

RELEASE FORM

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**Volunteer Management in Information Centers with Special Reference to the Zimbabwe
Military Museum (ZMM)**

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APPROVAL FORM

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ABSTRACT

The overall aim of the research was to provide and establish the guidelines which were supposed to be used by the museum in managing volunteers. The research was based on four main objectives that included the following. Examining how the museum plans for its volunteer programs, assessing the methods used by the museum in recruiting volunteers, assessing how the museum motivates its volunteers as well as to determine the barriers that impede people into volunteering in museums. Using the Volunteer Management Cycle as the theoretical framework of this study, it stated that volunteer management in information centres should consist of five major phases that include planning, recruitment, training, supervision and recognition. However this study examined the management of volunteers at the Zimbabwe Military Museum (ZMM). In achieving the aim of the research, the research adopted a case study research design. Thus the study employed interviews and questionnaires to collect data from the respondents. This also led to the understanding that volunteer management in Zimbabwe was not yet a well-established and not well appreciated phenomenon evidenced by lack of a number of volunteer management tools. These included the lack of a volunteer policy, lack of a volunteer manager, lack of employed volunteer recruitment tools and also lack of strategic motivation and recognition process. On the other hand the research found out that volunteers are being obstructed into volunteering at the museum due to a number of factors. These factors included the military nature of the museum, lack of planning and formulation of volunteer policies as well as lack of publicizing and marketing the practices of the museum to the public. Recommendations were also given which included the need to come up with a viable volunteer policy, the need to employ a volunteer manager and also to encourage international volunteers the museum should also work on publicizing the museum so as to correct the misconceptions about the nature of the museum.

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DEDICATION

This is dedicated to my late family members especially my mother.

LIST OF ACRONYMS AND ABBREVIATIONS

MSU.....	Midlands State University
NMMZ.....	National Museums and Monuments of Zimbabwe
SET.....	Social Exchange Theory
VMC.....	Volunteer Management Cycle
ZMM.....	Zimbabwe Military Museum

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CHAPTER 1

INTRODUCTION

1.0 Introduction

Volunteerism is when a person gives himself or herself freely for the benefit of others in a community (Wilson 2000). Giving oneself to the society for free is a clear sign of understanding the needs of a community. It is also understood that communities with volunteers are much more habitable than those without. Generally volunteerism is traditional, thus Nongkyurih (2006) highlighted that it is an old ideology which is as old as the humanity. This statement suggests that the world of volunteering is not new, but started long back especially in Europe, in countries like Australia and the United States of America. Even in Africa the tradition is also old having its roots deepened in historical and cultural contexts (Patel 2007). However, although the tradition is ancient, it seems as if people do not understand it especially when it is applied in a museum context, that is when we judge from the numbers of people that volunteer in museums for instance in Zimbabwe.

It is of significance to start by defining a volunteer and what he or she is supposed to do in community so as to have a clear picture of what is meant by this term. American Libraries Association (1971) demonstrated that volunteers are unpaid workers who give of their time and energy to assist an organization or institution to conduct certain programs. Peterson (2004) also has it that a volunteer can be defined as a person who commits his or her time and energy to serve for the benefit of the society. Meanwhile basing on the key terms provided from the definitions, it is the researcher's observation that voluntary labor is a resource that is very valuable and it makes a good support to a museum. According to Bussell and Forbes (2007) people volunteer for specific benefits and will continue their voluntary activity only if satisfied. Hence in this regard they are not different from any other worker. Developed countries such as the United States of America and Australia for example make use of volunteers and they make sure that they provide services that favour the volunteers such that they produce the best out of

their incorporation. But it is not that clear why African countries are not taking advantage of the voluntary resources in museums.

Considering that developed countries are making use of volunteers while they have healthy economies that can sustain the needs of their people, it was the focal point of this study to bring out a starting point to help museum practitioners in Zimbabwe or Africa at large in appreciating volunteers for the good of the heritage sector. There are a lot of reasons as well as benefits of engaging volunteers in museums although on the other hand there are disadvantages that may results from their incorporation. Volunteers are very important especially in the third world countries which have museums that operate on limited budgets. They bring new approaches in doing work, fresh ideas and they also save money (Wilson 2000). It is also vital to note that volunteerism brings much good than harm to the museum community. However museums risk it by engaging volunteers in the sector since they put in danger their materials in custody. Incorporation of volunteers in museums may results in illicit trafficking and stolen of objects. Mishandling of objects is also another drawback of engaging volunteers in museums. This can cause serious damages on objects. For these reasons the museum and heritage practitioners should make sure that they provide proper vetting when recruiting volunteers. However, generally volunteerism is a tradition that is good for the development of museums. Thus Ambrose and Paine (2012) said that few museums could manage without any volunteer at all. Thus this only signifies the importance of having volunteers in museums.

Therefore the study established how museums in Zimbabwe are managing volunteers or voluntarism to improve their operations such as collections care and conservation, exhibitions, education and outreach programs.

1.1 Background to the study

In Africa the idea of volunteering had its own roots from long back during the 15th to 16th Century (Graham et al 2006). However this means that the concept is not a recent ideology but a well-known idea for the social development of nations. In Zimbabwe we have the *Zundera Mambo* which is a volunteering exercise which allows members of a village to volunteer to work in the fields of their chief for one day per week (Graham et al 2006). In fact different words are used to describe the idea in different cultures. For example in Botswana terms like *boithaopo*, this describes volunteering and refers to the act of helping others without the intent of being rewarded (Graham et al 2006).

On the other hand the Northern Ireland Museums Council (2010) elaborated that volunteering plays a very pivotal role in the social development of the nation. It may also be of importance to talk of the recruitment of these volunteers in public or civil society, that recruitment and selection should be planned in other words there should be a volunteer recruitment plan (Bussell and Forbes 2007). Referring to this line of thought it is clear here that to attract more volunteers in museums, the management team should maximize their effort in planning. Planning will then guide them in creating an environment that attracts more volunteers.

According to Paine et al (2006) the involvement of volunteers allows the museums to have a variety of services in offer for the public. They also demonstrated that volunteers also permit the museum to do things they would not normally do and promotes user involvement. Since museums are public entities it is wiser to engage volunteers in order to fulfill their duties. Thus it is clear from Paine and her companions that the involvement of volunteers will allow the museum to communicate and reach wider communities. The use of new talents and fresh ideas from volunteers in the dissemination of information to the public is an added advantage.

The report of the survey conducted by the Institute for Volunteering Research in England and produced by Paine et al (2006) illustrated that 95 percent of museums in England involved volunteers in their day to day activities. The report found that the Egypt Centre which is the part of the University of Wales Swansea consists of eight paid workers and over sixty (60) volunteers. Also the Fairfax House which consists of a collection of English furniture has about eleven paid staff and almost one hundred and eighty (180) volunteers. The Harris Museum and Art Gallery consists of forty members of paid staff and fifty volunteers. This is a very useful report produced

by the Institute for Volunteering Research in England since it demonstrated that in museums there is need to incorporate volunteers. The numbers have a lot to say about volunteering such that one can argue that due to the results from the survey museums need volunteers for them to carry out their duties. One can also take a different angle and argue that these numbers only show that the museums in England take their time in planning their recruitment of volunteers hence planning is a significant tool.

Paine et al (2006) established that museums tend to rely on word of mouth as a recruitment tool. In fact they elaborated that museums tend to wait for volunteers to approach them so that they will decide about the way forward, but in European countries it is official that they depend on the volunteer managers to do the rest with the volunteers. Pinkslon (1992) demonstrated that volunteer staffing saves money. This is a good contribution to the study since it gives a clear picture on the importance of volunteers in museums.

However the main focal point of the study was that volunteer management is very crucial in dealing with volunteers in museums, hence the need to work on those areas to keep attracting more of volunteers. The fact that museums are not publicizing their activities to the public results in low understanding of museum work by the general public hence the need to market museum activities. The management of volunteers should be continuous meaning to say that if the museum did not manage to reach out to the public, potential volunteers will not be able to know that the museum needs help. Thus there is a need for museums to work through all the phases of managing volunteers so that they will keep coming at the same time attracting others. However the above literature also inspired this study since the realization that volunteers can lead to sustainable development in museums, hence the ability of museums to maintain and strike a balance between preservation and use of material culture. It is also of paramount importance to note that voluntary resources are for free, for this reason there is need to review the laws and policies so that they will not prevent people from volunteering. Thus the study was centered on management of volunteers in museums in Zimbabwe.

1.2 Statement of the Problem

Lack of strategic planning in managing volunteers is resulting in low uptake of museum work by volunteers. Therefore the museum is overwhelmed by a lot of work which they are failing to fulfill.

1.3 Aim of the Study

The study sought to come up with guidelines to effectively managing voluntary work in museums for effective service delivery.

1.4 Objectives of the Study

- To examine how the museum plans for its volunteer programs.
- To assess the methods used in recruiting volunteers.
- To assess how the museum motivates its volunteers.
- To identify barriers to voluntarism.

1.5 Research questions

1. How do you plan for volunteer programs and what is the essence of planning in dealing with volunteers?
2. Is there a formal volunteer policy in managing volunteers and how effective is this policy?
3. What approaches do you use to recruit volunteers?
4. What motivation strategies does the museum use and how effective are they in attracting potential volunteers?
5. What hinders people from volunteering in museums?

1.6 Significance of the study

Voluntary work is a very valuable resource in museums and it makes a significant contribution to the economy of a museum. Volunteerism is beneficial to both the one who provided the services and the one who have been helped. For this reason the study finds that it is significant for the institution and the volunteer respectively. The museum community is the first to benefit from the study. This study will open up the areas which need focus so as to attract more volunteers. The study will help the museum sector to appreciate volunteers since it will bring out the importance

of incorporating them in museums. By examining the barriers to volunteering in the study this will provide an insight to the museum community to work on the factors that affect the attraction of more volunteers in museums. This research will also benefit the volunteer. So many people out there do not know that volunteering in museums is accessible to everyone. However the research will show the readers that everyone is accepted even those with disabilities. It is also hoped that findings generated in this study will provide the basis for the development of a system or a framework reference that guides in the recruitment of volunteers and to harness the best out of them despite differences in abilities.

1.7 Area of Study

The study focused on the Zimbabwe Military Museum (ZMM). This area of study is situated in the Midlands Province of Zimbabwe and it is one of the five (5) regional museums that are governed by the National Museums and Monuments of Zimbabwe (NMMZ) which is the mother board of all museums in Zimbabwe. This museum is found in Gweru along the Lobengula Avenue as its physical destination.

1.8 Limitations of the Study

Each and every research has its own challenges. This research faced challenges such as the unavailability of staff at the museum. This affected the research because some of the targeted participants did not take part in interviews and filling questionnaires especially the Director himself. He was unavailable and in case of his presence he cited that he was busy with other commitments hence this was a limitation since the study did not manage to get hold of his responses.

