Factors determining individuals’ participation in volunteer work: A study of the Cape Coast Metropolis in the Central Region of Ghana

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ABSTRACT

Person-organisation fit is the compatibility between individuals' and the organisations' attributes. Researchers have used a variety of dimensions to measure this compatibility. In measuring the similarity between the individual and organization, this study has focused on goal and value congruence. The current study aimed to investigate the person-organization fit factors that influence individuals' participation in volunteer activities. A 16-item scale that consisted of two 8-item subscales was constructed to measure the individual and organization congruence. About 404 respondents completed the questionnaire in the Cape Coast Metropolis in Ghana. The data were analyzed using descriptive statistics, cross tabulation and principal component analysis. The study revealed that diverse group of people were involved in NGO volunteer activities. The factor analysis show a two-component solution that explained a total of 61.83 % of the variance, with component 1 (person factor) contributing 54.57 % and component 2 (organization factor) contributing 7.26 %. The high communality values of the individual items for the person and organization factors, ranging from .413 to .766, are indicative of the similarity of the goals and values. The strong positive correlation between the two subscales (r = .63) shows that fit exists between the individuals and organizations' factors might have a positive influence on the study respondents' participation in volunteer activities. It is imperative that NGOs, especially those in the Cape Coast Metropolis pay particular attention to specific person-organization fit factors to attract, recruit and retain potential volunteers in the future.

1. Introduction

In most third world countries, including those in Africa, both the states and markets are too weak to promote socioeconomic development (The Borgen Project, 2018; Naipanoi, 2017). The failure of both governments and markets in Africa to deliver economic development has led to the rapid growth and expansion of non-governmental organizations (NGOs) on the continent. At national and local levels, the nonprofit organizations have provided tremendous socioeconomic development services, including provision of health services, food security, humanitarian assistance and policy advocacy (Anheier, 2008; Herman and Associates, 2005). Even though there is an increasing demand for NGOs services in developing countries such as Ghana, the sector is constrained with financial challenges. A recent study conducted by Ghana Philanthropy Forum in 2018 on the status of local and smaller nonprofit organizations in Ghana revealed that the NGO sector in Ghana is operating under difficult financial conditions (Ghana Philanthropic Forum, 2018). Many of the NGOs are compelled to look for alternative ways to resource their operations, such as volunteer mobilization (Batti, 2014). Using volunteers is an effective way to save limited organizational resources, build community support, improve the community and acquire hard-to-get skills.

Studies on factors influencing participation in volunteer work have received much attention in research literature (Bekkers and de Wit, 2014; Biswas and Bhatnagar, 2013; Xiao and Houser 2014). Recent studies estimate that approximately one hundred million people volunteer each year in developed nations including the United States (McKeever, 2015a, b). Comparatively, individuals’ participation in volunteer activities in developing countries such as Ghana is low in profile (Batti, 2014; Ghana Philanthropic Forum, 2018). The Cape Coast Metropolis, one of the regional capitals in Ghana, is home to many NGOs (GSS, 2015). Many of these NGOs have limited human resources due to financial limitations. Human resource mobilization involving volunteers is a valuable component for strengthening these NGOs (Batti, 2014; Ghana Philanthropic Forum, 2018). Person-organisation (P–O) fit is the compatibility between individuals and the organisations they will like to work with...
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identity with particular organizations have recently received consider-
able attention from researchers, the study of the person-organization
fit in developing countries is limited (Boon and Biron, 2016; Tak, 2011). In
addition, there are few studies on person-organization fit within the NGO
sector (Studer and Schnurbein, 2013; Unal and Turgut, 2015). Studer and
Schnurbein (2013) also noted that most research on volunteer partici-
pation is in the form of socio-psychological studies that focus on volun-
teers' motives and incentives. A study on the person-organization fit
factors would help to improve the attraction and retention of people who
may participate in NGO volunteer activities. The current study aimed to
investigate the person-organization fit factors that influence individuals' participation in volunteer activities in the Cape Coast Metropolis in Ghana.

