 0.9 (Hair et al., 2011). Therefore, this survey can be treated as an accurate validity tool since the combination of the Cronbach's alpha coefficient value and the mean inter-item correlation were both in the acceptable range with the construct and sub constructs.

5.5 Results of the internal marketing processes

The main goal was to determine the regularities governing a given relationships between dependent and independent variables and to reflect the tendency of the population. Therefore, correlation and multiple regression model was used to partial out potentially confounding factors in the relation of the key interests: Training, Internal Communication and its outcomes: Loyalty and Performance. This was conducted in order to check the balance across groups and plot of the total levels of effectiveness of internal marketing in the sample.

The normality test was used to determine if the variables are statistically significantly different from the normal distribution. Both Kolmogorov-Smirnov and Shapiro-Wilk tests indicate Sig. <.0001 for loyalty and performance (Appendix F), therefore, we reject the null hypothesis (H0: there is no statistically significant difference between the dependent variables and the normal distribution) and presume that these variables are not normally distributed. To indicate the shape of the distribution, two different measurements were considered. Skewness was used to check the asymmetry of the distribution, that is the probability mass of the distribution when it is shifted to the right or left of the median value. Skewness for Training was positive 0.307 (skewed right, because most scores are below average), while negative for Internal Communication -.275, Loyalty -.587 and Performance -

.648 (skewed left, because most scores are above average). All four histograms can be observed in Appendix G-J. The performed Kurtosis concerns the tails of the distribution, i.e., the probability of events significantly deviating from the average values of selected variables. For all four variables, the Kurtosis differed from zero and was negative as the distribution of data has lighter tails than normal distribution. The standard error of kurtosis was also taken into account for the analysis. The quotient of kurtosis and standard error was calculated, the results of which for Training and Internal Communication were both less than -2 (for Training equaled -2.04 and for Internal Communication equaled -2.17). This quotient can be used as a test of normality by rejecting the assumption of normality if its value is less than -2 or greater than +2. This confirms the results of the Kolmogorov-Smirnov and Shapiro-Wilk tests performed earlier on the lack of normal distribution in the model.

In order to measure the relationship between the variables, the r-Pearson correlation coefficient value was obtained which can range between -1 and 1 (Mukaka, 2021). In the case of both Loyalty and Performance, a moderate and positive correlation was observed with Training ($r=0.312$ and 0.319 respectively). The observed p-value <0.01 was smaller than the significance level and caused to reject the null hypothesis under which there is no significant linear relationship between x and y , in favor of the alternative hypothesis that there is a correlation. It can also be concluded that the higher the training, the higher these dependent variables. The results of the correlation analysis between Training and three dummy variables (gender-female, age- group 18-24, residence in Portugal) turned out to be not statistically significant, where p-value >0.05 . This means that there is no dependency between Training and each one of tested dummy variables. Moreover, for the variables Loyalty and Performance, a strong and positive correlation was observed with Internal Communication ($r=0.672$ and 0.642 respectively). P-values <0.05 helped to reject the null hypothesis in favor of the alternative hypothesis in the Pearson's correlation test. High values

of Internal Communication correspond to high values of internal marketing processes to a large extent. Similarly to Training, the correlation of Internal Communication with dummy gender variable (female) and age turned out not to be correlated with each other. On the other hand, the correlation with residence in Portugal is moderately positive (0.338) with significance <0.05. Higher degree of Internal Communication exists within people located in Portugal. In conclusion, all four hypotheses: **H1, H2, H3, H4** were accepted since internal marketing practices were proven to be statistically positively correlated with its outcomes and have been confirmed by the model in Table 1.

Table 1 Correlation between variables

	Training	Internal communication	Loyalty	Performance	Gender dummy [female]	Age [18-24]	Residence [Portugal]
Training Pearson Correlation	1	.419**	.312**	.319**	-.002	.073	.044
Sig. (2-tailed)		<.001	<.001	<.001	.973	.270	.510
Internal communication Pearson Correlation	.419**	1	.672**	.642**	-.085	-.126	.338**
Sig. (2-tailed)	<.001		<.001	<.001	.201	.057	<.001
N	205	205	205	205	205	205	205

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

* . Correlation is significant at the 0.05 level (2-tailed).

Additionally, in order to test **H5**, Person’s correlation was run based on the data gathered from the core group. The fraction of sample size with the filled-out responses in the SNA section of the survey was relatively small since 13 out of 25 (52%) possible answers were gathered. The observed p-value 0.282 in Table 2 is bigger than the significance level 0.05, thus we accept the null hypothesis under which there is no significant linear relationship between the number of social nodes and loyalty to the NGO.

Table 2 Correlation between social nodes and loyalty

	Loyalty	Number of social nodes
LOYALTY Pearson Correlation	1	-.323
Sig. (2-tailed)		.282
N	13	13

5.6 Testing hypotheses through Multiple Regression Analysis

Subsequently, data from the collected surveys was analyzed using the Multiple Regression Analysis. Due to the fact that the distribution of the sample is not normal, the Kruskal-Wallis H test was run which is a nonparametric equivalent of the one-way ANOVA (Appendix G, Appendix L). For both Training and Internal Communication p-value was <0.01 , thus in both cases we reject the null hypothesis of equality of distributions in the compared populations in favor of the alternative hypothesis, which states that there is no equality of distributions in the tested populations. Additionally, Mann-Whitney U tests were run to verify the hypotheses about the consistency of distributions in two compared populations, assuming the equality of their variances. The number of comparisons between possible answers in the five-point likert scale were observed. Consequently, ten separate comparisons divided 0.05 alpha by 10, resulting in 0.005. As expected, with the decreased p-value for Training the results of each of comparisons show that the treatment for both independent variables was effective and indicated that there is statistical significance between answers: “disagree” and “strongly agree”, “agree” and “disagree”, “neither agree nor disagree” and “agree”, “neither agree nor disagree” and “disagree”(Appendix H-K). Moreover, for Internal Communication there is also statistical significance in comparisons between: “agree” and “strongly agree”, “agree” and “disagree”, “neither agree nor disagree” and “disagree” (Appendix M-O). For statistically significant outcomes there is no reason to believe that the samples were drawn from populations of different distributions.

The created multiple regression model considers an impact of Training, Internal Communication, age, residence in Portugal as well as weekly time spent volunteering on Loyalty. The R Square determination coefficient resulted in value of 0.561, which means that the variation of independent variables explains the variation of the dependent variable in 56.1%. Coefficients Table 4 is showing which variables significantly explain the

dependent variable (Loyalty) and how strongly predictor variables impact the dependent variable. It can be noticed that Training, Internal Communication, age, and residence in Portugal significantly influence Loyalty (p-value <0.05). Following this, with an increase in Training, Internal Communication, and age each by one unit, the average level of Loyalty increases by 9.7%, 46.6%, 14.1% respectively (Table 4). Moreover, for residents in Portugal there is an average increase in Loyalty by 31.7%, while weekly time spent on volunteering has a significance level above 0.05, thus it does not influence the dependent variable.

