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What Makes Fundraisers Tick?

A Study of Identity, Motivation, and Well-being

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Philanthropy

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Introduction

The fundraising sector has long recognised the challenges associated with donor retention and loyalty, yet significantly less effort appears to have been applied to securing the loyalty of those who will steward the relationships with those donors.

A recent Chronicle of Philanthropy survey (2019) found that 51% of the fundraisers surveyed (in the USA and Canada) expected to leave their jobs within the next two years. Perhaps most worryingly, around 30% said that they had recently left, or would be leaving the fundraising field altogether in the next two years.

This haemorrhaging of talent is not sustainable, not least because we are awash with fundraising vacancies on both sides of the Atlantic. In the marketplace for fundraiser talent, demand currently outstrips supply with vacancies at smaller nonprofits proving particularly problematic to fill (Joslyn, 2016; Laskowski, 2016; Sullivan, 2013). Vacancy periods sit at 21 months, for example, at organisations with a turnover of less than \$1m (Bell and Cornelius, 2013). Inevitably this places an upward pressure on salaries. Top-performing fundraisers are also receiving significant attention from specialist recruitment agencies. A recent survey of 660 frontline fundraisers by the consulting firm Bentz Whaley Flessner found that 56% had been contacted about other job prospects six or more times in the past year (Lindsay, 2015).

The difficulty of finding suitable replacements aside, the churn hurts nonprofits in other ways. Most notably is in the quality of relationships they can sustain with their donors. The loss of major gift officers is particularly problematic. As Eskin (2021) notes: *“it compromises the precious commodity of trust that donors place in the nonprofit. No donor likes constantly being introduced to a stream of new staff who have yet to learn their stories, personalities, and likes and dislikes.”* It can take 12-18 months to build a strong enough relationship to rebuild trust and determine the most appropriate gift opportunities and amounts. It will take even longer to convert these possibilities and to close major gifts from a leaver's portfolio. Burk (2013) tells us that when their relationships with their giving officers are severed, roughly 25% of donors make smaller gifts, delay their contributions, or stop giving altogether.

Short-handed teams also have less capacity to get work done and stress can be created by having to pick up a missing staff member's workload. Similarly, senior management's attention is distracted away from fundraising or fundraising management to the process of search/hiring and ultimately induction, onboarding, and training. Indeed, even when new staff are inducted, it may take many months for their productivity to rise to that of their predecessor (Ruiz et al, 2016). Cooperman (2018) estimates that it generally takes between 10 months to a year for a development person to feel confident in their position.

Burk (2013) calculates the direct and indirect costs for replacing fundraising staff at 117% of their annual salary. That includes vacation pay out, fees for posting the position or hiring a recruiter, potential head-hunting expenses, and the productivity

gap we have already alluded to above. Other commentators such as Bliss (2006) places the number higher at around 250% of their annual compensation for the focal individual. Similar numbers were obtained from the Center for American Progress (Boushey and Glynn, 2012) suggesting that a frontline fundraiser earning \$120,000 can carry a replacement price tag of \$255,600. This could also be a conservative estimate in the case of larger employers. A study reported by Linde and Uran-Linde (2019) found that in the university (campaign) context, the opportunity cost of losing a single gift officer during the campaign was \$3.67m. They also calculated that each additional percentage point of employee turnover accounted for \$5.5m lost to the campaign. As one vice chancellor of university advancement has lamented: *“ask any chief advancement officer what keeps her awake at night and the answer will probably relate to people. Identifying, recruiting, developing, and retaining human capital are at the core of our relationship-based business and, not surprisingly, our most daunting challenges.”* (Hayashida, 2014, p.18).

The purpose of this report is to focus specifically on what motivates fundraisers at work and thus how nonprofits can foster their retention. We will look at both the academic and practitioner literature and begin to parse how fundraisers might be different from other professional groups that typically comprise nonprofits. We will then introduce the results of our own primary study conducted in May/June 2022.

So Why Are So Many Fundraisers Leaving?