1.9 Definition of Terms

The definition of terms provided here are for those words that may mean or have been used differently from the context of this study hence it is wise to provide their meaning to the study.

Barrier: challenges or obstacle that hinders people into volunteering in museums (Musick and Wilson 2008: 48).

Information Centre: A center or an institution designated to store, process and provide information for public consumption.

Museum Community: the museum and its surroundings.

Voluntarism: A personal investment of people who gave freely of their time, with few tangible rewards (Kemps 2002: 109-116)

Volunteer policy: The main foundation that all the other building blocks for volunteering sit on (Volunteer Scotland 2013: 1)

Volunteer Management: is the all-encompassing term referring to activities related to the reception of volunteers that includes the planning, recruitment, selection, and supervision of volunteers. It involves the training, motivation, and long-term contact with volunteers (Carlton, L, Bates, J and Pastor, Y, Ayerdi, V and Ixcot, M 2012).

1.10 Summary of the Chapter

This chapter introduced the concept of volunteering from its general form to its specific use in museums. The introduction has shown that the tradition of volunteering is a valuable resource hence it needs to be managed well. It also brought out the importance and drawbacks of involving volunteers in museums. The chapter also drew a min-literature review about the tradition of volunteering that is where it started and how. It also considered works of other scholars who have written about the management of volunteers. It also provided the aim of the study, objectives of the study in order to guide the research at the same time reviewing the importance of the study, in this case to the institution as well as to the volunteer.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

Literature analysis on the study was important since it helped in coming up with the best theory that can be used to study issues to do with volunteering in museums. Volunteering is an act that needs motivation, thus it is an inward willing hence it can be stimulated using different motivation strategies. This chapter looked at the published sources about volunteering in museums hence it evolved around the set objectives of the study. The set objectives were on examining how the museum plans for its volunteer programs, assessing the methods used in recruiting volunteers, assessing how the museum motivates its volunteers and to determine the barriers to voluntarism. Therefore the study included a comprehensive literature review.

2.1 Understanding Volunteerism

Generally the term volunteerism can be used interchangeably with volunteering. These terms are familiar with everyone but if asked to define it some may face difficulties because most people are used to it and there are different definitions provided for this term. Every person has his or her own understanding and appreciation of what volunteering is. In simple terms the act of volunteering is determined by a person's will to do something for free. However, it has been noted earlier on that volunteering in society is an old profession that is as old as human society (Nongkynrih 2006). The American Libraries Association (1971:407) showed that the act of volunteering in public institutions started long ago with the utilization of voluntary resources in health and welfare activities and also in social services. It also defined volunteers as unpaid workers who give their time and energy to help an organization to carry out its duties. However this shows that the concept of volunteering is important in museums for it fosters development.

Taking it from Benson et al (2014) who said that the act of volunteering is influenced by economic, culture, religion society and politics which also suggests these factors may affect voluntarism positively or negatively. It is vital to note that volunteering differs depending on the nature and type of the work available. Social classes as well as economic classes may determine who can volunteer or not. Thus Goodlad and McIvor (2005) have elaborated that there is a clear

link between voluntary activities and socio- economic classes with the higher socio- economic groups showing the highest level of participation. On the other hand it is of paramount importance to note that it is likely that women are the most to volunteer in museums than their counterparts (Goodlad and McIvor). This also means that there are two distinctive classes where men and women classified into when it comes to volunteering in museums. Hedley and Smith cited in Goodlad and McIvor (2005) said that the range of age among those who volunteer to take part in museums is 35 – 44 years of age that is in the United Kingdom with the exception of youths.

In museums it can be noted that volunteering may also be closely aligned with education. If people acquire knowledge in colleges and universities about heritage they tend to look out for relevant work to further their understandings thus ending up volunteering at the same time fostering development in museums. But as it has been put forward by Goodlad and McIvor (2005), there is a clear link that exists between education and volunteering in museums in that those with university education were more likely to be volunteers than those with less or no education at all. Therefore it is wise that museums in Zimbabwe take advantage of the situation in the country to implement strategies that attract more volunteers that will help them to achieve their mandatory goals at the same time giving people chances to further their understandings.

On the other hand, Dekker and Halman (2003) explained that there are patterns that when discussing about volunteering these must not be left unexplained. They grouped these patterns into two broad classes such as the micro-structural factors and the macro-structural factors. The micro-structural factors define volunteers as simply as an individual behavior that can be explained on individual values, beliefs, interests, or social connections (Wilson 2000:219). Using this category it may be found out that people need something to be motivated with to volunteer in museums. Social values and personal values may in this class be used to symbolize the strengths of volunteers within an institution. Social values are collective bonds that bind a person with the organizational activities however this may imply that if the tie between the volunteer and the organization are that strong there is great volunteer involvement in museum activities (Wilson and Musick 1999:247). Arrow (1975) cited in Dekker and Halman (2003) illustrated that altruism, self-understanding, emotional enjoyments are the ones that influence the personal value part of volunteers.

Secondly, still on the same matter it has been highlighted by Dekker and Halman (2003) that the macro- structural factors view volunteering in the context of wider social forces and institutions. These factors mainly focus on the opportunity structures that include social conditions that enable or hinder volunteering actions for example family structures which undermine trust and this obstruct voluntarism (Fukuyama 1995).

However, before rushing into discussing the methods and ways that may be used to recruit volunteers in museums it is of great importance to start by understanding brief information about volunteer recruitment in museums. The recruitment of volunteers in museums should be the same as that of paid staff but it may be different in the criteria which volunteers are evaluated before included within the workforce of the museum. In United States of America museums have employed volunteer managers who are responsible for everything concerning the volunteers. Planning, recruitment, training and rewarding as well as evaluation of volunteers are some of the duties of the volunteer manager. Museums in Zimbabwe should decide on the use of the volunteer manager so that the number of people who volunteer will increase.

2.1.0 Recruitment of Volunteers in Museums

Recruiting volunteers in museums is a work that needs someone specifically available for that task. Thus Goodlad and McIvor (2005) demonstrated that many museums and galleries now employ a person selected specifically to organize the volunteer team. They also elaborated that to use volunteers to their full effect it is basic to provide a well-organized recruitment and management training system. Overallly it is clear that recruitment of volunteers in museums should not be done haphazardly, but it should be planned so that at the end the day targeted results will be met, hence the need for a volunteer management team.

According to Sullivan (1982:19), the first step in recruitment of volunteers in museums is to identify the purpose or need for volunteers. There is also need to understand the purpose of the museum and its direct and long-term goals. Basically an overall evaluation concerning the museum and the engagement of volunteers should be carried out before recruitment. Areas such as earlier projects that have been carried out by volunteers, that is looking at how they have handled the projects including their completion and adequately, incorrectly or correctly. Evaluation of problems that have been encountered or that have affected the use of volunteers before should be carried out. However this may imply that before the recruitment process the

management team should first examine and try to answer these questions because after the evaluation the results will give them a way forward in decision making concerning recruitment of volunteers.

Gaskin (2003:40) is of the view that when recruiting volunteers the recruitment messages must be clear and simple so that they are welcoming to everyone. In communication there is what is known as communication barrier. This consists of the technical jargon used to disseminate information to the public. The use of confusing words may affect the way the communicated message is going to be received by the receivers hence the recruitment messages must be simple and straight forward to allow everyone to understand them without any difficulty. He also elaborated that the recruitment and application procedures should be welcoming and not unapproachable or either way should they be discriminative in nature. There should be fair and equal access to volunteering. There should be no discrimination because everyone black or white, male or female should have equal access to the chances of volunteering in museums. At the same time the procedures used in recruiting volunteers should be simple so that people should not be intimidated. However in simpler terms the whole process of recruitment must be welcoming, friendly and fair so that the potential volunteers will feel received hence the process should be open to all.

2.1.1 Museums and Volunteers

As public entities museums are there to serve the society. It has been revealed that museums have moved a step forward from where they have been known as object-centered to a more active community participant. This means that the museums now have an active role in communicating with the public. It can also be understood that museums and the society are now closely related such that expectations are high that more activities involving communities should be clearly seen. However this study calls for more active role of volunteers in museums. Through working with volunteers, the active community participant role of the museum will be clearly fulfilled. This is because the involvement of volunteers in museums increases community engagements.

According to Younghans (1988:11) volunteers now have occupied very significant roles in museums. He also elaborated that the American Association for Museum Volunteers has

described that there are more than 70 000 volunteers operating in museums. He also highlighted that many small history institutions could not work without the support and services of volunteers. It can be noted that Yaunghans (1988:11) was trying to emphasize more in showing out to the public that volunteers in museums play bigger and valuable roles. However museums as cultural institutions should maximize in marketing and advertise their services in order to attract more volunteers. Thus he elaborated that volunteers are vital for museums hence their role in helping the museum in meeting its set targets.

Generally, the recruitment of volunteers in museums depends on the museum's workloads. Thus there can be other small museums, private or public working without volunteers. This is because their workload may do not allow them to add more individual resources, but for large and public museums it is possible to find more volunteers dominating the number of workforce at a museum. Planning in recruiting volunteers is of the essence in museums so that volunteers will be motivated and feel persuaded. Younghans (1988:14) is of the view that assessing the museum's volunteer needs, planning a work volunteer program, recruiting volunteers and recognizing them for their work are all essential elements in a well-managed museum. This shows that the planning of volunteer program provides a mutual benefit between the two, that is the volunteer and the museum.

A volunteer policy is a very essential tool in defining voluntary work in museums. It provides all the necessary information about the volunteer hence for the management team to develop a volunteer program there is need of this document. A volunteer policy is then discussed in the following passages so that it will help in examining the ways and methods of recruiting volunteers in museums.

2.1.2 Volunteer Policy

Basically a policy is a document crafted to provide guidelines to the way an organization and its people will function and behave at work. The Volunteer Scotland (2013:1) agreed that the volunteer policy is a very significant document in an organization. It also demonstrated that a volunteer policy is a main foundation that all the other building blocks for volunteering sit on. This policy has a duty to clearly outline to all the members of the institution the reason of involving volunteers in museums. The Volunteer Scotland (2013) also showed that implementing

a volunteer policy at work place is a good practice because they guide to a good management team in dealing with the volunteers. The volunteer policy must be drafted in line with the rules and regulations that govern the paid staff members of the institution so that there will be no differences in behavior since they should feel at home. However volunteers should undergo vetting process, interviews, induction and training as similar as to what paid staff underwent.

According to Ambrose and Paine (2012) museums must have their own volunteer policies since these provide guidelines on how the volunteers should behave at work and they control all their activities around the museum. A policy can also be used to demarcate the parameters in which volunteers can operate. It can also be used to define the duties the volunteer should carry out. A volunteer policy can be drafted to suit the needs of the institution and benefiting both the museum and the volunteer. Thus Mclean (1997) has it that the museum can tailor make the volunteer policy. That is it can be drafted in such a way that it will benefit the wishes of the museum or it can be made directly and specifically for certain objectives. However, although volunteer policies differ in the way they may have been drafted, they always carry a common goal (United Nations Volunteers 2011). That is to mobilize people to support the social, economic and political development through their own initiatives.