2. Literature review

2.1. The role of NGOs and the experience of volunteering in Africa

The African continent is endowed with immense natural and human resources, as well as great cultural, ecological, and economic diversity (The Borgen Project, 2018; Naipanoi, 2017). Although significant economic progress has been made in some African countries, statistical trends in the region indicate the ongoing depth and scale of the socio-economic challenges. The majority of countries classified by the UN as least developed are in Africa, and most African nations suffer from many socioeconomic problems (The Borgen Project, 2018; Naipanoi, 2017). Half of the African population has been found to live in poverty without access to basic human needs, such as nutrition, clean water, and shelter. However, despite many years of public sector intervention, the spread and intensity of social problems continues to persist. The roles played by government have failed to address the key socio-economic issues. In recent years, non-governmental organizations (NGOs) have played supportive roles with the governments of developing nations. According to Agere (2014), many NGOs depend on grants and donations to accomplish their missions and goals. The availability of funding to service delivery of NGOs is very crucial. However most NGOs in developing countries especially the smaller local NGOs in Africa are not living to their expectations of solving social problem due to declining level of donation to NGOs (Davis, 2013).

Volunteers are a significant human resource utilized by NGOs and often undertakes unpaid work (Allen and Bartle, 2014; De Clerck et al., 2019). This study defined a volunteer as a non-professional person who is willing to give his/her time and service to a specific task, without remuneration. Volunteering is the act of providing a volunteer service. Volunteering offers important benefits to individuals, communities and society (Allen and Bartle, 2014). It helps to create a stable and cohesive society by bringing people together to act for the good of the community. According to De Clerck et al. (2019) and Mati (2016), voluntary activity builds social capital that adds value to the services that governments provide.

A study conducted by CICICUS (2011) on voluntary action and trends in nine African countries including Ghana, Guinea, Liberia, Morocco, Rwanda, Senegal, Tanzania, Togo and Zambia revealed that volunteering in Africa is shaped by the cultural, socio-economic and political dynamics of the African societies. Maes (2010) and Ngatia (2010) also pointed out that the socio-cultural and economic conditions of the nations of Africa have triggered the emergence of volunteerism in African societies. The finding of the study also noted that NGOs in Africa depend heavily on volunteers to fulfill their functions (CICICUS, 2011). Nonetheless, the study revealed rather low levels of individual volunteers’ participation in NGO activities. This finding by CICICUS (2011) is consistent with other studies in Africa that show low levels of African citizen’s participation in voluntary activities. Even though heterogeneous cultures exist across Africa countries, these patterns of volunteering have been found to be quite similar (Mati, 2016).

2.2. The concept of person-organization fit

Person-Organization (P–O) fit is the compatibility between people and broader organizational attributes (Studer and Schnurbein, 2013; Unal and Turgut, 2015). Regarding a volunteer selecting an organization, the P–O fit could be conceptualized as the match between a prospective volunteer and the organization attributers. The concept is based on the Schneider's Attraction-Selection-Attrition framework, which states that individuals are not randomly assigned to organizations but rather seek out organizations that are attractive to them (Schneider, 1987). Schneider (1987) argues that persons are always on the lookout for situations attractive to them rather than fit any assigned situation. Schneider noted that an organization could be considered as a situation, which implies that people can be attracted to it, be selected to be a part of it, remain if they have good P–O fit or leave the organization in case there is no good fit. A low level of P–O fit can lead to negative outcomes such as intention to quit the organization (Boon et al., 2011; Farooqui and Nagendra, 2014). Studer and Schnurbein (2013) have classified two main factors, person and organization factors that explain why some people with specific characteristics are more or less likely to be associated with some particular organizations.

A review of the literature shows that the main areas of matching between person and organization are value, goal, needs and integrate congruence (Studer and Schnurbein, 2013; Tak, 2011; Unal and Turgut, 2015). The value congruence is a fit between the individual's intrinsic values with that of an organization values system while the goal congruence is a fit between individual objectives with that of an organization's main goals. According to Studer and Schnurbein (2013), and Unal and Turgut (2015), value and goal based congruence are found to be more stable characteristics of person and organization fit. The current study aimed to investigate the person-organization fit factors in term of value and goal based congruence that influence individuals’ participation in volunteer activities in the Cape Coast Metropolis in Ghana.