Anecdotally, many fundraisers come into the profession not because they grew up wanting to be a fundraiser, but because they cared passionately about a cause and wanted to 'make a difference.' But as Hurst (2014) notes: *"if working in the voluntary sector provides the dream jobs we are all looking for, then why is it that staff turnover among fundraisers is so high?"*

The obvious approach would be to exit poll leavers and for management to address the points raised, yet the picture that emerges can often be muddied with untruths. Langiulli (2020), for example, reminds us: *"most if not all employees are not straight about WHY they leave"* (original emphasis). There are many reasons for this, not the least of which is wanting good references and referrals for future positions. Thus, while Branham (2005) concluded that 90% of managers believe that most employees are 'pulled' away by better pay and 90% of voluntary turnover is caused by something besides money.

To look at what these additional factors might be we will briefly review the classical research on motivation at work. We will then relate many of the factors highlighted by this early literature to the specific content of fundraising. We will also explore other more contemporary perspectives, including newer work from the science of well-being.

Motivation At Work

The study of what motivates individuals at work has a long tradition (Baron, 1991). An overview of the different work motivation theories is provided in Table 1. Classical management theory was largely concerned with the impact of pay and good human relations on performance. Later, more sophisticated content theories focused on the factors inside people that shape their behaviour with a particular emphasis on categories of need.

Table 1: A Brief History of Motivation Theory

| Work Motivation Theories | | Author(s) | Focus |
|--|---------------------------|--------------------------|--|
| Classical management theories | | Taylor, 1947 | Logical pattern of behaviour at work. Money as the only satisfaction of human needs. |
| | | Mayo, 1949 | Logical pattern of behaviour at work. Money as the only satisfaction of human needs. |
| Content theories | Hierarchy of needs | Maslow, 1943 | Workers are motivated to seek satisfaction of the lower levels of need first. Safety and security needs before social and esteem needs. |
| | ERG Theory | Alderfer, 1969 | Classification of the three categories of needs; existence (the first two levels of Maslow's hierarchy), relatedness, and growth. |
| | Two-factor theory | Herzberg, 1966 | Posits that job satisfaction and dissatisfaction are not opposites. Distinguishes the characteristics of jobs that are related to job satisfaction and (separately) to dissatisfaction. |
| | Acquired-needs theory | McClelland, 1985 | Work motivation is an amalgam of needs for achievement, authority, power, and affiliation. |
| Process theories | Goal setting theory | Latham and Locke, 1979 | People are motivated by their need for fair treatment. Employees create a mental ledger of the inputs and outcomes of their job and then use this ledger to compare the ratio of their inputs and outputs to others. Equity exists when these ratios are equal. |
| | Equity theory | Adams, 1963 | Person's motivation to perform a given act depends on valences, instrumentality, and expectancy. |
| | Expectancy theory | Vroom, 1964 | Posits that job satisfaction and dissatisfaction are not opposites. Distinguishes the characteristics of jobs that are related to job satisfaction and (separately) to dissatisfaction. |
| | | Porter and Lawler, 1968 | Performance and satisfaction are part of a feedback process where motivation and effort lead to performance. Performance is then followed by variety of intrinsic and extrinsic rewards. |
| | Path Goal | House, 1971 | A subordinate's motivation, satisfaction, and work performance are dependent on rewards – i.e. valence (the preference for a consequent award) and instrumentality (the perception that the work outcome will lead to the consequent reward). The role of leadership style is also explored. |
| | | Evans, 1974 | |
| Job design theories (e.g. job characteristics, job parameters, and job facets) | Job characteristic models | Deci, 1975 | Five core dimensions (skill variety, task identity, task significance, autonomy, and feedback) give rise to psychological states of meaningfulness, experienced responsibility, and knowledge of results. |
| | | Hackman and Oldham, 1976 | |

Source: Developed from Bieger et al (2005)

Process theories by contrast explore HOW behaviour is shaped by these needs. Process theories that include expectancy, equity, goal setting, and path-goal theory. Expectancy focuses on the likelihood of performance and its associated reward being achieved, while in equity theory employees are seen as comparing their efforts and rewards with other people working under the same conditions. From this perspective an employee will be motivated to perform only if they see their treatment as equitable.

Goal setting theory posits that leaders can generate follower motivation by increasing both the type and number of rewards the followers can attain in the workplace. Moreover, leaders help follower motivation by making the path-goal clear, removing obstacles/roadblocks that followers might encounter in the process of goal attainment, coaching/providing direction to keep the followers on track, and increasing work satisfaction (Northouse, 2016).