Table 3 Regression: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.561	.544	.38189

a. Predictors: (Constant), Volunteering Experience, Training, Age, Residence [Portugal], Internal Communication

b. Dependent Variable: Loyalty

Table 4 Regression: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.371	.257		5.343	<.001
Training	.097	.047	.130	2.053	.042
Internal Communication	.466	.071	.461	6.553	<.001
Age	.141	.036	.237	3.932	<.001
Residence [Portugal]	.317	.082	.252	3.866	<.001
Volunteering Experience	.047	.088	.033	.537	.592

a. Dependent Variable: Loyalty

Another multiple regression model has been created for the dependent variable: Performance. Various predictors were considered when building a reliable model. Later on, the model with the highest level of R Square and highest number of significant variables was selected, which included: Training, Internal Communication, age, residence in Portugal and length of volunteering experience. The R Square determination coefficient takes the value of 0.521 (Table 5), meaning that the variation of independent variables explains the variation of performance in 52.1%. Similarly to the Loyalty's model, the Training and Internal

Communication's variables are significant. Following that thought, the increase of Training by one unit increases the level of Performance on average by 13.6%, and with an increase of Internal Communication by one unit the Performance increases on average by 38.8% (Table 6). It can also be concluded that being a Portugal resident increases the level of Performance on average by 28.2%. Additionally, with the increase in age by one unit, the average level of Performance increases by 9.5%. Volunteering experience has a level of significance above 0.05, so it cannot be stated that it statistically influences the value of performance.

Table 5 Regression: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	.521	.503	.36025

a. Predictors: (Constant), vol experience, Training age, [Portugal], Internal Communication

b. Dependent Variable: Performance

Table 6 Regression: Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.630	.242		6.736	<.001
Training	.136	.044	.202	3.055	.003
Internal Communication	.388	.067	.425	5.789	<.001
age	.095	.034	.177	2.819	.006
Residence [Portugal]	.282	.077	.248	3.640	<.001
vol experience	.076	.083	.059	.921	.359

a. Dependent Variable: Performance

Moreover, an analysis model tool called PROCESS written by Andrew F. Hayes was used to understand if internal marketing influences three groups of volunteers differently and observe whether the moderation interaction effect exists in the model. The single multicategory moderator chosen for this purpose was the type of the group volunteers belong to: core, non-core and other. Two multiple regression analyses were based on the relationships: Training with Performance, and Internal communication with Performance.

Using the option of mean centering, each person's score was subtracted from the average, thus the scores were moved along the mean. All obtained values used obtained p-value were above 0.05, therefore there is no significant interaction effect between internal marketing processes and the categorical predictor. To conclude, it cannot be stated that belonging to any of the volunteering groups can have an effect on internal marketing practices on volunteers' performance (Appendix P and Appendix R).

5.7 Social Network Analysis:

The analysis of the open-type network was conducted with the use of a powerful tool called Kumu (Appendix S). Within the core volunteers who decided to indicate the strength of the relationship between the people they are collaborating with, we can determine two main types of connectors in the dynamic visualization. The first one being, "information brokers", people thanks to whom it is possible to transfer knowledge between other employees, and consequently, they constitute important nodes dynamizing the information flow, knowledge, or diffusion of innovation processes. As a result of Urbem's input, the information brokers were clearly visualized, where the biggest node sizes represent the highest degree of collaboration. Furthermore, it can be noticed that the General Management department contains boundary spanners responsible for the most effective internal information distribution in the organization and at the same time for the connection of different groups of employees as the internal communication gets through them.

6. Discussion

Creating a good brand image of the company enables it to stand out from competitors, therefore in every thriving organization, internal marketing practices should be taken into consideration. To maintain an efficient non-profit startup and ensure its long-term growth, stakeholders should implement and maintain internal marketing. All reasons for engaging such practices in the non-profit sector are linked with the usefulness of the output generated

by volunteers to conduct the projects efficiently and effectively. Managing the organization through an effective training system as well as efficient way of communication influence employee's perception of the organization and increases positive visibility externally.

6.1 Summary of findings

The study focused on determining the relationship between internal marketing practices and its outcomes with the NGO. The collected data and analysis confirmed all four hypotheses (**H1, H2, H3, H4**) stated that internal marketing practices: Training and Internal Communication are positively correlated with Loyalty to the NGO and volunteers' Performance. Moreover, all correlations of focus **H1-H4** were significant ($p\text{-value} < .001$) in the sample group and there is enough evidence to conclude that these correlations can be observed in the population. Derived from this, internal marketing is a powerful instrument that also has practical application in the third sector. Across all groups of volunteers (core, non-core and other) there is no significant interaction effect between internal marketing processes and Performance. Therefore, non-core volunteers as well as other volunteers can be treated as potential permanent volunteers with similarly effective performance. Moreover, it could be noticed that the Loyalty of the core volunteers is not affected by the social ties they create between each other. Additionally, the visualization of the social network emerged a map of social ties between different departments at Urbem and showed that the General Management department can be considered as main connector between other departments.

6.2 Managerial implications

Most NGOs start their operations as informal startups, therefore, it is important to make decisions that enhance organizational growth by emphasizing the overall mission within their organization and consequently to maintain good internal communication. The external success of the company lays with the successful use of the internal marketing practices since satisfied employees also create external partners satisfaction. What seems to be equally important

across all organizations is to work in a friendly work environment and share common values and goals within the organization. Therefore, the effectiveness of marketing information's dissemination should be assessed and tracked long term. Undoubtedly, it is advantageous from the point of view of implementing internal marketing since most non-profit organizations use appropriate staff management style approach and are also characterized by a flat organizational structure that is conducive to flexible management and efficient internal communication. Furthermore, obtaining the knowledge of the trained staff as well as their skills, enable to correctly delegate tasks and decentralize management. Altogether, most activities based on internal marketing do not require significant expenditure, as most of such actions depend on the behavior of the members of the organization, their attitude and commitment. Therefore, it makes it possible to transfer the concept from the business sector to the conditions of managers in non-profit organizations.

6.3 Limitations and future recommendations

The normality tests showed that the collected data is not normally distributed, even after excluding the outliers from the dataset. One reason might be that the highest response rate was within the "others" group, from which 85 people volunteered for less than 3 months (mostly that group was connected to the urgent help of the Ukrainians in need), and another 51 for less than 6 months. The assumption can be made that the sample might not have been exposed long enough to the internal marketing practices and was taking uneducated guesses. Unfortunately, the main limitation in conducting the Social Network Analysis is a sample size, where only 13 out of 26 core volunteers decided to proceed with the last section of the questionnaire and finished their survey beforehand. Even though, the SNA can be conducted on a small sample, the reliable answers would have to be gathered from the whole group of core volunteers to map the accurate all social relationships. Applying the concept can help to better understand how employees organize themselves within the structures.