3. Materials and methods

3.1. Study area and research design

This study sought to assess relevant individual-organization fit factors that influence people participation in volunteer work in the Cape Coast Metropolis. Cape Coast is the capital city of the Central Region of Ghana. It is the administration, cultural, educational and commercial center of the Central Region. The Cape Coast Metropolis is known to suffer from poverty, child prostitution and child labor. Findings of a study on child prostitution in the Cape Coast Metropolis presented at the Center for Gender Research, Advocacy and Documentation at the University of Cape Coast revealed that children between the ages of 14 and 17 were indulging in child prostitution due to untold poverty, and peer pressure (Mensah, 2018). The poverty incidence in the Cape Coast Metropolis is 2.6% (GSS, 2015). About 21.8% of children in Ghana is estimated to be involved in child labor and children in the Cape Coast Metropolis are of no exception (Government of Ghana/UNICEF, 2017).

The Metropolis is home to a number of NGOs addressing social problems in the Metropolis. Even though there has been an increasing call for the NGOs services in the Metropolis, many of these NGOs have been constrained by human resources due to financial limitations. Promoting volunteer’s participation is an alternative strategy to resource NGOs operations in the Metropolis. It is in this spirit that the Cape Coast Metropolis was used as a study area for this study to examine the person-organization fit factors influencing individuals’ participation in volunteer work. A cross-sectional survey in which data is collected at a
single period of time was employed for the study. Cross-sectional studies are relatively inexpensive and quick to conduct (Monette et al., 2002).

3.2. Target population and sampling unit

The target population for this study was individuals who live within the Cape Coast Metropolis who are qualified to participate in volunteer activities. Adults who are sick or mentally or physically challenged to engage in volunteer activities were excluded from this population. In addition, minors less than 15 years old per labor law were also excluded from this study. A multi-stage sampling procedure was used to select the individual respondents for the study. The choice of using the multi-stage technique was informed by the absence of a sample frame (Sarantakos, 2013). Moreover, in view of the fact that studying the entire population over a short time frame is difficult, portions of the population were drawn from particular areas within the Metropolis (Sarantakos, 2013).

The Metropolis was grouped into clusters based on exceptional features: population size, location, and economic activities. The Metropolis has 10 major sub-metros: Abura, Pedu, Kingsway, University of Cape Coast, Ankafu, Regional Office, Agric, Cape Coast Polytechnic (now Cape Coast Technical University), Aggrey/Ekow and Kotokruaba. A simple random sampling was used to select five of the 10 sub-metros including; Abura, Kotokruaba and Kingsway sub-metros are among the busiest market centers and host a high proportion of self-employed people. The University of Cape Coast has a high concentration of students due to the number of schools and the University of Cape Coast in this sub-metro. While the Agric sub-metro has some government offices, its unique feature is the location of a pensioner’s house for a monthly meeting of pensioners. Many government and private employees are located in the Kotokruaba and Kingsway, University of Cape Coast, and Agric. metros. The unemployed are located within all five selected sub-metros. Finally, convenient sampling technique was used to reach individual respondents who were available and willing within the various metros to participate in the study. One advantage of using this sampling technique (multi-stage) lies in the fact that the research could be representative and economically moderate. Other studies employed the same approach and found reliable results (Sarantakos, 2013).

3.3. Samples size determination

Since there was no preexisting determination of the size of the population for the study, the sample size was determined by using the formula proposed by International Fund for Agriculture Development (2009) for an unknown population.

The formula for is

\[ n = \frac{t^2 \times p (1 - p)}{m^2} \]

where

- \( t \) = confidence level set at 95% (Z score = 1.96).
- \( p \) = estimated proportion of target population with similar characteristics (set at 50% or 0.5).
- \( m \) = margin of error set at 5% (standard value = 0.05).