Professional Employees

More recent research on motivation at work has focused attention on particular contexts. Notable here is the work on the retention and motivation of professional employees (e.g. nurses, doctors, accountants, lawyers). According to Finley et al (2003), a professional employee is a worker who holds a high level of education and explicit knowledge, acts in his or her daily job activities by following a formal code of ethics, delivers client-oriented service, and has a large autonomy in work activities and in decision making. As professionals they are also obligated to work with the best interests of their client in mind, rather than the employer per se. When the professional employee (e.g. a lawyer) works for a professional organisation (i.e. a legal firm), she is assured of a work environment that understands and celebrates these features (Ibid).

Of course, while fundraisers do work in specialised consulting firms, the vast majority are employed directly by nonprofits. By choosing the latter route, professional employees are often expected to adopt the organisational norms of the employer, which can result in the loss of some of the above features (Ibid) and well-being can suffer as a consequence. Professional employees also have two main targets for their commitment: the organisation and the profession (Giffords, 2009). A mutual reinforcement between these has been found, indicating that professional employees are less prone to leave their organisation when their employer preserves inherent professional features e.g. autonomy (see Hall et al, 2005). Work undertaken by the Institute for Sustainable Philanthropy reinforces this view. The degree to which nonprofits regard fundraising as a profession and treat their fundraisers accordingly was found to be a key component of a philanthropic culture, which in turn was related to fundraising growth and performance. It was also related to fundraiser esteem (Sargeant et al, 2018).

Studies of the retention of professionals have tended to highlight the organisational factors that one might expect (such as salary, work environment, and organisational climate - Galletta et al, 2016; Halter et al, 2017; Portoghese et al, 2015). Extant research has also demonstrated that job satisfaction is the most important factor associated with the intention to leave a post, or even the profession. According to Portoghese et al (2015), the more motivating the work environment and professional valorisation are (for example: more autonomy, opportunities to use different skills, and recognition of the work performed), the more satisfied professionals feel. Galletta et al (2016) also noted that the collective perception of a positive work environment among professionals promotes the sense of self and team commitment, thereby reducing the intention to leave. Finally, studies have also highlighted the role of opportunities for variety and career development as important in retention (Cohen and Gaglin, 2005).

Professional employees seem to behave distinctively in response to conflict in the workplace. They appear more sensitive and less tolerant of conflicts that impact their professional status or ideology than they are conflicts that concern the procedural or administrative aspects of their work (Bunderson, 2001; O'Donahue and Nelson, 2007; Thompson and Bunderson, 2003). When these conflicts occur, their job performance is affected and they are more at risk of leaving their position (Malette, 2011; Orvis et al, 2008). It is interesting to note here that an accumulation of relatively minor conflicts can be more impactful on behaviour than one isolated and relatively more serious event (Parzefall and Coyle-Shapiro, 2011).

The Role of Pay

Although pay may not be the issue that many managers believe, there is little doubt that it does have a role to play in retention, both to an organisation, and to the profession as a whole.

In the UK, the current average salary for charity jobs (including fundraising jobs) is £27,500 (totaljobs.com) while the average salary for a professional fundraiser is £24,621. The averages appear similar, but in fact represent a 12% pay differential. Look elsewhere for suitable comparators and the differential widens. Arguably, the skillset possessed by fundraisers can most easily be compared with that of marketers whose average salary is £42,231, creating a 71.5% salary differential (totaljobs.com). Little wonder then that there is so much churn in the profession.

UK fundraising salaries are also lower than in many other countries, notably Australia and the United States. In the case of the latter, in 2016, the average salary of all fundraisers (not just those in high pay contexts such higher education) was \$70,256 (Association of Fundraising Professionals, 2017). For fundraisers at large organisations, salaries are even higher. Bell and Cornelius (2013) found that development directors (or equivalent positions) at organisations with annual

budgets of at least \$10 million have an average salary of approximately \$100,000. These are rates that authors such as Lindahl and Conley (2002) are comfortable with, citing the fact that fundraiser's typically have an advanced education, specialised training, and strong communications skills.

It is odd then that even in the US there is a perception that fundraisers are poorly paid (Faulk et al, 2013; McGinnis, 2011; McGinnis and Ng, 2016). A perception which will itself be hurting recruitment, as potential recruits are dissuaded from considering fundraising as a career. It seems clear that as a profession we need to be doing much more to promote the opportunities and map out potential earnings.

