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Walden University

College of Management and Technology

This is to certify that the doctoral study by

Laxley W. Stephenson

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

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The Office of the Provost

Walden University
2019

Abstract

Implementing Motivational Strategies to Increase Funding in Nonprofit Organizations

by

Laxley W. Stephenson

MS, Michigan State University, 2016

BS, University of Phoenix, 2015

Consulting Capstone Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

October 2019

Abstract

Nonprofit organization senior leaders conduct business in an increasingly complex and competitive market environment relying on monetary donations to sustain the capacity of their organizations to meet service requirements. The purpose of this single case study was to explore the strategies that nonprofit organization senior leaders used to motivate donors to make monetary donations to their organizations. The target population of the study was 3 senior leaders of a nonprofit organization in the southeastern United States who implemented effective strategies to motivate donors to make monetary donations to their organization. The conceptual framework used for this study was self-determination theory. Data collection for this study consisted of semistructured participant interviews, a review of public and internal organization documentation, and organization performance outcomes. Data for this study were manually coded and thematically organized. The analysis of the data identified relationships, effective communication, active listening, and social media marketing as 4 key themes affecting donors' motivation to donate to nonprofit organizations. The implications of this study for positive social change include the potential to provide practical strategies that nonprofit organization senior leaders can use to motivate donors to make monetary donations to their organizations, thereby enhancing senior leaders' capacity to provide critical services to members of the communities in their organizations' dedicated service areas.

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Dedication

I dedicate my DBA degree to my mother, Winnie, in memoriam, for the values and self-belief she instilled in me throughout my life. My biggest regret is that you are not here to share this momentous accomplishment with me. To my daughters, Tremaine and Kiana, for their continuous support and encouragement. To my handsome and adorable grandson, Kanaan Loxley, and to my sweet and gorgeous granddaughter, Annalise Yvonne (Nala), who kept me smiling during the most challenging times of my study. To my brother, Martin and my sisters, Geraldine, Paulette, and Andrea, who provided inspiration and support during my doctoral journey. To my friends, who showed their understanding and supported me on this journey. I thank all of you for playing an instrumental role in my life and journey to complete my doctoral study.

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The quest to complete my Doctor of Business Administration (DBA) degree in the Walden University Consulting Capstone program was not an individual journey. Many contributors made this journey a success. I am grateful to Dr. Robert Hockin, in Memoriam, my first chair, who provided guidance and shared his vast knowledge about the doctoral study process. Thank you, Dr. Pete Anthony, for taking over as my chair and for instilling in me a sense of urgency and urgency. Your kindness, understanding, mentorship, and willingness to share your vast knowledge made me believe that completing my degree was indeed possible. Thank you, Dr. Janice Garfield, for electing to serve as my second committee member. Dr. Garfield, your valuable insights and feedback guided and aligned my thinking about how to conduct my study. Thank you, Dr. Denise Land, for serving as my university research reviewer and for sharing your knowledge, guidance, and for the thorough feedback you continuously provided. Your feedback was instrumental in enabling me to complete my study.

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Section 1: Foundation of the Study

In this study, I explored the strategies that some senior leaders of a nonprofit organization (NPO) used to motivate donors to make monetary donations to their organization. I used the 2017–2018 Baldrige Performance Excellence Framework to assess the client NPO. As a requirement of Walden University’s consulting capstone, I served in the capacity of both the researcher and the scholar-consultant.

Background of the Problem

NPO senior leaders conduct business in an increasingly complex and competitive market environment relying on monetary donations to sustain their organizations’ capacity to meet their service requirements (Kuenzi & Stewart, 2017). Representatives from the Nonprofit Finance Fund (2015) reported that 53% of U.S. nonprofits had 3 months or less of cash reserve, and 12% had less than 1-month of cash reserve. Brand and Elam (2013) noted that the economic crisis of 2008 impacted financial resources globally, resulting in NPOs becoming increasingly dependent on private donations to sustain mission requirements.

NPO senior leaders have found it difficult to secure adequate funding to meet service requirements, while at the same time, requests for services from nonprofits have increased by 76% (Nonprofit Finance Fund, 2015). Additionally, 53% of nonprofits did not have the resources to meet the increased demand for services (Nonprofit Finance Fund, 2015). Despite the difficulties caused by an increasingly competitive market environment, researchers have said some nonprofits strive to achieve their social mission by relying on donations to sustain their business operations (Ogliastri, Jäger, & Prado,

2016). To achieve sustainability, NPO senior leaders could plan and implement strategies to motivate donors to make monetary donations to their NPOs.

Problem Statement

The success of NPOs largely depends on the motivation of donors to contribute to the organizations' initiatives (Mulder & Joireman, 2016). With approximately 1.5 million NPOs conducting business in the United States, potential donors must choose from multiple NPOs competing for their donations (Klar & Piston, 2015). The general business problem was that without adequate strategies for motivating donors, some nonprofit senior leaders can realize a reduction in their organizations' reserve funds. The specific business problem was that some nonprofit senior leaders lack strategies to motivate donors to make monetary donations to their organizations.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that some NPO senior leaders use to motivate donors to make monetary donations to their organizations. The target population of the study was three senior leaders of a NPO in the southeastern United States who had implemented effective strategies to motivate donors to make monetary donations to their organization. The findings of this study could help NPO senior leaders develop strategies to motivate donors to make monetary donations, resulting in an increase in their organization's reserve funds. The implications for positive social change include the potential to provide effective strategies that NPO senior leaders can use to motivate donors to make monetary donations to their

organizations, thereby enhancing senior leaders' capacity to provide critical services to members of the communities in their organization's dedicated service areas.

Nature of the Study

Researchers use qualitative methods to explore a phenomenon and identify themes that emerge from the responses of the research study participants (Bendassolli, 2013). A qualitative methodology was suitable for this study because I explored strategies that senior leaders of NPOs use to motivate donors to make monetary donations to their organizations. Researchers use the quantitative method to examine numerical data for testing hypotheses to determine the relationships between variables (Counsell, Cribbie, & Harlow, 2016). A quantitative method was not appropriate for this study because I did not test any hypotheses in this study. Researchers use the mixed method to integrate qualitative and quantitative methodologies for exploring and examining data (Saunders, Lewis, & Thornhill, 2015). The mixed method was not appropriate for this study because a quantitative component was not necessary for addressing the specific business problem.

In this study, I employed the case study design. Researchers use the case study design to explore single or multiple phenomena; the case study approach can include observing participants in their natural setting (Yin, 2018). The use of the case study design enables researchers to explore *what*, *how*, and *why* questions and obtain details and experiences regarding a specific situation replicated across multiple cases (Yin, 2018). The ethnographic research design is useful for providing a framework to learn about the culture of a group in a specific setting or environment (Down, 2012). An

ethnographic design was not appropriate for this study because I did not seek to learn about the culture of a group in a specific setting or environment. The phenomenological approach provides a framework to explore a single phenomenon based on the meanings of participants' lived experiences through first-person interviews (Moustakas, 1994). The phenomenological design was not suitable for this study because I did not seek to explore the meanings of lived experiences of my research participants.

Research Question

The central question for this research study was: What strategies do some nonprofit organization senior leaders use to motivate donors to make monetary donations to their organizations?

Interview Questions

I used the following interview questions in this study:

1. What strategies do you use to motivate donors to make monetary donations?
2. What strategies do you find work best to motivate donors to make monetary donations?
3. How do you measure the effectiveness of the strategies you currently use to motivate donors to make monetary donations?
4. What processes and skills do you use to support your strategies to motivate donors to make monetary donations?
5. What do you perceive as your most significant challenges and threats when using your strategies to motivate donors to make monetary donations?
6. How has your organization addressed the key challenges to implementing

your successful strategies for motivating donors to make monetary donations?

7. What additional information can you share about your strategies to motivate donors to make monetary donations to your organization?

Conceptual Framework

The conceptual framework for this study was Deci and Ryan's self-determination theory (SDT). Deci and Ryan (1985) introduced the SDT in 1985 to provide a framework that enables the understanding of the factors that facilitate both intrinsic and extrinsic motivation, personality development, and personal well-being (Ryan & Deci, 2017). Deci and Ryan posited that the principles of SDT include the benefits of intrinsically motivating tasks. Ryan and Deci (2000) asserted that intrinsic motivation is the natural inclination of an individual to pursue novelty and challenges as well as extend and exercise their capacities to explore and to learn. The need for competence, autonomy, and relatedness are the primary intrinsic needs involved in self-determination (Deci & Ryan, 1991, 1995). The goals of intrinsic aspirations include affiliation, generativity, and personal development, while the goals of extrinsic aspirations include wealth, fame, and attractiveness (Ryan & Deci, 2000). Researchers have posited that focusing on intrinsic goals compared to extrinsic goals might lead to improved health, well-being, and performance (Vansteenkiste, Simons, Lens, Sheldon, & Deci, 2004)

The underlying assumption of the SDT is that people are motivated by the need for autonomy, competence, and relatedness, all of which are essential to facilitate heightened functioning of the inherent tendencies for integration, growth, effective social development, and personal well-being (Ryan & Deci, 2000). The SDT aligned with the

purpose of this study because researchers may use the SDT as the conceptual framework to explore what motivates some donors to make monetary donations to NPOs. Donors' willingness to make monetary donations to charities can foster autonomy, competence, and relatedness, three critical needs identified in SDT (see Ryan & Deci, 2000). Some nonprofit senior leaders lack motivational strategies; consequently, the principles of the SDT could provide a lens through which to understand the strategies nonprofit senior leaders use to motivate donors to make monetary donations to their NPO.

Operational Definitions

The following terms are defined because they were concepts used in this study:

Intrinsic motivation: Behavior enacted by a person for his or her own sake (Howard, Gagné, and Bureau, 2017).

Extrinsic motivation: An individual doing something for an instrumental reason (Howard et al., 2017).

Fundraising capability: An organization's ability and capacity to increase funding through the management of people and processes (Betzler & Gmür, 2016).

Image motivation: The desire to be liked and well-regarded by others. An example of image motivation is providing publicity or a promise of publicity in exchange for a donor's gift (Mason, 2016).

Nonprofit organizations (NPOs): Tax-exempted entities, organized under section 501(c)(3) with no percentages of its earnings benefiting any individuals or private stakeholders (U.S. Department of the Treasury, 2018).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions in qualitative research refer to researchers' beliefs about the attributes of a study that have not been proven (Marshall & Rossman, 2016). In this study, I made several assumptions. The first assumption was that participants would provide honest and detailed responses to the interview questions. My second assumption was that a qualitative single case study was the best research method and design with which to explore the research question. I also assumed that the organization's senior leaders would grant access to supporting documents and data. The final assumption in this study was that the senior leaders participating in this study can implement strategies to motivate donors to make monetary donations to their organization.

Limitations

Limitations are potential weaknesses that may have an impact on a research study (Marshall & Rossman, 2016). The first limitation of this research study was that it included senior leader's experiences from only one NPO located in the southeastern United States and did not include experiences from leaders of NPOs in other geographical regions of the United States. The experiences of senior leaders of this single NPO might have yielded data that reflect the circumstances of only their NPO, which may not be representative of NPOs in the southeastern U.S. region or elsewhere in the United States. Another limitation of this study was that participants may have failed to recall important aspects of their experiences, which may have limited the depth of information collected. My use of probing questions helped to mitigate this limitation. The

final limitation of this study was that participants may not have been forthcoming with their organization's financial or other sensitive information. I used method triangulation of data from interviews and document review as well as member checking to address any limitations that emerged in this study.

Delimitations

Delimitations refer to the bounds or scope of a study (Marshall & Rossman, 2016). The research population for this single case study comprised senior leaders from a NPO located in the southeastern region of the United States that had been in operation for more than 5 years. The benefits of researching a NPO that has been in operation for more than 5 years include senior leaders' knowledge and experiences related to the planning and implementing of successful marketing strategies to motivate donors and secure funding. The sample size for this study may not be representative of other nonprofit senior leaders in the United States; consequently, the results of the study may lack transferability.

Significance of the Study

The findings of this study have practical application for business practice and implications for social change. The results of this study have potential value to businesses because some NPOs senior leaders lack strategies to motivate donors to make monetary donations to their organizations. The findings of this study may also add value to businesses by enhancing nonprofit senior leaders' perspectives on how to secure sustainable funding for their organization.

Contribution to Business Practice

The findings of this study have practical application for business practice. The contribution to business practice is that the strategies identified in this study could serve as a guide for nonprofit senior leaders to motivate donors to make monetary donations to their organizations. Nonprofit senior leaders could, therefore, obtain knowledge to create sustainability in their organizations through increased donor funding and, consequently, enhance the capacity of their organizations to finance critical programs for meeting their organizations' missions.

Implications for Social Change

The findings of this study have implications for social change. One implication for positive social change is that the findings of this study can provide effective strategies for NPO senior leaders to secure valuable resources to ensure their organizations' sustainability. The results could also provide valuable insights about how to motivate donors to make monetary donations to NPOs, thereby enhancing senior leaders' capacity to provide or increase needed services to members of the communities in their organizations' dedicated service areas.

A Review of the Professional and Academic Literature

Some NPOs are reliant on monetary contributions from private and government donors (Krawczyk, Wooddell, & Dias, 2017). However, 53% of U.S. nonprofits had 3 months or less of cash reserve, and 12% had less than 1-month cash reserve (Nonprofit Finance Fund, 2015). Identifying strategies to motivate individuals to donate monies to nonprofits may enable nonprofit leaders to achieve their organization's social initiatives.

The purpose of this qualitative single case study was to explore the strategies that some NPO senior leaders used to motivate donors to make monetary donations to their organizations. I used a qualitative single case study focusing on one NPO in the southeastern United States.

Process for Gathering Information

To locate extant literature for this review, various databases associated with the Walden University Library were explored. The databases I used to access the literature for this study included Business Source Complete, ABI/INFORM Complete, Emerald Management, Sage Premier, Academic Search Complete, ProQuest Central, and Science Direct. I used keywords and phrases to search the various databases and locate the sources used in this literature review. Filters were used to search databases and narrow the results. These filters included specific keywords, a specified time frame, and specific databases. The keywords and phrases I used in my search were *nonprofit organizations*, *nonprofits*, *donors*, *fundraising*, *fundraising strategies*, *donor motivation*, *donors' intent*, *donors' retention*, *motivation*, and *self-determination theory*. When accessing databases, I prioritized my search for articles published between 2015 and 2019 to ensure that the literature would be relevant. I also gave preference to articles that were available through the Walden University Library. I used Ulrich's Periodicals Directory to verify that journals are peer reviewed. One hundred fifty-six of the 176 references I used for the literature review were from peer-reviewed sources.

I used the purpose statement, research question, and conceptual framework to formulate the context of the literature review. The literature review in this single case

study includes a discussion of the four themes: (a) SDT, (b) types of motivation, (c) supporting and opposing motivation theories of the conceptual framework, and (d) factors impacting donors' motivation. Wieland, Handfield, and Durach (2016) noted that themes in qualitative studies describe information that relates to the foundation of the study. I assumed that NPO senior leaders can use the findings of the study as a guide to develop strategies to motivate donors to make monetary donations resulting in an increase in their organizations' reserve funds.

Self-Determination Theory (SDT)

The primary objective of this literature review was to explore motivational forces through the lens of Deci and Ryan's SDT. Deci and Ryan (1985) and Ryan and Deci (2000, 2017) noted that SDT provides a comprehensive framework to study human motivation. Hladká and Hyánek (2015) argued that motivation provides a foundational cornerstone to conduct analyses in some humanities and social sciences. The overarching principle of SDT is decision-making, choice, and motivation, with self-determination addressing both a capacity and a need (Deci & Ryan, 1985). According to Mokhtarian, Salomon, and Singer (2015), leaders' use of SDT enables their understanding of the psychological causes of actions. Central to the SDT is the notion that a motivated individual's sense of choice and decision to satisfy an internal need supports his or her need for autonomy (Gagné & Deci, 2005).

The functional needs established by the SDT are autonomy, competence, and relatedness (Ryan & Deci, 2000). An individual's motivation by the need for autonomy, competence, and relatedness is essential to advancing optimal functioning of the natural

tendencies for growth, integration, effective social development, and personal well-being (Ryan & Deci, 2000). Levesque, Zuehlke, Stanek, and Ryan (2004) noted that an essential element of SDT is that human motivation derives from the satisfaction of autonomy, competence, and relatedness, all of which are critical in promoting life satisfaction and well-being. According to Deci and Ryan (1985), Ryan and Deci (2000), and Vansteenkiste et al. (2004), individuals satisfy the need for autonomy, competence, and relatedness differently; however, in all cases, the satisfaction of these needs is necessary for healthy development and well-being. Donors' willingness to make monetary donations to charities may foster autonomy, competence, and relatedness, which are three critical needs identified in Deci and Ryan's SDT.

Autonomy. Autonomy is the first basic psychological need established by SDT, and it represents the extent to which individuals perceive they have control over their behaviors and outcomes (Ryan & Deci, 2006). White (1959) stated that autonomy is the display of independent and self-directed behavior. Ryan and Deci (2000) defined the need for autonomy as individuals perceiving they have ownership of their actions and a sense of being psychologically free. The need for autonomy derives from the idea of the locus of causality or that being the origin of an individual's actions as opposed to being controlled by external forces (DeCharms, 1968). Nencini, Romaioli, and Meneghini (2016) stated that the need for autonomy refers to a person's choice of flexibility and the freedom to make choices. Vansteenkiste et al. (2004) argued that autonomy is the universal desire of an individual to be responsible for their own life and operate in harmony with their integrated self. DeCharms (1968) posited that autonomy pertains to

the experience of acting with volition, willingness, and choice. Weinstein and Ryan (2010) noted that autonomously motivated prosocial behavior leads to higher subjective well-being and self-esteem.

Competence. Competence is the second basic psychological need included in SDT and is the perception that a person is both capable and effective at undertaking specific tasks with varying levels of challenges (Ryan & Deci, 2000). Competence relates to experiencing success in interacting with the environment and is the desire to manage the outcome of behavior and to achieve experience mastery (White, 1959). Chiniara and Bentein (2016) stated that the need for competence represents an individual's perceived feeling of effectiveness and confidence to achieve favorable outcomes. When individuals feel competent, they perform freely, engage with less stress, and display self-confidence (White, 1959).

Relatedness. Relatedness concerns the universal drive to interact, feel connected, and experience caring for others (Ryan & Deci, 2000). Hutman, Konieczna, Kerner, Armstrong, and Fitzpatrick (2012) stated that relatedness refers to a person's innate need to form relationships and connect with other people. The need for relatedness represents the desire for a person to have a secure relationship and a sense of belonging (Reznickova & Zepeda, 2016). Relatedness also encompasses the feeling of being cared for and respected and, in turn, caring for and respecting others (Harlow, 1958). A person's emotional need for relationships is an intrinsic motivation that is determined on fulfillment from surrounding sources (Ryan & Deci, 2000). Researchers have conducted studies and found that a sense of connection with the beneficiary is critical for donation

intentions and that marketers can increase a sense of connection through perceived similarity, identifiability, or tangibility (Cryder & Loewenstein, 2010); empathy with the cause (Paulin, Ferguson, Jost, & Fallu, 2014); and personal experience (Bennett, 2012). Ferguson, Gutberg, Schattke, Paulin, and Jost (2015); Gagné (2003); and Roth (2008) noted that donating behavior is more likely to occur with the satisfaction of the need for autonomy and relatedness (Ryan, Huta, & Deci, 2008).

Types of Motivation

Ryan and Deci (2000) defined motivation as having the inspiration, impetus, or inducement to do something. Motivation means to be inspired to act and describes a person who is energized or activated toward achieving an end goal (Ryan & Deci, 2000). Motivation in the SDT occurs on a continuum extending from amotivation to intrinsic motivation (Ryan & Deci, 2017).

Amotivation motivation. Amotivation is lacking intention or having interest to function as expected (Deci & Ryan, 1985). Amotivated individuals may not display motivation when pursuing tasks or when they believe the situation does not fit within the scope of control (Gravel, Pelletier, & Reissing, 2016). Deci and Ryan (1985) noted that amotivation might be the result of a lack of self-confidence.

Controlled motivation. Controlled motivation is the desire to participate in an activity because of an incentive, guilty feelings, to avoid punishment, to prevent stress, or for self-enhancement (Keshtidar & Behzadnia, 2017). Kunz (2015) noted that controlled motivation is a category of motivation in which external forces influence actions.

Controlled motivation might lead to different levels of performance depending on the effort required to execute the desired action (Kunz, 2015).

Extrinsic motivation. Extrinsic motivation is engaging in an activity because it leads to a specific outcome (Deci & Ryan, 2012). The underlying principle of extrinsic motivation is engaging in an act for an instrumental reason (Howard et al., 2017).

Extrinsic motivation consists of four regulations: external regulation, introjected regulation, integrated regulation, and identified regulation.

Integrated regulation occurs when identified regulations are fully integrated; it also occurs through self-analysis, bringing new regulation into equivalence with a person's other ideals and wants (Ryan & Deci, 2000). External regulation occurs when an individual performs to avoid punishment, receive rewards, or to satisfy the expectations of others (Mih & Mih, 2016). Introjected regulation motivation occurs when individuals internalize the pressure to perform by feeling anxiety, guilt, shame, or pride (Mih & Mih, 2016). Introjected regulation encompasses situations in which a person's actions are intended to avert personal feelings of guilt, shame, or to enhance their self-esteem. Introjected regulation encompasses reasons for action that are partially internalized with a perceived external locus of causality (Ryan & Deci, 2000). Integrated regulation describes a person whose engagement in behavior as part of their identity, while identified regulation represents individuals who engage in behaviors that are personally meaningful and rewarding (Howard et al., 2017).

Intrinsic motivation. A central principle of SDT is people's natural inclination towards intrinsic motivation and the integration of goals (Olafsen, Halvari, Forest, &

Deci, 2015). Intrinsic motivation is the natural tendency to pursue novelty and challenges and for an individual to maximize their capacities to inquire and learn (Ryan & Deci, 2000). Intrinsic motivation is the state of a person becoming engaged in an act or behavior that they find pleasurable, interesting, or enjoyable (Bidee et al., 2012). Intrinsic motivation characterizes people's natural tendencies to act curious, display interest, pursue challenges, as well as apply and develop skills and knowledge, even when no rewards are evident (Di Domenico & Ryan, 2017). Diseth and Samdal (2014) noted that through intrinsic motivation, a person is inspired to pursue goals that increase and satisfy their well-being. The presence of intrinsic motivation may cause a person to pursue and complete an act for its own sake or because the act is enjoyable (Cerasoli, Nicklin, & Ford, 2014). Gagné and Deci (2005) and White (1959) noted that there is a significant association between intrinsic motivation and the need for autonomy, while Ryan and Deci (2000) asserted that individuals' need for autonomy might enhance intrinsic motivation. Gorczyca and Hartman (2017) stated that intrinsic motivation is moderately and positively related to attitudes toward helping others.