By substituting the value into the formula,

\[ n = \frac{(1.96)^2 \times 0.50 (1 - 0.50)}{(0.05)^2} \]

\[ n = \frac{3.8416 \times 0.25}{0.0025} \]

\[ n = 384.16 \]

A calculated 384.16 was obtained as the desired sample size. In the view of this, it was recommended that at least 384 individuals in Cape Coast Metropolis should be involved in the study.

3.4. Data collection instrument

The researcher developed a structured and validated questionnaire for the study. The researcher ensured the face validity of the survey instrument while some experts in the NGO sector helped to check the content validity. The questions on the instrument were closed ended questions separated into three parts. The first section covered the demographic characteristics of individuals, such as gender, marital status, age, educational level, and religion. The second section covered issues relating individuals’ participation in volunteer activities within the Metropolis. The third section covered person-organization fit factors that may influence a person’s participation in volunteer work. It is a 16-item scale that consisted of two 8-item subscales designed to measure the person and organization factors respectively on a five-point Likert scale. Variables captured in the items in the subscale are based on literature and previous work on person-organization fit factors and related to individuals’ participation in volunteer activities (Studer and Schnurbein, 2013; Tak, 2011). The respondents were to rate the extent of which the person factors and the organization factors influence their participation in NGO volunteer activities. The instrument was pre-tested on thirty individuals in the Cape Coast Metropolis. The pre-test helped to modify the instrument to improve its internal consistency. The Cronbach’s alpha coefficient computed to determine the internal consistency of the sub-scales was 0.70 or more, implying that the sub-scales are reliable (Pallant, 2016).

3.5. Data collection

Data was collected from 404 respondents. The study was also deemed to generate reliable results given a sample size adequate for the data analyses. This is a self-sponsored study and the researcher was not required by any agency to receive ethical approval for the study. However, all the respondents agreed to participate in the research study and they were free to participate with or without any justification. The consent to publish individual data in any form was obtained from the participants interviewed.

3.6. Data analysis

This study aimed to examine person-organization fit factors that influence individuals’ participation in volunteer activities in the Cape Coast Metropolis in Ghana. Descriptive statistics consisting of frequencies, parentages, and means were used to explain the demographic characteristics of respondents and various subgroups’ participation in volunteer work. Cross tabulation was performed to compare and explain the pattern of the subgroups’ participation in volunteer activities. Cronbach alpha values were analyzed to determine the reliability of items measuring the person and organization fit factors.

Factor analysis is employed to identify a set of factors that represents the underlying relationships among the person-organization fit variables. In order to conduct the factor analysis, the suitability of the data was examined. The Cronbach alpha value for the 16 variables was .9. This value is above the recommended value of .7, indicating adequate internal consistency (Pallant, 2016). The 16 variables were subjected to principal components analysis (PCA).

4. Results and discussion

4.1. Respondent’s demographic characteristics

The analysis of the demographic characteristics of respondents showed that males were 58.4%. About 92.7% of respondents were married. The minimum age of the respondents was 15 years with a maximum age of 89 years, while the mean age was 35.5 years. The majority of the respondents (92.8%) had formal education distributed among the levels of educational attainment as follows: primary education...
As shown on Figure 1, in the exception of the Pensioner provided vital information useful for future recruitment of potential NGO had been used to create a clustered bar chart. The result of the bar chart respondents and their preferred NGO subsectors for future volunteering interest in future volunteer participation varied with speci subgroup, each of the different subcategories indicated interest in future volunteer activities in the near future in the Cape Coast Metropolis (Table 1). Information from a cross tabulation of the various subgroups of volunteer activities in the near future in the Cape Coast Metropolis was revealed that 88.9 % of respondents were willing to participate in volunteer work, they were asked to indicate the NGO subsector their volunteer participation. The percentage distribution of the various subgroups consisted of 28.7 % students, 24.3 % public or private employees, 22.1 % self-employed, 11.4 % unemployed, and 13.6 % pensioners. Out of the 404 study respondents, 251 representing 62.1 % of the study sample was found to participate in volunteer activities last year. Interestingly, a little more than 50 percent of respondents in each subgroup was found to engage volunteer activities last year.