Organisations can also be doing more in respect of flexibility on pay. Those who are tempted to let staff go as they seek comparatively modest pay rises or a title change elsewhere, would do well to reconsider. Although paying a premium to keep someone may hurt in the short term, it may hurt rather less than incurring all the costs we alluded to in our opening.

The literature also suggests that nonprofits should routinely plan for salary growth when recruiting a fundraiser. As Waltner-Pepper (2017) notes: "when hiring new staff, the salary budget should be flexible and should never be considered static. Nonprofits should plan for a new hire's salary to grow significantly over time." The increases reflect the greater value that more experienced staff have to offer their employer, including first-hand knowledge of the organisation, and deeper personal relationships with donors.

It would be a mistake, however, to focus exclusively on pay. Fewer than a third of gift officers planning to stay indefinitely in their current position said that their salary strongly influences their loyalty (Burk, 2013). The most powerful solutions for retaining employees are within the gift of good management and leadership as we shall demonstrate below.

Career Progression

Canadian fundraiser leader Midé Akerewusi (2017) identifies: “one of the main causes of high turnover is the inherent absence of clear reward strategies, such as career progression.” As Langiulli (2020) notes: “fundraisers are an ambitious group (bordering on hyper-achieving). Nothing is more frustrating for an ambitious fundraiser than discovering he or she is out of personal or career growth runway.” Fundraising leaders, therefore, need to recognise the achievements of their team and create growth through title changes and promotions.

When staff do move on, nonprofits should routinely consider whether the post may be filled internally albeit with some additional training and support. When candidates are provided with stretched goals and a means to reach them, they will be more motivated to engage and excel in their work. Reiners (2019) reports that 23% of employees in the US will take on extra tasks in order to be promoted.

Managing Expectations

Consistent with process theories of motivation, problems can occur if expectations (both those of the employee and of the employer) are not communicated or interpreted correctly. In respect of the former, a major cause of turnover is the discovery that the role is not as challenging or enjoyable as once thought (Robbins and Judge, 2010). There is therefore a need to strike a balance at the recruitment stage between sending out positive messages that encourage talented individuals to apply, while also sending out realistic messages about what to expect when the role begins (Hom and Griffeth, 1995). If necessary, organisations can also explore ways to make the job ‘feel’ as advertised for the new appointee by being prepared to outsource some responsibilities or training volunteers to pick up vital yet time consuming work that would otherwise have been part of the new hire’s portfolio. It is interesting to note that 75% of CDO’s and 62% of CEO’s considered unrealistic expectations to be the chief reason for high development director turnover (Guisinger, 2021).

More senior fundraising appointees such as a Director of Development/ Fundraising will also have expectations of the Board and senior management for the facilitation of their role. In many jurisdictions, 100% Board giving may be an expectation as will wider support and engagement with the fundraising function as a whole (Joyaux, 2014). Board giving is important not for the amount of giving per se, but rather for the signal it sends to the fundraising team. Board giving can ‘charge’ or motivate the fundraising team who can then see how their work is valued (Grace, 2005).

Of course, Boards can assist in many other ways. Adding greater meaning for other supporters of the organisation by engaging with them through events, meetings, and personal conversations (McFarlan, 2021). Board members can also facilitate the fundraising process by serving as advocates, ambassadors, and (occasionally) by asking for money. A philanthropic culture requires that all these

activities take place and take place joyfully. Regrettably, this is rare. The Chronicle of Philanthropy report (2019) tells us that 36% of fundraisers are dissatisfied with the support they get from their Boards, and 29% were dissatisfied with the help received from the CEO.

In respect of the expectations of the new hire, Boards can sometimes have inflated perspectives of what a fundraising role can achieve. Anecdotally, fundraisers complain that they were expected to initiate new forms of fundraising such as major gift and then to generate a substantive return within the first year (Joyaux, 2011). Unfortunately, some of these misconceptions only come to light following the appointment of a new Director of Development, highlighting the need for Board education and training to take place as part of the preparation for a significant new hire.