Supporting Theory of the Self-Determination Theory (SDT)

My decision to use the SDT as the conceptual framework for this study was made subsequent to reviewing other motivational theories. The motivational theories that I reviewed for this study included Maslow's theory of human motivation and Vroom's expectancy theory. Maslow's theory of human motivation is one of the most discussed and highly regarded motivational theories in the field of psychology (D'Souza & Gurin, 2016). Maslow (1943) presented the theory of human motivation with the intent to

describe the factors that motivate behavior in humans. Maslow noted that human motivation is a function of individuals' desire to pursue change through personal growth and self-fulfillment. The five levels of Maslow's theory of human motivation are physiological, safety, belongingness, esteem, and self-actualization, which are essential for motivating humans to accomplish desired results (Maslow, 1943).

Physiological needs are the most basic needs required for humans' survival, and they include air, shelter, water, and food (Maslow, 1943). Healy (2016) noted that individuals display physiological need by seeking employment, adequate shelter, and health care. Safety needs consist of financial, physical, and emotional security or contentment (Baumeister, 2016). The need for belongingness includes developing associations with others and feelings of love, trust, and giving affection (D'Souza & Gurin, 2016). Esteem needs include personal development, reflection, and social recognition, such as receiving external recognition for personal characteristics and accomplishments (Healy, 2016). Self-actualization is the highest level of motivation presented in Maslow's (1943) theory of human motivation, and it includes realizing personal potential and self-fulfillment.

Maslow's (1943) human motivation theory shares some similarities with Deci and Ryan's (1985) SDT. One common factor that both theories share is the aim to motivate individuals through the satisfaction of needs (Deci & Ryan, 1985; Maslow, 1943). In the case of Maslow's human motivation theory, individuals are motivated by their physiological, safety, belongingness, esteem, and self-actualization needs, while in Deci

and Ryan's SDT, human motivation occurs through the need for autonomy, competence, and relatedness.

Contrasting Theory of the Self-Determination Theory (SDT)

Vroom's (1964) expectancy theory consists of the constructs of expectancy, instrumentality, and valence. According to Vroom, expectancy is the perception that an individual's actions will lead to outcomes. Vroom described instrumentality as the belief that a more significant effort may increase the likelihood that outcomes will occur. Finally, Vroom described valence as the determination of the attractiveness or value of an outcome. The central principles of Vroom's expectancy theory are different from Deci and Ryan's (1985) SDT. Vroom's expectancy theory focused on the outcome of human's motivation while the central principles of Deci and Ryan's SDT is the achievement of human motivation through needs satisfaction. Vroom's expectancy theory was not the appropriate lens to explore the research question because the focus of the study was not to explore NPOs leader's performance outcomes.

I used Deci and Ryan's (1985) SDT as the lens to explore the strategies used by some NPO's senior leaders to motivate donors to donate to their NPOs because Deci and Ryan's SDT provide a comprehensive framework to study and understand what motivates human's behavior. The overarching principles of SDT are decision-making, choice, and motivation, with self-determination addressing both a capacity and a need (Deci & Ryan, 1985). The SDT was appropriate for this study because donors' willingness to make monetary donations to NPOs charities might satisfy an individual's

needs for autonomy, competence, and relatedness, three essential needs identified in Deci and Ryan's SDT.

Factors Affecting Donors' Motivation

Researchers have conducted an extensive number of research studies on the factors that impact donors' motivation to make monetary donations to NPOs. There are many factors affecting donors' motivation to make monetary donations to NPOs. This section includes factors affecting donors' motivation to give money to NPOs. The findings and models derived from these studies can help determine strategies to incorporate into senior leaders of NPOs fundraising plans that will best motivate donors to make monetary donations to their NPOs. The subheadings include studies related to (a) professionalization; (b) trust, accountability, and transparency; (c) relationship; (d) communication, marketing, solicitation; and (e) fear, empathy, and psychological benefits.

Professionalization. The research of NPO professionalization has increasingly become a central focus for researchers (Bromley & Orchard, 2016; Dobrai & Farkas, 2016; King, 2017; Maier, Meyer, & Steinbereithner, 2016). Dobrai and Farkas (2016) defined NPO professionalization as the integration of business strategies, methods, and tools with the intent to enhance organizations' market-oriented capability. Lu (2015) noted that professionalized NPOs are more respected by the public. Katz (2018) stressed the importance of competence in donors' motivation to donate to charitable organizations. The need to increase NPO's revenue generation capability has created a

heightened awareness for professionalization in the nonprofit sector (Sanzo-Perez, Rey-García, & Álvarez-González, 2017).

Peasley, Coleman, and Royne (2018) noted that donation is the pinnacle of engagement for NPOs. However, as the competition among nonprofits increases, donations decline resulting in some NPOs risk becoming obsolete. Betzler and Gmür (2016) postulated that fundraising capability is a key factor in determining an organization's net revenue from fundraising and the amount of increase in net donations. Betzler and Gmür conducted a study aimed at determining whether it pays for fundraising organizations to invest in professionalization. Betzler and Gmür collected data from 165 organizations from the Swiss fundraising market. The researchers investigated the relationship between professionalization and the overall net revenue from donations, and the growth of net income from donations. Betzler and Gmür found that fundraising capability positively impacts NPO's net revenues from fundraising and the amount of increase in net donations. Professionalization improves NPOs leaders' fundraising capability to achieve greater success in net fundraising revenue and growth (Betzler & Gmür, 2016). Sanzo-Perez et al. (2017) noted that professionalization enhances NPO leaders' revenue generation capability with a lower cost ratio to the organization.

Brand recognition and the status of the NPO affect donors' intent to donate to nonprofits. Grizzle (2015) noted that brand recognition and the status of the organization lead to higher returns from a nonprofit's fundraising initiatives. Sargeant and Shang (2016) conducted a study examining the characteristics of charitable organizations that have significantly increased their fundraising income. The researchers interviewed 25

fundraising professionals from organizations that experienced rapid growth. Sargeant and Shang used the decoding of the disciplined approach in their study to assess how NPOs overcame critical barriers to achieve success in their organization's fundraising programs.

Sargeant and Shang (2016) found that successful charitable organizations employed leaders who value teams, have an organizational structure that supports team, and the organization's leaders embrace an organizational-wide learning culture. Sargeant and Shang concluded that teams within successful charitable organizations used a systems approach to decision making and had leaders that were exceptional in problem solutions. Schidlow and Frithsen (2016) purported that leadership attributes positively influence fundraising success in NPOs.

The number of charitable organizations competing for philanthropic donations has made donors' decision whether to give, how much, and to whom to give a daunting task (Ryazanov & Christenfeld, 2018). Peasley et al. (2018) postulated that NPOs could increase donations by integrating a prestige building strategy to achieve identification. Peasley et al. conducted a study to determine why potential donors donate to charitable organizations by examining what drives the decision to give to charities. Peasley et al. collected data from a family-focused educational nonprofit museum situated in the southeast region of the United States. Peasley et al. found that prestige serves as a viable construct contributing to the development of donation intentions.

Peasley et al. concluded that organizational identification is a desirable attribute for NPOs to achieve as well as it is a driver of positive attitudes and increased behavioral intentions. Nonprofits that achieved respectability and are perceived by donors as professional organizations are more successful at fundraising (Grizzle, 2015). Ryazanov and Christenfeld (2018) examined the effect of relative rates on donors' choice of charities to support and confirmed that donors made their decisions to donate based on the ranking of the charity.

In this section, I researched the literature on the effect of professionalization on donors' motivation to donate to NPOs. The research of the literature on NPO professionalization supports the notion that professionalization has a positive effect on donors' motivation to donate to NPOs. Betzler and Gmür (2016) aimed to answer if it is beneficial for fundraising organizations to invest in professionalization? Betzler and Gmür found that there is a positive correlation between fundraising capability and organizations' net revenues from fundraising and the net increase in donations. Sargeant and Shang (2016) found that successful charitable organizations engaged leaders who value teams, embrace an organizational structure that supports team, and places emphasis on an organizational-wide learning culture. The use of a systematic approach to decision-making and having leaders who are skilled in problem-solving are essential for successful charitable organizations (Sargeant & Shang, 2016). Peasley et al. (2018) found that prestige is a useful construct contributing to the development of donation intentions. Peasley et al. expressed that organizational identification attributes are essential drivers for NPOs to achieve positive attitudes and increased behavioral intentions. Ryazanov and

Christenfeld (2018) found that low efficiency and high efficiency do not affect donation amounts during the presenting of control information. Ryazanov and Christenfeld also found that donors made their decisions to donate based on the ranking of the charity. NPO senior leaders and fundraisers might consider the professionalization of their organization as a strategy to motivate donors to donate to their organization.

Trust, accountability, and transparency. Trust, accountability, transparency is critical in the nonprofit sector (Harris & Neely, 2018). Researchers have found that trust plays an instrumental role in motivating donors to donate to charities. Trust is an essential motivator of donors' generosity (Glanville, Paxton, & Wang, 2016). Katz (2018) postulated that the literature on nonprofit brands support the notion that the perception of trustworthiness and the influence of the organization are significant factors impacting constituents' willingness to support charities. Donors are motivated to make donations when they believe that the organization to which they donate is trustworthy and competent (Katz, 2018). Barra, Pressgrove, and Torres (2018) noted that stakeholder loyalty is the most significant attitudinal and behavioral variables in the nonprofit sector and that trust and commitment to an organization is not a guarantee of repeat donation. Donors' confidence in the organization is a prerequisite to ensure repeat donations over time, as well as the need for donors' confidence, to be developed into an emotional connection between donors and the organization (Barra et al., 2018).

Most charitable organizations are dependent on donors for financial support (Keating & Thrandardottir, 2016). Keating and Thrandardottir (2016) stressed the role of transparency in helping donors detect untrustworthy charitable organizations. Harris and

Neely (2018) noted that organizations that are more dependent on donations display more transparency. Schnackenberg and Tomlinson (2016) defined transparency as the intentional sharing of the organization's information. Bourassa and Stang (2016) noted that the decrease in the public's rating of trust, accountability, and transparency of NPOs might result in a reduction of support for the nonprofit sector. The increasing public perception of charitable organization untrustworthiness has become a crucial issue in the relationship between these organizations and their donors (Keating & Thrandardottir, 2016). NPOs leaders can improve trust and attitude toward their organization through open, honest discourse about their mission, services they provide to assist individuals, and how they allocate monies to fulfill their mission (Gorczyca & Hartman, 2017).

Bourassa and Stang (2016) argued that the role of knowledge is a missing component from the discussion about public trust. Bourassa and Stang conducted a study to delineate the role knowledge plays in moderating the role of trust, transparency, and accountability on public support. The study's participants were 3,853 randomly selected adults, males, and females living in Canada who participated in a qualitative telephone survey. Bourassa and Stang found that knowledge has a moderating effect on trust, transparency accountability on public support. The researchers demonstrated that knowledge about the nonprofit sector, measures of trust, accountability, and transparency reliably predicted donation amounts. Keating and Thrandardottir (2016) affirmed that the availability of information about charitable organizations increases the likelihood of donors identifying trustworthy charities to support. Donors' perception of untrustworthiness in charitable organizations may result in some donors electing to

donate their resources to other organizations they perceive as trustworthy (Keating & Thrandardottir, 2016). Glanville et al. (2016) assessed the predicted effects of individual and contextual level social capital on three forms of altruistic behavior and found that regional-level trust has a positive effect on volunteering and donating intentions to charities. Glanville et al. concluded that individuals from high-trust areas tend to make more donations to charities than individuals who are from less trusting areas. Herzog and Yang (2018) conducted a study exploring the effect of social trust and social network factors as predictors of becoming a donor and found that both social trust and social network factors are significant predictors of becoming a donor.

Feng, Du, and Ling (2017) posited that the growing competition for charitable resources has made it necessary for NPOs leaders to use social media as a marketing strategy to access more consumers and to gain public support. Feng et al. conducted a study to validate consumers' role, perceived trust, and satisfaction and the effect of NPO's social media strategies on consumers' donation intention and electronic word-of-mouth. Feng et al. used an online survey to collect data from 242 members of the One Foundation NPO. Feng et al. found that dissemination and interactivity had a significantly positive effect on consumers' perceived trust and satisfaction, which subsequently influenced their donation intention. Kundeliene and Leitoniene (2015) noted that donors' perceived trust about the organization increase when the organizational leaders are transparent about the organization's financial and nonfinancial disclosures. López-Arceiz, Bellostas Pérezgrueso, and Rivera Torres (2017) found that

transparency plays an essential role in developing nonprofit leaders' capacities to attract financial resources for their NPO.

In this section, I researched the literature on the effect of trust, accountability, and transparency on donors' motivation to donate to NPOs. The review of the literature on trust, accountability, and transparency of nonprofit organizations support the notion that trust, accountability, and transparency has a positive effect on donors' motivation to donate to NPOs. Harris and Neely (2018) noted that organizations that are more dependent on donations display more transparency. Katz (2018) stressed the importance of competence in donors' motivation to donate to nonprofit organizations. Bourassa and Stang (2016) found that knowledge has a moderating effect on trust, transparency accountability on public support. Glanville et al. (2016) found that regional-level trust has a positive effect on volunteering and donating intentions to charities. Glanville et al. further noted that individuals from high-trust areas tend to make more donations to charities than individuals who are from less-trust areas. Herzog and Yang (2018) found that social trust and social network factors are significant predictors of becoming a donor. NPOs senior leaders and fundraisers might consider improving donors' perception of trust, accountability, and transparency of their organizations as a strategy to motivate donors to make donations to their organization.

Relationship. Building a relationship with donors have a positive impact on donors' likelihood to continue donating to NPOs (Drollinger, 2018; Tremblay-Boire & Prakash, 2017). Faulk, Johnson, and Lecy (2017) noted that nonprofits might use their past relationships with influential foundations in grant markets to achieve success in

earning future grant awards. Shen (2016) conducted a study examining donors' lapsed behavior after making first-year donations to an NPO. Shen postulated that the amount of money of the first gift at sign-up and the number of contributions made during the initial year of the support relationship might determine donors' commitment to supporting the organization and for predicting the possibilities of lapse donation in future years. Shen tested both hypotheses by using fundraising data from the databases of two leading U.S. based NPOs.

Shen (2016) found that the amount of money of the first gift and the number of contributions made during the initial year had a significant effect on the donors' lapse behavior. Shen also found that the number of donations made during the initial year of the donor support relationship is more substantial than the sum of money contributed at sign-up. Follman, Cseh, and Brudney (2016) noted the significance of nonprofit leaders developing and maintaining a long-lasting relationship with donors. Follman et al. stated that nonprofit leaders had sustained their organizations funding initiatives by developing relationships with donors. Owens and Yarbrough (2015) confirmed that a donor relationship is an essential component of developing a productive and successful fundraising program. Li and McDougale (2017) examined the relationship between donors' reliance on information and donors' decisions to donate both time and money and found that donors relying on their past relationships were more likely to contribute an equal amount of money to charities in subsequent years. Follman et al. noted that NPO leaders and fundraisers should leverage their relationships with current and potential donors to encourage future donations.

Hladká and Hyánek (2015) conducted a study aimed at finding answers to questions regarding the factors that motivate the Czech population in their decisions to donate and whether there is any interdependence among such motives. The researchers aimed to understand the relationship between the determining motives and the rate or frequency of donating. The participants in the study consisted of members of the Czech population, and data for the study was collected using a questionnaire survey. Hladká and Hyánek found that altruistic motives and religious obligations play a decisive role regarding the value of the donation. The researchers found that the most influential motives affecting donors' intent to donate to charity include warm glow, moral duty, desire to sacrifice oneself, feeling good, faith in justice, social responsibility, moral obligation, respect, and conviction.

There is a symbiotic relationship between donors and NPOs. Donors' primary objectives are to find the most effective organization to donate to, while charitable organizations strive to convince donors that they donated to the right organization (Arya & Mittendorf, 2016). Drollinger (2018) argued that nonprofit fundraisers have the responsibility to develop strong relationships with significant donors while they strive to achieve their organization's mission. Drollinger conducted a study exploring the importance of effective listening by fundraisers by applying active empathic listening (AEL) on the major donor model. The major donor model presented by Drollinger comprised of awareness, interest, involvement, desire to help, trial gift, information on giving, and major-gift behavior. Drollinger presented AEL as a technique that fundraisers can use to connect with major donors in a meaningful way. Drollinger argued that the use

of AEL might enable fundraiser to gain more accurate information about what motivate donor, their interest, and desires, as well as the use of AEL, might help to developed trust and genuineness between fundraisers and donors. Drollinger found that AEL enables fundraisers to communicate on a deeper level, improved trust, and commitment to the organization. Drollinger also found that when fundraisers use AEL, they employ a softer form of persuasion resulting in them becoming more effective fundraisers.

In this section, I researched the literature on the effect of relationships on donors' motivation to donate to NPOs. Faulk et al. (2017) found that the past experiences between donors and charities have implications for future donations. Li and McDougle (2017) found that donors past experiences influenced their decisions to give an equal amount of money to charities in subsequent years. Hladká and Hyánek (2015) found that altruistic motives and religious obligation play a decisive role regarding the amount of the donation. The researchers found that the most influential motives affecting donors' intent to donate include warm glow, moral duty, desire to sacrifice oneself, feeling good, faith in justice, social responsibility, moral obligation, respect, and conviction. Drollinger (2018) emphasized the importance of nonprofit fundraisers having healthy relationships with major donors. Fostering a relationship with donors have a positive impact on the likelihood that donors will continue donating to charitable organizations (Drollinger, 2018; Tremblay-Boire & Prakash, 2017). NPOs senior leaders and fundraisers might consider implementing a fundraising strategy that integrates relationships as a critical component to motivate donors to donate to their organization.

Communication, solicitation, and marketing. Communication, solicitation, and marketing are essential factors affecting donors' motivation to donate to NPOs. Katz (2018) noted that improved communication with current and future donors, focusing on the effectiveness of the organization, the impact on beneficiaries, and the financial efficiency of the organization are excellent ways to increase fundraising performance. Čačija argued that there is a positive relationship between marketing strategies and fundraising success. Agyemang, Bay, Cook, and Pacharn (2019) noted the significance of nonprofits leaders developing an understanding of how to influence emotions and what to emphasize in their solicitation message to potential donors. Lipovsky (2016) confirmed that sentimental emotions such as compassion and sympathy are essential solicitation appeals that impact donors' intent to make donations to charities. Additional investments into human resources and developing expertise in nonprofit marketing, management, and fundraising skills are the key to NPO's future survival (Čačija, 2016).

Townsend (2017) noted that previous research donation solicitation optimization has focused on language and content instead of on the appearance of the solicitation. Fajardo, Townsend, and Bolander (2018) postulated that donor-related information significantly impacts the donation choice decision than organization-related information and that organization-related information significantly impacts the donation amount decision than donor-related information. Li and McDougle (2017) posited that despite the significance of information in donors' giving decisions, not all types of information have the same influence on donors' decisions to give to charities. Fajardo et al. conducted a study decomposing consumer donation behavior into two components comprising of the

choice of the donation and the value of the donation amount. Fajardo et al. examined how donor-related information and information regarding the attributes of the organization, making the solicitation may differentially influence the decision to donate and the amount to donate.

Fajardo et al. (2018) found that using donor-related appeals in solicitation has a more significant effect on the donation choice decision and that, organization-related appeals have a more significant effect on the amount of money to donate. Townsend (2017) noted that potential donors use the aesthetics of the solicitation materials to make inferences about the soliciting organization. Waniak-Michalak and Zarzycka (2015) noted that the attributes of the organization, such as reputation, leaders, and the donor's personal experiences, are factors affecting the donor's decision to contribute to the organization. Townsend found that highly aesthetic attributes of the solicitation materials increase potential donor's perceptions of organizational professionalism, resulting in higher donations. Townsend also found that solicitations that display high levels of aesthetics with no cost implications and low levels of aesthetics with cost implications are the most effective in donation choice decisions.

Jackson (2016) postulated that most of the research on charitable donations have focused on reasons why individuals might give to charity, while only a limited number of researchers have concentrated on lapsed donors. Jackson conducted a study assessing the effects of two levels of social information on the donating behavior of lapsed donors. Jackson evaluated data from an experiment conducted during a frequently occurring fundraising initiative for a health related NPO located in the United States. Jackson found

that lapsed donors, who received a solicitation notification that references large donations made by other donors, were more generous with the amount donated but were not as inclined to donate in relation to the baseline group.

NPO's leaders can use social media platforms to improve the relationship with current donors and to attract new donors from a distance (Garczynski, 2016). Bennett (2017) posited that worldwide charities have increasingly employed content marketing both to communicate their philanthropic messages and to raise funds. Bennett conducted a study investigating the significance attached by samples of charities, donors, and content-marketing consultancies to four possible primary objectives of content marketing. These objectives include the attainment of high-search-engine-results-page rankings, image enhancement through impression management, the stimulation of public perceptions of organizational transparency, and the creation of messages that go viral. The study participants consisted of heads of marketing in the United Kingdom's top 1,000 charities. Bennett found that charity managers and heads of consultancies generally believed that donors thought more favorably about charities that enjoyed high rankings on search engine results pages. Li and McDougle (2017) found that the degree of a person's involvement with social media search engines determines their donation behavioral intentions. Individuals who frequently use social media search engines display a greater willingness to make donations (Li & McDougle, 2017). The use of social media search engines enables nonprofit fundraisers to communicate with large numbers of potential donors at minimal or no cost to the organization (Gilstrap & Minchow-Proffitt, 2017).

Erlandsson, Nilsson, and Västfjäll (2018) noted that both positive and negative solicitations appeal to charities is effective in improving attitudes towards the solicitation appeal and the soliciting NPO. Klar and Piston (2015) conducted a study evaluating the effect of the solicitation appeals of public policy entities on donation behavior. Klar and Piston found that negative emotional appeals do not affect the total sum of money donated to charitable organizations; instead, negative appeals increases the percentage of donations directed towards the organization, making the solicitation. Klar and Piston also found that negative emotions increase contribution in isolation, but multiple negative emotional appeals negate each other when done in a competitive setting. The application of a positive solicitation appeal marketing strategy might enable the understanding of the positive implications for giving to charities, which may enhance an individual's notion of the perceived impact of giving to charities (Erlandsson, Björklund, & Bäckström, 2015). Erlandsson et al. noted that the perceived impact of giving increases helping and promotes the concept of the warm glow of giving to others.