The Volunteer Scotland (2013) once again revealed that a volunteer policy can be used to show that the institution cares for its volunteers. The policy can also be used as a reference document to define how volunteers should work and how the paid staff should work with volunteers. At the same time used to define the boundaries between the paid staff and the volunteer. However this shows the importance of implementing a volunteer policy in an organization because it helps in defining the ways and methods of recruiting volunteers in the organization as well as controlling their personal conduct when at work hence it provide a good brief background on how to examine and discuss ways of incorporating volunteers in museums. This document is very important such that if a museum does not have it no volunteers are likely to be seen coming hence museums should make efforts in drafting this volunteer management tool

2.2 Volunteer Recruitment Methods

Mathias and Jackson (2012) illustrated that recruitment consists of internal and external methods of recruiting. They said that generally promoting from within and hiring from outside the

organization brings advantages and disadvantages. External methods involve the use of educational institution recruiting, employment agencies, advertisements and walk ins. Internal recruitment involves promotion, transfer just to mention a few. Mullen (2011) recruiting volunteers is a very time consuming activity since it involves the identification of the volunteer role in the museum, advertising the role, dealing with enquiries as well as selection. He also demonstrated that by identifying the role of the volunteer it provides a starting point when recruiting volunteers. This provides the focus for both the recruitment and retention of a volunteer. Mathias and Jackson (2012) also elaborated that since volunteers should be viewed as paid workers hence their job description should be similar but never be called that as volunteers are not paid staff since this will affect the relationship between the two. However the internal recruitment is mainly done for paid jobs and often for the volunteers. Basically the most applicable in volunteer recruitment is the external recruitment sources for they are able to reach out to wide community hence high chances of attracting potential volunteers.

2.2.0 Educational Institutions and Recruiting

College and university students are significant external sources of entry level profession and technical employees (Mathias and Jackson 2012). Hill and Yates (2013) postulates that students on museum-related courses are often keen to get relevant experience to add to their CVs. However museums can implement this method of recruitment so that it attracts a pool of better knowledgeable personnel to employ as museum volunteers. What museums should only do is to work closely with the college staffs and students to strengthen their relationship.

Mathias and Jackson (2012) stressed that continued relationship with faculty members and career staff around the campus strengthens the relations between the college and the museum. However other factors that determine the success in college recruiting may include maintaining the presence of the museum on campus by providing guest speakers to classes and students. The museum should also be a participator in career days at schools and must do workshops as well as doing tours to schools. This should be done in order to maintain a good contact of the museum with the school sources. However this method has its own advantages and disadvantages. Usually in Zimbabwe doing outreaches is difficult because funding the programs of museums is also difficult because of lack of funds hence keeping in touch with the college frequently may be

an obstacle for museums. Thus Mathias and Jackson (2012) illustrated that this type of recruiting method can be expensive. Another drawback is that this method requires more time and effort so that the museum will be able to maintain its relationship with the college staff and students in order to attract more volunteers. On the other side of the same coin, the method is powerful in that it allows the museum to attract good and well educated and easy trainable volunteers hence an added advantage.

2.2.1 Word of Mouth

Most volunteer coordinators said that word of mouth is the more effective recruitment method than any other method (Finch 2003). Kimberly, Cutle and Grove (2009) also agree that this is often the best and easiest method that a museum can use in recruiting volunteers. Ambrose and Paine (2012) also demonstrate that this is the mostly used method in recruiting volunteers in museums. However it can involve the use of the current volunteers in the museum and they can play an important role to attract volunteers. The current volunteers in a museum know and understand the institution, its management systems and how it values and treat volunteers hence they are the best the museum can use to attract more volunteers. Hill and Yates (2013) illustrated that when applying the word of mouth as a recruitment tool make sure that the existing staff and volunteers know that there is a new volunteer role available and they will help in advertising the role to the public. Potential volunteers can be approached face-to-face, over the telephone or in writing.

However it is understandable that museums should use this method to attract more volunteers to help them because it does not require much energy and time. It is cheap and it does not need a lot of effort to carry out. At times it enables the message reach the public without any much effort exerted. However it had its own draw backs that it is not that effective since it depends on the other workers to reach to the public. The fact that it is a face to face interaction it can be a disadvantage to some volunteers who are shy to express themselves and even to some who are deaf and dumb hence it had some weaknesses.

2.2.2 Advertisements

This is one of the most famous methods used when recruiting employees in organizations. DeCenzo and Robbins (2003) illustrate that advertisement is one of the popular used method

when an organization desires to communicate to the public that it has a vacant. There are a lot of media where organizations can actually advertise their job vacancies such as newspapers, fliers and other sorts of media. These allow the intended reader to have easy access to the post hence it permits large numbers of people to the advert. Basically where advertisements are placed in newspapers is often determined by the type of a job although it is not that common to see blue color jobs listed on this type of recruitment method. In a society like that we are living where jobs are usually acquired through the who- you- know system it is easy that a lot of people out there do not even know that in museums people can offer their service in order to learn and add value to their CVs. The tendency of employing relatives in every sector of the economy have different impacts because the majority of people in the country have develop a negative attitude toward this issue hence to think that people will see the adverts is just an assumption.

A museum can implement this method of advertising volunteer vacancies in order to attract more volunteers. Since this method allows a lot of different people from different societies and attracts a pool of different potential volunteers, it is wise that a museum take part in advertising its vacancies in different mediums. One can also argue that most public institutions do not understand the essence of advertising vacancies for volunteers because what they value most are those vacancies of paid staff, but on the other hand it is of paramount importance that volunteer vacancies are making known to the public through different mediums. That way the museum sector will be able to make known its needs by the public at the same time attracting more volunteers.

However there are a number of factors that can influence the response rate to advertisements. According to DeCenzo and Robbins (2003) there are three significant variables that include the identification of the organization labour market, the condition of the organization as well as the degree to which definite requirements are included in the advert. They also demonstrated that advertisement may suffer from no response especially when an organization used what is referred to as the blind advertisement. Potential volunteers or actually employees will ignore the advert because this area may sometimes be used to advertise fake vacancies hence a disadvantage.

2.2.3 Using the Internet

During this digital era the use of the internet in everyday life becomes a day to day activity. When recruiting it is vital that communication is considered a most important tool because it is a way used to engage different types of people through advertising. However the argument is that the internet these days makes communication very easy through the use of social media and other platforms. Gusdorf (2008:6) is of the view that the most important change in recruiting practices is the rise in the use of online recruiting. Organizations now use their web sites to advertise jobs and the fact that they are now do way with applying on paper. There are advantages to online recruiting. It is usually cheap; it is also easy and quick to make adverts. It is also important to note that by using the internet responses arrive faster and in greater numbers. The internet is a recruitment tool that can be used to attract a wider range of applicants hence it allows the management to make their selection very well.

It is a common observation that the use of the internet in recruiting volunteers or in general recruiting employees saves money. Internet is cheap as compared to the use of print media or using a newspaper. These days the use of the internet is so rapid that even an organization which is underfunded can use it. However the Zimbabwean museums can make use of the internet to attract more volunteers to the museum. It is also interesting to note that other museums in the country have their own web pages hence it is easy to manipulate the internet to attract volunteers. However the use of the internet as a volunteer recruitment tool can generate the easy ways of applying for a job online and also can generate a great number of applications.

2.2.4 Print Media

Gusdorf (2008:5) Printed materials that can be used in recruitment may include leaflets, flyers, posters, newsletters, postcards. He also illustrated that this type of a method should always be kept simple and clear, but at the same time should make them attractive and eye-catching. They may be put where people will see them, such as for example in colleges and universities the use of notice boards and shops supermarkets that attract large numbers of people. Museums can use these print media as a way to attract more volunteers but the problem that museums have especially in Zimbabwe is that they only depend on government funds which underfund them too

hence it will be difficult if they intend to use this as a way to reach out to the public and attract volunteers.

2.2.5 Employment Agencies

A museum in general can use these agencies that if they analyses and find that there is need of engaging more volunteers because it has been highlighted earlier on that no museum can function without volunteer whether small or large. Mathias and Jackson (2012) highlighted that an organization can use employment agencies to attract workers and volunteers to help them in carrying out their duties. Cascio (2013) also support that these agencies may be used in case the organization have a role open for vacant. Basically there are two mainly used agencies that include the public and private agencies used for recruitment. In Zimbabwe there is the Zimbabwe Public Service Commission that mainly stands for the recruitment of personnel in public service institutions such as government parastatals, museums, galleries and archives. The Volunteer in Zimbabwe Trust is an example of a private agent that is there for volunteers who wish to offer their services for free. This one also deals with even international volunteers. Having these in place, it is good for the museum sector to partner with these organizations in order to attract more volunteers in their services.

DeCenzo and Robbins (2003) have it that the United States of America in the year 1933 the public service was established as a federal- state partnership having designated to help both job seekers find suitable employment and to help employers find suitable workers for vacancies. They also illustrated that by 1980s through the use of the public service 16 million applicants were offered jobs in different sectors. They also demonstrated that each and every state provides a public employment services. In actual fact this means that very institution has a right to use the services to attract its required employees. However the argument here is that the museums should make use of the public service agencies to advertise their service to the public so that at the end of the day they will attract more volunteers. The public service also often tends to attract low qualified personnel and untrained people unlike educational and college institutional recruitment. Hence a disadvantage to a museum if it desires to use this as a way of attracting volunteers.

2.2.6 Open Days

Museums can use open days to encourage recruitment since these provide chances that the museum can meet different people. McKenna and Beech (2004) postulate that potential applicants are invited to come into the organization to meet managers to see what working for the organization comprises. This allows people to decide whether or not they are attracted to the vacant position and to the organization and it can encourage them to enter next phase of recruitment. However many museums get their volunteers on the basis of offering themselves as helpers hence such is unlikely to be satisfactory if the museum is worried about involving volunteers in a wide variety of tasks. Hence it should engage any of the discussed method to attract a pool of different volunteers.

2.3 Barriers to Volunteering in Museums

There are various forms of obstacles that can impede people to volunteer in information centers. The general and well known barriers to volunteering may include language used in communication that is even on posters, brochures or any other recruitment tool. Technical jargon in communication is a barrier, where people place their materials or the printed materials to attract volunteers can also obstruct volunteering in museums. Thus the research is going to tackle or play around some of the barriers such as the lack of well-established volunteer management tools, legal systems, lack of support of organization to volunteering in museums hence the discussion of these barriers.