6. Bibliography

- Urbem. (2022). *LinkedIn*. Retrieved from <https://www.linkedin.com/company/urbem-forests/posts/?feedView=all>
- URBEM. (n.d.). Retrieved from <https://www.urbem.co/en/>
- Manisalidis, I., Stavropoulou, E., Stavropoulos, A., & Bezirtzoglou, E. (2020, February 20). Environmental and Health Impacts of Air Pollution: A Review. *Public Health*.
- Abeydeera, L. H., Mesthrige, J. W., & Samarasinghalage, T. I. (2019, July). Global Research on Carbon Emissions: A Scientometric Review. *Sustainability*, 11(4).
- Linders, A., Wright, E., & Brooms, D. R. (2022, February). Social Problems. *Oxford Academic*, 69(1). Retrieved from <https://academic.oup.com/socpro>
- Hestad, D. T. (2021). The three logics of sustainability-oriented hybrid organisations: a multi-disciplinary review. *Sustain Sci*, 16, 647-661.
- Fundación CODESPA, E. V., & European Volunteer Center. (2014). *The 2013 preparatory action for the EU aid volunteers*. Belgium-Brussels:.
- Hussin, Z., & Arshad, M. R. (2012). Altruism as Motivational Factors toward Volunteerism among Youth in Petaling Jaya, Selangor. *Psychology*.
- Parry, E., Kellinher, C., Mills, T., & Tyson, S. (2005). Comparing HRM in the voluntary and public sectors. *Personnel Review*, 34(5), 588-602.
- Borzaga, C., & Tortia, E. (2006, June). Worker Motivations, Job Satisfaction, and Loyalty in Public and Nonprofit Social Services. *Nonprofit and Voluntary Sector Quarterly*, 35(2), 225-248.
- Delisle, H., Roberts, H., Munro, M., Jones, L., & Gyorkos, T. W. (2005, December). The role of NGOs in global health research for development. *Nonprofit and Voluntary Sector Quarterly*, 34(4), 3.
- Ackerman, S.-R. (1997). Corruption, Inefficiency and Economic Growth. *Nordic Journal of Political Economy*, 24, 3-20.
- Newman, M., Barabasi, A.-L., & Watts, D. (2006). *The Structure and Dynamics of Networks*, Princeton University Press. Princeton.
- Haythornthwaite, C. (1996). Social network analysis: An approach and technique for the study of information exchange. *Library & Information Science Research*, 323-343.
- Fehr, E., & Falk, A. (2002, January). Psychological Foundations of Incentives. *European Economic Review*, 45(4-5), 687-692.
- Bekkers, R., Ingen, E. v., Wit, A. d., & van Groenou, M. B. (2016, November). Why Do People Volunteer? A Review of the Literature. *Center for Philanthropic Studies, Vrije Universiteit Amsterdam*, 17-19.
- Aboramadan, M. (2019). *Factors that Drive Volunteerism in Nonprofit Organizations: A Theoretical Framework*. IntechOpen.
- Lindenmeier, J. (2008). Promoting Volunteerism: Effects of Self-Efficacy, Advertisement-Induced Emotional Arousal, Perceived Costs of Volunteering, and Message Framing. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 19, 43-65.
- Teson, K. (2019, August 14). *Internal Communications: What's the Role of a Nonprofit Marketer?* Retrieved from Wired Impact.
- Keavene, S., Saltzman, M., & Sullivan, N. (1991). Volunteers as Customers: A Service Quality Perspective. *Journal of Volunteer Administration*, 21-30.
- Elgaed, M. (2019). *Effectiveness of Internal Marketing on Employee Performance in Social Economy Organizations*. INSTITUTO POLITÉCNICO DE SANTARÉM.

- Murrall, S., Poddar, A., & Seema, A. (2017). Employee Loyalty, Organizational Performance & Performance Evaluation – A Critical Survey. *Journal of Business and Management*, 62-74.
- Formplus. (2020, May). *Honestly*. Retrieved from 45 Employee Survey Questions: <https://www.formpl.us/resources/survey-questions/employee/>
- Telatnik, M. (2020, May 27). *Towards Data Science*. Retrieved from <https://towardsdatascience.com/how-to-get-started-with-social-network-analysis-6d527685d374>
- Podolny, J., & Baron, J. (1997). Resources and relationships: Social networks and mobility in the workplace. *American Sociological Review*, 673-693.
- Navajas-Romero, V., Lopez del Rio, L., & Ceular-Villamandos, N. (2020, August). Analysis of Wellbeing in Nongovernmental Organizations' Workplace in a Developed Area Context. *Int J Environ Res Public Health*, 17(16), 5818.
- Bert, M., & Rakevicius, E. (2010). *Exploring the use of internal marketing within non profit organisations*. Halmstad University.
- Connolly, C., & Hyndman, N. (2004, June). Performance Reporting: A Comparative Study of British and Irish Charities. *The British Accounting Review*, 36(2), 127-154.
- Mohan, J. (2011). Mapping the Big Society: perspectives from the Third Sector Research Centre. *Third Sector Research Centre*, Working Paper 62.
- Carlo, G., Okun, M. A., Knight, G., & De Guzman, M. R. (2005). The Interplay of Traits and Motives on Volunteering: Agreeableness, Extraversion and Prosocial Value Motivation. *Personality and Individual Differences*, 1293-1305.
- Wasserman, S., & Faust, K. (2009). *Social Network Analysis. Methods and Applications*. Cambridge University Press.
- Borgatti, S., Mehra, A., Brass, D., & Labianca, G. (2009). Network Analysis in the Social Sciences. *Science*, 892-895.
- Volunteer FDIP. (2022, February 2). Retrieved from <https://www.volunteerfdip.org/countries-with-highest-numbers-of-volunteers-usa-canada-australia-uk-france>
- Meijs, L., & Hendriks, P. (2021). *New trends in the development of volunteering in the European Union*. Rotterdam: European Economic and Social Committee.
- Lorente, J., Küster-Boluda, I., & Vila, N. (2019, November). How can NGOs prevent volunteers from quitting? The moderating role of the NGO type. *Management Decision*, 58, 201-220.
- Miyawaki, A. (1999). Creative Ecology: Restoration of Native Forests by Native Trees. *Plant Biotechnology*, 16(1), 15-25.
- Kaur, J., & Sharma, S. (2015, September). Internal Marketing: Scale Development and Validation. *Vision-The Journal of Business Perspective*, 19(3), 236-247.
- Kang, M.-J., Hwang, H.-J., & KIM, H.-J. (2019). The Effect of Internal Marketing on Employees' Service Immersion to Customers. *Journal of Distribution Science*, 17(12), 33-42.
- Berry, C., Hensel, J., & Burke, M. (1976). Improving retailer capability for effective consumerism response. *Journal of retailing*, 52(3), 3-14.
- Murray, J. (1979). The Importance of internal marketing. *Bankers Magazine*, 38-40.
- Thompson, T., Berry, L., & Davidson, P. (1978). *Banking Tomorrow: Managing Markets Through Planning*. Van Nostrand Reinhold Company.
- Ahmed, P., & Rafiq, M. (2003, October). Internal Marketing Issues and Challenges. *European Journal of Marketing*, 37, 1177-1189.