Well-being in the Workplace

Recent years have seen an explosion of interest in well-being and its impact in the workplace. Although definitions of workplace well-being differ in content and scope, there is a widespread recognition that attending to well-being involves creating an environment that actively promotes a generalised state of contentment: allowing employees to see that they have lived (or are living) a fulfilled life (CIPD, 2022).

Investing in employee well-being has been shown to result in increased resilience, better employee engagement, reduced sickness absence, higher performance/productivity, and greater levels of organisational commitment (CIPD, 2019; Kelliher et al, 2019). The literature broadly recognises that to deliver these benefits well-being initiatives should not be initiated piecemeal, but rather integrated throughout an organisation and its associated systems as illustrated in Table 2 (Hesketh and Cooper, 2019).

Table 2: Possible Components of Workplace Well-being

| |
|---|
| 1. Health |
| <p>Physical health - Health promotion, good rehabilitation practices, health checks, well-being benefits, health insurance protection, managing disability, occupational health support, employee assistance programme.</p> <p>Physical safety - Safe working practices, safe equipment, personal safety training.</p> <p>Mental health - Stress management, risk assessments, conflict resolution training, training line managers to have difficult conversations, managing mental ill health, occupational health support, employee assistance programme.</p> |
| 2. Good work |
| <p>Working environment - Ergonomically designed working areas, open and inclusive culture.</p> <p>Good line management - Effective people management policies, training for line managers, sickness absence management.</p> <p>Work demands - Job design, job roles, job quality, workload, working hours, job satisfaction, work-life balance.</p> <p>Autonomy - Control, innovation, whistleblowing.</p> <p>Change management - Communication, involvement, leadership.</p> <p>Pay and reward - Fair and transparent remuneration practices, non-financial recognition.</p> |
| 3. Values/Principles |
| <p>Leadership - Values-based leadership, clear mission and objectives, health and well-being strategy, corporate governance, building trust.</p> <p>Ethical standards - Dignity at work, corporate social responsibility, community investment, volunteering.</p> <p>Inclusion and diversity - Valuing difference, cultural engagement, training for employees, and managers.</p> |
| 4. Collective/Social |
| <p>Employee voice - Communication, consultation, genuine dialogue, involvement in decision making.</p> <p>Positive relationships - Management style, teamworking, healthy relationships with peers and managers, dignity, and respect.</p> |
| 5. Personal growth |
| <p>Career development - Mentoring, coaching, performance management, performance development plans, skills utilisation, succession planning.</p> <p>Emotional - Positive relationships, personal resilience training, financial well-being.</p> <p>Lifelong learning - Performance development plans, access to training, mid-career review, technical and vocational learning, challenging work.</p> <p>Creativity - Open and collaborative culture, innovation workshops.</p> |
| 6. Good lifestyle choices |
| <p>Physical activity - Walking clubs, lunchtime yoga, charity walks.</p> <p>Healthy eating - Recipe clubs, healthy menu choices in the canteen.</p> |

Source: CIPD, 2022

Psychological Well-being

A fulfilled life as defined by 'self-determination theory' is one that is highly competent of acting in one's love of others (Ryan and Deci, 2000). But the individual can only be fulfilled if they feel a genuine sense of connectedness with the object of that love (Baumeister and Leary, 1995). Connection, it turns out, is the first of three higher order needs identified by psychologists such as Ryff (1989). For Ryff, well-being comprises connection, competence, and autonomy - all of which have implications for the workplace.

We will elaborate on each below.

1. Need for Connection

We experience well-being when we feel connected to others that we love or that we care about. The stronger the sense of connection, the greater the sense of well-being we experience. So, in a work-based context we might enjoy connection with other members of the team, with our donors, with our senior management and/or the Board, with our organisation (through its mission and values), and of course with the cause and the beneficiaries of our programs. In seeking to build well-being employers must be able to identify who (or what) key members of the team most need to feel connectedness with.

If the need is felt for connection with other members of the team, management can encourage regular interactions and/or team working. As Waltner-Pepper (2017) notes: "not only do relationships make work more enjoyable, they also help us produce better work. Relationships help a team be more open to collaboration and respond better to criticism." She further argues that leaders can create a warmer environment (from the perspective of relationship development) by being authentic and sharing their personal side so that staff may feel more comfortable doing the same. She also advocates for being observant and interested in what colleagues might share and reflecting that back to demonstrate that we care (Ibid).