2.3.0 Lack of good Volunteer Management Tools

Management tools are very important in regulating the conduct of workers in information centers. A volunteer policy is one of the volunteer management tools that can be used to regulate the behavior of volunteers as well as the interaction of the paid staff with the volunteers. The Volunteer (Scotland 2013:1) is of the view that a volunteer policy is a very important tool in the management system of volunteers within a museum. It also propounded that this policy is a base that supports all other volunteering activities to do with the management of volunteers. However basing the argument on the information provided by the Volunteer Scotland (2013) it is vital to note that lack of this management tool can affect volunteering. This is because potential volunteers will not feel safe to come and help the museum. The fact that the institutions do not

have clear volunteer management tools affect volunteering hence this can be a barrier that hinders people to volunteer especially volunteers from abroad.

For instance volunteers in museums are not just limited to local people but they can be from national and international level. This also implies that if potential volunteers from developed countries decide to come and provide help in any form and then they realized that their target of intent does not have clear or well established volunteer management tools. They tend to withdraw their intentions meaning to say that this is a hindrance. Thus lack of good volunteer management tools can act as a barrier to volunteering in museums.

2.3.1 Lack of Volunteering Culture

It is an observation that if people do not understand the tradition of volunteering in society that will stand as a barrier to volunteering in museums. UN Volunteers (2011) illustrated that the tradition of volunteering should be understood very well so that people will offer their services to the museum. It also demonstrated that where a culture of volunteering is present and understood well volunteerism tend to observe fast realization. They also point out that in the rural areas of many countries in the globe helping people or needy people may be equated to religious and social acts rather volunteering as in general. This makes it more complicated if the government wants to exploit and endorse volunteerism in a formalized way. However the lack of a culture that supports the tradition of volunteering can muddy the relations between traditional practices and official volunteering thus this can be a huge obstacle to the success of volunteering in museums.

2.3.2 Lack of support of organizations

Successful volunteerism creativities involve members by an energetic corporation between government, civil society and the private sector (UN Volunteers 2011). The government may make up laws and policies concerning volunteering and those that use volunteers should implement these laws in action. Creation of volunteer centers is a clear step ahead towards promoting the tradition of volunteering in organizations. However so many countries have taken that direction of creating volunteers centers in their nations. UN Volunteers (2011) illustrated that most of the European states have implemented these volunteer centers to promote volunteerism in public services and these includes but not limited to Brazil, Australia, Argentina

and United States of America. In Africa especially in the southern parts Zambia has created volunteer centers and no little information is known about Zimbabwe. However lack of supporting agencies that will make the public aware that volunteerism is an accepted tradition in formal and informal organizations, it will prevent more volunteer to come to offer their service to the museum hence lack of supporting agencies is a barrier to volunteering in museums.

2.3.3 Legal systems

UN Volunteers (2011) said one of the most impediments to the tradition of volunteering is the present laws in a country. Laws should be reviewed so that they will not create barriers or burdens to volunteering. The act of volunteering in museums is not affected by the museum's policies and laws but mainly by the country's labour laws, tax and social insurance laws, immigration laws as well as health and safety laws (UN Volunteers 2011). Usually what happens is that the labour laws fail sometimes to differentiate between regular employment and volunteer work. There are several issues that arise as from that for example in the Commonwealth States it is prohibited that for any person to work without form of pay. However this threatens the museum that government will act against them since they prohibit volunteerism hence this can be a barrier. If there is no legal distinction between volunteer and employees, the potential volunteers may fear to volunteer for they will fear that their participation in voluntary work would cause them to lose their unemployment benefits.

The social insurance and tax laws can be obstacles to volunteering. In Switzerland and Belgium both taxed volunteer's compensation to expanded volunteerism. International volunteerism can make a major contribution to domestic development, but in many countries immigration has prevented the entrance of foreign volunteers. The immigration laws needs to review to allow volunteers from around the globe to move country to country. South Africa has amended its immigration Act in 2004 to allow volunteers to get visas quickly

2.4 Motivating volunteers in museums

People are different meaning to say that to satisfy everyone maybe a difficulty because they also tend to be different in their feelings. However managers should try to persuade people to volunteer. They must work hard in identifying stimulus that they should use to provoke the people's feelings into volunteering. Thus motivation of volunteers can be a stimulus that is used

to arouse one's eager to volunteer. According to Park and Word (2012: 171) most non-profit making organization suffer from poor Human Resource Management (HR). Therefore they also tend to suffer from poor turn up of volunteers. Lack of planning and lack of well-established volunteer management tools also demotivates potential volunteer.

Since people are different, there are so many factors that drive their intentions to like something. In other words this implies that factors such as intrinsic and extrinsic factors determine people's desires to volunteer. Gosse (2008:1) also identifies these factors such as intrinsic and extrinsic where he distinguished them as intrinsic motivation composed of the feeling of someone that they achieved something after finishing the work. On the other hand extrinsic motivation also comprise of touchable rewards attained after doing work other than just a feeling. Park and Word (2012: 172) also highlighted that financial success; prestige and recognition are other values that are used in motivating volunteers. However in motivating volunteers managers should first study and understand their volunteers so that they will be able to satisfy them at the end. Thus Gosse (2008) illustrated that organizations that best understood the needs and motives of their volunteers have the ability to use the available resource and try in attracting and retaining volunteers. Therefore this shows that by motivation volunteers in museums, the issue is not on just to satisfy them but it also goes as far as attracting other volunteers as well as retain them.

2.5 Theoretical Framework

The study adopts the Volunteer Management Cycle (VMC) which is a theory propounded by Humphrey (2006) and was adopted by Volunteer Canada (2010) in studying volunteer management. This theory highlights that there are five main stages that are involved in dealing with volunteers. These stages include planning, recruitment and selection, supervision as well as evaluation and recognition completing the cycle as illustrated in the diagram that follows.

THE VOLUNTEER MANAGEMENT CYCLE

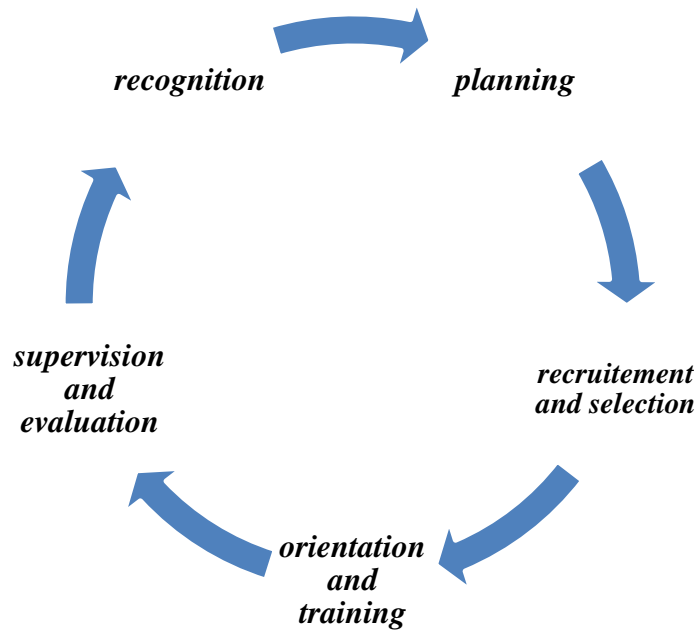


FIG.2.5. *Volunteer Management Cycle adopted by Humphrey (2006)*

This theory helps in studying and understanding management of voluntary work in organizations. Cornor (1999) has it that in well-managed institutions volunteers should undergo these stages of a VMC. Thus at the first stage the management team should gather information concerning the need of an additional workforce hence it provides a solid base in supporting volunteer programs. However since the management of volunteers is a process that should never end it means that failure to plan well will affect the whole system. Thus planning and formulation of a volunteer policy is very important when working with volunteers.

This theory fits well within this study since it allows the institution to identify areas where they should work on to improve especially when dealing with volunteers. Thus on the second stage the management team will recruit and select among those who have volunteered that is in line with the needs identified from the plan. It is not easy to attract or persuade people so that they can agree to give themselves for free. Thus a museum should be creative enough to be able to capture attraction of potential volunteers. The institution should be manipulative in sending out

recruitment messages and should be able to select the best recruitment methods, hence the stage is important.

After recruitment and selection the last stages can be put under support of volunteers which consists of training and supervision as well as evaluation to complete the cycle. At this stage the institution should manage to instill confidence and commitment to the volunteer so that they will feel motivated and come again as well as attracting more volunteers. This can be supported by other theories such as the Social Exchange Theory (SET) that was propounded by Homans (1958). This theory was used by Jihyun (2012) in his study of volunteers in arts organizations and he showed that volunteers continue volunteering if they feel that the reward system used is fair to them. However this may imply that the reward system should be a motivator so that the relationship between the two may not lead to the volunteer's withdrawal from the program at the same time keeping the cycle alive.

After recruitment volunteers should receive general information about the organization and their area of specialization. Regular evaluation and close monitoring should be done to show support to the volunteer. Volunteers are like paid staff because they also need to be motivated. However the last stage should act as stimuli so that volunteers will come again and attract more of others helping the cycle to continue. Recognition should also be a motivator and it can be in form of rewards, certificates and celebration events. Thus the cycle illustrated that good planning and management are vital, hence the theory shows that more finance and resources should also be available to help in dealing with the management of volunteers. The main strength of this theory is that the institution will be able to retain and attract more volunteers. This is because the process should never end hence the staff will support the volunteer in such a way that they feel appraised

On the other hand the concept has been criticized since it is laborious and time consuming. Thus there is a need of a volunteer manager who will be specifically designated to do all the activities concerning the management of volunteers. Another drawback to the study is that it works efficiently at institutions that are well funded hence the need for more staff to engage volunteer activities.

However the concept fits well in the study since it put its emphasis on keeping attracting volunteers to the organization. It can be used as a tool to understand the relationship of the components of the volunteer management system hence it is important for museums.

2.6 Summary of the Chapter

Consulting sources and relevant literature concerning volunteer management has shown that a lot has to be done in museums especially in Zimbabwe. However the Chapter looked at published books, journals, articles as well as unpublished materials in order to come up with a comprehensive literature review on the management of volunteers in museums. The Chapter discussed the importance of managing volunteers from planning up to the reward giving stage. It also made use of theoretical guide that provides a stand or foundation where the research should be based on. The literature review also did not limit the researcher to look on all the themes that he deemed necessary in the study hence it opens other avenues of looking into the management of volunteers especially in a museum as an information Centre.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter concentrated on the research methodologies that were used in the collection of data. It was supplemented by the necessary explanations to determine why the different research methodologies were used in this research. The research used a qualitative research approach which allowed the researcher to gather the actual information concerning the issue at hand. However the study adopted a case study research design as it allowed the researcher to carry out an in-depth study on the concerned issue.

3.1 Research Design

The researcher employed a case study research design. According to Creswell (2009) case study research designs are a strategy of inquiry in which the research explores in depth programs or events. Gerring (2006) also illustrated that a case study allows for in-depth examination of events on real-life context. Thus a case study was used within this study so as to get in-depth information on issues to do with the management of voluntary work at the museum. The research design allowed the researcher to explore the real situation on the ground and gather more reliable data concerning volunteer management at the museum.