- Smalec, A. (2021). Social media w komunikacji marketingowej podmiotów rynkowych. *Zeszyty Naukowe Uniwersytetu Szczecińskiego. Problemy Zarządzania, Finansów i Marketingu*, 255-264.
- Toner, P. (2010). Workforce skills and innovation: an overview of major themes in the literature. *OECD Education Working Papers*, 73.
- Güllü , K., Çelik, O., Güllü, T., & Bayram, H. (2017). A research on internal marketing and motivation: employee evaluation of training and development programmes in banking sector. *BUSINESS & MANAGEMENT STUDIES: AN INTERNATIONAL JOURNAL*, 5(1), 162-173.
- Gillis, T. (2011). A Guide to Internal Communication, Public Relations, Marketing, and Leadership. In I. A. Communicators, *The IABC Handbook of Organizational Communication*. San Francisco: Jossey-Bass.
- Dominguez-Falcon, C., Fernandez-Monroy, M., & Galvan-Sanchez, I. (2021). Training as an internal marketing tool within the franchise system. *Journal of Service Theory and Practice*, 31(3), 396-442.
- Martensen, A., & Grønholdt, L. (2006). “Internal Marketing: A Study of Employee Loyalty, Its Determinants and Consequences”. *Innovative Marketing*, 4(2), 92-111.
- Ibrahim, M., & Yesiltas, M. (2021). Impact of internal marketing on loyalty, promotion and customer relationship considering the mediating roles of training, motivation and reward. *Revista Argentina de Clínica Psicológica*, 200-211.
- Imani, S., Foroudi, P., Seyyedamiri, N., & Dehghani, N. (2011). Improving employees’ performance through internal marketing and organizational learning: Mediating role of organizational innovation in an emerging market. *Cogent Business & Management*, 1-23.
- Yu, Q., & Barnes, B. (2010). Performance improvement by investing in internal marketing management. *Management of Innovation and Technology*. Singapore: IEEE.
- Li, E., & Ko, S.-F. (2021). Employee’s Market Orientation Behavior and Firm’s Internal Marketing Mechanism: A Multilevel Perspective of Job Performance Theory. *Sustainability*, 13(12).
- Tai, T., & Robinson, J. (2008, October). Enhancing Climate Change Research With Open Science. *Frontiers of Environmental Science & Engineering* .
- National Geographic. (2021). *Human impacts on the environment*. Retrieved from https://www.nationalgeographic.org/topics/resource-library-human-impacts-environment/?q=&page=1&per_page=25
- Harlin, U., & Berglund, M. (2020, August). Designing for sustainable work during industrial startups—the case of a high-growth entrepreneurial firm. *Small Bus Econ*, 57(2), 807-819.
- Indeed Editorial Team. (2022, April 28). *13 Fields to Explore for Your Career*. Retrieved from Indeed: <https://www.indeed.com/career-advice/finding-a-job/careers-by-field>
- Iban. (2022). *List of country codes by alpha-2, alpha-3 code (ISO 3166) - IBAN*. Retrieved from Iban: <https://www.iban.com/country-codes>
- Lewis, H. (2018, January 5). *Thrive. Making culture count*. Retrieved from We will thrive: <https://wewillthrive.co.uk/resources/blogs/avoid-the-awkward-asking-about-gender>
- Hair, J., Black, W., Babin, B., & Anderson, R. (2011). *Multivariate Data Analysis: Global Edition, 7th Edition*. New York: Pearson Education.
- Cho, E., & Kim, S. (2015). Cronbach’s coefficient alpha: Well known but poorly understood. *Organizational Research Methods*, 18(2), 207-230.
- Mukaka, M. (2021). A guide to appropriate use of Correlation coefficient in medical research. *Malawi Med J.*, 69-71.
- Tabachnick, B., & Fidell, L. (2013). *Using Multivariate Statistics, 6th Edition*. Pearson.

Joshi, A., Kale, S., Chandel, S., & Pal, D. (2015). Likert Scale: Explored and Explained.
Current Journal of Applied Science and Technology , 396-403.
(n.d.).

List of Appendices

Appendix A. Survey	31
Appendix C. Gender	33
Appendix D. Age	34
Appendix E: Nationality	34
Appendix E: Boxplot of the variables used in the analysis	35
Appendix F: Test of Normality	35
Appendix G: Histogram: Training	36
Appendix H: Histogram: Internal Communication	36
Appendix I: Histogram: Loyalty	37
Appendix G: Kruskal-Wallis Test for Training	38
Appendix H: Mann-Whitney Test	38
Appendix I: Mann-Whitney Test	38
Appendix J: Mann-Whitney Test	38
Appendix K: Mann-Whitney Test	38
Appendix L: Kruskal-Wallis Test for Internal Communication	38
Appendix M: Mann-Whitney Test	39
Appendix N: Mann-Whitney Test	39
Appendix O: Mann-Whitney Test	39
Appendix P: Scatter plot of the moderation model: Performance and Training	40
Appendix R: Scatter plot of model with the moderator: Performance and Internal Communication	40
Appendix S: Social Network Analysis- visualization	41

Appendix A. Survey

Training (Elgaed, 2019)	
1	Regular and periodic training programs for volunteers are available at Urbem
2	Training programs at Urbem provide volunteers with all information which are required to develop your competences and skills
3	Urbem's management have plans of different training programs that cover all positions and volunteers
4	Volunteers participate in training process
5	Urbem's management use modern techniques in the training programs
6	Urbem's management promote and continuously updates information acquired during the training process
7	Urbem's management emphasizes implementing training
Internal communication (Elgaed, 2019)	
8	Urbem's management distribute information and communicates with employees periodically and regularly
9	The internal communication is used to perform the employees' responsibilities efficiently and effectively
10	The internal communication is consistent with the nature of the decisions issued by the organization's management
11	Urbem's management consider the volunteers as a mean to communicate with the beneficiaries of the Internal Marketing programs
12	Urbem's management use the methods of communication with the employees
13	Urbem's management elevate the quality of information communicated to volunteers

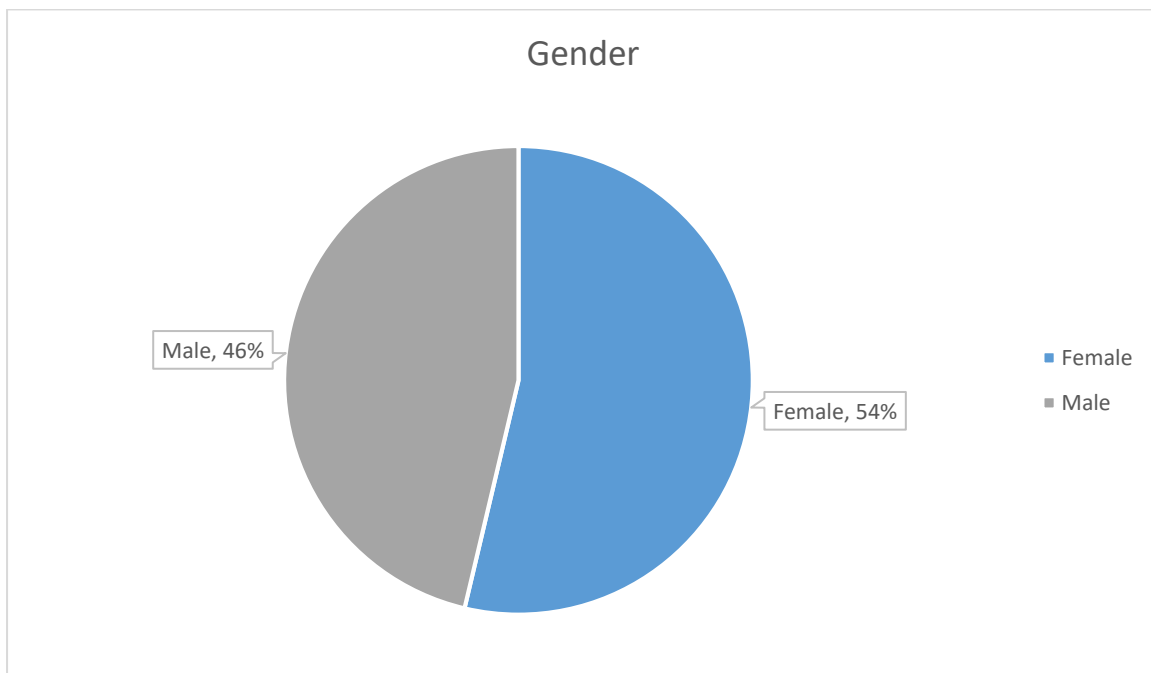
14	Urbem's management provide the necessary information of the new services to the employees
15	Urbem's management provide information to the employees of the changes that will happen in the services
Loyalty (Murrall, Poddar, & Seema, 2017)	
16	I feel loyal to Urbem
17	I am proud to volunteer at Urbem
18	I felt that my loyalty affects Urbem's performance
19	I would recommend Urbem as a great place to volunteer
20	I would you like to participate in other projects at Urbem in the future
21	I plan to volunteer at Urbem long-term
22	I rarely think about looking for volunteering at other NGOs
Volunteers' performance (Elgaed, 2019) (Formplus, 2020)	
23	I take my assignment at Urbem seriously
24	I have information about work needed to ensure efficiency
25	I offer successful ideas and proposals regarding work at Urbem
26	I have an interest in your work at Urbem
27	I finish my work on time
28	I am willing to take ownership and responsibility at work
29	Many mistakes were made when my work was done
30	I understand the difficulties at my work and try to solve them
31	I have complaints about my performance
32	I have problems with my colleagues
33	I follow the management's rules and instructions