### 4.3. Subgroups’ future volunteer participation in various NGO subsectors

In order to understand respondents’ consideration of future participation in volunteer work, they were asked to indicate the NGO subsector in which they would most likely prefer to volunteer in the near future. It was revealed that 88.9 % of respondents were willing to participate in volunteer activities in the near future in the Cape Coast Metropolis (Table 1). Information from a cross tabulation of the various subgroups of respondents and their preferred NGO subsectors for future volunteering had been used to create a clustered bar chart. The result of the bar chart provided vital information useful for future recruitment of potential NGO volunteers. As shown on Figure 1, in the exception of the Pensioner subgroup, each of the different subcategories indicated interest in future volunteer participation with all the NGO subsectors.

It is interesting to know that the proportion of respondents who show interest in future volunteer participation varied with specific NGO subsectors. The data revealed that the Education NGO subsector might benefit from 84 respondents’ future volunteer participations followed by the Religion NGO subsector with 68 respondents. The Children and Youth NGO subsector is the third and Health NGO subsector the forth to receive future volunteer participation from the respondents. Figure 1 shows that the Human Right NGO subsector (18 respondents) as well as the Art and Culture NGO subsector (12 respondents) might receive fewer proportions of the respondents providing future volunteer activities.

### 4.4. Pattern and structure matrix for PCA with oblimin rotation of two factor solution

Pallant (2016) points out that data is considered to be appropriate for factor analysis if its sample size is found to be adequate and there is intercorrelation among the items. Bartlett’s test of sphericity and the Kaiser-Meyer-Olkin (KMO) are the two statistical measures used to assess the factorability of suitable data. The Kaiser-Meyer-Olkin (KMO) with index ranges from 0 to 1, measures the sampling adequacy. The KMO index of .6 suggested as the minimum value for a good factor analysis. The Bartlett’s test of sphericity is expected to be significant (p < .05) for a factor analysis to be conducted. The Kaiser-Meyer-Olkin value was .9, which is above the suggested value of .6. The Kaiser and Bartlett’s Test of Sphericity was statistically significant at .000, which supports the factorability of the data. The principal component analysis has shown the presence of two components with eigenvalues exceeding 1. Interestingly, the assessment of the scree plot also revealed a sharp clear break after the second component as shown on Figure 2.

By applying the Catell’s scree test, the two components were retained for advanced investigation (Pallant, 2016). To aid the interpretation of the two components, Direct Oblimin rotation was performed. Following the Oblimin rotation, the 16 variables showed strong loadings and all the variables loaded substantially on the two components.

The two-component solution explained 61.83 % of the variance, with component 1 contributing 54.57 % and component 2 contributing 7.26 % respectively. The rotated solution revealed the presence of a simple pattern and structure. The pattern matrix showed two clear factor solutions with the first factor termed “person factor” and the second factor, “organization factor.” Each of the two factors has eight items respectively. The first factor (person factor) accounted for the total highest variance explained (54.57 %) with an eigenvalue of 8.73. The person factor (other than demographic characteristics) has five major loadings (Table 2). In order of decreasing loading on the person factor, item 4 (religious activities) has the highest loading of .786, followed by item 1 (helping the disadvantaged) with a loading of .782, and item 2 (personal satisfaction) with the lowest loading of .583. The second factor accounted for the total variance explained (7.26 %,) with eigenvalue of 1.06. Not surprisingly, the organization factor has three major loadings consisting of item 15 (NGO has internship program) with a loading of .887, followed by item 14 (NGO promotes volunteer’s career development) with a loading of .777, and then item 13 (NGO volunteer recognition) with a loading of .531. The other five items of the organization factor loaded strongly but inappropriately onto the person factor: item 9 (NGO has flexible volunteering time) = .872; item 10 (NGO closer to my place of residence) = .760; item 11 = .766; item 12 (NGO project matches my skills) = .684; item 16 = .741. The structure values provide information about the correlation of items within a factor. For the person factor, the structure values range from .542 to .805, while, for the organization factor, the structure values ranges from .355 to .866. The high structure values are indicative that the items do fit well with the other items in each component. Correspondingly, the two factors showed a strong intercorrelation (r = .63). Communalities values give information about how much of the variance in each item is explained. The high communality values of the individual items ranging from .413 to .766 in Table 2 indicated that each item is well fitted with the others in the components. Overall, the statistical results of the PCA analyses suggest that most of the contents of the two components of the person-organization fit factors could strongly determine respondent participation in volunteer activities in the near future in the Cape Coast Metropolis in the Central Region of Ghana.