Mitchell and Calabrese (2019) purported that revenue diversification is a core function of NPO financial management. Revenue diversification is essential in ensuring the financial sustainability of nonprofit organizations (Mitchell & Calabrese, 2019). Lu (2016) explored the question of whether or not government grants displace or leverage private donations to NPOs? Lu conducted a study investigating the impact of government grants on private donations to NPOs. Lu used meta-analysis to systematically review 60 previously completed quantitative studies assessing the impact of government grants on private donations within NPOs. Lu found that there is a positive correlation between

government grants and private donations. Lu concluded that nonprofit managers should continue focusing on different combinations of public and private financial resources and seek funding from these sources concurrently. A diversified revenue strategy enables NPO leaders to position their organizations to achieve financial sustainability (Grasse, Whaley, & Ihrke, 2016).

Eagle, Keister, and Read (2018) presented a model depicting the propensity of households to donate to charity and the amount they donate. Eagle et al. found that gender plays a vital role in giving when combined with marital status and religion. The researchers noted that giving levels are lower in households headed by never-married females compared with those headed by previously married women. Eagle et al. found that there is a stronger association with giving in households headed by males who attend church. The gender of the respondent also impacts the amount married families donate to charity.

Rai, Lin, and Yang (2017) asserted that temperature and consumers' perceived notion of coldness and warmth are significant dimensions of seasonality. Rai et al. further noted that the influence of consumers' perceived notion of coldness and warmth on their intentions to donate to charity is still unknown. Rai et al. conducted a study investigating the effect of consumers' perception of physical coldness and warmth on their intentions to make donations to charitable organizations. Rai et al. found that temperature cues have a more significant effect on intentions to make donations to charitable organizations. Rai et al. further found that consumers are more motivated to donate during holidays and that the nonprofit community refers to the holidays as the giving season. Müller and Rau

(2019) conducted a study exploring the effects of seasons on donation intent and found that donors donated significantly less during cold seasons compared to warm seasons. NPO leaders should give serious consideration to the season when planning their marketing strategy to motivate donors to contribute to their organization.

The ability to secure donor funding is critical for some NPOs to achieve their mission objectives (Agyemang et al., 2019). Kashif, Sarifuddin, and Hassan (2015) posited that understanding what constitutes monetary donation intentions and behavior is essential for developing effective marketing strategies to generate charitable donations from individuals to fund emergencies and disasters. Kashif et al. noted that there is a minimal amount of research studies examining monetary donation intentions and behavior. Kashif et al. conducted a study using the extended theory of the planned behavior model to analyze donors' intention and behavior. The researchers used a questionnaire based on the extended theory of planned behavior model to collect data from 221 people living in the city of Kuala Lumpur. Kashif et al. found that past behavior, injunctive norms, and intentions to donate to charities positively contributed towards the actual practice to donate money to charities.

In this section, I researched the literature on the effect of communication, solicitation, and marketing on donors' motivation to donate to NPOs. The communication, solicitation, and marketing strategies used by nonprofit leaders and fundraisers has implications for retaining current donors and for attracting potential donors. Katz (2018) found that communications with current and future donors should focus on effectiveness, impact on beneficiaries, and financial efficiency to increase future

donations to charities. Fajardo et al. (2018) noted the effect on donor-related appeals in solicitations on donation choice decision as well as the end effect of organization-related appeals in solicitation on the amount of money to donate. Townsend (2017) found that aesthetics solicitation materials create the perception of a professional organization leading to higher donation. The most effective solicitation consists of a high level of aesthetics without cost implications (Townsend, 2017). Lapse donors who received a solicitation notification that references large donations made other donors more generous in the amount donated (Jackson, 2016). Charity managers and heads of consultancies believed that donors have a higher perception of charities that enjoyed high rankings on search engine results pages (Bennett, 2017).

Klar and Piston (2015) found that while negative emotional appeals may not affect the total sum of money donated to nonprofits, negative appeal increases the percentage of donations directed towards the soliciting organization. Lu (2016) emphasized the significance of nonprofit managers focusing on seeking funding from both public and private financial resources concurrently. Eagle et al. (2018) found that gender and religious attendance plays an essential role in donations made to charities. Čačija (2016) concluded that there is a need for additional investments in developing expertise in nonprofit marketing, management, and fundraising skills. Rai et al. (2017) noted that NPOs leaders could integrate cold cues into their fundraising marketing strategy to increase donations. Rai et al. also stressed the importance of NPOs leaders, targeting donors during the cold season to increase donations. Kashif et al. (2015) found that previous behavior, injunctive norms, and the intention to donate have a positive

effect on donors' actual practice to donate to charities. NPOs senior leaders and fundraisers might consider developing and implementing a fundraising strategy that integrates communication, solicitation, and marketing appeal as key components of their strategy to motivate donors to donate to their organization.

Fear, empathy, and psychological benefits. The literature review shows that fear, empathy, and psychological benefits are potential motivators of donor's intent to donate to charities. Banks and Raciti (2018) posited that nonprofits charities engaged in a range of fundraising activities to fulfill different social needs and that central to achieve successful fundraising is knowing what motivates donors to donate money. Ferguson et al. (2015) purported that donors are individuals who experience cognitive and affective empathy towards other individuals. Banks and Raciti conducted a study examining the role of donors' perceived fear and empathy and the effect they have on the size of the self-reported monetary donations. Banks and Raciti found that perceived fear and empathy are important predictors in differentiating between the giving of small, medium, and large amounts of money to charitable organizations. Banks and Raciti also found that individuals donate money out of a general perceived fear of a condition experienced by a charity's potential beneficiaries, or as a form of "karmic reciprocity" (p. 348), when the donation is seen as a type of insurance, protecting themselves and those close to them into the future.

The findings for empathy suggest an individual's compassion towards those in need impact the amount of money given to charities, where they have a charitable impulse' or sense of obligation to help others or to pay back cause-related support

received by themselves or others they know. In support of Banks and Raciti (2018) findings, other researchers found that donors are motivated to donate to charities by intrinsic factors such as self-esteem, compassion, fear, and empathy (Mainardes, Laurett, Degasper, & Lasso, 2016; Shehu, Becker, Langmaack, & Clement, 2016; Wagner, 2015). Agyemang et al. (2019) found that emotional response and intelligence affect potential donors' decision to donate and the amount of the donation.

Mason (2016) posited that the majority of models of charitable contributions and volunteerism assume that donors contribute in return for benefits ranging from a small extrinsic reward to a feeling of doing good, a sense of pride, a strengthened reputation, or an expectation of reciprocity. Mason conducted a study using a randomized controlled field experiment to analyze the effect of image motivation, precisely a promise to acknowledge participation publicly. The population sample for Mason's study consists of low income and linguistically diverse households. Mason found that there is a significant effect of image motivation on donors' participation in charitable giving and that a relationship exists between the language of the household and the language of the fundraising appeal. Mason concluded that image motivation might only be effective among some groups, suggesting that context matters in promising publicity to donors. Shehu et al. (2016) noted that donors are motivated to support NPOs that share their interests and support their desires. NPOs might achieve success in their funding appeal by aligning their organization funding needs with the interest and desires of donors (Choi, 2016). Donors are more connected to charities and are more likely to contribute when

there is alignment between donors and the organization's culture and social dimensions (Adena, 2016).

NPO's fundraisers should explore and implement a donor relationship-marketing strategy to attract younger generations (Theron & Tonder, 2015). Paulin et al. (2014) noted that millennials strive to integrate altruism as key components of their work ethics and are driven to stay connected with society. Gorczyca and Hartman (2017) conducted a study to analyze millennials and their intrinsic motivation, their attitudes toward supporting others, their attitudes toward charities, their intent to donate to these charities. Gorczyca and Hartman postulated that charities that understand the attitudes, values, and beliefs of millennials might create targeted messages promoting values aligned with millennial views. Gorczyca and Hartman asserted that nonprofits must strive to secure millennials as lifelong donors to ensure future sustainability. Theron and Tonder (2015) asserted the need for charitable organization fundraisers to establish trust and relationship before pursuing a fundraising drive in the Y Generation. Millennials have a moderately strong attitude towards charitable organizations, and their attitudes are positively associated with the intent to donate to charities (Theron & Tonder, 2015).

Eilert and Robinson (2018) posited that companies engage in corporate philanthropy may elect to donate to causes representing a variety of issues, thus establishing cause portfolios. Eilert and Robinson noted that there is an extensive amount of literature discussing the variables that affect donors' decision to donate to charities. The variables offered by Eilert and Robinson include crowding out, the amount of money requested, familiarity with the recipient, donor values, social standing, and the donor's

position on the mailing list of the soliciting organization. Eilert and Robinson conducted a study assessing how the focus of a cause portfolio affects the company's evaluations. The researchers used data for their research study from a set of Fortune 500 companies' foundations. Eilert and Robinson found that companies donating a smaller amount of monies earn lower consumer evaluation when there is a focused cause portfolio versus a diverse cause portfolio. Eilert and Robinson found that consumers' lower evaluation of the company is because of the perception that a focused portfolio has a weaker impact on society. Eilert and Robinson confirmed that the amount of donation reduces the difference between focused and diverse portfolios.

In this section, I researched the literature on the effect of fear, empathy, and psychological benefits on donors' motivation to donate to nonprofit organizations. Banks and Raciti (2018) confirmed that donors' perception of fear and empathy significantly impacts the amount of money individuals donate to charities and that individuals may make donations because of a perceived fear of a condition experienced by a charity potential beneficiary. Mason (2016) found that there is a significant effect of image motivation on donor's participation in charitable giving and that a relationship exists between the language of the household and the language of the fundraising appeal.

Gorczyca and Hartman (2017) found that there is a moderate and positive relationship between intrinsic motivation and individuals' attitudes toward helping others. Millennials have a moderately strong attitude toward charitable organizations, and their attitudes are positive indicators of the intent to make donations to charities (Gorczyca & Hartman, 2017). Gorczyca and Hartman emphasized that nonprofits should strive to gain

millennials as lifelong donors to ensure future sustainability. Eilert and Robinson (2018) found that consumers lower their evaluations of a company when the company donates a small amount of money, and when there is a focused cause portfolio versus diverse cause portfolio. NPOs senior leaders and fundraisers might consider developing and implementing a fundraising strategy that integrates fear, empathy, and psychological benefits as key components of their strategy to motivate donors to donate to their organization.

Literature Summary

While the body of literature on donors' motivation provides numerous motivating factors for individuals who donate to NPOs, there is a consensus that donors who make donations to these organizations do so for a variety of reasons. Understanding donor motivations to give money is a multifaceted phenomenon (Banks & Raciti, 2018). Deci and Ryan's (1985) SDT has been shown to be an appropriate framework for explaining this phenomenon. The literature also supports the notion that the strategies used by some nonprofit senior leaders to motivate donors have an impact on their fundraising success and that there are characteristics, perceptions, and motivators, which are triggers and indicators of a positive donor outcome. A critique of the theoretical and empirical literature indicates that there are unanswered questions about the success of nonprofits' fundraising practices and what motivates donors to donate to these organizations.

Transition

In Section 1, I discussed the foundation of the study, the conceptual framework, and I conducted a review of the professional and academic literature. The purpose of the

literature review was to explore the strategies that some NPO senior leaders used to motivate donors to make monetary donations to their organizations. Researchers have conducted studies and found that recognizing the factors that motivate donors to donate to their organizations is essential to attract new donors and to maintain current donors. Some of the critical factors affecting donors' motivation to donate to charities include developing and maintaining relationships with donors; developing professionalization in the nonprofit sector; and acknowledging the effect of trust and transparency on donors' intent to donate to charities.

Section 2, The Project, consists of in-depth documentation of the research process, beginning with the Purpose of the Study. This section includes information on the Role of the Researcher, the Research Methods, the Research Question, the Study Population, the Data Collection Method, the Research Methods, the Research Question, the Study Population, the Data Collection Instruments and Techniques, Data Organizing Techniques and Analysis, and the Reliability and Validity of the Study. I presented information about the techniques and strategies that I used to conform to the standards of ethical research and to support the reliability and validity of the study.

In Section 3, I presented a detailed account of the research conducted for the DBA consulting capstone. To research my client organization, I used the 2017–2018 Baldrige Excellence Framework (see Baldrige Performance Excellence Program, 2017) and its criteria for performance excellence to assess the performance of my client organization. The research conducted in Section 3 will begin with the organizational profile and the

following key areas: leadership; strategy; customers; measurement, analysis, and knowledge management; workforce; operations; and results.

Section 2: The Project

In Section 2, the project, I restated the purpose of the study and described how I conducted the study. In this section, I presented the role of the researcher, research methods, research question, study population, data collection methods, data analysis, and the reliability and validity of the study. The primary data collection method consisted of semistructured interviews with three senior leaders who had motivated donors to make monetary donations to their organizations. I reviewed internal and public organization document as a secondary data collection method.

Purpose Statement

The purpose of this qualitative single case study was to explore the strategies that some NPO senior leaders use to motivate donors to make monetary donations to their organizations. The target population of the study was three senior leaders of a NPO in the southeastern United States who had implemented effective strategies to motivate donors to make monetary donations to their organization. The findings of this study could promote positive social change by being used by NPO senior leaders to develop strategies to motivate donors to make monetary donations resulting in an increase in their organizations' reserve funds, thereby enhancing senior leaders' capacity to provide critical services to members of the communities in their organizations' dedicated service areas.

Role of the Researcher

In qualitative research, researchers become an instrument for data collection by conducting semistructured interviews (Merriam, 2015; van den Berg & Struwig, 2017;

Yin, 2018). This research was a single case study exploring strategies that some nonprofit senior leaders use to motivate donors to make monetary donations to their organizations. As the researcher in this study, my goal was to collect content-rich information about the topic. I collected and analyzed data to help the senior leaders of the client NPO improve their organization performance. I had no prior experience working as a consultant with the client NPO or with the participants included in the study.

The Belmont Report stated that researchers must adhere to three basic principles: respect, beneficence, and justice (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). Pozgar (2016) noted that a major function of the Institutional Review Board (IRB) is to protect the rights and welfare of human subjects in research studies. To ensure that I subscribed to these principles, I made sure that each participant in the study signed a consent form indicating their participation in the study was voluntary. I treated each of the study participants ethically and complied with Walden IRB's requirements and U.S. federal regulations. A representative from Walden University and the leader of my client nonprofit signed a DBA Research Agreement, which defined the responsibilities of each party. Each participant in this study also signed a consent form stating that they volunteered to participate in the case study.

In this study, I functioned as the primary data collection instrument. I interviewed senior leaders from my client NPO located in the southeastern United States. The role of researchers in qualitative research studies consists of collecting data and observing participants' behavior during in-person or video interviews (Merriam, 2015; Yin, 2018).

A researcher's role includes collecting data, guiding all participants through the interview process, and maintaining objectivity when collecting data (Marshall & Rossman, 2016).

In this study, I used member checking to mitigate bias and avoid personal interpretation, misinterpretation, and personal perspectives. Marshall and Rossman (2016) noted that researchers must identify and eliminate personal bias from the research process. According to Chamberlain (2016), personal biases in research might lead to errors in the judgment and decision-making of the researcher as well as errors in the findings of the study. Researchers use a strategy known as member checking to mitigate personal biases in research (Morse, 2015). The attributes of member checking include interpreting the collected data and sharing a summary of the responses from participants (Harvey, 2015). To ensure objectivity, I also refrained from including my personal viewpoints in the data collection and analysis.

Researchers are required to obtain IRB approval prior to collecting data for a study (Walden University, 2017). Therefore, I obtained IRB approval (Approval # 11-07-17-0272336) before I began the data collection process and reviewed documents provided by the client NPO, company website, and other public websites such as GuideStar. To begin the data collection process, I developed interview questions that aligned with my research topic on strategies to motivate donors to donate money to NPOs. To avoid biases, I designed and used an interview protocol (see Appendix) during the interview process. Parkhurst (2017) noted that the use of an interview protocol is a useful practice for structuring the interviews and for helping to mitigate researcher biases. Parkhurst further stated that researchers may mitigate interviewer bias by integrating an

interview protocol during the interview process. I conducted semistructured interviews by telephone as the primary method for collecting data from the study participants. I ensured that the open-ended interview questions aligned with the 2017–2018 Baldrige Excellence Framework and the central research question of my study.

Participants

The central research question for this study was: What strategies do some NPO senior leaders use to motivate donors to make monetary donations to their organizations? The independent client organizations selected for scholar-consultants in the Walden University DBA consulting capstone program are chosen and scrutinized via a specific, detailed Walden process (Walden University, 2017). The organizations' senior leaders designated for the DBA consulting capstone must also meet specified Walden IRB requirements. Selden and Sowa (2015) noted that research is more effective when a research study consists of participants who possess broad knowledge about the research topic. The participants in this qualitative single case study were three senior leaders from a single NPO in the southeastern United States who had implemented successful strategies to motivate donors to make monetary donations to their organization.

The client organization was assigned to me through the Walden University DBA consulting capstone program. Upon attaining IRB approval from Walden University, I contacted the senior leaders and proceeded to develop a professional relationship with them. The senior leaders in this study included those who currently functioned in a top leader capacity of the client NPO who had successfully implemented strategies to motivate donors to make monetary donations to their organization. Høyland, Hollund,

and Olsen (2015) noted that researchers should ensure that participants have the appropriate knowledge to provide adequate information for the research study. Høyland et al. further noted that researchers have the responsibility to select participants who may positively affect the reliability and validity of the study.

I communicated with the participants electronically, e-mailing consent forms and service order agreements and receiving back responses of their willingness to participate in and proceed with the research. I encouraged the participants to ask questions before and during the interview. I followed the advice of O'Grady (2016), who noted the importance of developing an environment of trust and respect between researchers and participants. I made myself available to the participants to provide clarification and answer their questions regarding the research study.

Research Method and Design

Research Method

I used a qualitative research method to explore strategies that some nonprofit senior leaders use to motivate donors to make monetary donations to their organizations. Park and Park (2016) noted that the goal of qualitative research includes exploring and understanding the accounts, similarities, and differences of multiple social events combined with a focus on applied and theoretical findings. The use of qualitative research methods enables researchers to gather information and explanations about individual and personal experiences about an observed phenomenon (Levy, 2015; Marshall & Rossman, 2016; Runfola, Perna, Baraldi, & Gregori, 2016). Researchers use qualitative methods to explore a phenomenon and to identify themes that emerge from the responses of the

research study participants (Bendassolli, 2013). A qualitative methodology was suitable for this study because I explored strategies that senior leaders of NPOs use to motivate donors to make monetary donations to their organizations.

Researchers use the quantitative method to examine numerical data for testing hypotheses to determine the relationships between variables (Barnham, 2015; Counsell et al., 2016; Park & Park, 2016). I did not use a quantitative method for this study because I did not test any hypotheses. The mixed methods approach is useful for combining the best aspects of both qualitative and quantitative techniques in a single research study (McCusker & Gunaydin, 2015; Molina-Azorin, Bergh, Corley, & Ketchen, 2017).

Researchers use mixed methods to integrate qualitative and quantitative methodologies for exploring and examining data (Saunders et al., 2015). Mixed methods was not appropriate for this study because there was no quantitative component necessary for addressing the specific business problem.

Research Design

I employed a single case study design in this study because I observed participants' behavior in their natural work environment and explored strategies that NPO senior leaders use to motivate donors to make monetary donations to their organizations. Researchers use the case study design to explore single or multiple phenomena; the case study approach can include observing participants in their natural setting (Dasgupta, 2015; Yin, 2018). Researchers using a case study design can explore *what*, *how*, and *why* and obtain details and experiences regarding a specific situation replicated across multiple cases (Yin, 2018).

The ethnographic research design was not appropriate for this study because I did not seek to learn about the culture of a group in a specific setting or environment in this study. The ethnographic research design is useful for providing a framework to learn about the culture of a group in a specific setting or environment (Down, 2012; Hoolachan, 2016; Luborsky & Lysack, 2017; Sharp, Dittrich, & deSouza, 2016). Researchers using an ethnographic design can use observation to methodically interpret ethnic and social groups (Hoolachan, 2016).

The phenomenological approach provides a framework to explore a single phenomenon based on the meanings of participants' lived experiences through first-person interviews (Moustakas, 1994; Sarma, 2015). The phenomenological design was not appropriate for this study because I did not seek to explore the meanings of the lived experiences of my research participants. The single case study was appropriate for my study because I explored strategies that NPO senior leaders use to motivate donors to make monetary donations to their organizations.

Population and Sampling

The population for this qualitative study was a purposive sample of three senior leaders from a NPO in the southeastern United States region who have demonstrated the ability to motivate donors to donate money to their organizations. Purposive sampling is a strategy used by some researchers to ensure that particular samples are present in a study (Robinson, 2014). Roy, Zvonkovic, Goldberg, Sharp, and LaRossa (2015) noted that purposive sampling serves specific goals that distinguish it from other sampling methods. When using purposive sampling, researchers must provide a reason for selecting the

participants that aligns with the purpose of the research (Palinkas et al., 2015). The senior leaders selected for this case study had experience in implementing strategies to motivate donors to donate money to their organization.

In this study, I used a sample size of three participants who were senior, experienced leaders of a NPO located in the southeastern United States region who had demonstrated the ability to motivate donors to donate money to their organization. Palinkas et al. (2015) noted that researchers use the qualitative research method to focus on the transferability or the ability to ensure the findings of the study are representative of the population of the study. The program manager for the client organization provided me with a list of names and contact information of individuals to contact to participate in the study. I contacted each participant by e-mail and requested their participation in the study. When I received confirmation of a participant's willingness to participate in the study, I set up a one-on-one, semistructured interview with them, in which I recorded interview notes. Upon completing each interview, I transcribed the interview and e-mailed my analysis of their responses to participants to verify the accuracy of my interpretations.

Data saturation occurs when no new themes or information emerge from the study participants (Tran, Porcher, Ravaud, & Falissard, 2016). To ensure data saturation, I collected information from three senior leaders from the client organization. I used member checking and methodological triangulation to enhance the achievement of data saturation. Birt, Scott, Cavers, Campbell, and Walter (2016) defined member checking as a method used by researchers to explore the interpretation of data and credibility of

results by allowing participants to verify the accuracy and interpretation of the data they provided. The use of member checking allows researchers to achieve data saturation, authenticate the data, and assure the accurate representation of the participant's experiences by the collected data (Marshall & Rossman, 2016).