34	I provide the quality of the services provided to beneficiaries
35	My current position fit with my academic background/ interests

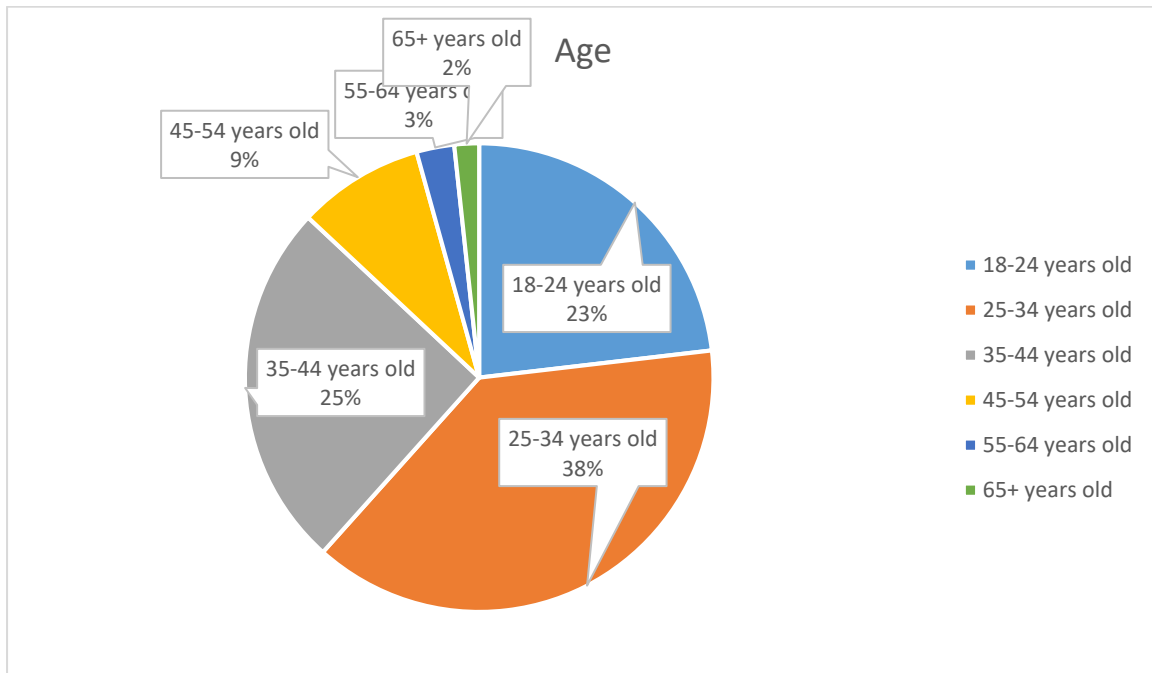
Appendix B. The structure of the questionnaire form

Qualtrics survey		Question number	Total sum of Questions
<i>Section 1</i>	Personal Information	1-13	13
<i>Section 2</i>	Training	14-20	7
	Internal communication	21-29	9
	Loyalty	30-36	7
	Performance	37-49	13
<i>Section 3</i>	Social Network Analysis		2