| Subgroups                  | Study Sample N = 404 (100 %) | Sample Volunteered Last Year N = 251 (62.1 % of the 404) | Sample to Volunteer in the Near Future N = 359 (88.9 % of the 404) |
|----------------------------|------------------------------|--------------------------------------------------------|-----------------------------------------------------------------|
| Student (%)                | 116 (28.7)                   | 70 (17.33)                                              | 112 (27.72)                                                    |
| Public/Private employee (%)| 98 (24.3)                    | 64 (15.84)                                              | 88 (21.78)                                                     |
| Self-employed (%)          | 89 (22.0)                    | 56 (13.86)                                              | 72 (17.82)                                                     |
| Unemployed (%)             | 46 (11.4)                    | 27 (6.68)                                               | 39 (9.65)                                                      |
| Pensioners (%)             | 35 (13.6)                    | 34 (8.42)                                               | 48 (11.88)                                                     |
| Total                      | 404 (100)                    | 251 (100)                                               | 359 (100)                                                      |

Source: Field Survey, 2019.
Non-governmental organizations play vitæ supportive roles with the governments of developing nations in addressing many social problems. Most of the local NGOs face financial limitations in the wake of increasing social problems. Although NGOs in Africa depend on volunteers, as an alternative to their financial constraint the level of individuals’ participation in NGO volunteer activities is rather low. About 251 representing 62.1% of the study sample of 400 was found to participate in volunteer activities last year (Table 1). It is necessary to understand how the P–O fit concept could be applied to promote individuals participation in NGOs volunteer activities. The respondents rating the extent to which the person-organization fit factors will influence their participation in NGO volunteer activities has revealed that majority (88.9%) of respondents are willing to participate in volunteer activities in the near future in the Cape Coast Metropolis (Table 1). As shown on Figure 1, in the exception of the Pensioner subgroup, each of the different subcategories indicated interest in future volunteer participation with all the NGO subsectors. The findings of this study is consistent with P–O fit works by Boon et al. (2011), and Farooqui and Nagendra (2014). The concept of P–O fit is crucial to volunteers’ recruitment on the basis that if people fit well with the NGO sector, they are more likely to participate in its volunteer activities (Studer and Schnurbein, 2013).

The study found a high correlation between the person-organization fit factors which might influence the respondents’ increased interest in volunteer activities in the near future in the Cape Coast Metropolis. This observation could be attributed to the similarity of goals and values as captured by the items of in the two factors. According to Studer and Schnurbein (2013), the congruence of goals and values increase the mutual understanding and trust between the individual and organization. The specific values and goals captured under person factor include religious activities, helping the disadvantaged, and personal satisfaction. The major specific values and goals captured under organization factor include NGO has internship program; NGO promotes volunteer’s career development; NGO volunteer recognition; NGO has flexible volunteering time; NGO closer to my place of residence; and NGO project matches volunteer skills. It is imperative that NGOs in the Cape Coast Metropolis pay particular attention to these factors to recruit and retain a large number of these potential volunteers in the near future.