Ethical Research

Informed consent and ethical responsibility are essential components that researchers must adhere to when conducting academic research. Per the requirements of Walden University and ethical responsibility, I obtained informed consent from the participants of the study before doing research. Sawicki (2017) advised that informed consent promotes the sharing of knowledge. Chiumento, Rahman, Frith, Snider, and Tol (2017) posited that maintaining ethical conduct in an academic research study is necessary to protect the study's participants. Annas (2017) advised that informed consent offers research participants informed choices, places emphasis on the process and provides clear information and education of the rights of participants. Nakkash et al. (2017) noted that informed consent alone is not sufficient to ensure compliance of ethical behavior in research. Nakkash et al. further stated that the IRBs define guidelines to ensure researchers follow ethical behavior that involves human participants.

Walden University IRB process requires researchers to provide proof of informed consent from each of the study's participants. To ensure my study adhered to federal regulations as well as Walden University's requirements for informed consent, I submitted my research request to Walden University's IRB (Walden University, 2017). The university IRB is responsible for reviewing the student's proposal before the start of

any human involvement during the research process. I obtained IRB approval (Approval # 11-07-17-0272336) before collecting any data. I assumed the results from this study might demonstrate the significance of informed consent when studying nonprofit organizations.

According to Yin (2018), case study researchers have an obligation to maintain important ethical practices similar to those adhered to in medical research. Marshall and Rossman (2016) noted that respect for persons, beneficence, and justice are moral principles that are central to the foundation of ethical research. I received Walden University IRB approval before discussing the purpose and scope of the study with the senior leaders of my client NPO. Upon identifying the participants for my study, I called each participant and explain the nature and scope of the study. To comply with IRB directives and guidelines, I used the Consent Form provided by Walden University during the consulting capstone doctoral study. Marshall and Rossman (2016) noted that informed consent is an essential element of research that includes humans and ethical research. Informed consent is used to obtain the agreement of participants to participate in a study, as well as informing them about the potential risks of a research study (Perrault & Keating, 2018). I requested informed consent from the participants involved in the study prior to proceeding with any research.

Yin (2018) noted the need for participants to understand the purpose of the study, understand what the researcher would like to achieve with the study, and how the researcher will present the final study. Upon identifying the study's participants, I contacted each participant to explain the purpose and scope of the study. I explained to

the participants that their participation in the study is voluntary and that they can withdraw at any time during the study. Marshall and Rossman (2016) noted that each person has the option to withdraw from the study. I advised the participants that they will participate in audio-recorded skype interviews. Upon receiving verbal confirmation from the participants of their willingness to participate, I sent each participant a consent confirmation e-mail with detailed interview procedures, voluntary nature of the study, risks and benefits of participation, privacy characteristics, and contact information for the Walden University representative who could discuss participants' rights for the study. Each participant is asked to respond to the e-mail with, "I consent," if he/she agrees to provide data for the study. Participants voluntarily agree to offer data for this study. Therefore, participants have the option of withdrawing from the study at any time.

I informed the senior leaders participating in the study about the withdrawal procedures associated with this study. Participants could withdraw by notifying me by e-mail or telephone of their decision to withdraw. I maintained the integrity of the data used in the study, and I ensured that the data are stored securely in a safe place for 5 years. I did not share the information provided by each participant with the other participants. The participants in this study did not receive any compensation or other incentives for participating in this study. I will keep confidential the identities of the client nonprofit organization and the senior leaders who participate in this study. I used the pseudonym "ABC" to refer to the client NPO. To protect participants' identities, I used labels such as P1, P2, and P3. McIntosh and Morse (2015) noted that researchers can erase identifying information that can compromise the confidentiality of the study's

participants and the organization. I redacted all identifying information from the interview transcripts, the organizational results, and the collected data. After 5 years, I will erase all data collected for this study to protect the confidentiality of the senior leaders who participated in this study.

Data Collection Instruments

In this qualitative single case study, I served as the primary data collection instrument. In qualitative research, researchers are the main data-collection instrument (Patton, 2015; Yin, 2018). I conducted semistructured interviews with multilevel, open-ended questions, with three nonprofit senior leaders of an NPO in the southeastern United States. I used semistructured interviews and a review of public and internal organization documents provided by the senior leaders of the NPO, as well as performance outcomes identified through the interviews for methodological triangulation. Venkatesh, Brown, and Bala (2013) noted that interviews are the most used data collection methods in qualitative research.

Fusch and Ness (2015) stated that interviews enable researchers to achieve data saturation quickly. The primary objective of the interview was to explore the strategies that NPO senior leaders use to motivate donors to make monetary donations to their organizations. I asked the study participants seven interview questions (Appendix B) that are related to the research question and the conceptual framework of the study. To achieve and maintain standardization among each of the study's research participants, I used an interview protocol (see Appendix). Researchers rely on interview protocols to

ensure consistency and to serve as a guide during the interview process (Castillo-Montoya, 2016).

I used document collection as the secondary data collection method. Document collection supports the data gathered from interviews as well as it helps to validate the findings of the study (Merriam & Tisdell, 2015; Miles, Huberman, & Saldaña, 2016). I collected documents that support the motivation strategies used by senior leaders to motivate donors to donate money to their organization. Some of these documents included annual financial reports and print versions of fundraising strategies used by senior leaders to motivate donors to donate money. Merriam and Tisdell (2015) noted that collecting documents is essential to provide details on the researched experience.

As the researcher, it is my responsibility to ensure the validity and reliability of the data collection process. I applied member checking to ensure that I accurately capture participants' responses to the interview questions. Morse (2015) noted that member checking is the process of verifying the accuracy of the interview data with the study's participants. Hadi and Closs (2016) and Kornbluh (2015) noted that member checking provides a viable process to enhance the reliability and validity of the interview process. Kornbluh presented member checking as a method to support authenticity during the interview process. I provided my analysis of participants' responses to the participants to verify that I captured the intent of the interview responses.

Data Collection Technique

In qualitative research, researchers use semistructured interviews with participants as the primary data collection technique for their study (Venkatesh et al., 2013; Yin,

2018). For this qualitative single case study, I used semistructured interviews, member checking, and document reviews to explore the strategies that senior leaders use to motivate donors to donate money to their organization. Castillo-Montoya (2016) noted that semistructured interviews allow researchers to receive open-ended responses to the interview questions as opposed to receiving one-word answers from participants. The benefit of using semistructured interviews as a data collection technique include providing data quickly and enabling the researcher to follow-up and clarify information as needed (Marshall & Rossman, 2016). For each of the interviews with participants, I employed the use of an interview protocol (see Appendix) while interviewing the participants. Castillo-Montoya and Harvey (2015) noted that miscommunication and bias are possible disadvantages associated with the use of a semistructured interview as a data collection technique. Researchers may also make incorrect inferences from participants' comments during the interview (Castillo-Montoya, 2016; Harvey, 2015).

I used member checking and methodological triangulation to enhance the achievement of data saturation. Birt et al. (2016) described member checking as a method used by researchers to explore the interpretation of data and credibility of results by allowing participants to verify the accuracy and interpretation of the data they provided. The use of member checking enables researchers to achieve data saturation, authenticate the data, and assure the accurate representation of participant's experiences by the collected data (Marshall & Rossman, 2016).

Yin (2018) noted that researchers use documents review as a data collection technique to gather substantial contextual information to complement their research. A

primary benefit why researchers use document review as a complementary source is to achieve data saturation (Fusch & Ness, 2015). A significant disadvantage associated with using documents review as a data collection technique is that incomplete documents may lead to selective information and inaccurate information (Yin, 2018).

Data Organization Techniques

Yin (2018) noted that the benefits of efficiently organizing data in a structured system include time-saving and easy access to data when needed. In this study, I maintained data with the use of electronic folders appropriately named on my laptop computer. I named each folder according to the content and topic of the Baldrige category information contained in the folder. Ruiz-Casares and Thompson (2016) noted that ensuring confidentiality is a crucial element in ethical research. To ensure the confidentiality of the client NPO and participants during data storage, I will use a pseudonym as the designation for the client NPO and I used labels to ensure confidentiality of the participants.

I used Microsoft Word software to document the interviews' transcriptions. I dated, labeled, and stored each interview transcript separately, under the label designation for each participant. I maintained a commitment to the confidentiality of the organization and participants, and I only presented data that is relevant to the study. I limited data collection to only relevant organizational content and will not access anecdotal information and performance outcomes that are not required for this study.

I used a reflective journal to document emerging themes in the study. Researchers use reflective journals to code collected information into themes (Clark & Veale, 2018).

Gabriel (2015) noted that a reflective journal enables researchers to document and question their own assumptions and to mitigate unbiased analysis and coding. To comply with Walden University IRB requirements, I stored all saved, written correspondence in my home safe for 5 years. After 5 years, I will destroy all paper documentation and digitally wipe all electronic data from the external drive.

Data Analysis

The purpose of this qualitative single case study was to explore the strategies that some NPO senior leaders use to motivate donors to make monetary donations to their organizations. For data analysis, I used methodological triangulation to compare data derived from each senior leader interview with information from internal documents, private and public websites, as well as performance outcomes. Fusch and Ness (2015) and Hadi and José Closs (2016) posited that essential to successful data analysis is enhancing the reliability of the results and ensuring data saturation through a methodological process referred to as methodological triangulation. Patton (2015) noted that methodological triangulation includes cross-checking information from multiple sources with the intent to ensure a comprehensive and quality response.

Researchers gather data from multiple sources, including participant interviews and available private and public sources (Yin, 2018). I collected data using the defined interview protocol (see Appendix) with all confirmed participants. I used a sample size consisting of three senior leaders for the nonprofit client organization. Once I completed the interviews, I transcribed the interview responses to Microsoft Word. To ensure the accuracy of the data, I performed member checking to ensure that the interpretation of

participants responses is accurate. Researchers use the participants review and member checking of the interpretation of the data to enhance the accuracy of the data collected during the interview (Atchan, Davis, & Foureur, 2016). Member checking enables researchers to validate the accuracy of the reported data and to ensure that the reported data is in alignment with the data analysis process (Harvey (2015).

The data analysis process consists of listening to the recording of the interviews, transcribed the data, categorized and coded the data, and performed member checking. Saldaña (2016) defined coding as the process of assigning labels to constructs or themes derived from the collected data. Kroll (2017) noted that coding is a process used by researchers to identify and established themes from transcribed data and to create and highlight meaning to qualitative data. I recorded the data into a Microsoft Word document and assessed the data to identify recurring themes. Upon identifying and highlighting repetitive information, I manually assigned codes and organized the data into themes using their assigned code. Upon completing the coding process and analyzing the collected data, I used member checking to ensure reliability and for validating the accuracy of the interpretation of themes.

I used Deci and Ryan (1985) SDT as my conceptual framework to explore strategies that some nonprofit senior leaders use to motivate donors to donate to their nonprofit organizations. The functional needs established by the SDT are autonomy, competence, and relatedness (Ryan & Deci, 2000). Ferguson et al. (2015) noted that donating behavior is more likely to occur with the satisfaction of the need for autonomy, competence, and relatedness. I used the Baldrige Excellence Framework criteria for

performance excellence along with my conceptual framework to analyze data collected from the client organization to provide a comprehensive understanding of the strategies some senior leaders use to motivate donors to donate to their organization.

Reliability and Validity

Credibility, transferability, dependability, and confirmability are important criteria in qualitative research (Korstjens & Moser, 2018; Yin, 2018). Cope (2014) noted that credibility, transferability, dependability, and confirmability are factors that enable researchers to achieve reliability and validity. Researchers may enhance reliability and validity in qualitative research by implementing strategies to ensure credibility, transferability, dependability, and confirmability of the study's findings (Marshall & Rossman, 2016; Yin, 2018).

Reliability

Reliability in qualitative research refers to the degree that researchers can consistently measure what they set out to measure in their study (Marshall & Rossman, 2016). Leung (2015) noted that reliability in qualitative research refers to the application of a researcher's integrity when conducting qualitative research. To ensure reliability, I used an interview protocol during the interviews, and I maintained consistency by asking each participant the same interview questions. Behrendt, Matz, and Göritz (2017) noted the importance of researchers considering participants' actions and responses as reliable and credible sources. During the interview process, I followed the established interview protocol. Yin (2018) noted that researchers must adhere to the interview protocols. I used methodological triangulation to ensure the dependability of the data used in the study.

Fusch and Ness (2015) and Noble and Smith (2015) proposed that qualitative researchers use methodological triangulation to ensure the reliability of data in the study. To ensure the reliability of data used in the study, I collected data from multiple sources and types data including my analysis of the reviewed responses of participants, data obtained from the client organization, and information from GuideStar. Qualitative researchers use several sources and types of data to support the dependability of the data used in their study (Fusch & Ness, 2015; Noble & Smith, 2015).

Validity

The validity of qualitative research essentially means that the representation of the actual phenomenon is reliable (Khan, 2014). Nelson (2016) postulated that case study research demonstrates validity when research study findings are confirmable, credible, and transferable. Nelson also noted that validity is shown in case study research when researchers achieve confirmable and credible research findings. Marshall and Rossman (2016) noted that researchers integrate a rich and detailed description of themes as a strategy to increase validity in qualitative research.

Confirmability. Confirmability refers to the degree to which other researchers may confirm the findings of the research (Korstjensa & Moser, 2018). Munn, Porritt, Lockwood, Aromataris, and Pearson (2014) noted that the methodological triangulation of multiple sources of data such as interviews and company documents might contribute to the attainment of confirmability. Researchers may also attain confirmability in a research study through interviews, triangulation, and member checking (Munn et al., 2014). Morse (2015) noted that researchers might achieve confirmability with the use of

triangulation and an audit trail strategy. In this study, I used methodological triangulation checking to achieve confirmability.

Credibility. Credibility is the extent to which a study measures what it intended to measure (Heale & Twycross, 2015). Morse (2015) noted that credibility refers to the extent that researchers accurately represent data and interpret participants views. To ensure credibility, I used methodological triangulation and member checking. Morse described methodological triangulation as the process of comparing data from multiple sources to ensure credibility. Marshall and Rossman (2016) and Barnham (2015) noted that qualitative researchers perform triangulating of multiple data sources and the examination of evidence to increase validity in qualitative research. Patton (2015) described the triangulation of sources as a method for establishing credibility. The application of methodological triangulation supports the credibility of the study by combining and comparing multiple sources to determine emerging themes (Patton, 2015).

Transferability. In qualitative research, the users of the study findings determine transferability (Marshall & Rossman, 2016). Transferability refers to the degree that qualitative research findings apply to groups in different settings (Bengtsson, 2016). Researchers may ensure transferability through the demonstration and description of their understanding of participants' perspectives (Bengtsson, 2016). As the researcher, I strived to achieve transferability by providing the necessary amount of information about the participants and the nature of the study so that users of the study can evaluate the transferability of the study.

Researchers may use a member checking strategy to ensure transferability for a valid study (Barnham, 2015; Marshall & Rossman, 2016). Member checking is the sharing of the final data analysis with participants to encourage feedback on researchers' interpretation to increase validity in qualitative research (Koch, Niesz, & McCarthy, 2014; Marshall & Rossman, 2016). I used member checking during the interviews with participants by describing my understanding of their answers for clarification. Fusch and Ness (2015) noted the importance of researchers verifying their understanding of participant responses to ensure the achievement of data saturation and accurate identification of themes. For this study, I collected data from three senior leaders from a NPO who have met the study criteria, and I achieved data saturation by performing member checking until no new information is evident.

Transition and Summary

In Section 2, I discussed the purpose of the study, the role of the researcher, the research method and design, and the participants' eligibility criteria and sample size. Section 2 also consists of information about ethical research, data collection techniques, data organization techniques, and ethical research. I presented some strategies to ensure the reliability and validity of the study. I conducted semistructured telephone interviews with three senior leaders from my client NPO, exploring the strategies that some nonprofit senior leaders used to motivate donors to donate to their organizations. I applied triangulation and methodological triangulation to support the achievement of data saturation. I applied triangulation by collecting data from multiples sources, including interviews with senior leaders, internal document reviews, websites, and official

nonprofit reports. I used member checking and reflexive journal to ensure the accuracy of the interview data and to promote the study's trustworthiness. I organized the collected data into categories, code the data, and highlight and identify key themes to develop an understanding of the strategies used by some nonprofit senior leaders to motivate donors to donate to NPOs. Section 3 begins with an outline of ABC's organizational profile and a detailed discussion of the 2017–2018 Baldrige Performance Excellence Framework categories of (a) leadership; (b) strategy; (c) customers; (d) measurement, analysis, and knowledge management; (e) workforce; (f) operations; and (g) results. Section 3 conclude with a presentation of the project summary and contributions and recommendations for future research.

Section 3: Organizational Profile

ABC is a pseudonym for the client organization used in this study. Established in 2013, ABC organization began when a group of concerned residents organized around the overconcentration of drug treatment facilities, disinvestment, and disenfranchisement as well as the lack of stakeholders' voice in ABC's service area. Governance for ABC organization is the responsibility of the board of directors (BOD). The BOD consists of volunteers who have a vested interest in ABC achieving the mission and vision. The members of the BOD include the president, past president, vice president, treasurer, secretary, a representative from each of the neighborhood associations and member anchor institutions, and the chair of each of the seven ABC partnership committees. The ABC board members have the required skills and expertise to strategize, lead, develop, and implement processes to complete the vision, mission, and objectives of the organization.

ABC organization employs five staff members consisting of the executive director (ED), office manager, economic development director, program manager, and the events and marketing manager. The ED of ABC reports to the president of the BOD, and the organization's full-time staff reports to the ED. The purpose of this qualitative single case study was to explore the strategies that some NPO senior leaders use to motivate donors to make monetary donations to their organizations. ABC senior leaders sustain the organization's performance outcomes by integrating relationships, effective communication, active listening, and social media marketing as key strategies to motivate donors to make monetary donations to the ABC organizations.

Key Factors Worksheet

Organizational Description

Established in 2013, ABC is a 501(c)3 organization located in the southeastern region of the United States. ABC is a coalition of seven neighborhood associations, community members, and six anchor institutions from the ABC service areas. The primary objective for ABC organization senior leaders is to create an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on trust, mutual respect, and shared responsibility. ABC organization senior leaders aim to achieve the organization's primary objective by creating partnerships with members from the surrounding communities, city government officials, area institutions, and businesses. The leaders of ABC organization believe that working together with integrity, all stakeholders stand to reap the rewards of success.

Organizational Environment

Product offerings. ABC's product offerings include commercial development; education; housing; housing preservation; public safety; safe, vibrant, and walkable streets; and workforce development. ABC's product offerings support the principles of the organization's vision to create an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility. ABC leaders established the following six primary goals for the organization:

- Improve real and perceived public safety.
- Increase the effectiveness of the voice of residents, business owners, and institutions.

- Improve the quality of the built and natural environment.
- Retain and strengthen the economic viability of existing businesses while attracting outside institutional, commercial, small business, and individual investment.
- Build regional awareness of the strengths and opportunities for living and working in the area.
- Improve the quality of life and access to economic opportunities for current residents.

Mission, vision, and values. ABC senior leaders' core competencies of community leadership; trusting partnerships; and creative, hard work directly aligns with the organization's mission, vision, and values (MVVs) statements and is a competitive advantage in the organization's market environment. The senior leaders of the ABC organization believe that diversity is their strength. ABC's senior leaders embrace all diversity: from race, gender, and sexual orientation to economic, educational, and housing choices. ABC senior leaders strive to ensure that the organization's employees align their work activities and conduct the duties following ABC's MVVs.

ABC senior leaders' core competencies include open communication, leveraging existing resources, investment, dedication, and trust and belief in the process. ABC organization senior leaders envision an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility. ABC senior leaders aim to maintain its vision through productive land uses and partnerships that will build a cohesive community. ABC leaders seek partnership with

neighbors, surrounding communities, City Government, area institutions and businesses, with the knowledge that knowing when we take the right road together, and with integrity, everyone will benefit. ABC's core values include diversity, integrity, mutual respect, shared responsibility, integrity, community leadership, trusting partnerships, and creative hard work.

Workforce profile. ABC organization's workforce group consists of the BOD, volunteers, and full-time and part-time staff members. There are no defined education requirements for attaining a position on the BOD, acquiring a full or part-time position, or working as a volunteer for the ABC organization. ABC's workforce group receives safety instructions during the employee onboarding. ABC's employees adhere to health and safety training to gain knowledge about how to respond to health and safety concerns as well as prevent accidents in the workplace. ABC's workforce complies with the Occupational Health Safety Act guidelines and standards. The primary qualifying standards for joining ABC's workgroup include experience, motivation, commitment, and determination to execute ABC's mission, vision, and strategic objectives.

ABC BOD members are volunteers who have a vested interest in the successful completion of ABC's mission and vision objectives. The number of volunteers working with the ABC organization fluctuates depending on the deployment of the organization's programs and services. The key driver of success for ABC's workforce is the personal and work experiences of the volunteers and part-time and full-time members of the ABC workforce group. ABC's workforce composition displays a variety of life experiences and backgrounds, which aligns with ABC senior leaders' value of diversity. The current

full-time and part-time staff at ABC include the ED, office manager, events and marketing manager, program manager, and the director for economic development.

ABC ED is a lifelong member of the community and has held positions as a community organizer in several different capacities. The ED served as deputy commissioner of housing and community development for the city and assistant secretary of housing for the state where ABC senior leaders conduct business. ABC's ED principal responsibility includes providing leadership for the organization's workforce group and ensuring that employees' conduct and work activities align with the organization's MVVs. ABC's ED ensures that the organization's workforce group has the required resources to execute program initiatives.

ABC's office manager is a retired seamstress who had a keen interest in reentering the workforce. The office manager is a living-room teacher with a passion for educating her neighbors on the importance of a healthy lifestyle. ABC's office manager also has a green thumb, which led her to adopt garden plots and an abandoned lot in one of the neighborhoods in ABC's service area. The principal responsibility of ABC's office manager is supporting ABC's workforce group to achieve the organization's mission and vision objectives.

ABC marketing and events manager is a community artist, a hip-hop disk jockey, and emcee. The marketing and events manager has over 10 years of experience planning and executing events for organizations. The marketing and events manager's passion for community development attracted him to the ABC organization. Important initiatives for the marketing and events manager include identifying opportunities and developing new

events to help bridge the disconnect between the neighborhoods in the community. The principal responsibility of the ABC marketing and events manager is supporting and publicizing community events and marketing the organization and the neighborhoods in ABC's service area.