Connection is also possible with beneficiaries and/or the mission of the organisation. Save the Children have claimed in the past that offering fundraisers the opportunity to see the work being done by the charity first hand is a key factor in retention (Sargeant and Jay, 2004). Leadership have felt that if the team is excited about their work, they'll not only be more inclined to stay longer but also be better able to present a strong case to donors (Panas, 2013). Nonprofits have also found that the mission/vision should have implications for each member of the team, so that they can see themselves in its fulfilment (Linde and Uran-Linde, 2020). Leadership must develop a compelling case for why the fundraising team matters for the future of the institution. As Thomas (2010) notes in the context of university development: "this work is similar to developing a case statement in fundraising but the case they are making is different. Instead of asking donors to invest in the university, this vision statement is about why each team member must stay invested in their work for the university" (p. 102).

For many fundraisers it will be connection with the values the organisation embodies that will deliver organisational commitment (Balfour and Wechsler, 1996; Haggerty, 2015). Research suggests that nonprofit employees are motivated by organisational goals and the values that are embodied in their delivery (Hansmann, 1980; McGinnis, 2011; Mesch and Rooney, 2008), although it remains unclear as to whether this is as impactful on behaviour as say pay and advancement opportunities (Brown and Yoshioka, 2003; Kim and Lee, 2007).

Connectedness can be experienced by fundraisers with their donors and other internal stakeholder groups. They can also feel a sense of connection with the wider community in which they are embedded. Both these sets of forces can bolster fundraiser retention (Linde and Uran-Linde, 2020). In the human relations literature this has come to be known as job embeddedness, which Mitchell et al describe as “a net or web in which an individual can become stuck.” Those who are highly embedded have many closely connected ties in both the community and the organisation. These individuals are more likely to remain at a current job than those who have fewer connections.

The literature has also focused on the concept of value congruence, where an individual's values match with the values embedded in the organisation's culture (Chatman, 1991; Kristof, 1996). Nonprofit employee values have traditionally been examined through the frame of Public Service Motivation (PSM), which Rainey and Steinbauer (1999) have defined as a “general, altruistic motivation to serve the interests of a community of people, a state, a nation, or humankind” (p. 20). The extent to which this might be a motivating factor for different stakeholders or teams, including the fundraising team, is unclear (De Cooman et al, 2011), but Nehls (2008) found that a passion for both the work and the institution were critical. One interviewee in the study shared that he “counted on a belief in the importance of what [he was] doing to persevere through difficult times at the institution” (p. 207).

Cable and Edwards (2009) posit that value congruence facilitates communication because “having shared standards concerning what is important establishes a common frame for describing, classifying, and interpreting events” as well as “[facilitating] the exchange of information and [reducing] the likelihood of misunderstandings” (p. 656). Higher quality communication can also reduce role ambiguity and provide clarity in respect of an organisation's priorities, rules, and practices (Erdogan et al, 2004; Kalliath et al, 1999). Value congruence can also facilitate the development of trust between colleagues. It is simply easier to develop trust in environments where core values are shared (Williams, 2001).

2. Need for Competence

As human beings we feel good about ourselves when we feel we are good at doing something. The better we are at that, whatever it is, the greater the well-being we will experience. In the context of a fundraising role, the competence at hand is our competence as professional fundraisers and specifically (for most of us) the ability for us to deliver the income to make the mission possible.

A key ingredient of well-being in the workplace is, thus, the extent to which the individual is recognised as a competent professional. Certainly, the past 20 years have seen a professionalisation of fundraising as witnessed by increasing credentialing (qualification and ongoing professional development), the existence of increasingly strict ethical codes, and recognition of a clearly definable set of skills and associated knowledge (Cumming et al, 2015; Oberhuemer, 2015).

Sargeant and Day (2020) regard professional respect for fundraising as a key element of a philanthropic culture requiring organisations to treat fundraisers or development officers the same as they would other categories of professional. It requires too that they would adequately invest in their education, training, and support. Strengthening skills and keeping in touch with the latest techniques in fundraising will be rewarding for both staff and the long-term growth of an institution. Exceptional fundraisers will expect to be able to stay at the forefront of the profession and hence will be drawn to nonprofits that are eager to make that investment. Such investment makes it clear to the individual how much they are valued (Roberts-Holmes, 2013).