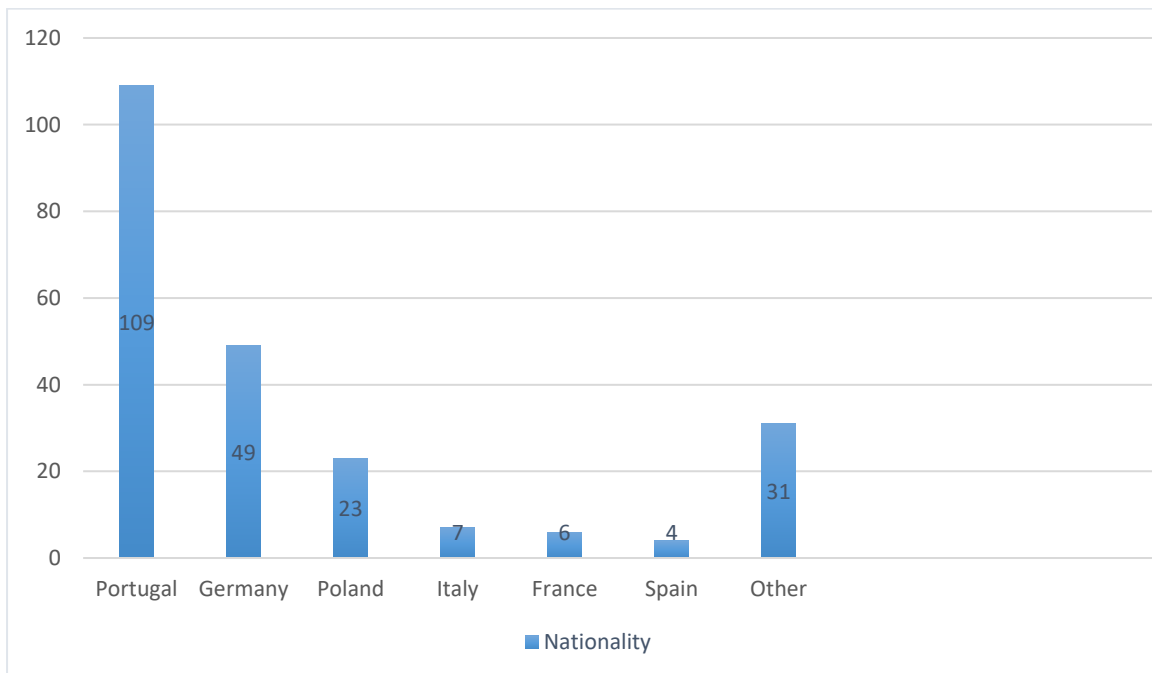
Appendix C. Gender



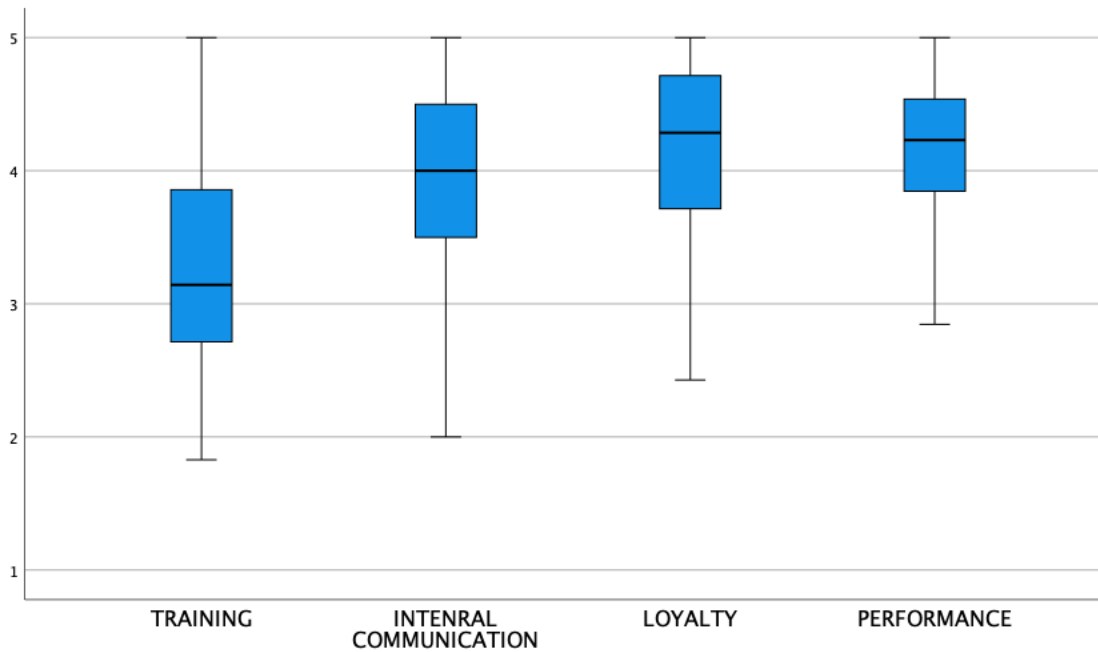
Appendix D. Age



Appendix E: Nationality



Appendix E: Boxplot of the variables used in the analysis

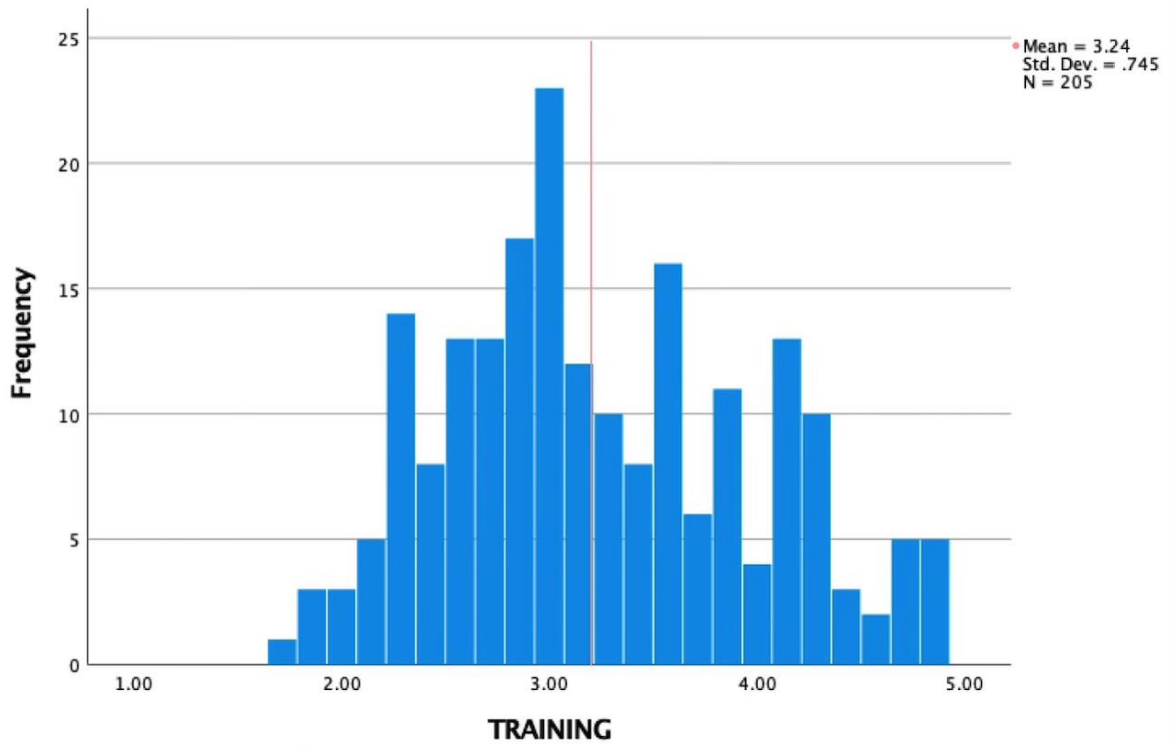


Appendix F: Test of Normality

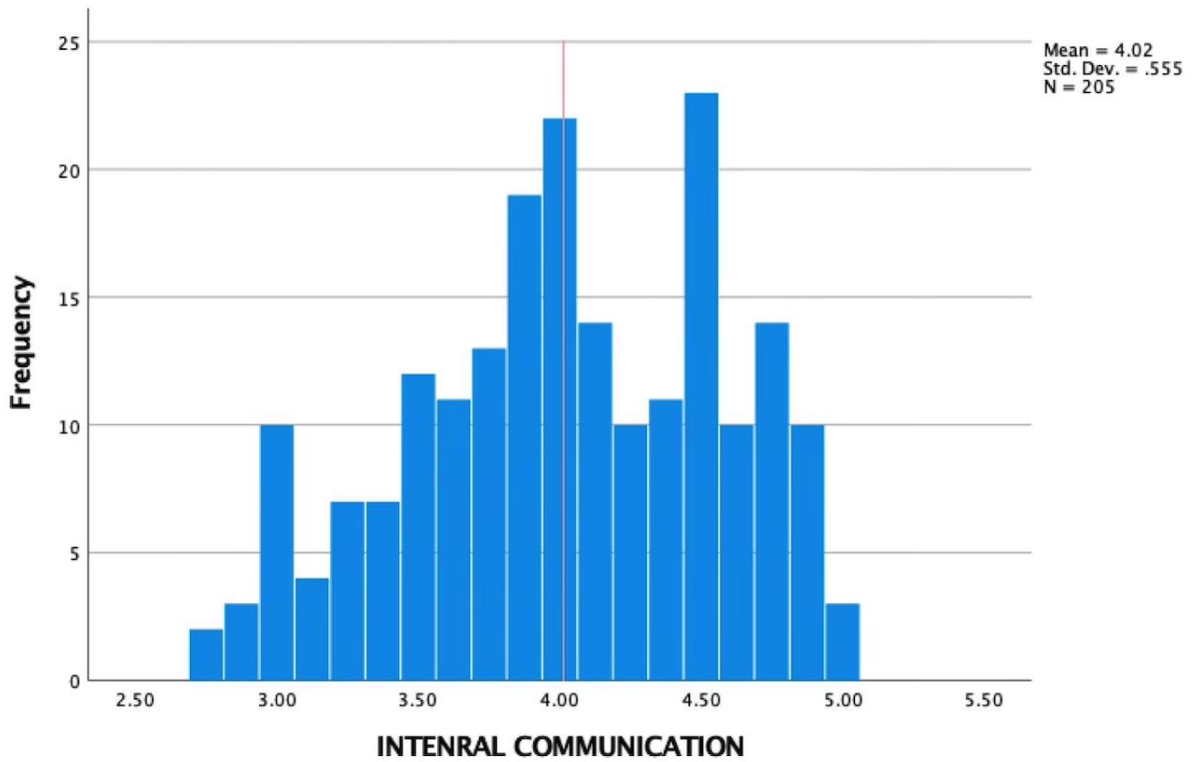
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
LOYALTY	.129	205	<.001	.921	205	<.001
PERFORMANCE	.102	205	<.001	.935	205	<.001