ABC's program director for economic development has a passion for public policy and administration with a focus on community development. The program director's passion for inclusive community development attracted him to work for the ABC organization. The program director's work experience includes working for the U.S. Agency for International Development. The principal responsibility of the ABC program director for economic development is to support ABC's ED and the committee chairs in the project management for commercial development, housing, and public safety.

ABC's program manager graduated from the University of Maryland School of Social Work with a concentration in community organizing. The program manager has extensive experience working in nonprofit administration, volunteer, and program coordination for small nonprofits in the southeastern United States. The program manager's expertise includes building relationships between individuals, communities, and institutions and in supporting grassroots program development. The ABC program manager's principal responsibility is managing ABC's social development projects and supporting the organization's education, historic preservation, vibrant streets, and workforce development committees.

Assets. The assets of the ABC organization include ABC's workforce group, cash reserves, office equipment, and information technology that are directly and indirectly related to the execution of ABC's mission. ABC's senior leaders operate from one rental space located in the southeast region of the United States. The senior leaders of ABC do not own any large equipment, tools, or buildings. ABC senior leaders place a high value on the organization's human talent pool and consider it the organization's most valuable asset. ABC's workforce group consists of the BOD, full-time, part-time employees, and the many volunteers that support the achievement of ABC programs and services initiatives.

ABC's cash reserves are the amount of money that remains in ABC's reserve account at the end of the fiscal year. ABC's office equipment includes computers, telephones, desks, chairs, and miscellaneous items located in ABC's office. Information technology is a crucial component of ABC's senior leaders' strategy to connect with stakeholders and to motivate donors to make monetary donations to the organization. ABC information technology consists of the organization's website and Instagram page, which ABC senior leaders use for marketing the organization to customers, grantmakers, current and potential donors, as well as the public at large.

Regulatory requirements. The leaders of ABC organization are licensed to practice in the state they are located in, as a public, tax-exempted charity under Internal Revenue Code 501(c)(3). The leaders of ABC organization conduct business in compliance with the Internal Revenue Code guidelines for charitable organizations and are eligible to receive tax-deductible contributions. ABC leaders are required to annually

file Internal Revenue Service 990 tax forms and comply with regulations for charitable organizations. ABC's registration as a charitable organization is on file in the office of the Secretary of the State where they are located. ABC leaders adhered to Occupational Safety and Health Administration standards, and they are committed to promoting employee and workplace safety.

Organizational relationships. ABC leaders achieved the organization's mission and vision objectives by developing long-lasting relationships with the organization's primary stakeholders. ABC's organizational relationship consists of the forged partnership between the ABC organization and neighborhood associations, anchor institutions, and members of the communities within ABC's dedicated service area. The relationships forged by these entities ensure that ABC leaders have the required human resources to achieve sustainability and to support the organization's core initiatives.

Organizational structure. The organizational structure of ABC consists of the BOD, executive director, events and marketing manager, program director for economic development, program director, partnership committees, block captains, and other volunteers (see Figure 1). The ED reports to the BOD, and ABC's full-time staff report to the ED. The governance system for ABC consists of the BOD, which includes one representative from each of the member neighborhood associations and anchor institutions as well as the chair of each of the seven ABC partnership committees. The partnership committees consist of the commercial development; education; historic preservation; housing; public safety; safe, vibrant, and walkable streets; and workforce development committees. The chair of each partnership committee serves on the BOD.

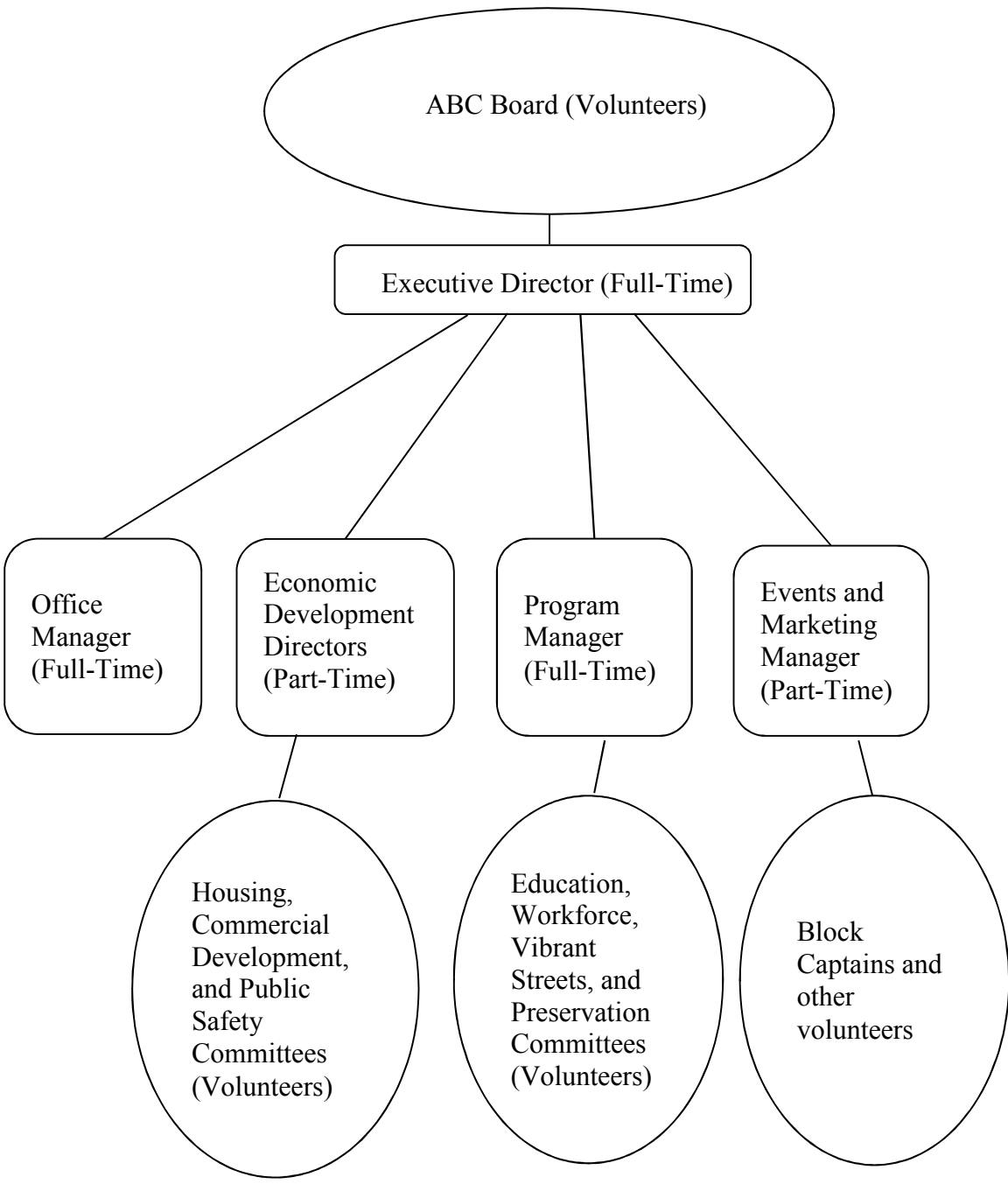


Figure 1. ABC organizational chart.

Commercial development committee. A voluntary workforce supported by ABC's program director for economic development staff ABC commercial development committee. The commercial development committee provides support for local businesses; promote commercial development; and develop clean, safe, and exciting commercial corridors. The committee members who are volunteers convene on the fourth Tuesday of each month. Some of the critical goals of the commercial development committee include creating campaigns aimed at attracting businesses with the capacity to create jobs; and provide technical assistance to businesses, the acquisition and renovation of vital commercial properties with the intent to create a destination resource for community members.

Education committee. The ABC education committee consists of a voluntary workforce supported by ABC's program manager. The education committee works to ensure that the students in the ABC neighborhoods have access to quality educational opportunities and that all schools receive the necessary support for the achievement of this objective. The committee members meet on the first Tuesday of each month. Some of the primary goals of the education committee include advocating for the schools in the ABC area and working to ensure that every school in the ABC service area is a community school or is in the process of becoming one. The committee provides support for schools and the out of school time programs through projects like ABC's Small Grants Fund for Schools.

Historic preservation committee. The ABC historic preservation committee operates with a voluntary workforce supported by ABC's program manager. The historic

preservation committee identifies, preserves, and protects and promotes the historical aspects of the community to ensure continuity of identity. The committee convenes on the third Monday of each month. The primary goals of the committee consist of developing walking tours, creating maps, signage, and other tools to identify historical places in the community. The committee members identify historic buildings in the ABC area, make recommendations about what needs to be done to preserve them, and seek out resources for preservation and development where needed. The committee is currently focusing on the preservation of the MS House, which is in one of the neighborhoods in the ABC service area.

Housing committee. The ABC housing committee consists of a voluntary workforce supported by ABC's program director for economic development. The housing committee focuses on reducing the number and effect of vacant homes in the ABC area. The committee also works on attracting new residents and retaining current residents in safe, quality, and affordable housing. The housing committee has successfully attracted developers and identified funding to rehab approximately 42 vacant houses in two of ABC neighborhoods. The committee has also identified vacant cluster home for improvement, created and distributed a resident handbook, and provided help to senior citizens in the seven communities through the formation of the Aging in Place subcommittee. The purpose of the Aging in Place subcommittee is to generate programming to provide essential practical support, such as ensuring the safety of senior citizens and for them to feel supported.

The ABC housing committee is focusing on future goals such as increasing the rate of homeownership by helping developers locate and develop parcels of land to promote homeownership and exploring methods to provide support for renters and landlords. The housing committee looks to provide education about changes in the law, develop a robust system to track and evaluate the success of program initiatives. The housing committee actively advocates for creating housing upgrades for seniors residing in the ABC dedicated service area.

Public safety committee. The ABC public safety committee conduct business with a volunteer workforce supported by ABC's program director for economic development. The commercial development committee provides support for local businesses; promote commercial development; and develop clean, safe, and exciting commercial corridors. The committee members who are volunteers convene on the fourth Tuesday of each month. Some of the critical goals of the commercial development committee include creating campaigns aimed at attracting businesses with the capacity to create jobs; provide technical assistance to businesses; and the acquisition and renovation of vital commercial properties with the intent to create a destination resource for community members.

The public safety committee works with community members, area institutions, and the police to increase the public safety of the ABC area. The committee conduct meetings on the fourth Wednesday of the month. The committee holds and creates events where community members and law enforcement officers interact and build positive relationships. The committee also creates defensible spaces through alley gating and

other programs that provide community members the ability to monitor and control safety in their neighborhoods.

Safe, vibrant, and walkable streets committee. A voluntary workforce supported by ABC program manager, staff ABC's safe, vibrant, and walkable streets committee. The safe, vibrant, and walkable streets committee works on greening, sanitation, transportation projects, and everything that is needed to make our streets, parks, lots, and public spaces vibrant, healthy, and secure. The committee convenes on the fourth Thursday of the month to discuss matters that relate to the goals set by the committee members. The goals of the committee consist of developing and implementing a community-led anti-trash campaign across all seven neighborhoods; Improve the appearance, safety, and vibrancy of the middle street corridor; Increasing community engagement and participation in the committee, and community transportation, greening, and sanitation projects, and implementing the Small Neighborhood Grants Program.

Workforce development committee. A voluntary workforce staffed ABC workforce development committee, supported by ABC's program manager. The purpose of the workforce development committee is to strengthen and coordinate workforce service provision in the ABC service areas. The committee members formulate outreach and engagement strategies to connect area residents with workforce resources and programs. The committee connects residents to available workforce development resources and jobs. The committee also works to develop new resources and employment opportunities. The committee workforce roundtable consists of workforce providers who convene on the first Wednesday of the month to discuss program initiatives. The

workforce development committee advocates for better hiring practices and policies for residents to gain access to improve job opportunities. The workforce development committee also connects residence through area workforce providers and ABC works.

Customers and stakeholders. The ABC leadership team believes that all stakeholders will reap the benefits of ABC leaders achieving the organization's mission and vision objectives. ABC key stakeholders have a vested interest in the organization's mission and are fully engaged in ensuring the successful execution of the organization's initiatives. ABC's key stakeholders participate at all levels of ABC organizational structure. ABC's key stakeholders are ABC's board of directors, workforce members, grantmakers, government entities, neighborhood associations, anchor institutions in ABC's neighborhoods. ABC key stakeholders support the organization's program and services initiatives by providing funding, board membership, and serving on committees. ABC's key customer groups include the families, the residents, and visitors to the neighborhoods and communities in ABC's dedicated service area. The ABC organization's customer groups are the primary drivers for the existence of the ABC organization. ABC leaders continuously review program objectives to ensure that the needs of customers are foremost in program development and implementation. ABC customers are welcome to participate at all levels of the organization, including volunteering to serve on committees, providing feedback, and just been good stewards in their communities. (see Table 1 for a list of key customers and stakeholders).

Table 1

ABC Key Customers and Stakeholders

Key Customers	Key Requirements	Alignment
Community members	Individuals living, working, and visiting the neighborhoods that make up ABC service area.	Leaders ensure that products and services align with needs of community members.
Key Stakeholders	Key Requirements	Alignment
Board of directors	Accountable for strategy approval, adherence to all local and federal laws, financial oversight, adherence to organizational bylaws, policies, procedures, and mission, vision, and values	Leaders develop, implement, evaluate, monitor, and modify organizational strategies to ensure the achievement of the organization's vision, mission, core values.
Workforce	Skilled, knowledgeable, and supportive of leadership commitment to create opportunity for growth and development and to complete ABC vision and mission objectives.	Leaders ensure activities and processes are aligned with organizational mission and support staff and workgroup ability to perform job functions.
Anchor institutions	Support ABC's program initiatives by providing workforce development, health care, real estate, financing, education, and opportunities.	ABC senior leaders work with anchor institutions to create jobs, make health care, education, and opportunities readily available for the residents in ABC service areas.
Grant funding/public donors	Support ABC program initiatives through foundation grants and donations.	ABC senior leaders ensure that grants and donations are used per their intended purpose

Suppliers and partners. A crucial element of the ABC organization is senior leaders' insight to build partnerships and develop trusting relationships with ABC key stakeholders. ABC senior leaders established a strong collaborative partnership with outside consultants, community members, local government officials, anchor institutions, local businesses, and funding institutions (see Table 2). ABC senior leaders maintain effective communication with key suppliers and partners using face to meetings, telephone communications, and by email. The leaders of ABC organization and stakeholder partners have shared an interest in developing and implement the organization's strategic initiatives resulting in ABC leaders pursuing the organization's vision and mission.

Table 2

Key Supplier and Partner Requirements

Key Suppliers	Key Requirements	Alignment
Consultants	Support ABC by providing payroll and accounting, leadership development training, and marketing campaigns to promote the ABC brand.	ABC Senior leaders contract with consultants to ensure that services provided enhance ABC mission and vision objectives.
Key Partners	Key Requirements	Alignment
Community members	Support ABC programs and services through program utilization voluntary services.	ABC senior leaders ensure programs and services align with needs and interest of community members.
Local government	Support ABC's program initiatives to improve safety, safe walkways and streets, and communities	ABC senior leaders work with local government entities to promote the achievement of ABC vision plan for community members and businesses.
Anchor institutions	Support ABC's program initiatives through workforce development, health care, real estate, financing, education, and work opportunities.	ABC leaders work with anchor institutions to create jobs, make health care, education, and opportunities available for the residents in ABC service areas.
Local businesses	Support ABC's program initiatives as key workforce providers.	ABC leaders work with local businesses to create jobs and improve the quality of lives in ABC service area.
Funding institutions	Support ABC's programs and services by providing funding	ABC senior leaders work with funding institutions to identify projects and services requiring funding.

Organizational Situation

The purpose of this qualitative single case study was to explore the strategies that some NPO senior leaders use to motivate donors to make monetary donations to their organizations. ABC organization senior leaders endure competition from other nonprofits entities competing for scarce resources to increase their capacities to execute ABC's mission objectives successfully. Intense competition, scarcity of resources, and a growing reliance on monetary donations to sustain nonprofit organizations leader's capacity to fulfill service commitments characterized the nonprofit sector market environment. The state of the nonprofit sector market environment has implications for ABC leaders who rely on foundation grants and contributions from the public to meet ABC's service commitments.

Competitive environment. The senior leaders of the ABC organization conduct business in an increasingly complex and competitive market environment relying on monetary donations to sustain the capacity of their organization to meet service requirements. The ABC organization faces competition from other NPOs located in the city, state, and southeastern region of the United States. ABC organization senior leaders mitigate challenges from competitors through the partnerships formed between ABC organization, neighborhood associations, and anchor institutions. The senior leaders of the ABC organization rely on the resources provided by ABC partners to sustain the organization's capacity to provide needed services to individuals within ABC's dedicated service area.

Competitive position. Competitors of ABC organization senior leaders are NPOs in the state as well as others located in the southeastern region of the United States who are aggressively competing for diminishing donor funding. A core belief of ABC senior leaders is that initiatives developed through collaborative and trusting relationships are more easily achievable. ABC senior leaders achieved a competitive advantage by forging partnerships with neighborhood associations, community members, and anchor institutions based on senior leaders' values of collaborative and trusting relationships. ABC organization senior leaders and key stakeholder partners strive to align business practices to ABC's values, mission, and vision.

Competitiveness changes. The ABC organization leaders primarily depend on foundation grants and donations from businesses and individuals to sustain the organization's business commitments. Changes in the availability of grant funding and donor's contribution might have implications for ABC organization's leaders sustaining the organization to continue to provide services to individuals in the dedicated service areas. Increased competition from other NPOs might also impact ABC's senior capacity to sustain the organization's current business conduct. The increasing demand for services in the nonprofit sector combined with a reduction in resources are concerns that ABC senior leaders must contend with now and in the future. The lack of available resources in the nonprofit sector has implications for ABC senior leaders being able to grow the workforce to manage the increasing demand for service. ABC organization may supplement the organization's full-time employees with a growing volunteer workforce.

Comparative data. The leaders of the ABC organization rely on comparative data to make crucial decisions that have implications for the successful deployment of the organization's strategic initiatives. Comparative data about competing NPOs is accessible on GuideStar and other local and national websites. ABC organization senior leaders can use data from these websites to strengthen the competitive positioning of ABC organization. The public information available on these websites is available to ABC senior leaders to evaluate the performance of competing NPOs and to inform the development of ABC's strategic planning process. One of the challenges faced by ABC senior leaders regarding the analysis and use of comparative data is that the organization lacks adequate human resources to explore the data to determine usefulness to the organization.

Strategic context. Table 3 provides a summary of the ABC organization's primary strategic challenges and advantages. The fundamental strategic challenge for ABC organization includes securing funding in a nonprofit sector characterized by increased competition, growing demands for services, and diminishing resources. Hailey and Salway (2016) noted that a primary challenge for NPO leaders concerns their organization's financial sustainability and developing strategies to secure funding for their organization. The rapid growth in the nonprofit has resulted in nonprofit organization leaders having to compete for scarce financial and human resources (Čačija, 2016). The lack of funding in the nonprofit sector has impacted the ABC organization's senior leaders' capacity to implement formal plans to execute certain aspects of the organization's operation. The current source of funding for the ABC organization

consists of commitments from the anchor institutions, foundation grants, and donations from organizations and individuals.

The key strategic advantages of ABC organization are the organization's strong foundation based on forged partnerships and alliances with community members, neighborhood businesses, and anchor institutions. Another critical strategic advantage is the experience and competence of the organization's senior leaders. ABC senior leadership employs a leadership approach founded on the principles of diversity, open communication, trust, and commitment to the organization's mission and vision.

Table 3

ABC's Key Strategic Challenges and Advantages

Primary Strategic Area	Primary Challenges	Primary Advantages
Business	Secure adequate funding to meet growing demand for services in ABC service areas.	Professional leadership with a keen interest in identifying the needs of customers and stakeholders.
Operations	Lacking formal systems to support ABCs workforce strategic initiatives	Experience leadership with a strong a value for open communication, diversity, hard work, and commitment to ABCs vision and mission
Workforce	Small staff to meet the increasing demand for services	Highly skilled staff functioning in a work culture that promote diversity, trust, honesty, and family.
Societal responsibilities	Create awareness of the issues noted in the vision plan, continue to engage stakeholders, and secure resources to implement and complete mission and vision objectives.	ABC senior leaders and partners are dedicated and committed to have a positive impact on the families and businesses located in the ABC service area.

Performance improvement system. ABC's senior leaders do not have a formal performance improvement system. The senior organization leaders rely on feedback and inputs from ABC's key stakeholders, partnership committees, anchor institutions, and community leaders to assess the effectiveness of the organization's program initiatives. ABC senior leaders use feedback and input as a guide for improving program planning and implementation.

Leadership Triad: Leadership, Strategy, and Customers

Leadership

Senior leadership. ABC senior leaders consist of the president of the board, vice president, treasurer, secretary, and ED. The senior leaders holding these positions provide governance for the organization, and they ensure compliance with the organization's MVVs established by the founding members of the organization. The leaders of the ABC organization promote the organization's vision and values to staff and other critical stakeholders through regularly scheduled meetings. Some of the primary communication modes used by ABC senior leaders to communicate with ABC's stakeholders, customers, suppliers, and partners include committee meetings, company website, call-to-action initiatives, telephone, e-mails, mail, and various social media platforms. ABC senior leaders core functions are: (a) implement the organization's vision plan; (b) host meetings to address substantial problems and opportunities in ABC service area; (c) represent ABC service area in communications with government agencies, institutions, and other forces that affect residents living in the neighborhoods in ABC service area; (d) update community plan consistent with the vision for the neighborhoods in ABC service area;

(e) advocate for the residents and businesses in the community; (f) promote the neighborhoods in ABC service area; and (g) develop neighborhood leadership.

Governance and societal responsibilities. The leaders of the ABC organization are committed to building an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility. ABC BOD governs the organization with the support of the ED and a small, expert staff equipped with the capacity to execute ABC's strategic objectives. ABC's executive director reports to the BODs who holds the executive director accountable for implementing strategic plans and conducting daily operational functions of the organization.

ABC BOD is made up of one representative from each member organization (neighborhood associations and anchor institutions) and the elected chair of each partnership committee. The BOD meets on the third Tuesday of each month. ABC BOD is responsible for monitoring the conduct of members of the organization, developing the organization's strategic plans, policy development, provide fiscal oversight, select board members, ensure transparency, protect the interest of ABC's stakeholders, and ensure succession planning for the organization leadership team. The ABC organization has four standing committees that provide support for the operations of the organization. The standing committees are the executive, finance, fund development, and the governance committee (see Figure 2). The ABC BOD is committed to operating the organization with transparency, accountability, ethical conduct as guiding principles.