The researcher used this research design to show the major areas of concern especially when dealing with volunteer management at the museum. The use of this design provided a better way of assessing, investigating and exploring issues to do with the management of volunteers hence a better way to understand volunteer management at the museum. As articulated by Creswell (2009) this research design gives real life experiences that is through identifying and exploring the current life situation concerning volunteer activities at the museum. Basically the research wanted to understand whether the museum plans for its volunteer programs, how the museum motivates and recruit volunteers and identifying barriers that hinder people from volunteering. Thus the researcher selected and used the best approaches towards attaining and gathering the research result.

3.2 Target Population

The data for this research was collected from the following targeted population. The study targeted five (5) heads of departments; twenty (25) people that represented potential volunteers hence signifying that thirty (30) people were targeted. Among the potential volunteers were students from MSU and some visitors. It was unfortunate that out of thirty (30) targeted population, twenty-three (23) were successful worked with which means that relevant and useful data was managed to be gathered.

Population in general terms is a group of people in an area. However in scientific terms it comprises of a specified combination of objects from which the researcher wants to collect data. Thus a target population is defined as an entire group or a total group of interest in the study that has met the standards set by the researcher. It is also a composition of the actual group of people in which the researcher focuses on. However the research included the people that constitute the day to day management of activities of a museum and people from the local community that may become volunteers in future. The logic behind identifying these groups as the right population to deal with was that, the population consisted of people that directly work with volunteers as well as planning for volunteer programs. The other segment within the population comprises of those people that may wish to become volunteers hence their ability to tell the researcher their opinions concerning the barriers and motivation of volunteers.

3.3 Research Sample

The research used purposive sampling technique since this allowed the researcher to select respondents basing on their ability and knowledge to provide the information needed. The study targeted the heads of five (5) departments within the ZMM and 25 potential volunteers. Among these potential volunteers were students and some visitors as mentioned earlier. Purposive sampling enabled the researcher to collect more relevant data from the selected knowledgeable respondents. However this was an advantage because time was not wasted since the method allowed the researcher to avoid working with everyone. The study used a sample of 30 respondents and these were the people that were specifically selected for their ability to provide the needed information especially the management team at the museum and the students from the

Department of Archaeology, Cultural Heritage and Museum Studies at Midlands State University (MSU).

Purposive sampling made the conduction of the research very easy because it enabled the researcher to arrange interviews as well as follow ups to questionnaires which were taking time to be filled. Thus purposive sampling method was important to the completion of the research. O'Leary (2010) is of the view that in other circumstances this sampling technique may be referred to as hand picking. This may also signify that the researcher has the ability to decide and specifically choose individuals who would be able to provide the needed information hence an important tool to carry out the study.

3.4 Data Collection Sources

Bernard (1996) illustrated that primary data provides much more reliable information because it is original. It is also agreeable that primary data is data gathered by the researcher mainly to solve the issue at hand. On the other hand secondary data is that which exists and was originally collected for other purposes (Bernard 1996). In the research questionnaires and interviews were used to acquire the research data hence the original data collected by the researcher to solve the problem at hand.

3.5 Data Collection Instruments

3.5.0 Questionnaires

These are the widely used data collection tools by researchers especially when dealing with a target population that comprises of literate people. As it has been defined by Fraenkel (2003), a questionnaire is a set of questions developed by the researcher in which all data collection techniques are incorporated such that each person in a sample is given a chance to respond to the same questions. Basically questionnaires are used to compliment the interviews in order to widen the scope of gathering data. In this case the researcher made use of the open ended questionnaires which enabled the respondents to express themselves freely when responding to questions. The questionnaires were distributed to each head of department which means five (5) heads were given the questionnaires. It was also observed that questionnaires worked well for the

research since they were filled in the researcher's absence and even on his presence hence shows that they are easy to understand. The fact that this data collection tool does not require one's identity enhances the research because the respondents were confident that their identities were not going to be exposed hence allowed them to express their understanding freely. The problem with the use of this tool is that respondents take their time to answer the questions. Thus some respondents took long to answer while others were quick to respond.

3.5.1 Interviews

The interviews targeted 25 respondents. The respondents consisted of 20 purposively selected students from the MSU and any 5 visitors at the museum. With visitors face to face interviews were carried out and only 3 visitors were successful interviewed. With students Whatsapp social network was used. Interviews are an effective method of conducting a research. Annum (2014) illustrated that in an interview the interviewer interacts with the interviewee as to collect data through orally asked questions. This data collection tool can even allow those that are illiterate to express themselves especially in their vernacular or native language at the same time giving the research enough room to collect data.

These widen the ability of the respondents to pour out what they understand about the asked questions. Thus (Koshy 2005:92) illustrated that interviews gather richer data than using questionnaires. The researcher used semi-structured questions during the interviews aided with the help from the interview guide. Interviews were used by the researcher due to their ability to provide in-depth information concerning the subject matter. In the process of conducting interviews, mostly the researcher used native language as to yield high response rate. The intention of the researcher in conducting interviews with these people was to get first-hand information about the concerned issue.

3.5.2 Social Media Networks (Whatsapp)

To gather information on what hinder volunteer to offer their services to the museum and to understand issues to do with volunteer motivation, the researcher used social media. The researcher used Whatsapp to connect with his fellow colleagues which were representing potential volunteers. On Whatsapp the researcher worked with 4th year and 2nd year students

from the Department of Archaeology, Cultural Heritage and Museum Studies at MSU. The inclusion of these students into the sample was purposively done to find out the barriers to volunteering as well as to get some insight concerning what should be done to improve the volunteering activities at the museum. This also implies that 20 students were involved to participate during the research through social media 10 from each group of students. It was also unluckily that 5 students did not manage to respond to the questions while others took time to respond. The platform was helpful because data was gathered within a short period of time although some respondents took time to respond.

3.6 Ethical Considerations

Koshy (2005) pointed out that ethics are needed to be considered when conducting a research. These ethics should be adhered to before, during and after completing the research. Thus these ethical issues were considered by the researcher. It has been demonstrated that the information provided from the respondents should be kept secret and used only for academic purposes. The researcher adhered to this ethic because all respondents' identities were withheld meaning to say that they were not published anywhere within the research project. Koshy (2005: 84) said that the researchers should be careful in the way they will present and disseminating the findings such that this would not tarnish the image of the respondent. Thus the researcher granted all the respondents the right to anonymity and confidentiality.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

The main purpose of this chapter was to make meaningful the data that was collected from the field through analyzing and presenting it. The chapter made the data more and better understandable, meaning to say that meaningful conclusions were drawn from the data. The results are mainly based on the research questions that were formulated from the objectives. The questions were mainly on the following, how the museum plans for its voluntary programs and the effectiveness of planning in dealing with volunteers. The other question asked about the availability and effectiveness of a volunteer policy, the study also needed to understand the recruitment methods of volunteers; it also wanted to know how the museum motivates its volunteers as well as to have an insight on what was hindering people from volunteering. Thus this chapter presented, analysed and discussed the results found from the research.

4.1 Response Rate

Instrument	Total targeted population Number	Number of Successful Interviews and Questionnaires	Number of unsuccessful interviews and Questionnaires	Average Response rate in %
Interviews	25	20	5	80%
Questionnaires	5	3	2	75%
Total Response Rate	30	23	10	76%

Table 4.1: shows response rate from interview and questionnaires

The researcher was targeting 25 people to carry out interviews with. From the targeted population, the researcher successively interviewed 20 people that made a response rate of 80%.

For questionnaires, the research distributed 5 questionnaires to the heads of departments at the museum. From 5 questionnaires distributed 3 returned making it a response rate of 75% which gave a total response rate of 76% and also signifies a successful story for the research.

4.2 Volunteer Policy

The research exposed that at ZMM there is no a volunteer policy meaning to say that the management of volunteers at the museum is not a well-established practice. Lack of this management tool also demonstrated that the museum does not have a volunteer manager hence any activity concerning volunteers is not done strategically. The research also found out that the museum has a brief understanding of the practice but they do not seem to take the practice seriously. The museum staff also reviewed that they sometimes receive volunteers but they usually come in groups not individuals. For instance they said a company may volunteer to help the museum to carry out its duties such as cleaning the galleries and other parts of the museum. Volunteers who may wish to help the museum in designing its exhibitions to meet current needs may also refrain from doing that because of lack of clear policies on volunteering. However lack of a volunteer policy demonstrates that the museum does not strategically plan its work for volunteers.

They wait for volunteers to come so that they create work for them. According to the VMC volunteers should undergo recruitment, orientation and training. This is important since the volunteer will be able to understand the mission and goals of the museum at the same time the organizational culture of the museum. A volunteer policy makes sure that volunteers underwent the right procedures before anything. The management of volunteers is a good practice in museums hence with this in mind the ZMM should therefore seriously establish this management tool. Also volunteer managers are very special when it comes to these issues since they will deal with the volunteers that their life cycle in the management continues. That is from planning up until to their recognition stage.

Generally a policy is a document created to provide guidelines to the way an organization and its workers will function and behave at work. According to the Volunteer Scotland (2013) a volunteer policy is a main foundation that all the other building blocks for volunteering sit on. It also demonstrated that this document is very significant in dealing with volunteers in any organization. This document clearly outlines the relationship between the volunteers and other

workers and it also clearly distinguishes the duties of paid staff and volunteers although it specifies also that paid or unpaid they are the same.

According to Ambrose and Paine (2012) a museum must have its own volunteer policy. Mclean (1997) has it that the museum can tailor make the volunteer policy. However this demonstrated that each and every museum on the globe can make its own volunteer policy. On the other hand a well- managed museum should have a volunteer policy or even well-established volunteer management tools. For instance in a number of developed countries like Australia, they try by all means that they create conducive environment for volunteers that is by making sure that laws and policies are clear about the well-being of volunteers in an organisation especially non-profit ones.

The researcher interviewed all the heads of the departments of the ZMM and all of them showed little understanding on issues to do with volunteer management hence the result is lack of volunteer management tools. Through the use of questionnaires the research also found out that the staff at the ZMM does not understand issues to do with the management of volunteers evidenced by their failure to identify the direct people involved in making and formulating volunteer policies. However from the research it has also been learnt that since the museum did not manage to attract volunteers, it is this fact that they lack these volunteer management tools that enable them to exercise their activities for publicizing their work to the public.

The museum needs to create its own volunteer policy so that potential volunteers will know that they are appreciated at the museum. If the museum does not implement these volunteer management tools their volunteers will remain those from the military society not anyone from the public. However this showed that by implementing volunteer management tools in museums it will help them correct the misconceptions about the museum at the end of the day they will be able to attract volunteers. Hence this shows the importance of volunteer policy in museums.