5.1. Contribution to literature

In this study, the author examined factors that influence individuals’ participation in NGOs volunteer activities in the Cape Coast Metropolis. The paper makes significant contributions to existing volunteering literatures by focusing on person-organization fit factors. Most of the previous studies on volunteering tend to understand the effects of socio-
psychological factors such as individuals’ motives and incentives on their participation in NGOs volunteer activities. While person-organization fit has been found to improve people participation in NGOs volunteer activities, nonetheless, the person-organization fit research in developing countries is limited. This study adds to the limited literature on P-O fit. The findings of this study confirm that person-organization fit does influence individual participation in NGOs volunteer activities. In the view that NGOs in Africa depend heavily on volunteers to fulfill their functions, the findings of this study have provided a better understanding of the influence of P-O fit factors on individuals participation in NGOs volunteer activities in developing countries.

6. Conclusion

The roles of NGOs in the socio and economic development cannot be overemphasized in many countries. The need to increase the activity of NGOs especially in developing countries is more urgent due to increasing social problems such as poverty, child labor and prostitution. However, smaller local NGOs in Africa are not living to their expectations of solving social problems due to declining level of donation to NGOs. Although NGOs in Africa depend heavily on volunteers to fulfill their functions, previous study revealed rather low levels of individual volunteers' participation in NGO activities. The engagement of individuals to participate in volunteer activities provides an alternative mean to sustain NGOs sector. Understanding and documenting volunteer engagement is a precondition for any meaningful policy interventions. This study investigated the person-organization fit factors that influence individuals’ participation in volunteer activities in the Cape Coast Metropolis in Ghana. The result found a high correlation between the person-organization fit factors, the specific person factors include religious activities, helping the disadvantaged, and personal satisfaction while the specific organization factors include NGO has internship program; NGO closer to my place of residence; and NGO project matches volunteer skill. It is imperative that NGOs, especially those in the Cape Coast Metropolis pay particular attention to the specific person-organization fit factors to attract, recruit and retain potential volunteers in the future.

Table 2. Pattern and Structure Matrix for PCA with Oblimin Rotation of two Factor Solution.

| Item No. | P-O Fit Items | Person Factors | Organization Factors | Commonalities |
|----------|---------------|----------------|----------------------|---------------|
|          |               | Pattern | Structure | Pattern | Structure | Pattern | Structure | Commonalities |
| 1        | Helping the disadvantaged | .782 | .805 | .038 | .532 | .650 |
| 2        | Personal satisfaction | .583 | .655 | .115 | .484 | .438 |
| 3        | Giving back to community | .671 | .760 | .141 | .566 | .590 |
| 4        | Religious activities | .798 | .784 | .003 | .494 | .615 |
| 5        | Local communal service (compulsory) | .692 | .640 | .083 | .355 | .413 |
| 6        | Acquiring a new skill | .588 | .765 | .279 | .651 | .632 |
| 7        | Gaining work experience | .519 | .778 | .409 | .738 | .706 |
| 8        | Educational Internship | -.050 | .518 | .897 | .866 | .751 |
| 9        | NGO has flexible volunteering time | .872 | .808 | .100 | .452 | .660 |
| 10       | NGO closer to my place of residence | .760 | .684 | .121 | .360 | .476 |
| 11       | NGO mission matches my area of interest | .766 | .831 | .102 | .587 | .696 |
| 12       | NGO project matches my skills | .684 | .799 | .181 | .614 | .657 |
| 13       | NGO volunteer recognition | .285 | .621 | .531 | .711 | .554 |
| 14       | NGO promotes volunteer's career development | .118 | .611 | .777 | .852 | 735 |
| 15       | NGO has internship program | -.019 | .542 | .887 | .875 | .766 |
| 16       | NGO focuses on religious activities | .741 | 745 | .006 | .475 | .554 |

Note: Bolded items indicate major loadings for each item.

Declarations

Author contribution statement

Moses Kwadzo: Conceived and designed the experiments; Performed the experiments; Analyzed and interpreted the data; Contributed reagents, materials, analysis tools or data; Wrote the paper.

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Data availability statement

Data included in article.

Declaration of interests statement

The authors declare no conflict of interest.

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