Executive committee. The executive committee is inclusive of the president, vice president, secretary, treasurer, and the out-going president of the BOD who functions in a non-voting capacity. ABC executive committee makes recommendations to the board of directors regarding matters concerning the organization. The executive committee, in certain instances requiring prompt actions, may implement actions subject to prior limitations imposed by the ABC BOD.

Governance committee. The governance committee is inclusive of a minimum of two members of the BOD, with one functioning as the chair of the committee. The president of the BOD, with the approval of the BOD, appoints the governance committee chair. The governance committee conduct orientation for new board members, conduct an annual review, recommend changes to the ABC By-Laws, and make recommendations for policies and procedures to enhance the efficient operations of the BOD and committees.

Finance and audit committee. The treasurer of the BOD functions as the chair of the finance and audit committee. The finance and audit committee consist of an additional member of the BOD. The finance and audit committee members are responsible for preparing ABC's budget for approval by the board of directors, provide quarterly reports regarding the financial health of the ABC organization, and amend the budget. The budget must be submitted to the board of directors a minimum of one meeting before the start of the new fiscal year. The financial and audit committee inform the BOD about any amendment made to the budget during the quarterly updates.

Fund development committee. The president of the BOD appoints the chair of the fund development committee subject to approval by the board of directors. The fund and development committee members are responsible for preparing and overseeing the strategic plan to guide the organization's solicitation of funds. The fund development committee coordinates with the finance and audit committee to ensure that the ABC projected revenues are within reason. The chair of the fund development committee works closely with the president and the ED to meet with potential funders to obtain the necessary revenues to cover the annual operating expenses of the ABC organization.

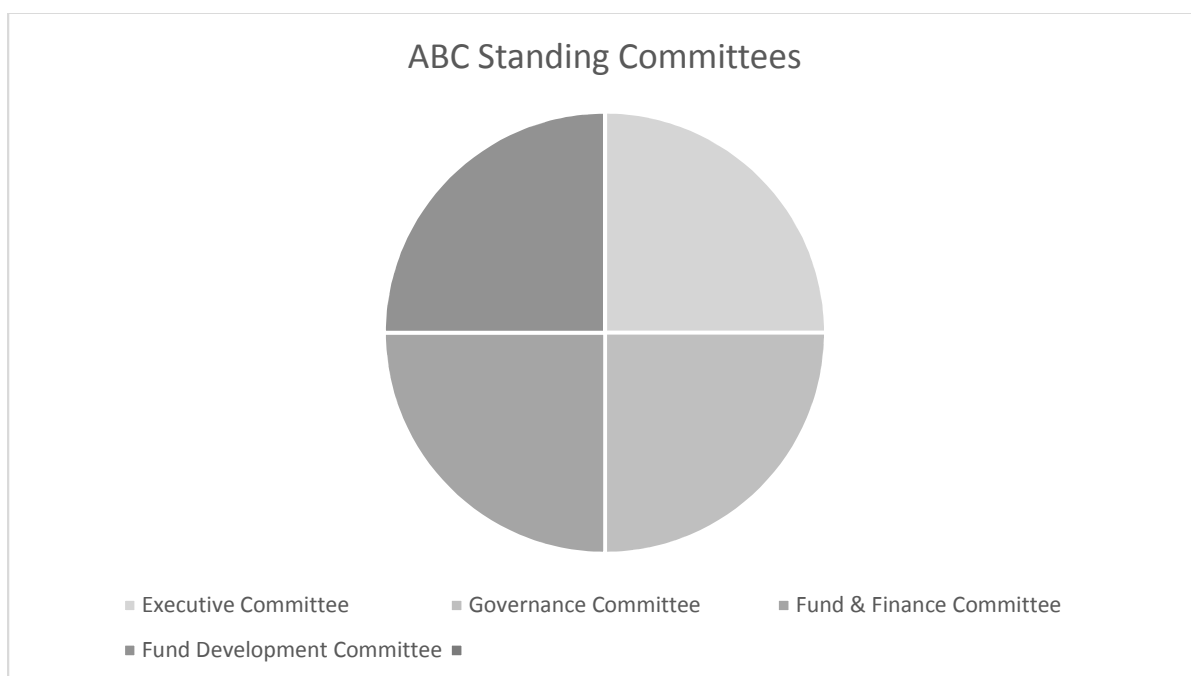


Figure 2. ABC standing committees.

Strategy

Strategy development. ABC senior leaders have primary responsibility for the development of the organization's strategies. ABC's strategy development process is

inclusive of input and feedback from the BOD, the ED, events and marketing manager, program director for economic development, the program manager, and the program committees. The BOD is responsible for identifying ABC's strategies. Effective strategy development is essential to ensure that ABC leaders achieve the organization's mission objectives. Senior leaders ensure that strategy aligns with ABC's mission and vision. A crucial component of ABC's leader's strategy development is senior leaders focus on stakeholders and customers' engagement as well as an emphasis on ABC's value for diversity, open communication, community leadership, trusting partnerships, and creative, hard work.

Strategy implementation. ABC senior leaders have the ultimate responsibility for the implementation of the organization's strategies. The partnership committee having jurisdiction of specific strategic objectives ensures that strategy implementation aligns with program objectives and organizational goals. The partnership committee leaders ensure that committee members have the required skills and competencies to implement the organization's strategies. The ABC organization staff consisting of the ED, office manager, events and marketing manager, program manager, and the director for economic development work with ABC's partnership committees, neighborhood associations, and anchor institutions to ensure that ABC programs are strategically implemented to meet the objectives outlined in the organization's vision plan.

Customers

Voice of the customer. ABC senior leaders employ different listening techniques to inform their understanding of customers' needs and interests. Some of the listening

techniques used by senior leaders include meetings, social media forums, social gatherings, seminars, and partnerships. ABC senior leaders maintain direct and open communication with ABC's customers and stakeholders. The use of open communication enables ABC leaders to ascertain information for actionable items on programs' effectiveness, to learn about customers' and stakeholders' primary areas of concerns, and to understand the efficacy of ABC's program initiatives in relation to current and potential customers.

ABC organization's current and potential customers may access information about ABC from the organization's website and social media platforms. Current and potential customers can also contact the senior leadership team directly to address areas of concern. To promote the achievement of the organization's vision to build an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility, ABC's senior leaders prioritized actionable items that align with the organization's mission and vision. These actionable items include public safety initiatives, quality of life initiatives, and economic viability concerns.

Customer engagement. The senior leaders of the ABC organization place a high value on the organization's customers who are also members of the surrounding communities that make up ABC's dedicated service area. Implicit in the organization's mission, vision, and values is the objective to build a community that values the individuals whose lives are dependent on a community that is flourishing and awesome. The ABC organization leaders and BOD consider the needs of customers before making

decisions about product offerings or any matter that may affect the customer base of the organization. ABC senior leaders effectively used the organization's website to keep customers informed on program initiatives as well as to provide general information about the organization. Customers may access a plethora of information about current and projected events on the organization's website. ABC senior leaders also engaged the organization customer with face-to-face communication and regularly scheduled meetings.

The senior leaders of the ABC organization maintain a system of open access for customers and other key stakeholders. Members of the community are welcomed to attend meetings as well as to volunteer to serve on program committees. ABC senior leaders use promotional materials on the organization website and social media platforms to engage customers and community members to volunteer and for soliciting donors to make donations to the organization. The organization website and social media pages serve as platforms for customers to provide feedback to ABC senior leaders and partnership committees.

Results Triad: Workforce, Operations, and Results

Workforce

ABC is a small NPO, with five employees having primary responsibility for executing the daily operation of the organization. ABC senior leaders empower employees to take ownership of their positions and to efficiently perform everyday tasks to ensure the completion of the organization program initiatives. The senior leaders of the ABC organization promote a work environment that integrates diversity, open

communication, trust, and teamwork as core principles. Sargeant and Shang (2016) noted that successful nonprofit organizations consist of leaders who value teams and have an organizational structure that supports the team. ABC senior leaders ensure that workforce policies and organizational strategies align with ABCs MVVs.

Workforce environment. ABC vision plan defines the standards and goals for senior leaders and other members of the organization to follow and achieve. The ABC organization's vision plan defines the mission, vision, culture, and the purpose of the ABC organization. The vision plan is the culmination of 2 years' worth of collaboration between members of the community, institutions, and professional consultants. A crucial element of the vision plan is the value the steering committee placed on community leadership, trusting partnerships, and creative, hard work, all of which embody the workforce environment of the ABC organization. ABC senior leaders promote a work environment founded on the principles of dedication, trust, open communication, investment, making the best use of available resources, and having sound conviction in the process.

Workforce engagement. The ABC organization senior leaders plan and implement engagement strategies to ensure that ABC's workforce operates in a work environment that is conducive for success. ABC senior leaders engaged the workforce by encouraging and promoting a work culture that considers open communication, trust, respect, diversity, and teamwork as best practices. ABC workforce consists of five employees charged with the responsibility to execute the daily activities of the organization. The ABC organization's senior leaders also solicit and welcome volunteers

to become engaged in executing ABC mission program initiatives. Volunteers function at every tier of the organizational structure, including the BOD. The senior leaders of the ABC organization engage seven partnership committees, each accountable for implementing and executing ABC strategic initiatives.

ABC senior leaders achieve workforce engagement through active involvement in ABC's workforce engagement process. Senior leaders established a work culture that encourages accountability and promotes ownership of the process, creativity, hard work, and a collaborative spirit. Senior leaders of the ABC organization practice active listening techniques to engage the organization's workforce. ABC senior leaders understand the significance of maintaining open communication between leaders and workers as a key driver of workforce engagement and increased performance.

Workforce and leader development. The ABC organization's vision plan catalyzes the guiding principles that ABC leaders use to engage the organization's workforce. One of the leading principles outlined in the ABC vision plan is community leadership. The senior leaders of the ABC organization strive to ensure that the organization's workforce group has all the necessary resources to complete their work assignments and satisfy mission objectives. ABC senior leaders collaborate with ABC partners to ensure that the ABC organization workforce has the necessary resources to promote workforce development. ABC workforce group developed leadership and management skills from interacting with coworkers, customers, and other key stakeholders. ABC senior leaders offer a formal leadership development program for employees to develop their leadership attributes. ABC workforce can use the leadership

development program to improve their leadership skills, which have implications for improving performance outcomes for the ABC workforce and the organization.

Operations

The senior leaders of the ABC Organization promote and encourage work operation and processes that integrate trust, partnership, collaboration, open communication, and transparency as best practices. The senior leaders of the ABC organization strive to achieve excellence in the organization's work processes. ABC senior leaders engage customers, partners, and other key stakeholders to ensure that the organization's leaders have the commitment and resources to complete ABC's program initiatives.

Work processes. ABC senior leaders with the support of the partnership committees are responsible for developing, implementing, and monitoring ABC work processes. The needs of ABC customers, partners, and businesses in the surrounding communities are the primary drivers for the types of programs and services provided by the senior leaders of the ABC organization. ABC senior leaders ensure that the programs and services provided by ABC align with the organization's vision to create an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility.

The senior leaders of the ABC organization determine the requirements ABC work process. Key work process must align with ABC programs and services initiatives. Therefore, senior leaders design the organization's work processes to support the organization's programs and services. The key requirements for ABC work processes

include budgetary constraints, the scope of programs and services, and stakeholders' interests and needs. ABC senior leaders seek inputs from the organization's primary stakeholders to ensure that work processes support the completion of ABC programs and services.

Process management and improvement. The method to ensure that ABC work processes align with the organization's vision and mission and key requirements include open communication between senior leaders and ABC workgroup, partnership committees, and all primary stakeholders. ABC senior leaders are focused on ensuring that the staff and the entire ABC workforce has adequate resources to fulfill their work commitment and to satisfy mission requirements. ABC has four standing committees that provide support for the operations of the organization. The standing committees are the executive, finance, fund development, and the governance committee. Each standing committee supports process management by providing oversight for the organization's process development and implementation.

The senior leaders of the ABC organization achieve process improvement through a system that integrates feedback, performance outcomes, open communication, collaboration, and regularly scheduled meetings between leaders and workforce as key drivers of work processes and performance improvements. The ABC partnership committees meet at a minimum once per month to discuss the status of program initiatives. ABC senior leaders rely on feedback and inputs from staff, workgroups, and other key stakeholders to ensure alignment between the organization's work processes and the mission and strategic objectives. The information and feedback from ABC staff,

workgroups, partnership committees, and other key stakeholders is used to identify gaps and to make improvements in ABC work processes.

Innovation management. ABC senior leaders are responsible for identifying opportunities for innovation. Senior leaders allocate funding to promote opportunities for innovation. ABC senior leaders debate and decide on the efficacy of the opportunity. Once the opportunity is accepted, the partnership committees are responsible for developing and implementing the opportunity. Senior leaders recognized the need to overcome the perceived notion of the quality of life in the ABC service area and the need to increase funding from philanthropist residing outside the neighborhoods in the ABC service area. Senior leaders recently identified and implemented an innovative opportunity to use social media marketing to engage philanthropists and visitors from outside the ABC service area. ABC senior leaders hired a social media expert to manage the social media marketing initiative with the intent to engage potential donors to visit and learn about life in the neighborhoods in the ABC service area.

Operational effectiveness. ABC senior leaders are responsible for achieving and sustaining ABC's operational effectiveness. ABC senior leaders ensure that programs and services comply with the organization's budgetary guidelines. Senior leaders prepare the budget based on anticipated funding and programs and services commitment. Senior leaders established goals for ABC programs and services and monitor programs to ensure the timely completion of programs and services. Communication is an essential component of ABC senior leaders' strategies to achieve operational effectiveness. The ABC partnership committee responsible for the development and completion of programs

and services meets monthly to discuss the status of programs and services and to discuss ways to improve programs and services initiatives. ABC program manager and the director of economic development work with the partnership committees to achieve operational effectiveness.

Management of information systems. ABC senior leaders utilize the voluntary services of a member of the ABC board of directors who provide information technology and networking services to ensure that ABC intranet and internet services support ABC's programs and services. ABC's information and data are accessible to the organization workforce, and key stakeholders in digital and hard copy formats. The senior leaders of the ABC organization assigned e-mail addresses to key members of the organization workforce group. The use of internal e-mail addresses increases the efficiency and effectiveness of sharing information and ensures that information about ABC is stored on the ABC server, subsequently providing a higher level of security for the organization's sensitive information.

Measurement, Analysis, and Knowledge Management

ABC senior leaders promote an organizational work culture of learning and continuous improvement. The senior leaders of the ABC organization established goals for the organization programs and services initiatives. Senior leaders used various processes to ensure that the organization achieves program goals and objectives. Process evaluation and performance measurements ensure continuous improvement of ABC work processes.

Measurement, analysis, and improvement of organizational performance.

The ABC organization senior leaders use various measurement metrics, including benchmarks, financial, audits, and feedback, to assess the effectiveness of the organization's programs and services initiatives. ABC senior leaders established project goals and benchmarks and tracked the progress of projects to determine project effectiveness. Senior leaders used the data from tracking to improve current and future project deployment. ABC senior leaders use financial measurement metrics to determine if the organization is deploying programs and services within the parameters of the organization's established budget. ABC senior leaders consistently deploy programs and services within the scope of the organization's budget.

ABC senior leaders conduct annual internal audits to ensure that the organization maintains transparency and operates legally and ethically. ABC senior leaders hire an independent CPA to audit the organization's financial records on an annual basis. ABC senior leaders have not had any legal or ethical violations.

The feedback from ABC partners, customers, and other key stakeholders serve as a measurement metric. ABC senior leaders are receptive to stakeholders' inputs and feedback about ABC programs and services. Senior leaders are open to using stakeholders' inputs and feedback to improve ABC programs and services, including making sure that programs and services align with the needs and interests of stakeholders.

Performance improvement. The senior leaders of the ABC organization are committed to improving the performance of the organization. As noted by Houck (2017) nonprofit senior leaders should focus their organization's strategies to enhance the

performance of their organization. Senior leaders engaged the organization workforce to optimize their performance and to seek ways to increase the efficiency of the organization's workforce. Senior leaders' capacity to ensure performance improvement is a function of the value senior leaders attribute to the organization's workforce.

Senior leaders achieve performance improvement by promoting and encouraging a work culture that integrates learning, diversity, open communication, commitment, and hard work as core principles. ABC senior leaders value employees' inputs and are receptive to feedback from the organization's key stakeholders. Senior leaders assess performance outcomes from previous projects to determine opportunities for improvements. ABC standing committees and partnership committees support the ABC BOD and ED in evaluating performance outcomes and in making suggestions for improvements.

Information and knowledge management. Information and knowledge management are essential practices used by ABC senior leaders to communicate with key stakeholders and share information relevant to the achievement of the organization's goals and objectives. ABC leaders implement information and knowledge management, primarily using monthly, quarterly, and annual meetings. The board of directors meets monthly, and the standing committees meet monthly to discuss program status and other operations relevant information. Standard practice at boards and committee meetings is ensuring that minutes are recorded and made available to the organization's stakeholders and the general public. Committee meetings are posted on the organization's website and are accessible to ABC's primary stakeholders and the general public.

ABC senior leaders practice information and knowledge management using monthly, quarterly, and annual reports that are accessible to the organization stakeholders. ABC senior leaders utilize the organization's website, social media platforms, e-mails, face-to-face, and conference calls to disseminate information and share knowledge with the ABC workforce, key stakeholders, and the general public. Stakeholders and the general public can access information about the ABC organization by merely accessing the organization's website and other social media platforms.

Organizational knowledge. ABC senior leaders promote and encourage the sharing of knowledge between the organization's workforce group and key stakeholders. The sharing of knowledge occurs through traditional and digital mediums. ABC senior leaders ascertain knowledge about work processes, programs, and services from regularly scheduled board meetings, staff meetings, committee meetings, and from one-on-one interaction with members of the organization. The transfer of knowledge also occurs with the use of the ABC employee handbook. ABC senior leaders rely on the organization's social media platform to share knowledge about the organization. The senior leader of the ABC organization uses the organization website to share knowledge related to ABC vision, mission, core values, policies, procedures, programs, and services. ABC BOD and partnership committees post minutes of meetings on the organization website. Individual members of the organization also share knowledge about best practices on the organization's Instagram page and website.

Collection, Analysis, and Preparation of Results

The purpose of this qualitative single case study was to explore the strategies that some NPO senior leaders use to motivate donors to make monetary donations to their organization. The central question for this research study was what strategies do some NPO senior leaders use to motivate donors to make monetary donations to their organizations? Data collection for this study consisted of semistructured interviews, a review of public and internal organization documentation, and organization performance outcomes. Data were manually coded and thematically organized. The analysis of the data identified relationships, effective communication, active listening, and social media marketing as four key themes affecting donor's motivation to donate to NPOs.

Product and Process Results

The ABC organization has been in operation for more than 5 years. The leaders of the organization spearheaded by the steering committee spent a significant amount of time collaborating with neighborhood associations, local businesses, anchor institutions, government entities, and professional consultants to create a document that defines the purpose and goals of the organization. The vision plan established the foundation for ABC leaders by defining the core functions of the organization. Since its inception, ABC's leaders have impacted the lives of many families and businesses in the organization's service areas. Outlined in the vision plan are the core programs and services that ABC senior leaders strive to develop and execute to meet the goals and objectives of the organization.

ABC senior leaders employed work processes built on collaboration, open communication, trust, transparency, accountability, and hard work to engage community members, neighborhood associations, anchor institutions, and the local government to join forces with the organization leaders. Harris and Neely (2018) noted that trust, accountability, and transparency are essential practices in the nonprofit sector. The collaborative effort of ABC leaders to enjoin others to impact positive social and economic change has positively impacted the residents and businesses in ABC service areas.

The products and services provided by ABC senior leaders are customer focused. The senior leaders of the ABC organization provide programs and services that support the fulfillment of the organization's mission to create an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility. The programs and services provided by the senior leaders of the ABC organization address the needs of community members and businesses located in the organization service area. ABC senior leaders have achieved success in deploying many of the programs and services provided by the organization and are actively pursuing the completion of programs that are awaiting completion. The programs and services that ABC leaders provide to the organization customers consist of commercial development, education, housing, housing preservation, public safety, safe, vibrant, and walkable streets, and workforce development. Figure 3 illustrates the total dollar amount that ABC leaders allocated to support the ABC organization programs and services initiatives.

Commercial development. The primary function of the ABC commercial development committee consists of supporting local businesses, encourages commercial development, and builds clean, safe, and exciting commercial corridors. During the fiscal years 2018 and 2019, ABC leaders secured funding for each year for \$1,150,000 from multiple sources to support the commercial development partnership program initiatives. ABC senior leaders designated the funds for the acquisition of key commercial properties in a prime location in the ABC service area.

Education and workforce development. The primary objective of ABC education and workforce program is ensuring that all residents in the ABC service area have access to quality education and job training opportunities leading to successful career outcomes. During the fiscal year 2018, ABC senior leaders received foundation grants and donations totaling \$60,000 to support the organization's education and workforce development program. Funding allocation consists of \$50,000 for the community school planning process, \$20,000 for ABC works, and \$20,000 to support ABC after school program. During the fiscal year 2019, ABC senior leaders secured a foundation grant for \$20,000 to support the organization after school program (see Figure 3 for programs and services expenditures).

Housing. The primary goal of the ABC housing partnership program is reducing the number and effect of vacant homes in the ABC service area. ABC senior leaders aim to attract and encourage the development of housing with the intent to attract new homeowners in neighborhoods while still retaining and improving the quality of existing low-income housing for low to moderate-income homeowners currently living in the

ABC neighborhoods. ABC senior leaders have achieved significant success in their endeavor to reduce the effect of vacant homes in neighborhoods.

The list of accomplishments of the ABC housing program initiative includes identification of funding by developers designated for the rehabilitation of approximately 42 houses in two of ABC neighborhood. ABC senior leaders have identified clusters of vacant homes for development in one of the neighborhoods located in the ABC service area. These clusters of homes are on the list for future development. ABC senior leaders developed and distributed a resident's handbook that educated residents on community health accreditation program regulations, of changing laws concerning housing, and provides support for tenant and landlord conflicts.