“We do not incorporate volunteers because we do not have a volunteer policy as an organization.” This was a response from one of the respondents at the museum. Judging from the statement, it showed that the museum understand the importance of engaging volunteers but the fact that they do not have a volunteer policy as a volunteer management tool showed that they are not able to do that. This response also demonstrated that the museum understands

volunteerism as a museum practice such that they wish to have volunteers but since their management is poor they are not able to attract them. This respondent also understands the goodness of incorporating a volunteer policy in an organization. Thus there is a need to create a volunteer policy that governs all the dealings concerning volunteers. The VMC stressed that volunteers need to be recognized and motivated to have them in each time of need. However one of the respondents also said, “*We incorporate volunteers as per request from them.*” This said it all about the museum’s dealing with volunteers. The fact that they employ volunteers as per request means that even if the volunteer decides to help, chances are very high that his or her work is not going to be appreciated. Thus this showed that there is lack of understanding of the contribution and worthiness of volunteers at the museum.

However a volunteer policy is needed at the ZMM in order to guide them in whatever activity that needs help from volunteers, hence the importance of a volunteer policy as a volunteer management tool in museums. But working with volunteers needs a manager hence showing the goodness of employing a volunteer manager.

Volunteer manager

The research exposed that the ZMM does not have any role to be played by a volunteer manager since they do not have a volunteer policy. Respondents stressed that what they have in place are other policies for example collections care policy and other collections management policies and they do not have a volunteer policy. However the employment of a volunteer manager in a museum is a way to go in dealing with volunteers since the work is also laborious. These personnel are responsible for all the activities concerning volunteers in an institution. In Europe the essence of the roles of a volunteer manager shows that voluntary work is a valuable resource in museums. However the museums in Zimbabwe should employ a volunteer manager so that they will deal with volunteers strategically.

4.3 Planning for Volunteers

Planning is basically a foundation that supports all the running of other activities in a program. Thus in dealing with volunteers planning plays a very crucial role in that it sets out a way in carrying out a project to its fullest. In a well-managed organization, planning is a day to day activity because it guides them in doing work. The VMC demonstrated five stages that include

planning as one of the main component of the cycle. This also signifies that if planning is not done adequately it affects the whole system. Planning is mainly done before going to the market for recruitment and selection, thus it act as a foundation to guide all the other components in the volunteer management process.

As has been highlighted before that the museum does not have volunteers, this shows that their planning for volunteer recruitment is not done properly. At the same time lack of volunteer management tools showed that planning is not an existing practice at the museum that is why they could not be able to identify the people responsible for the formulation of a volunteer policy. There is a great need for the ZMM to have an established volunteer management plan such that they will be able to retain and attract volunteers. That is the reason why Zimbabwean museums do not have volunteers from the international level because of the management systems of volunteers which is not clear. The researcher asked the respondents about how they plan for volunteer programs and they revealed that they do not do any planning. On the other hand planning is a good practice for the future needs of any institution hence it must be an everyday activity.

4.4 Recruiting Volunteers at ZMM

The researcher wanted to know if the museum uses any methods to recruit volunteers. The research also exposed that currently the museum does not have any method to recruit volunteers and the fact that they do not have a volunteer policy says it all. However they highlighted that they do not recruit volunteers because they take them upon their request to be incorporated. This is a problem which needed solutions so that the museum will be able to strategically recruit volunteers. The lack of volunteer management tools such as policies and planning for volunteer programs may also highlights a lot that the museum does not employ any method to recruit volunteers. Some respondents said that the museum does not seek for volunteers but it accommodates them as they come. Some also stressed that the museum does not have a volunteer policy and as such it does not have any method of recruiting volunteers. Thus the research found that there is a lot to be done by the museum so that it can be able to attract volunteers hence the need to implement the volunteer management tools such as a volunteer policy and a volunteer manager.

4.5 Volunteer Motivation

The researched exposed that the museum does not use any form of motivation that is to attract volunteer. However this resulted in poor turn up of volunteers to the museum. A short survey carried by the researcher with potential volunteers yielded that volunteers need to be motivated hence the needs of the museum apply some sort of motivation to volunteers. On the other hand potential volunteers demonstrated that there are not interested in volunteering at the museum especially here in Zimbabwe because they thought that the management team does not do justice in planning for programs. The management team also stressed that motivating volunteers is very difficult for them since they face difficulties in resources hence resulting in poor planning. Students also illustrated that if the museum add some kind of motivation in their volunteer programs they were likely to attract large number of them every year. This shows that adding motivation in planning for volunteer programs is the way to go for the museum.

4.6 Obstacles to Volunteering in Museums

The researcher wanted to have an understanding on why the ZMM is receiving low numbers of volunteers every year. The question was also asked to the potential volunteers who also identified their barrier on their own perspective as well as the heads of departments. This resulted in the identification of many obstacles that hinder people to volunteer at the museum. The respondents also demonstrated that there are a lot of reasons why people do not offer themselves for free in museums especially in Zimbabwe. All the respondents agreed that lack of a volunteer policy was the main challenge. The respondents also cited marketing and publicizing the museum work as one of the most obstacles that impede people to offer their services for the good of a museum and lack of a volunteering culture in the museum. Students also cited immigration laws as having some impact on how volunteers offer their services to the museum. Some also talked about the motivation of volunteers as the other obstacle at the same time the nature of the museum as another contributor in obstructing people to volunteer. However these barriers have been discussed in the following passages but, **Fig 4.6** used to illustrate the identified major obstacles by all the respondents.

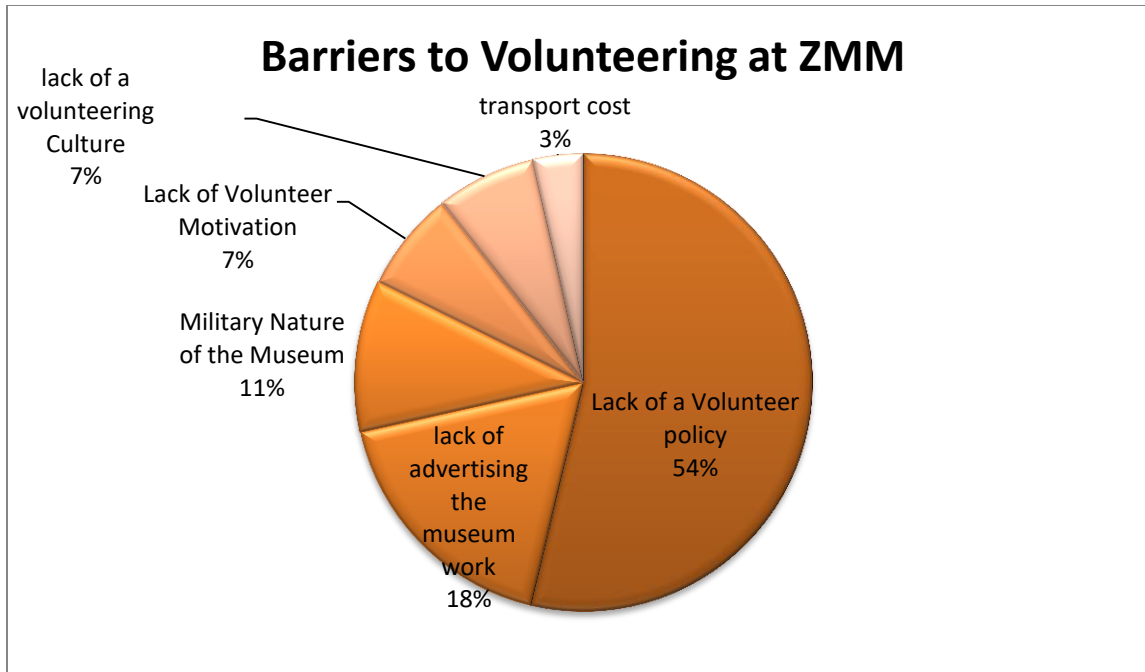


Fig 4.6: shows the identified major barriers that may hinder people from volunteering at the ZMM

In identifying the barriers to volunteering at ZMM 15 respondents argued that the main barrier at the museum is lack of a volunteer policy and this is equivalent to 54%. Then 5 people also cited lack of advertising and publicising the museum work as a barrier hence representing 18%. Some also illustrated that the military nature of the museum affect the way people volunteer at the museum, also representing 11% that is equivalent to 3 respondents. On lack of a volunteering culture 2 respondents highlighted it as a possible obstacle at the museum representing a total of 7%. Other respondents also pointed out that lack of volunteer motivation is another barrier hence 2 people identified it as a barrier which is represented by a 7% on the pie chart. One respondent told the researcher that he thought that people face difficulties in transport cost resulting refraining from volunteering at the museum hence represented by a 3% on the pie chart.

Lack of a volunteer policy

This is one of the main barriers that was said to have a greater influence on the way volunteers turn up to the museum. This has a huge impact in volunteering at ZMM since it blocks volunteers to help the museum in fulfilling its duties. The availability of this document shows the commitment of a museum in working with volunteers. Lack of it has a great effect since this

guarantees the way a museum should handle volunteers. This is because the policy provides them with the way to work with each other at the same time outlining the reasons of engaging volunteers. Hence this is a barrier that impedes the intentions of people to volunteer. However lack of a volunteer policy as a volunteer management tool means that the institution does not plan and show commitment to its dealings with volunteers hence potential volunteers will refrain from providing their services.

Lack of strategic advertising and publicising of the museum work to the public

“The fact that the museum does not publicize its need for volunteers, volunteers do not have the liberty to offer their services to the museum.”

This was one of the respondents' answers after asked by the research about why the museum does not have volunteers. Respondents also showed that if the museum does not publicize its need for volunteers it will receive no one. Thus lack of strategic publicising of the museum activities and its work is a barrier and contributed much on obstructing people to volunteering in museums. It contributed also a large part of making it difficult for people to volunteer hence a barrier to volunteering. The research exposed that the museum encounter a lot of problems in publicizing or reaching out to the public. He stressed that lack of funding is the main obstacle in carrying out activities that allow them to make known their activities to the public. Thus the respondent elaborated that lack of advertising and strategic marketing of the museum results in poor turn up of volunteers hence a barrier.

It is significant that museums reach out to the public in any form so that people will understand the role of the museum in a community. If the museum does not reach out to the public people will not be able to know and appreciate the museum. For this reason it can also be understood that only people who have studied anything related to cultural heritage are the likely ones to have an understanding of the role played by the museum in a society. However the museum cited lack of advertisement and making known the museum work and practices to the public as the other barrier to volunteering in museums.

Nature of the Museum

This is one of the obstacles that impede people into volunteering and only a few respondents cited it as a barrier. They illustrated that because of the museum's military nature people do not actually want to associate themselves with the museum. The researcher also quoted one response of the respondents as she said, "*People tend to fear everything that is associated with military.*"

The other respondent also quoted as saying, "*Our museum is a military museum and people think it is a military institution.*"

These responses showed that because of lack of publicizing and advertising the museum activities to the public it results in all these misconceptions or misinterpretations about the museum. Thus the military nature of the museum was revealed as an obstacle that impedes people to volunteer at ZMM. On the other hand most people think that military activities and politics are the two sides of the same coin. Thus they think that the museum is a politically linked institution such that most people do not want to involve themselves in politics leading them to refrain from volunteering to the museum. This is how the nature of the museum obstructs people into volunteering at the museum hence a barrier.