3. Need for Autonomy

Autonomy is defined as a sense of self-determination and the ability to resist social pressures to think and act in certain ways. So, this dimension is about feeling one is in control, that one can make meaningful choices, that one can have a voice, and that one had a hand in making something good happen today. In the context of a fundraising role, if we have the opportunity to offer ideas and have these valued and discussed we experience more autonomy in a psychological sense. Autonomy can also be created by supportive work practices that allow employees to choose which working patterns work best for them. Following COVID-19, for example, Smith et al (2021) found 83% of workers prefer a hybrid work model over full-time in the office or full-time remote. Similarly, Workhuman (2021) in a survey of more than 3,500 workers in the US, UK, Ireland, and Canada found 30% of those considering a new job cited 'more flexibility' as the primary reason for looking. From the same survey, of all respondents looking for a new job, 65% were working parents seeking ways to better manage family and work.

Appreciation and Gratitude

One of the ways in which individuals may experience competence is through appreciation and gratitude for a job well done. The Chronicle of Philanthropy survey in 2019 established that 84% of fundraisers said that they felt “tremendous pressure to succeed” in their role, yet 55% said they “often feel unappreciated” in delivering that work. Research from BetterUp (2020) found that when employees feel appreciated, they perform 56% better as well as being 50% less likely to leave.

Fundraising can be stressful and thankless work (Panas, 2012). The demands to raise more money are seemingly never-ending, and while the donors are thanked for their generosity (Shang et al, 2017), fundraisers are frequently overlooked. A culture of appreciation helps fundraisers feel good about the work they are doing (Langiulli, 2017). As Hurst (2014) notes: “as a fundraiser, you can hardly feel motivated to come up with ‘the next big thing’ if your manager doesn’t care that you’ve been working such long hours you’ve forgotten where you live.”

Feedback is important and team members can be thanked for their hard work, their ideas, or the results they are creating. But, of course, these traditional approaches focus on bolstering competence and possibly esteem needs. While this will doubtless be effective, appreciation can also be used to help build warmer relationships and thus connection to leadership. So, team members can be thanked for how they have made a focal connection feel or how much their efforts have meant to them. Focal connections might include the CEO, an admired Board member, or even a beneficiary or group of beneficiaries. While verbal feedback can be effective, nonprofits should consider written feedback too - so that the gratitude can be printed and/or retained. Lake (2020) also recommends that managers ask their line manager to thank an employee since this will “not only raise their visibility but also show they are valued by the wider organisation.”

Effective Leadership

Leadership and its effect on employee well-being has been of considerable interest to organisational researchers for decades. As long ago as 1932, Kornhauser and Sharp (1932) had shown that poor supervision resulted in employee dissatisfaction which in turn affected employee turnover. Different forms of leadership have proven to be more or less helpful. Arnold (2017), for example, reviewed 40 articles and established that transformational leadership indirectly affects employee well-being through mediators such as trust in leadership, meaningful work, and perceptions of self-efficacy. This was later confirmed by Kaluza et al (2020) who published a review and meta-analysis of leadership behaviours and well-being. They found that transformational, participative leadership styles are more closely tied to well-being than task-oriented (i.e. transactional) approaches.

In this study we examine three primary leadership styles – transactional, transformational, and servant leadership. We include the latter as it has been shown in extant research to be a commonly employed leadership style in the nonprofit sector (Sargeant and Day, 2018).

Servant Leadership

Greenleaf (1977), considered to be the founder of the modern servant leadership movement, sees servant leaders as individuals who achieve superior organisational performance by focusing on the needs of their followers. The servant leader carries a strong sense of accountability for those affected by their thoughts, words, and actions (Frick and Spears, 1996) and can be highly motivational to work for as a consequence. Rather than leading for personal gain or power, they exercise their authority only as a means to help others achieve their fullest potential. This potential may be in terms of task effectiveness, but it can also be in terms of the development of the individual (e.g. developing skills and attributes associated with future leadership potential) (Greenleaf, 1977). A central aspect of servant leadership is thus the need to serve others (Van Dierendonck, 2011), but servant leaders also have a need for impact. They desire to be seen as strong and influential but in a way that helps and cares for others, whether they are team members, or other stakeholders such as beneficiaries (McClelland and Burnham, 1976).