ABC senior leaders continue to strengthen partnerships with community members, neighborhood associations, anchor institutions, local government, and other stakeholders to invest money and time to reduce the effect of vacant houses in the ABC service area. During 2018 and 2019, ABC senior leaders secured a \$1,880,000 foundation grant and donation pledges from anchor institutions and the local government for rehabilitating real properties in the ABC service area. The successes and allocation of funding for ABCs housing program provide an insight into the value that ABC leaders place on improving the lives of residents in the organization service areas.

Housing preservation. ABC leaders are committed to preserving historical aspects of the neighborhoods in the organization's designated service area. The ABC organization's historic preservation committee is responsible for identifying, preserving, protecting, and promoting the historical aspects of the community with the intent of

maintaining the continuity of identity of historical sites. During the fiscal year 2018 and 2019, ABC leaders secured funding for \$30,000 in each fiscal year to support ABC housing preservation program initiatives. ABC leaders allocated the funds for installing signs to designate historic homes and places in ABC service areas.

Public safety. ABC leaders are committed to the safety of the residents and businesses of the neighborhoods in the organization's service areas. The ABC organization public safety committee collaborates with members of the community, area institutions, and law enforcement officers to create awareness and improve public safety in ABC designated service area. During fiscal years 2018 and 2019, ABC leaders secured funding of \$300,000 each year for the organization's public safety program initiative. ABC leaders allocated the funds to support the organization's public safety initiatives. Funds were used to integrate security measures in street alleys, install gated areas, and for installing security cameras in specific areas of neighborhoods in ABC service areas.

Safe, vibrant, and walkable streets. The primary goals of the ABC organization safe, vibrant, and walkable streets committee consist of developing and implementing a community-led anti-trash campaign across all seven neighborhoods in the ABC service area. The committee members are focused on improving the appearance, safety, and vibrancy of the middle section street corridor as well as increasing community members' engagement and participation in the committee. During fiscal years 2018 and 2019, ABC senior leaders secured funding of \$650,000 each year for the safe, vibrant, and walkable streets program initiatives. For each fiscal year, the leaders of the ABC organization allocated \$550,000 for the middle section street corridor project and \$150,000 for the

community-led anti-trash campaign initiative conducted in all the communities in the ABC service area. The commitment by ABC senior leaders with the support of community members, neighborhood associations, anchor institutions, and the local government to promote safe, vibrant, and walkable streets has impacted the lives of residents and businesses in ABC service areas.

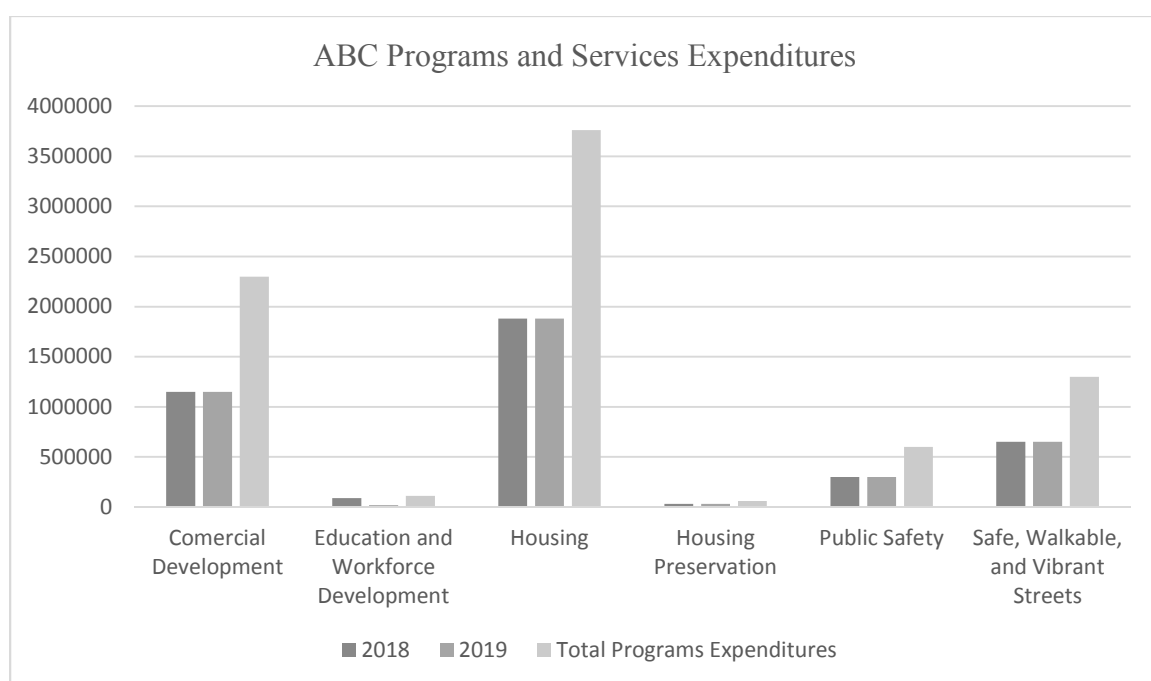


Figure 3. ABC programs and services expenditures.

Customer Results

ABC customers consist of community residents, visitors, and businesses operating in the neighborhoods in the organization's dedicated service areas. The senior leaders of the ABC organization understand the role their customers play in supporting the successful completion of the organization's mission and vision objectives. The needs of ABC customers are tantamount to the development and implementation of ABC's goals

and strategies to achieve those goals. ABC senior leaders align the organization strategies and work processes with the needs of ABC customers. The safety and economic viability of ABC's customers are of primary concern for ABC senior leaders.

The programs and services provided by ABC senior leaders include commercial development, education, housing, public safety, and safe, vibrant, and walkable streets, and workforce development, all of which are intended to improve the quality of life for ABC customers. ABC senior leaders develop and implement programs and services aimed at educating, improving health, safety, and creating job opportunities for customers. Programs are geared to enhance the safety of customers, to improve the current housing conditions, to provide new housing for current customers, and to attract new customers in ABC dedicated service area.

Voice of the customer. The senior leaders of the ABC organization listen to customers using one-on-one communication, open forums, social media platforms, e-mails, seminars, and regularly scheduled meetings. ABC senior leaders uphold the organization's customers as partners and key stakeholders with a vested interest in the successful completion of ABC vision and mission objectives. ABC senior leaders' value and keenly encourages input and feedback from the organization's customers. ABC senior leaders integrate customers' input and feedback when making decisions on actionable items and program initiatives.

The senior leaders of the ABC organization engaged and encouraged the organization's customers to participate at all levels of the organization's operations. ABC customers volunteer their talents and services to ensure the achievement of the

organization's vision, mission, and strategic objectives. ABC customers are instrumental in communicating with senior leaders the critical needs that exist in the organization's neighborhoods. ABC customers interact with potential donors from outside the neighborhoods to illustrate and counter the general belief about the situation and way of life in ABC neighborhoods. ABC customers provide firsthand accounts of the situation and way of life in the communities in the organization's service area. The interaction between ABC customers and potential donors is essential for defusing the general perception of life in ABC neighborhoods.

Customer engagement. ABCs customers are the primary reason for the existence of the organization. Implicit in ABC MVV statement are the needs of the customers in the organization dedicated service areas. ABC senior leaders engage the organization customers with active listening skills; open communication; developing relationships and partnerships; and by encouraging customers to become part of the process to affect economic and social change in the ABC organization service area. ABC customers are encouraged to participate in the process by volunteering to serve on committees, to work or support specific programs of interest, and to utilize the programs and services provided by ABC leaders. The senior leaders of ABC encourage and solicit customers' input and feedback on programs and services effectiveness in meeting the needs of customers. Senior leaders incorporate customers' input and feedback to assess programs' effectiveness, identify gaps, and in making decisions about the implementation of new programs and services.

Workforce Results

ABC organization consists of a small and highly skilled part-time and full-time workforce staff supplemented by volunteers who serve in different capacities within the organization. ABC workforce group is critical to the successful completion of the organization's mission and vision objectives. Workforce members are committed to ABC's mission to build an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on mutual respect and shared responsibility. The senior leaders of the ABC organization understand the significance of creating a work environment that promotes harmony, encourages creativity and commitment, and dedication to the strategic objectives of the organization.

ABC senior leaders ensure that employees are engaged and focused and that they align their work activities with ABC's mission and vision. ABC senior leaders provide the financial resources required for the ABC workforce to support the organization's goals and objectives. However, an opportunity exists for ABC senior leaders to increase workforce capability by creating a position dedicated to the organization's fundraising initiatives. Figure 4 provides a breakdown of ABC workforce operations expenses for the years 2018 and 2019.

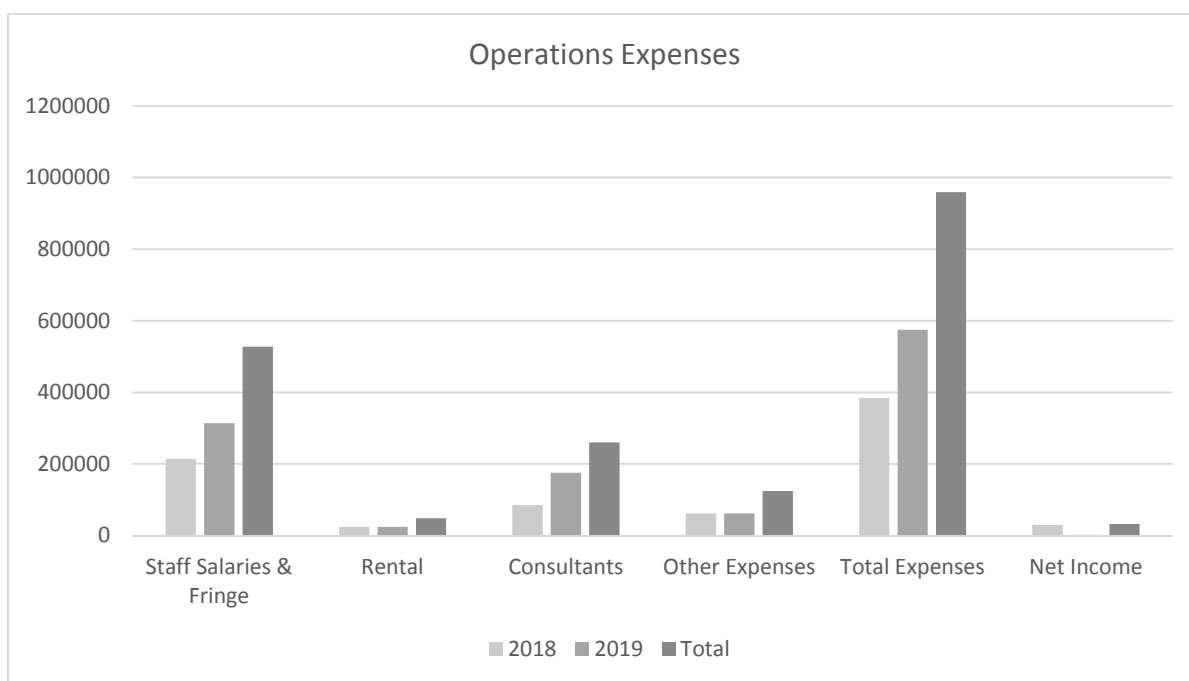


Figure 4. ABC operations expenses for 2018 and 2019.

Workforce environment. ABC senior leaders created an adaptable workforce environment, family-oriented, values diversity, conducive for learning, and for developing employees' capacities to complete the organization's vision and mission objectives. The senior leaders of the ABC organization are intent on providing a safe work environment for the organization's workforce. ABC senior leaders developed an employee handbook that outlines standards for employee behavior, conduct, and safety concerns. There have not been any safety issues or concerns that threaten to disrupt ABC workforce capability. However, an opportunity exists for ABC senior leaders to develop a formal Safety/Disaster Preparedness Handbook detailing potential natural and human-caused hazards and how to eliminate or minimize the impact on the organization. The integration of a Safety/Disaster Preparedness Handbook would increase ABC's

workforce capacity to identify safety-related issues and how to minimize their effect on the organization.

Workforce engagement. ABC organization senior leaders engage the ABC workforce using different engagement strategies. Some of the strategies used by ABC senior leaders to engage the workforce consists of regular staff meetings, monthly board meetings, monthly standing committee meetings, and direct one-on-one communication between senior leaders and members of the ABC workforce. The senior leaders of the organization welcome employees' input and feedback on all matters related to the operation of the organization.

ABC senior leaders engaged the organization's workforce by providing paid vacation to the organization workforce. ABC employees are allotted 10 holidays annually and 15 days paid leave to be used as personal, sick days, or for vacation. ABC senior leaders encourage employees to participate in leadership development through the ABC community leadership development program. ABC community leadership development program offers the ABC workforce an opportunity to develop leadership skills and abilities, which has implications for increasing ABC workforce capabilities resulting in increased performance outcomes for ABC organization.

Leadership and Governance Results

Leadership. The senior leaders of the ABC organization consist of the BOD, ED, and the standing committees that provide support for ABC's operations. The BOD consists of the president, vice president, treasurer, secretary, and one representative from each of the member anchor institutions and neighborhood associations, and the chair of

each of the seven ABC partnership committees. ABC board members serve in a voluntary capacity and are committed to deploying and achieving the organization's mission and vision objectives. The ED is a full-time paid employee, and he reports to the BOD. The standing committees consist of the executive committee, governance committee, finance and audit, and the fund and development committee.

The defining goal of the leaders of the ABC organization is to create an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on trust, mutual respect, and shared responsibility. The programs and services provided by ABC senior leaders benefit residents, visitors, businesses, government entities, neighborhood associations, and anchor institutions located in the organization service area. ABC senior leaders believe that a community built on those principles has real benefits for society. The programs and services provided by ABC senior leaders improve the quality of housing, create jobs, and educate individuals; consequently, resulting in them becoming more productive members of society. ABC leaders are committed to continuing building relationships and leveraging those relationships to achieve the organization's vision and mission objectives.

Governance. ABC BOD, with the support of the standing committees, provides governance oversight for the organization. The organization's by-laws are readily available online for interested parties to view. The committees conduct internal audits to ensure compliance with regulatory local, state, and federal agencies. The committees also ensure that the organization leaders maintain transparency and are accountable for their actions. ABC senior leaders, with the assistance of the executive committee, are

responsible for onboarding new members of the board of directors in compliance with the organization's by-laws.

ABC senior leaders with the support of the standing committee ensure that the organization satisfies all legal and regulatory standards to maintain ABC nonprofit status as a public tax-exempted charity under Internal Revenue Code 501(c)(3). ABC senior leader hires a certified public accountant to audit ABC books to ensure financial accountability and transparency. Accountability and transparency are key drivers in improving the public's perception of trust in the nonprofit sector. Trust is an essential motivator of donors' generosity (Glanville et al., 2016). Donors are motivated to make donations to NPOs when they believe that the organization is trustworthy (Katz, 2018).

Societal responsibility. ABC organization senior leaders are committed to building and operating an organization in which all members of the organization operate ethically and conduct themselves following the Internal Revenue Code guidelines for charitable organizations. The senior leaders of the ABC organization set the expectations that all members of the workforce group, partners, and other stakeholders adhere to established legal standards and ethical principles. ABC workforce group adhered to the legal and ethical principles established by senior leaders in the ABC employee handbook. There has not been any breach of ABC legal standards and ethical principles by the members of the ABC workforce group.

Financial and Market Results

ABC senior leaders operate the organization with financial support from the anchor institutions, foundation grants, and donations from businesses and private

individuals. ABC financial and audit committee chaired by the treasurer holds primary responsibility for managing the finances of the organization. The ABC finance and audit committee develop the budget annually for approval by the board of directors. Important budgetary considerations include current program initiatives, projected program initiatives, availability of resources, and customer's needs. The budget must be submitted to the BOD a minimum of one meeting before the start of the new fiscal year. The financial and audit committee is required to inform the board of directors about any amendment made to the budget during the quarterly updates. ABC leaders practice proper fiscal management, evident by the increase in the organization's operations, programs, and services budget for the last 2 years (see Figure 5).

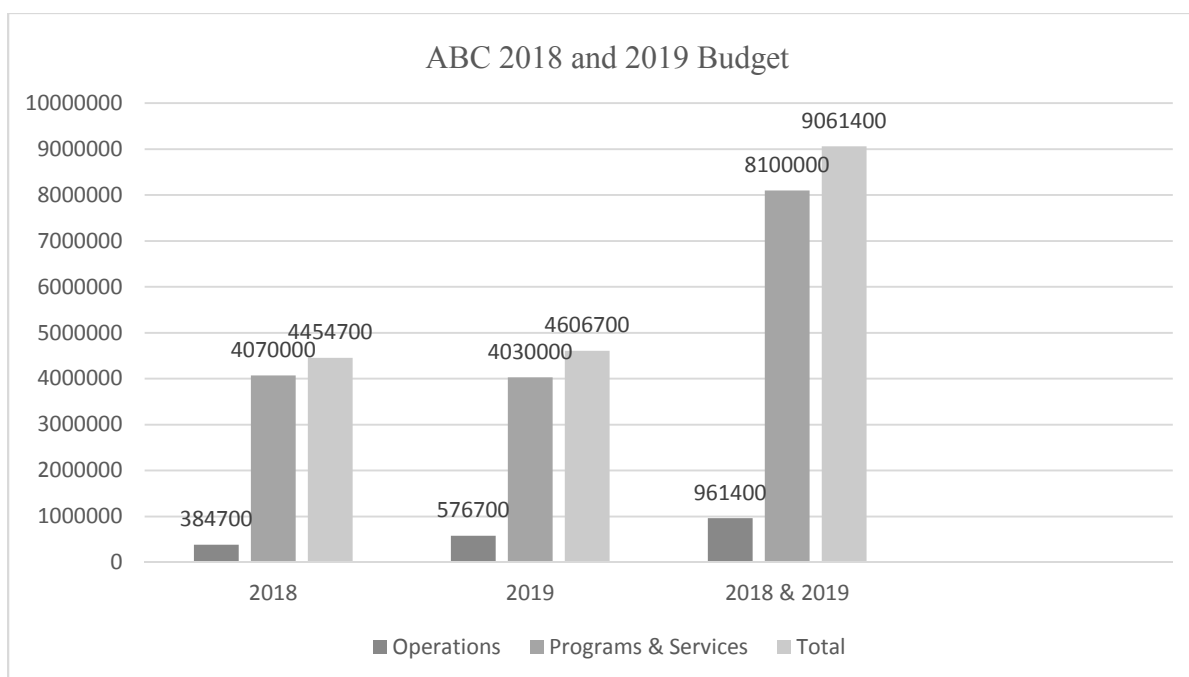


Figure 5. ABC 2018 and 2019 Budget.

ABC senior leaders can improve the organization's financial standing by increasing donations from individuals. Most of the funding for ABC programs are foundation grants and pledges from anchor institutions, foundations, and government entities. Lu (2016) noted that nonprofit leaders should focus their fundraising strategies on securing funding from both public and private financial resources. Chikoto-Schultz and Neely (2016) posited that NPO leaders might achieve financial sustainability by diversifying their source of funding. ABC senior leaders can increase the organization's capacity to provide programs and services by increasing funding from private and individual donors. Increasing the amount of private and individual contributions would align with fundraising practices employed by competing nonprofit organizations. ABC senior leaders can increase contributions by individuals using ABC social media platforms to appeal to large numbers of potential donors. The use of ABC social media platforms to solicit large numbers of potential donors might increase ABC funding reserves without creating financial constraints on the leaders of the organization (Gilstrap & Minchow-Proffitt, 2017).

The treasurer of ABC BOD functions as the chair of the finance and audit committee. ABC treasurer is responsible for depositing funds, record receipts and disbursement, prepare and file annual financial reports and tax returns, and ensure the accurate recording of ABC books and financial records. The senior leaders of the ABC organization strive to conduct ABC business operations within the scope of the approved annual budget. The finance and audit committee work closely with the fund and development committee to ensure that ABC's projected revenues are scaled to support

program objectives. ABC senior leaders hire a certified public accountant to conduct an annual audit of ABC financial records. ABC senior leaders comply with ethical practices and are conducting business within the confines of federal, state, and local government protocols. Figure 6 provides a summary of the source of funding and the dollar amount of monies funded to support the programs and services provided by ABC.

Key Themes

Process strengths. ABC vision plan is the central document that outlines the organization's goals and objectives. ABC vision plan defines the essence of the organization, and the plan set and define the standards for ABC senior leaders, workers, partners, and other primary stakeholders to follow. ABC senior leaders embrace the principles of developing relationships, effective communication, active listening, and social media marketing as best practices to achieve ABC's vision and mission objectives. The senior leaders of the ABC organization display process strengths through their core competencies of developing trusting partnerships and building relationships through effective communication, the ability to listen actively, and using social media as a medium to market the organization to customers, partners, and other key stakeholders.

The sustainability of ABC organization is a function of senior leader capacity to motivate donors to make monetary donations to the organization. Motivation provides a foundational cornerstone to conduct analyses in some humanities and social sciences (Hladká & Hyánek, 2015). Mokhtarian et al. (2015) argued that leaders could use SDT to enable their understanding of the psychological causes of actions. The functional needs established by the SDT are autonomy, competence, and relatedness (Ryan & Deci, 2000).

A key strategy to achieve success in the ABC senior leaders' fundraising initiatives and the sustainability of the organization is developing a relationship with current and potential donors. Drollinger (2018) stressed the importance of nonprofit fundraisers developing healthy relationships with donors. Developing a relationship with donors have a positive effect on the likelihood that donors will continue donating to nonprofit organizations (Drollinger, 2018; Tremblay-Boire, & Prakash, 2017). Faulk et al. (2017) posited that the past relationships between donors and charities have implications for future donations. Li and McDougale (2017) found that donors past relationships with charities influenced their decisions to give an equal amount of money to charities in subsequent years. Developing and maintaining a healthy relationship between donors and NPOs is an essential component to achieve a productive and successful fundraising program (Owens & Yarbrough, 2015). Reznickova and Zepeda (2016) noted that the need for relatedness represents the desire for a person to have a secure relationship and a sense of belonging. Nonprofit senior leaders' decision to develop and maintain a healthy relationship with donors might foster relatedness, one of the critical needs identified in Deci and Ryan (1985) SDT.

Decic and Ryan (1985) noted that the overarching principle of SDT is decision-making, choice, and motivation, with self-determination addressing both a capacity and a need. Weinstein and Ryan (2010) noted that autonomously motivated prosocial behavior leads to higher subjective well-being and self-esteem. ABC senior leaders' ability to practice active listening is essential to engage and motivate donors to make monetary donations to the organization. Actively listening to donors and learning about their

interests and what motivates them to donate is a critical component of the organization's strategies to motivate donors to make monetary donations to the organization. ABC senior leaders actively listen to donors with the intent to discern donors' interest and how much they are willing to contribute. Active listening enables ABC's senior leaders to develop an understanding of the interests and needs of the organization partners/donors and potential donors and align program and services donors' needs and interests.