Motivation of Volunteers

Meeting everyone's needs is very difficult since people are different and they tend to be motivated by different factors. This was identified by the respondents as another barrier to volunteering at the museum. They highlighted that the museum has nothing to offer volunteers at the end of the program. Other respondents from a volunteer's perspective said that they are much more motivated by rewards other than just a thank you. They also pointed out that extrinsic and intrinsic value motivate them a lot such that lack of these affect their volunteering intentions at the museum

However the fact that other respondents (heads of departments) cited that they do not have anything to offer their volunteers means that they do not analyse and understand the differences of their volunteers. The museum does not give its volunteers anything to show appreciation of the volunteer's work. They lack both intrinsic and extrinsic motivation to volunteers. Volunteers need to be recognized after programs. Some are motivated by external rewards such as payment

and certificates and some are more of inward forces that stimulate desire to volunteering. Thus on the other hand it is clear that if they start by analyzing and understanding the motives of volunteers they will be able to attract and recruit the people they need. But as they have identified that motivating volunteers is difficult it is clear that, that is why they do not incorporate volunteers. Failure to understand volunteers will lead to poor strategic motivation of people who at the end of the day refrain from volunteering. Thus motivation of volunteers can be a barrier to volunteering.

4.7 Discussions

4.7.0 Volunteer Planning

According to the Volunteer Management Cycle the first stage in the management of volunteers is planning. However planning provides a strong foundation in all the activities concerning volunteer management. Younghans (1988:14) is of the view that assessing the museum's volunteer needs, planning for volunteer programs is of the essence when dealing with volunteers. The VMC illustrated that before anything that is recruitment and selection, volunteer planning should be done. The results stressed that the museum does not do anything to do with planning for volunteer programs. Thus through planning the museum will gather all the needed information concerning volunteer involvement. The research results showed that the museum has a lot to do in terms of working with volunteers. The VMC illustrated the stages that an organisation should follow when working volunteers. That is to yield good results. The fact that the research found out that a number of volunteer management tools are lacking; it shows that it may be difficult for the museum to follow the needs of the VMC. However if the museum needs to work with volunteers effectively it must adopt the principles of the Volunteer Management Cycle. The theory calls for planning and the museum does not plan for its volunteer programs. Thus there is a great need in involving planning in all the dealings with volunteers.

4.7.1 Recruitment of Volunteers

The VMC calls for proper and established volunteer recruitment tools and methods. Thus recruitment and selection is another important component involved in the management of volunteers in organizations. At this stage the museum must select the best and well effective methods to utilize in attracting and selecting volunteers. However attracting volunteers is very difficult if the museum does not employ very manipulative techniques in sending out the

recruitment messages. These messages must be simple and written in simple and straight forward languages. This means that these recruitment messages should be able to reach wider communities so that potential volunteers manage to receive the messages. It is also very significant to note that the components of the VMC work hand in hand, that is since it is a cycle failure to satisfy the needs of one component will affect the running of the complete system. For instance, the situation at the ZMM where planning for volunteer programs is not done and where there is also no any recruitment methods employed to recruit and select volunteers. The situation reflects everything that the museum should plan and employ some of the recruitment methods as needed by the Volunteer management cycle.

According to Goodlad and Mclvor (2005) to use volunteers to their full effect it is a basic requirement for museum or an organisation to provide a well-managed recruitment system. This means that recruitment and selection of volunteers in museums should not be done haphazardly. Thus the VMC illustrated that recruitment and selection should be considered such that the best ways of reaching out to the public may be established. However the museum should learn from other museum around the globe so as to incorporate and plan for recruitment of volunteers.

4.7.2 Volunteer Motivation

Volunteers need motivation as similar to paid staff. The VMC demonstrated that there is need to motivate volunteers so that the cycle will never come to an end. This is very important since it works as a way to retain and attract more volunteers to any organisation. However the museum lacked any sort of motivation meaning to say that they do not apply any motivational strategy to lure volunteer. Despite the availability of different types of motivational strategies that can be used, the museum does not employ any of them hence the need to employ motivation such that they will be able to attract more volunteers. The VMC shows that at this stage of the cycle confidence and commitment should be installed on the volunteer's side. However this can only happen after the museum employed motivation to the volunteers. Jihyun (2012) illustrated that volunteers continue their volunteering activities if they feel that the reward system used is fair to them. Thus recognition of volunteers is another way of motivation which is also another component of the management cycle of volunteers. This can be in form of certificates or even celebration events. Therefore the museum should incorporate motivation to keep attracting volunteer.

4.7.3 Factors that Hinder People to Volunteer

There are many obstacles that hinder people to volunteer in museums. These may include language, lack of good volunteer management tools, technical jargon used in communication. However during the research there were some major obstacles to volunteering at the museum that were identified. The obstacle include the lack of a volunteer policy, the nature of the museum, lack of motivation strategies, lack of publicizing the museum work, lack of recognizing volunteers after programs, transport costs and lack of volunteering culture at the museum. However the VMC established that by planning chances of these aforementioned obstacles to have an effect to volunteering activities will be highly minimized. This means that if the museum analysed and plans for its volunteer programs it can be understood that potential volunteers will face no challenges in reaching the museum.

UN Volunteers (2011) illustrated that the tradition of volunteering should be understood very well so that people will offer their services to the museum. It also demonstrated that where a culture of volunteering is present and understood well volunteerism tend to observe fast realization. However the lack of a culture that supports the tradition of volunteering can muddy the relations between traditional practices and official volunteering thus this can be a huge obstacle to the success of volunteering in museums. This also demonstrated that obstacles can be overcome if the museum follows the needs of the VMC. In terms of motivation the museum should also consider the adoption of Maslow's hierarch of human needs such as physiological needs, safety needs, and social need up to self-actualization stage. These needs provide the conducive environment for both paid staff and volunteers. Thus the museum has to work hard in terms attracting volunteers.

4.8 Summary of the Chapter

This chapter was a reflection of the research results that were collected from the field. The chapter analyzed and presented the data in form of charts. It also explained the data showing the great need of the museum to engage a number volunteer management tools that their absence makes it difficult to incorporate volunteers. Thus the following chapter presents the recommendations and conclusions that will help the museum to meet the standards set out by other countries on the globe.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of the summary, conclusions and recommendations given from the research. Results were consulted during this phase of the research. The summary reduced everything from the introduction of the study up to the analysis of the data. The research objectives, the aim of the research and the theoretical framework which acted as the corner stone of the study were also taken into consideration. Thus the research concludes by giving recommendations to the museum in close association with the research findings and the research aim as its main base. Hence the summing up of what has been presented, analyzed and interpreted as well as incorporated from the previous chapter. The research findings also exposed that information centres like museums often suffer difficulties in the management of volunteers. Thus they lack a number of volunteer management tools such as a volunteer policy which is the main and vital document used to define the incorporation of volunteers in a museum. However in summation the research has managed to attain its aim of providing the museum with guidelines to effectively manage voluntary work in museums for effective service delivery hence the availability of the recommendations.

5.1 Summary

The study focused on the management of volunteers in information centres but mainly centered on the ZMM. Chapter 1 started by introducing the concept of volunteering that is by giving the meaning of the term as well as its importance in a society. The chapter also provided the advantages and disadvantages of incorporating volunteers in an organisation. It consisted of the background to the study, the problem statement that provided the problems faced by the museum in managing volunteers. The chapter also consisted of the aim of the study which was to come up with the guidelines to effectively managing voluntary work in Zimbabwean museums for effective service delivery. This was only to happen after the research analyzed how the museum plans for its voluntary programs and assessed the methods and motivation strategies to attract and recruit volunteers for selection hence the importance of the objectives of the study.

Chapter 2 consisted of the consulted body of existing literature about the management of volunteers that is from other scholars. This chapter also outlined the best methods to recruit

volunteers in museums and also discussed some of the barriers that hinder people to volunteer in museums. It also comprises of a theoretical framework that provided a foundation that guided the research.

Chapter 3 carried the research methodology that consisted of the research approach, the research design, the research sample that was applied by the researcher in the conduction of the study. The qualitative research approach was used; the research also used the case study research design and also applied purposive research sampling technique. Therefore in collecting data, questionnaires and interviews were utilised. However the choice and selection of the instruments was based on their relative advantages to the research hence their significance to the study.

Chapter 4 was a reflection of the data presentation, analysis and discussion. It is also vital to note that the results showed that lack of availability of a number of volunteer management tools at the museum affects everything concerning volunteers. There are also a number of factors that affect volunteerism which were identified through this research. These factors have a great effect in the way people volunteer at the museum and they included the nature of the museum, lack of motivation of volunteers and lack of strategic planning volunteer programs. Therefore this chapter provided a summary at the same time providing meaningful and necessary conclusions and recommendations to the study.

5.2 Conclusions

Volunteer management in information centres is a special practical exercise that needs to be taken into cognizance when involving volunteers in programs. However, overall, the research obtained that volunteer management at the ZMM is not yet a well-established management system. This also illustrated that the museum lacks strategies in dealing with volunteers. Even if developed countries are recognizing voluntary work as a valuable resource, it is totally different from the context of the Zimbabwean museums especially the ZMM.

Planning for Volunteer Recruitment

In terms of planning for volunteer programs, planning is of the essence when dealing with volunteers and it is one of the main components of a volunteer management system that lacked at the museum. The museum does not plan for its voluntary programs hence all the dealings with volunteers are being done haphazardly. Planning is the first and most important stage that needs

to be focused on when working with volunteers in any organisation. It is a very useful tool since it provides a clear framework that guides in working with volunteers. However the fact that the museum does not plan for its volunteer programs demonstrates that the museum need to appreciate volunteering as a tradition in order to promote and create a volunteering culture at the museum. On the other hand planning for volunteer programs at the museum is non-existing.

Recruitment of Volunteers at the museum

In terms of recruiting volunteers, their recruitment is much more the same as that of the paid staff meaning to say that it is a much known practice. At the ZMM there is no one volunteer recruitment method that is being used on volunteers. It was observed during the research that museum staff does not incorporate any recruit methods to lure and recruit volunteers for selection. Thus it means that volunteers are being engaged as per their request. However the volunteers are supposed to be attracted in order to recruit them. This on the other hand means that as things stand the ZMM does not have volunteer recruitment method despite that there is no any distinction between recruitment of volunteers and paid staff. It is also vital to conclude that this has a great effect on how potential volunteers turn up to the museum.