a. Lilliefors Significance Correction

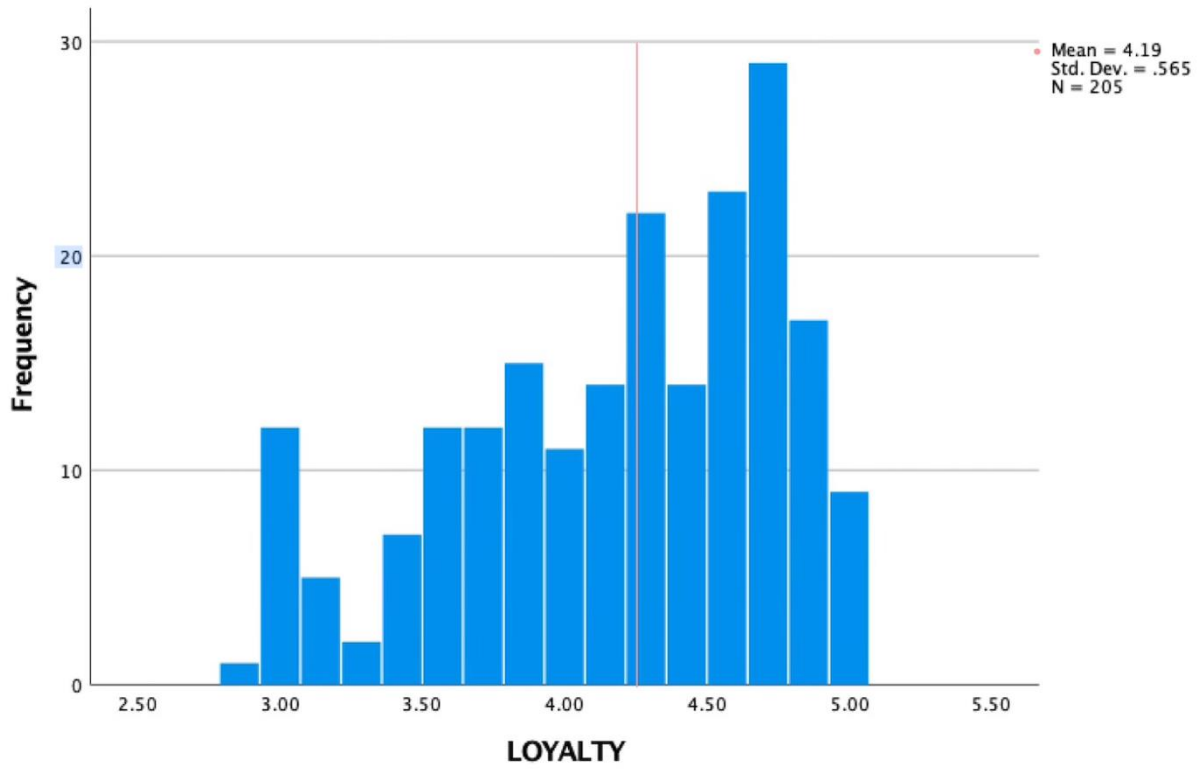
Appendix G: Histogram: Training



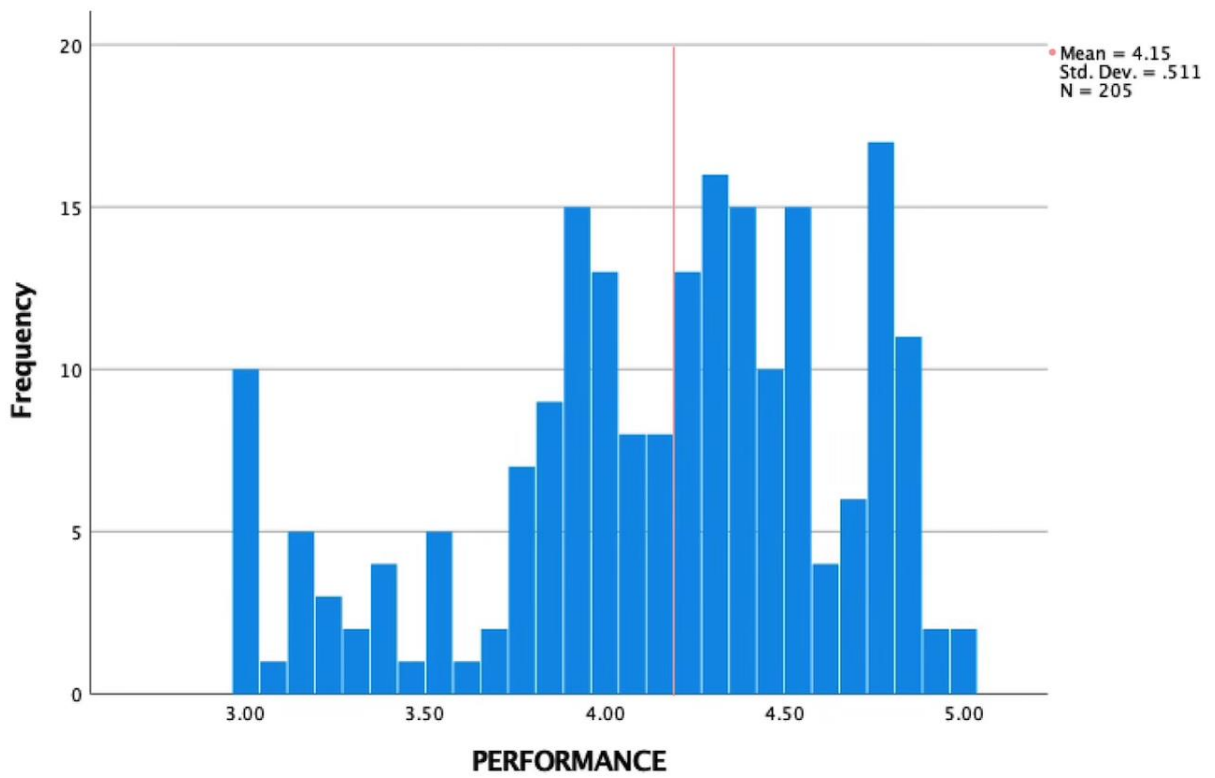
Appendix H: Histogram: Internal Communication



Appendix I: Histogram: Loyalty



Appendix J: Histogram: Performance



Appendix G: Kruskal-Wallis Test for Training

		LOYALTY	PERFORMANCE
1	Kruskal-Wallis H	24.878	26.766
	df	4	4
	Asymp. Sig.	<.001	<.001

a. Kruskal Wallis Test- Training

Appendix H: Mann-Whitney Test

Agree- Strongly Agree		LOYALTY	PERFORMANCE
1	Mann-Whitney U	2.500	2.500
	Exact Sig. [2*(1-tailed Sig.)]	0.16	0.16

a. Grouping Variable: TRAINING SCALE

Appendix I: Mann-Whitney Test

Agree- Disagree		LOYALTY	PERFORMANCE
1	Mann-Whitney U	6.00	8.500
	Exact Sig. [2*(1-tailed Sig.)]	0.257	0.476

a. Grouping Variable: TRAINING SCALE

Appendix J: Mann-Whitney Test

Neither agree nor disagree-agree		LOYALTY	PERFORMANCE
1	Mann-Whitney U	35.000	47.000
	Exact Sig. [2*(1-tailed Sig.)]	0.427	0.975

a. Grouping Variable: TRAINING SCALE

Appendix K: Mann-Whitney Test

Neither agree nor disagree-disagree		LOYALTY	PERFORMANCE
1	Mann-Whitney U	53.500	59.000
	Exact Sig. [2*(1-tailed Sig.)]	0.347	0.527

a. Grouping Variable: TRAINING SCALE

Appendix L: Kruskal-Wallis Test for Internal Communication

		LOYALTY	PERFORMANCE
1	Kruskal-Wallis H	79.497	71.176
	df	4	4

Asymp. Sig.	<.001	<.001
-------------	-------	-------

a. Kruskal Wallis Test- Internal Communication

Appendix M: Mann-Whitney Test

Agree- Strongly Agree		LOYALTY	PERFORMANCE
1	Mann-Whitney U	68.500	68.000
	Exact Sig. [2*(1-tailed Sig.)]	0.098	0.098

a. Grouping Variable: Internal Communication scale

Appendix N: Mann-Whitney Test

Agree- Disagree		LOYALTY	PERFORMANCE
1	Mann-Whitney U	163.500	144.500
	Exact Sig. [2*(1-tailed Sig.)]	0.336	0.213