ABC senior leaders ensure that programs and services are tailored to meet the interest of current and potential donors. Shehu et al. (2016) noted that donors are motivated to support nonprofit organizations that share their interests and support their desires. Nonprofit senior leaders' decision to integrate active listening as a motivational strategy to motivate donors to donate to their organizations could foster relatedness and autonomy, two of the critical needs identified in Deci and Ryan (1985) SDT. Gagné (2003), and Roth (2008) noted that donating behavior is more likely to occur with the satisfaction of the need for autonomy and relatedness (Ryan et al., 2008).

Creating the appropriate donor solicitation appeal is an essential strategy used by ABC senior leaders to motivate donors to make monetary donations to the organization. ABC senior leaders display process strength through their ability to communicate effectively with the organization's primary donors. Katz (2018) noted that effective communication with current and future donors, focusing on the effectiveness of the organization, the impact on beneficiaries, and the financial efficiency of the organization are excellent ways to increase fundraising performance. White (1959) noted that competence is the desire to manage the outcome of behavior and to achieve and

experience mastery. The need for competence represents an individual's perceived feeling of effectiveness and confidence to achieve favorable outcomes (Chiniara & Bentein, 2016). The integration of effective communication to motivate donors to make monetary donations to NPOs could foster competence, one of the critical needs identified in Deci and Ryan (1985) SDT.

ABC senior leaders used a social media strategy to engage donors who reside outside the confines of the ABC service area. The integration of a social media marketing campaign to gather data for assessment and for creating donations solicitation appeal is an essential component of the organization's strategies to motivate potential donors. ABC senior leaders hired a social media expert to improve ABC's branding and to track data to determine why individuals visited the neighborhoods and to show the benefits of these visits to ABC neighborhoods and partners. Nonprofit organization leaders can use social media platforms to improve the relationship with current donors and to attract new donors from a distance (Garczynski, 2016). The need for relatedness represents the desire for a person to have a secure relationship and a sense of belonging (Reznickova & Zepeda, 2016). Individuals who frequently use social media search engines display a greater willingness to make donations (Li & McDougle, 2017). The use of social media search engines enables nonprofit fundraisers to communicate with large numbers of potential donors at minimal or no cost to the organization (Gilstrap & Minchow-Proffitt, 2017). The use of social media to motivate donors to make monetary donations to nonprofit organizations could foster relatedness and competence, two critical needs identified in Deci and Ryan (1985) SDT.

Process opportunities for improvement. The senior leaders of the ABC organization acknowledge the importance of having a formal decision making and strategic planning process to increase performance efficiency and effectiveness. The inclusion of members from all levels of the organization in the strategic planning process has implications for workforce engagement and for empowering the workforce to take ownership of their jobs and the process. This level of employee engagement aligns with ABC leaders' core belief in a work culture that promotes and encourages trust, open communication, and collaboration as best practices to achieve the organization's vision and mission objectives.

A review of organizational documents, policies, and data from senior leader interviews shows that a systematic approach is not in place to assess strengths, weaknesses, and gaps in ABC work processes. The integration of a systematic approach for evaluating ABC work processes presents an opportunity that might improve the efficiency and effectiveness of ABC performance outcomes. The implementation of a systematic approach to assessing process strengths, weaknesses, and gaps might enable ABC's leaders to eliminate processes not aligned with ABC program objectives, vision, and mission. Sargeant and Shang (2016) posited that using a systematic approach to make decisions and having leaders who are skilled in problem-solving are essential for successful charitable organizations.

ABC founding members and steering committee did an exceptional job collaborating with community members, neighborhood associations, anchor institutions, local government officials, and professional consultants to develop a vision plan for the

organization senior leaders to implement. An opportunity now exists for ABC leaders to integrate the lessons learned from that process and develop a formal strategic planning and implementation process for the organization. The implementation of a formal strategic planning process will enable ABC leaders to make decisions and implement strategies that align with ABC's vision and mission objectives. The BOD plans to have a directors' retreat Fall 2019 to strategize on process development, implementation, and methods to evaluate ABCs performance. The benefit of having the retreat includes developing strategies to identify gaps and weaknesses in ABCs strategy development, implementation, and evaluation, which has implications for the organization's performance.

Results strengths. From inception, the ABC organization senior leaders conceptualize an organizational culture that integrates diversity, collaboration, partnership, customers' engagement, and workforce participation in the process as defining attributes for a successful organization. ABC senior leaders operationalized a vision plan that defines the purpose and goals of the organization. The ABC vision plan established a foundation for the organization's leaders, workforce group, community members, neighborhood associations, anchor institutions, and local government officials to use to impact positive social and economic change for individuals and businesses in the ABC service area.

ABC senior leaders established goals for all programs and services executed by the organization. ABC senior leaders used performance outcomes from previously completed projects to motivate the organization's donor partners to make future

donations to the organization. Setting goals and implementing performance metrics to determine gaps are essential components used by ABC senior leaders to determine strategy effectiveness and to show the benefits of programs to the communities, neighborhood associations, and anchor institutions in the ABC service area.

The senior leaders of the ABC organization acknowledge the importance of having a formal decision making and strategic planning process to increase performance efficiency and effectiveness. The inclusion of members from all levels of the organization in the strategic planning process has implications for workforce engagement and for empowering the workforce to take ownership of their jobs and the process. This level of employee engagement aligns with ABC senior leaders' core belief in a work culture that promotes and encourages trust, open communication, and collaboration as best practices to achieve the organization's vision and mission objectives.

ABC leaders understand the importance of adapting to changes and maintaining relevancy. Consequently, ABC senior leaders have planned a board retreat this Fall to explore ways to improve the performance of the organization. ABC leaders hope to take away from the retreat a framework that will enable them to expand on the standards established by the organization's vision plan.

ABC senior leaders' ability to engage partners to embrace and promote the organization's vision and mission has enabled the organization to sustain its stated vision and mission objectives. During the past 2 years, ABC leaders have met or exceeded the previous year's contributions to fund the organization programs and services. The increase in funding has enabled ABC leaders to achieve sustainability, which is necessary

for ABC senior leaders to deliver on their commitment to community members and businesses in the organization's service area. The leadership team at the ABC organization consisting mainly of volunteers, a fulltime executive director, and staff has made significant inroads in successfully deploying the organization's mission and vision.

Results opportunities. The senior leaders of the ABC organization currently employ a nonsystematic approach to plan and implement the organization's strategies. ABC leaders should consider developing a systematic approach to plan, implement, and ensure that the organization's strategies align with the ABC vision plan. The senior leaders of the ABC organization might find it helpful to use a strengths, weaknesses, opportunities, and threats (SWOT) analysis to perform an environmental scan of their organization positioning in the nonprofit sector. The benefit of ABC leaders using a SWOT analysis to conduct an environmental scan is that ABC leaders will gather relevant information about the strengths and weaknesses relative to the organization's strategies and work processes. A SWOT analysis will provide insight into process strengths and weaknesses, alignment of strategies with strategic objectives, and will enhance ABC leader's capacity to identify gaps and align ABC strategies with the organization's vision plan. The alignment of ABC strategic objectives with the vision plan will result in increased performance outcomes for the organization.

ABC senior leaders sustain the organization's capacity to provide programs and services soliciting funding from anchor institutions, foundations, and individuals (see Figure 6). The primary source of the funding for ABC programs and services are anchor institutions located within ABC service areas. These anchor institutions providing

funding for ABC programs and services include hospitals, museums, colleges, and science and technology entities. The next source of funding for ABC programs and services are foundations. ABC senior leaders assess the flow of traffic in the metropolitan area and identify foundations with interest in seeing growth in inner-city neighborhoods. Senior leaders write proposals requesting core funding from those philanthropic entities with interest in supporting growth in inner-city neighborhoods. The next source of funding for ABC programs and services are individual donors, which account for less than 5% of the organization revenues.

ABC senior leaders can improve the organization's capacity to achieve sustainability and fulfill service commitments by increasing the full-time staff and by expanding the scope of the source of funding for the organization. An opportunity exists for ABC senior leaders to expand the scope of the organization funding sources by hiring a fulltime staff member to manage and execute ABC fundraising activities. Diversifying funding sources can improve NPO's financial sustainability (Chikoto-Schultz & Neely, 2016).

ABC part-time and full-time staff is fully engaged in the successful execution of the organization's programs and services. The lack of financial resources might hinder ABC senior leaders' ability to hire a fulltime staff member to develop and execute ABC's fundraising program. The hiring of a fulltime staff member might provide a strategy for ABC senior leaders to increase the amount of funding from individual donors. A committed fulltime staff member can develop and execute an engagement strategy to attract potential donors into the city to experience and overcome the broad perspective

about life in ABC inner-city neighborhoods. A full-time staff member focused on fundraising program initiative has implications for ABC operations and reserve funds. Grizzle (2015) noted the relationship between nonprofit operations reserves and senior leaders' capability to implement growth and provide programs and services.

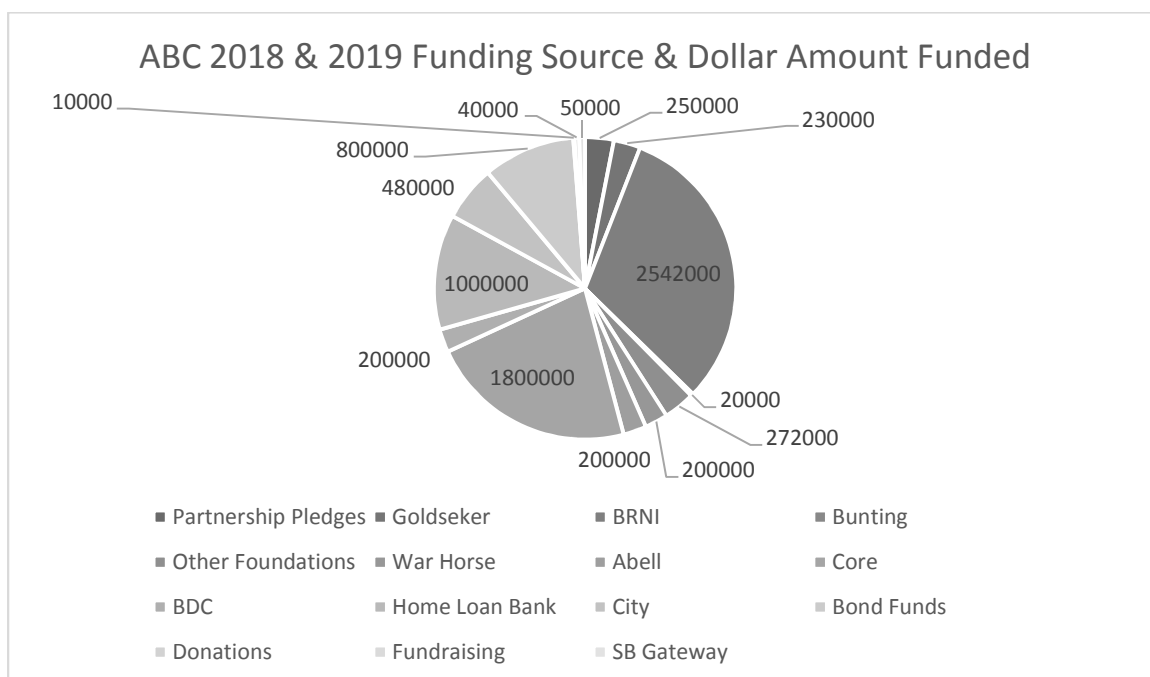


Figure 6. 2018 and 2019 source of funding and dollar amount funded.

The findings for key themes include relationships, effective communication, active listening, and social media marketing. ABC senior leaders focus on developing relationships with donors and other key stakeholders to ensure continued support for the organization's programs and services initiatives. Senior leaders strive to establish and maintain effective communication with donors to ensure that the organization's fundraising solicitation appeal resonates with current and potential donors. ABC senior leaders actively listen to donors to assess donors' needs and shared points of interest

between donors and the organization. The leaders of the ABC organization employ a social marketing strategy to attract donors to make monetary donations to the organization. Donors willingness to make monetary donations to charities may foster autonomy, competence, and relatedness, three critical needs identified in Deci and Ryan SDT.

Project Summary

To ensure the sustainability of NPOs, nonprofit senior leaders must implement motivational strategies to motivate donors to donate to their organizations. ABC is an NPO located in the southeastern region of the United States. ABC NPO is a partnership made up of seven neighborhood associations and six anchor institutions located in the ABC service area. The primary objective for ABC organization senior leaders is to create an awesome, healthy, architecturally beautiful, diverse, cohesive community of choice built on trust, mutual respect, and shared responsibility.

In this qualitative single case study, I explored the strategies used by nonprofit senior leaders to motivate donors to donate to their organization. I collected data using semistructured interviews, reviewed ABC financial records, website, social media platforms, ABC bylaws, and public NPOs websites. I used Deci and Ryan's (1985) self-determination theory as the conceptual framework to explore the strategies some NPO senior leaders used to motivate donors to make monetary donations to their organization. I worked with the ABC program manager to review questions from the 2017–2018 Baldrige Criteria Framework. ABC senior leaders served as the purposeful sample population for this study. Analysis of the collected data resulted in four themes emerging:

relationships, effective communication, active listening, and social media marketing as factors affecting donor's motivation to donate to nonprofit organizations.

Relationship. Developing a relationship with current and potential donors has implications for ABC senior leaders' ability to improve the organization's fundraising capability. Drollinger (2018) noted that developing a relationship with donors has a positive effect on donors' likelihood to continue donating to NPOs. Owens and Yarbrough (2015) argued that donor relationship is an essential component of developing a productive and successful fundraising program. NPOs senior leaders and fundraisers might consider implementing a fundraising strategy that integrates relationships as a critical component to motivate donors to donate to their organization.

Effective communication. Effective communication is a factor affecting donors' motivation to donate to NPOs. Katz (2018) noted that improved communication with current and future donors, focusing on the effectiveness of the organization, the impact on beneficiaries, and the financial efficiency of the organization are excellent ways to increase NPO fundraising performance. NPO's senior leaders and fundraisers can integrate effective communication as a critical component of their organization's strategy to motivate donors to make monetary donations to their organization.

Social media marketing. The implementation of effective social media marketing strategies has implications for improved fundraising capability for ABC and in the nonprofit sectors. Garczynski (2016) argued that NPO's leaders could use social media platforms to improve relationships with current donors and to attract new donors from a distance. Gilstrap and Minchow-Proffitt (2017) found that social media search engines

enable nonprofit fundraisers to communicate with large numbers of potential donors at minimal or no cost to the organization. Individuals who frequently use social media search engines display a greater willingness to make donations (Li & McDougle, 2017). NPO's senior leaders and fundraisers might consider implementing a fundraising strategy that integrates social media marketing as a critical component to motivate donors to make monetary donations to their organization.

Active listening. ABC senior leaders can use active listening to develop an understanding of donors' interests and needs. Drollinger (2018) argued that the use of active listening might enable fundraisers to gain accurate information about what motivates donors; their interest, and desires. NPO senior leaders might achieve success in their fundraising initiatives by aligning their organization funding needs with the interest and desires of donors (Choi, 2016). Active listening enables NPOs fundraisers to communicate with donors on a deeper level, improved trust, and commitment to NPOs (Drollinger, 2018). Nonprofit senior leaders and fundraisers can integrate active listening as a critical component of their organization's motivational strategy to motivate donors to make monetary donations to their organization.

NPO leaders can use the findings of this study to plan and implement strategies to motivate donors to make monetary donations to their organizations. Nonprofit senior leaders can also use the research data and findings of this study to evaluate the effectiveness of their organization's donor motivation and fundraising strategies. Nonprofit senior leaders could, therefore, obtain knowledge to create sustainability in their organizations through increased donor funding; consequently, enhance the capacity

of their organizations to finance critical programs for meeting their organizations' missions.

Contributions and Recommendations

Application to Professional Practice

The findings of this study have practical application for business practice. This study's findings have potential value to businesses because some NPO senior leaders lack strategies to motivate donors to make monetary donations to their organizations. The findings from this study have implications for nonprofit senior leaders faced with diminishing funds in their operational and reserve accounts, who may use the findings of this study as a guide to develop and implement strategies to increase their organization's operational and reserve funds. According to representatives from the Nonprofit Finance Fund (2015), 53% of U.S. nonprofits had 3 months or less of cash reserve, and 12% had less than 1-month cash reserve.

This study's findings may add value to ABC organization by enhancing ABC's senior leaders' perspectives on how to secure sustainable funding for their organization. Mulder and Joireman (2016) noted that the success of NPOs largely depends on the motivation of donors to contribute to NPO's initiatives. ABC senior leaders can use the strategies identified in this study as a guide to motivate donors to make monetary donations to their organizations. Nonprofit senior leaders could, therefore, obtain knowledge to create sustainability in their organizations through increased donor funding; consequently, enhance the capacity of their organizations to finance critical programs for meeting their organizations' missions.

Recommendations for Action

After evaluating my client organization, I made the following recommendations. I recommend that ABC senior leaders consider integrating a systematic approach for evaluating the organization's work processes and strategy development and implementation. The integration of a systematic approach for evaluating ABC work processes and strategies development and implementation might improve the efficiency and effectiveness of ABC's performance outcome, which has implications for the public perception of a credible organization. Process improvement is a critical element of a nonprofit organization's professionalization. Betzler and Gmür (2016) noted that professionalization improves NPOs leaders' fundraising capability to achieve greater success in net fundraising revenue and growth. Fundraising capability positively impacts NPO's net revenues from fundraising and the amount of increase in net donations (Betzler & Gmür, 2016).

I recommend that ABC senior leaders expand the scope of the source of funding for the organization. Chikoto-Schultz and Neely (2016) noted that NPO leaders might achieve financial sustainability by diversifying their source of funding. Securing donor funding is a crucial challenge affecting ABC's senior leaders' capacity to meet the organization's service demand. Agyemang et al. (2019) noted that securing donor funding is critical for some nonprofit organizations leaders to achieve their mission objectives. Expanding ABC's scope of funding would require ABC senior leaders to hire a full-time staff member who is committed to developing and executing the organization's fundraising program initiatives. The benefits of ABC senior leaders hiring

an additional full-time staff member include increased workforce capability and enhancing ABC organization capacity to achieve sustainability and fulfill service commitments.

I recommend that ABC senior leaders implement key performance indicators to measure the success of the organization's programs and services initiatives. The implementation of key performance indicators will increase ABC's senior leaders' ability to track the effectiveness of the organization's programs and services initiatives. Senior leaders will have increased capacity to determine if programs and services have met benchmarks and implement corrective actions to increase process effectiveness.

I recommend that ABC senior leaders employ a SWOT analysis to conduct an environmental scan of the organization positioning in the nonprofit sector. The benefit of ABC leaders using a SWOT analysis to conduct an environmental scan includes learning relevant information about the strengths and weaknesses of the organization's strategies and work processes. A SWOT analysis will assist ABC senior leaders to identify gaps in the organization strategy development and implementation process. Hailey and Salway (2016) noted that a primary challenge for NPO leaders concerns their organization's financial sustainability and developing strategies to secure funding for their organization. The results of the SWOT analysis will provide insight into the work process and strategy alignment with ABC's strategic objectives and vision and mission objectives. ABC senior leaders can use the result of the SWOT analysis to improve the organization's fundraising capabilities and other essential work processes.

Qualitative researchers conducting studies on the strategies used by NPO senior leaders to motivate donors might consider using a multiple case study research design and a larger population sample size to explore the strategies that some nonprofit senior leaders use to motivate donors to donate to their organization. The use of a multiple case study design and a larger population sample size might offer further insights into effective strategies to motivate donors to make monetary donations to NPOs.

I recommend that both qualitative and quantitative researchers conducting future research on strategies to motivate donors to contribute to charities consider using Deci and Ryan's (1985) SDT as the conceptual framework and theoretical framework to explore and investigate the problem. The use of Deci and Ryan SDT might enable researchers to identify gaps in the literature on strategies to motivate donors to contribute to NPOs.

Implications for Social Change

The findings of this study have implications for social change. The implication for positive social change is that the findings of this study can provide practical strategies for NPO's senior leaders, to secure valuable resources to ensure their organizations' sustainability. Donors motivation to make monetary donations to charities is critical to ensure that NPO's senior leaders can sustain their organization's capacity to provide essential services to individuals in their organization's dedicated service area. The findings could also provide valuable insights about how to motivate donors to make monetary donations to NPOs, thereby enhancing senior leaders capacity to provide or

increase needed services to members of the communities in their organization dedicated service areas.

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Appendix: Interview Protocol

Interview Title: Implementing Motivational Strategies to Increase Funding in Nonprofit Organizations Performance.

1. The interview protocol begins.

2. I will introduce myself to the participant using the following script:

My name is Laxley Stephenson. I am a doctoral candidate in Business Administration – Leadership, at Walden University. I am researching strategies that some nonprofit organization senior leaders use to motivate donors to make monetary donations to their organizations under the guidelines of the Baldrige Excellence Framework.

3. I will thank the participant for his or her agreement to participate in this research study.

Thank you for your time and for accepting to participate in this research study, and.

4. I will provide the participant with information on how to withdraw from the study.

Your participation in this study is voluntary and confidential, and you can change your decision to participate at any time, even during our interview, by notifying me. In case there is a question you are not willing to answer, please just let me know.

For confidentiality reasons, I will refer to you with a pseudonym which is P1, P2, and P3.

Only you and I are aware of the person who stands behind the pseudonym.

5. I will inform the participant that our conversation is recorded to ensure accuracy, and I will provide information about the gathering of data, and the member checking process.

This interview is audio-recorded to ensure accuracy. Opportunities for clarifying statements will be available (via a process called member checking). I will analyze the transcriptions of senior leader interviews as part of the case study, along with any archival data, reports, and documents that the organization's leadership deems fit to share. Copies of your interview recording and transcript are available from me upon request.

6. I will begin the interview process.

If you are ready, we can begin the interview.

7. The interview will start with Question 1 and will follow through to the final question.

8. I will end the interview by stating that:

Our interview is over.

9. I will thank the participant for his or her time and for their participation in this study.

Thank you for participating in this research.

10. I will share my contact information with participants for follow up questions and any concerns that the participants may have.

For any follow-up questions and concerns, please contact me at XXXXXXXXX or by e-mail at XXXXXXXXX

11. The interview protocol ends.