Barriers to Volunteering at the museum

In terms of what hinders people into volunteering at the museum, there are a number of factors that were identified that contributed much to the way people volunteer at the museum. If the museum does not show a better understanding of the tradition of volunteering it is clear that chances are high that many issues around the museum impede people into offering their services. The military nature of the museum was said to affect the way people volunteer, lack of motivation and lack of publicising the museum work to the public and lack of a volunteering culture were some of the identified barriers that impede people to volunteer. It is clear that if the museum does not publicise its work to the public people will never get to know the museum hence a problem.

Lack of various volunteer management tools at the museum is a reflection of lack of understanding about the essence of the phases and the stages involved in a volunteer management system. The museum does not have volunteers, a volunteer manager and a volunteer policy. It also does not use any method to attract volunteers, hence a difficulty in

working with volunteers. However the study is a very important and valuable evaluation about issues to do with volunteering in museums hence provided guidelines that help the museum to improve its volunteer management system as well as promoting a volunteering culture in Zimbabwean museums.

5.3 Recommendations

Recommendations were suggested using the research questions as well as the results that were found during the research. These recommendations are also solutions that the research sought to give at the end of the study. However the Zimbabwe Military Museum is lacking strategic planning in dealing with volunteers hence the need of implementing a policy that regulates all the activities done with the volunteers. There is need to market and publicize the museum work and activities to the public to attract more volunteers so that the museum will benefit from the volunteers. The establishment of a recognition process for volunteers is the other recommendation that the museum can implement to keep volunteers hence the importance of the suggested recommendations.

5.3.0 Establishment of a volunteer policy

It is the recommendation of this study that the ZMM should employ and establish a volunteer policy. It has also been noted through literature reviewing that each museum should have its own volunteer policy. The research also understood that a volunteer policy can be tailor made meaning to say that each and every museum can have this document. That is it can be drafted in association with the mission statement and the goals of the museum and other policies present at the institution. Since the museum can tailor make its volunteer policy it is very easy that it is also able to draft its own volunteer policy.

This is also a vehicle of progress in the management of volunteers since it will set out the procedures and guides that the museum will follow in working with volunteers. It is a very wise move especially when other countries have already developed these volunteer management tools. It is also vital to note that Australian and United States of America are examples of the countries that have implemented this volunteer policy in their museums. One can argue that it is impossible to compare Zimbabwe with well developed countries because of some obvious reasons. But the researcher went on to highlight that if an organization wants to be successful and become very competitive in the world, it should do what it has not been done before. That is

it should aim higher. This will allow it to be more successful. In this line of argument the sense is that the museum should establish a very meaningful volunteer policy that will enable it to manage its volunteers and its volunteer programs.

The volunteer policy highlights all the necessary procedures and steps to be followed when dealing with volunteers in a museum. It also came with well- strategised recruitment methods such that the museum will follow to recruit volunteer. The museum workers mentioned that at the moment they do not incorporate any method to recruit volunteers. Thus they employ volunteers upon their request and availability. This is a problem since volunteering is a personal will meaning to say that at times it needs a stimuli to motivate them hence the volunteer policy will capture all these issues. However it is the researcher's recommendation that the volunteer policy should establish a well strategized process of engaging and attracting volunteers. This allows the continuation of the volunteer management cycle hence an importance of this as a recommendation.

The researcher found out that lack of this document is hindering people into volunteering at the museum especially volunteers from abroad. Thus the implementation of a volunteer policy at the ZMM is recommended by the researcher. This policy will also allow them to deal with the volunteers in the way they feel is the best hence a good document since it regulates the behaviour of volunteers at work. The establishment of this policy at the museum is the way to go if the museum wishes to engage and attract more volunteers. Thus the researcher recommends the museum to draft a volunteer policy.

5.3.1 Volunteer Manager

After the establishment of a volunteer policy, the researcher recommends that the next step in the management of volunteers in the museum is the appointment of a volunteer manager. These personnel should be assigned to deal with the management of all volunteering activities. In the case the director of the museum should have the duties in planning, recruiting and supervising volunteers or else he may delegate some of his work to some employees. Thus the volunteer policy will force the museum to appoint these personnel who will be responsible for all the dealings concerning volunteer activities.

In trying to understand the management and regulation of volunteers at ZMM, the researcher found out that the museum does not have volunteer management tools such as a volunteer policy and a volunteer manager. Thus the research recommends that the director should make sure that all the deals concerning volunteer activities are well catered for. This means that if the museum managed to meet the requirements of all other issues concerning the management of volunteers it will be easy to carry out all the activities that attract volunteers, hence the room for international volunteers to volunteer at the museum. Planning for volunteer programs is lacking at ZMM due to lack of this management tool. Thus the volunteer manager will have the mandate in carrying out all the duties that includes everything to do with volunteering in the museum hence the importance of a volunteer manager.

5.3.2 Recognizing Volunteers

Since volunteer management is a continuous process, meaning that it should not end. This suggests that there must be something that will make the volunteer keep motivated. However the research exposed that the museum does not have any form of motivation to the volunteers. This research also recommends that the ZMM should try by all means to retain volunteers by using some sort of motivation. Recognition is a way of appreciating the help from the volunteer hence by so doing this installs a stimuli in the volunteer's mind such that he or she will be motivated to keep up with the good work at the same time attracting more of the others. It is also very difficult to please everyone since people are different, but the museum should try to recognize the volunteer's work other than to say that they do not have anything to offer the volunteer as a way to say thank you.

There are many types of recognition that the museum can employ. Besides cash awards, a museum can use breakfasts and dinners, volunteer fair wells, celebrations, certificates handover or trophies are other sorts of recognition that a museum can use to show appreciation of voluntary work. However recognition is important in the management of volunteers because it instills confidence to the volunteer such that the result is attraction of more volunteers. The museum should employ a volunteer manager who will analyze and understand the volunteers so that they will plan how they can meet a volunteer's motives. Meanwhile the ZMM should use recognition as an addition to other volunteer management tools.

5.3.3 Advertising and Marketing the Museum Work

The research found out that there are a number of factors that are affecting the willingness of potential volunteers to come and help the museum. Besides that the museum is lacking strategic planning in reaching out to the public and also in advertising itself. However it is this research's observation that the museum will be in a better position to attract more volunteers that is if it markets and publicises its activities to the public. In fact, volunteer management in information centres is a process that comprises of planning, recruitment, supervision and support as well as recognition. This means that if the museum does not advertise its work and practices this will affect the volunteers in such a way that they will lack understanding of the museum leading them to avoid the museum.

There are many forms of advertisements that the museum can employ to make it known by the general public. It is very important that these days there is an increase in the use of the internet and this means that by using the internet the museum can publicize its work to many people. The internet allows the museum to connect with different types of people hence the increase in the understanding of the museum by the public. Besides the use of the internet, there is also the use of outreach programs. The museum must use these outreach programs to increase its availability to the public. They must first analyze their budgets and set out programs that allow them connecting with wider communities. In this case the ZMM can familiarize itself with the Midlands State University (MSU) which is very close to the museum that it can use this as an opportunity to attract more volunteers. This will be good for the museum especially when the university students wish to volunteer because they are better knowledgeable persons which will cost less for the museum to induct them. Print media is another method that the museum can use to advertise its activities to the public. They can put these at the points that attract large numbers of people. This way the museum will be able to make known its practices to the public.

The fact that the nature of the museum has an effect in the way volunteers offer their services. It shows that the museum is not marketing and publicizing itself. This means that the museum has a lot to do that is to make it well understood by the public. However the researcher recommends that the museum should fight to correct the misconceptions about its nature which on the other side is impeding people from volunteering.

5.3.4 Communication

The use of new technologies will allow the museum to communicate with volunteers and also to build social networks that connect potential volunteers with the museum. In developed countries technology has influence in the way museums communicate with volunteers. Volunteers will find opportunities based on their needs, interests and skills using social networks. However within this technological era, volunteers no longer need to go to a website to search for opportunities. Thus the use of internet through social media will allow people to volunteer without leaving their homes. That is why the museum needs to improve its communications especially to utilise the availability of the internet. The creation and use of Whatsapp and Facebook pages mainly for volunteers is another way to go. The museum can also provide a Whatsapp identity number to potential volunteers where the museum will communicate and attract volunteers. This way the museum can improve its availability to the community hence high chances that people will understand the museum at the same time minimizing barriers that hinders potential volunteers to offer their services.

In general these recommendations were provided for the museum to enhance its volunteer activities. These will help the museum to attract and employ volunteers especially the establishment and implementation of a volunteer policy; it will help to attract even volunteers from abroad. On the other hand these recommendations will allow the museum to improve its volunteer management system meaning to say that every activity involving volunteers will now be done in an appropriate and effective way hence the importance of the study.

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Appendices

Appendix 1



Midlands State University
Established 2000
Our Hands, Our Minds, Our Destiny

Questionnaire

Dear Respondent

My name is Nyasha Mukwidzi studying towards a B.A Honors Degree in Archaeology, Cultural Heritage and Museum Studies at Midlands State University (MSU). In partial fulfillment of this course, I am supposed to choose a topic of my choice to embark on, therefore I chose to research on the topic entitled: Volunteer Management in information Centres with special reference to the Zimbabwe Military Museum. It is of great pleasure to involve you in my research and to hear your opinions and views. Please answer the questions below. The information you give in this questionnaire shall remain confidential and it is going to be used for academic purposes only.

For more details, queries and urgency, feel free to contact me on:

Cell: 0773 939 694, Email nmukwidzi@gmail.com

Instructions for filling the questionnaire

*Use the spaces provided to write your answer to the questions, if answers require a yes or no
Please tick the applicable answer.*

One may use additional paper where the space provided is not enough

Do not leave any blank space.

Questions

1) Name of the department.....

2) Position in the institution.....

3) How long have you saved the organization? Years.

4) What do you understand by the term voluntarism?

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5) Do you have any volunteer programs currently in place? YES NO

5a) if YES, How do you plan and who are the players involved in planning these voluntary programs?

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.....
.....
.....
.....

5b) If YES, how many do you employ per year?

VOLUNTEERS	✓
1-5	
5-10	
10-15	
NONE	

5c) If NO, May you explain why you do not incorporate volunteers?

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6) Does your institution have a volunteer policy? YES NO

6a) If YES, How effective is it in dealing with volunteers?

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7) What methods does the museum incorporate to motivate and attract volunteers?

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8) What do you think hinders people to volunteer in museums?

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Appendix 2



Interview Guide

Interview questions for the management of volunteers in museums

1. What roles can be played by a volunteer manager?
2. What factors may be considered when planning for a volunteer program?
3. What do you think can be used to motivate volunteers?
4. What do you think are the major factors that affect volunteering?
5. In your own words what do you think can be done to attract more volunteers in Zimbabwean museums?

Appendix 3



Interview Guide

Interview (Short Survey) questions for the potential volunteer to the ZMM

Responses gathered through Social Media (Whatsapp)

1. Do you think that volunteers need motivation and what do you think can be used to motivate volunteers at the museum?
2. What do you hindere people to volunteer at the museum?
3. What do you think can be done to attract more volunteers at the museum?