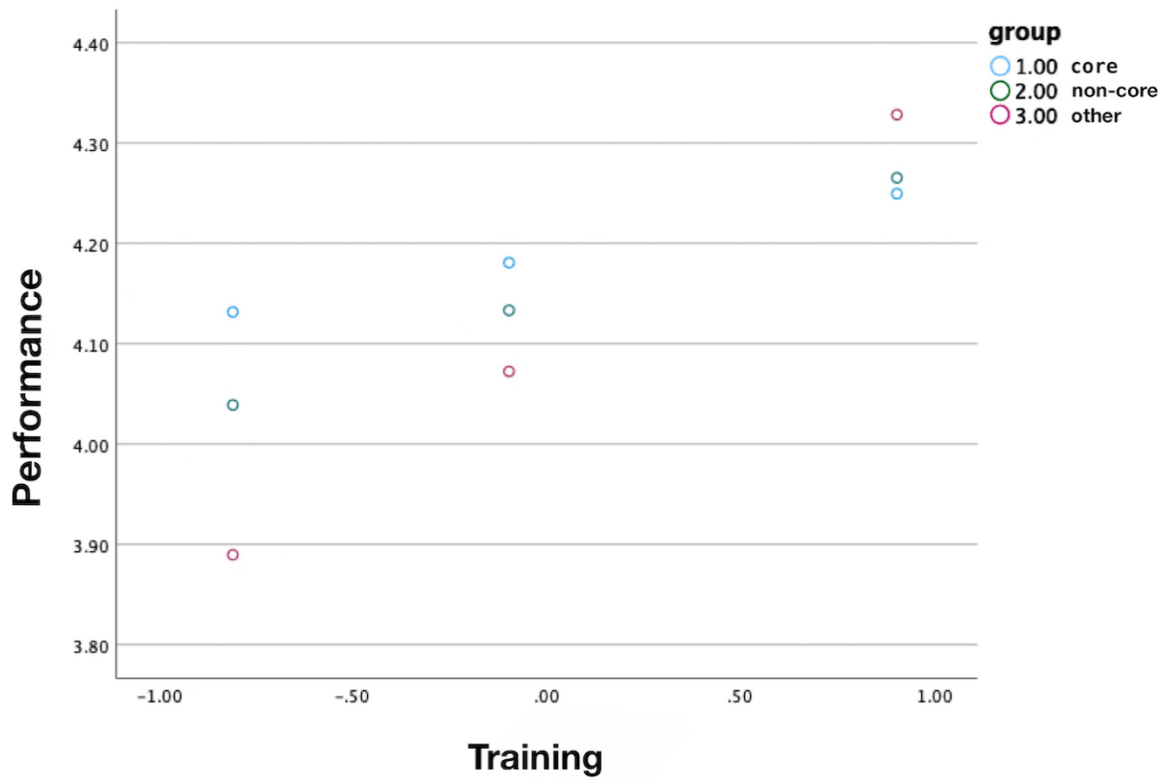
a. Grouping Variable: Internal Communication scale

Appendix O: Mann-Whitney Test

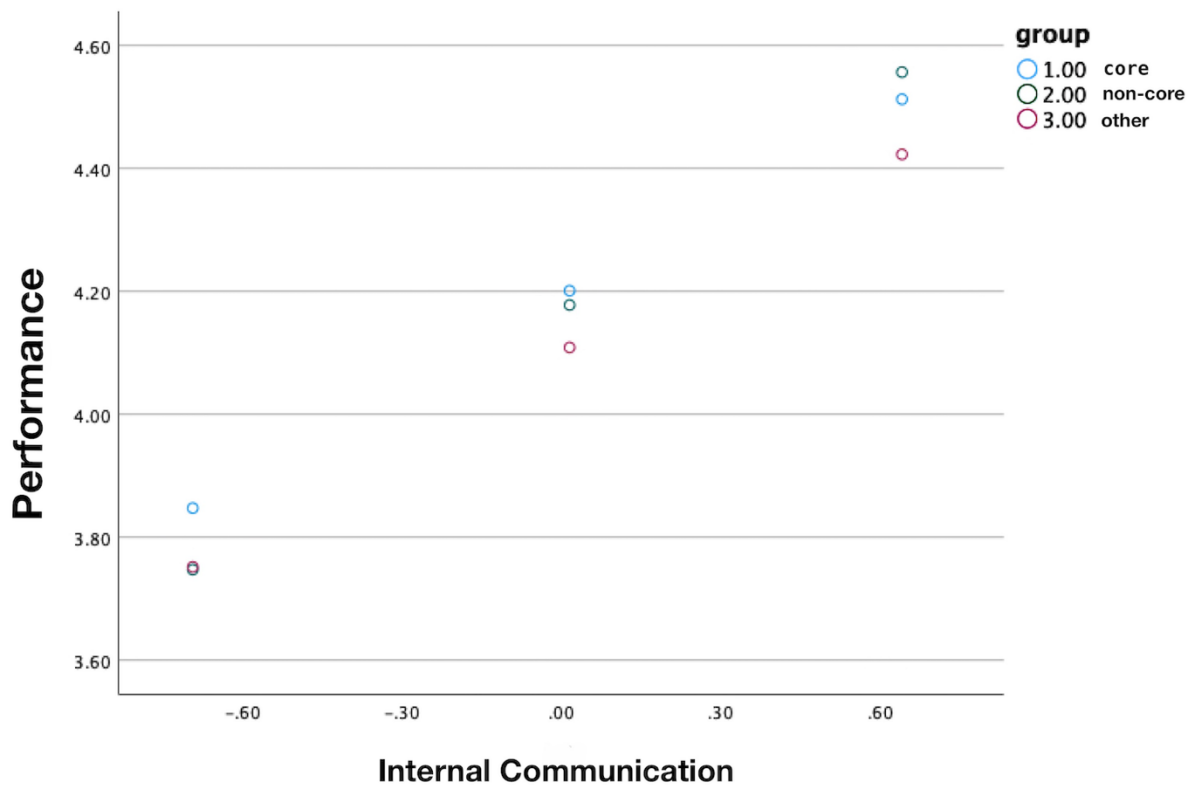
Neither agree nor disagree- Disagree		LOYALTY	PERFORMANCE
1	Mann-Whitney U	66.500	75.500
	Exact Sig. [2*(1-tailed Sig.)]	0.510	0.749

a. Grouping Variable: Internal Communication scale

Appendix P: Scatter plot of the moderation model: Performance and Training



Appendix R: Scatter plot of model with the moderator: Performance and Internal Communication



Appendix S: Social Network Analysis- visualization