When led by a servant leader academic research has generally indicated that followers become more committed to the organisation, perform at higher levels, and are more active in serving the community in which their organisation is located (e.g. Greenleaf, 2002).

Transformational Leadership

Sullivan and Decker (2005) define transformational leadership as: "a leadership style focused on effecting revolutionary change in organizations through a commitment to the organization's vision."

Transformational leadership is therefore capable of redefining individual perceptions of the organisational mission/vision, unifying this view, and then stimulating high levels of motivation directed toward its fulfilment. The transformational leader optimises their ability to influence by articulating a clear vision for the future (in a manner that is appealing to others), acting confidently and optimistically, sharing risks with their followers, emphasising important values, and ensuring that these are embodied in their words and actions. Transformational leaders also have a high level of concern for ethical and moral conduct and are seen by their followers as intensely moral individuals (Burns, 2003). Bass (1985) tells us that there are four primary components of transformational leadership. Namely, idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.

Transactional Leadership

Transactional leadership has been defined as "an exchange process based on the fulfilment of contractual obligations and is typically represented as setting objectives and monitoring and controlling outcomes" (Aga, 2016). Transactional leadership is said to build on the concept of contingent reinforcement, in which followers are motivated by their leaders' promises, rewards and praises (Ibid). Transactional leadership is often regarded as the poor relation of transformational leadership as it is assumed that the less considerate and inspiring forms of behaviour associated with transactional leadership do not foster the same levels of satisfaction and commitment (Afshari and Gibson, 2016).

However, research has indicated that in some cases transactional leader behaviour is more strongly associated with desirable employee outcomes than transformational leadership (Podsakoff et al, 2006), while other research asserts that there are only minimal differences between the outcomes of the two leadership methods (Edwards and Gill, 2012). Transactional leaders motivate subordinates to realise expected performance levels by providing them with goals, helping them to develop their own self-confidence, and by emphasising the task-related exchange between themselves and their followers (hence the term 'transactional'). Under this leadership style, there are a number of leader-follower bargains and exchanges that provide followers with the motivation to pursue their duties (Tyssen et al, 2014) and if followers receive sufficient tangible rewards for fulfilling their obligations, they are likely to be motivated to perform again in the future (Meyer and Herscovitch, 2001).

We will examine the impact of all three leadership styles in our primary study.

Identity and Self

The final area of interest is employees' sense of self (Legrand and Ruby, 2009). When a fundraiser's job is simply experienced as a job or a career for them, their experience of the job is not the same as if they experience it as a calling (Wrzesniewski et al, 2009). A calling, in a secular sense, is a job or career experience that is morally, socially, as well as personally significant to people. It is often aligned with people's experience of the "true" self.

When people experience their job as a calling, the job they do (e.g. to raise money for an organisation) and the career they have (e.g. being a fundraiser) are particularly significant to them, because they also form a core sense of who they are (Sheldon et al, 1997). People experience a sense of authenticity when their domain specific experiences (i.e. fundraising) allow them to enact their sense of who they are. This experience can sometimes develop their knowledge of who they are (Spreitzer et al, 2005). A higher degree of authenticity has also been shown to correlate with higher positive emotion and higher commitment to an employer (Ko and Choi, 2020).

We do not know much about how fundraisers conceptualise their true self in the context of fundraising. We also know very little about how their professional identity overlaps with their overall sense of who they are. To fill in this gap for the first time, we measure how people experience who they truly are (i.e. their true-self) in the context of fundraising, and what traits they use to describe themselves as a person or as a professional fundraiser.

In addition, we will measure people's sense of moral identity and organisational identity to see if these can predict fundraisers' commitment to the organisation, and their intention to quit their job and/or their profession. This is because people often consider their true-self morally good (Newman et al, 2008) and that moral identity is an importance driver of organisational commitment (Wang, Xu, Song, 2021). Moral identity can be defined as a set of moral traits shaped by a distinct mental image of what a moral person is likely to think, feel and do (Aquino and Reed, 2002). Some of the most commonly cited traits of a moral person from our research on donors are caring, compassionate, kind, friendly, helpful, generous, empathetic, loyal and trustworthy.

Organisational identity is defined as the degree to which people think being a member of the organisation is an important or esteemed part of who they are. It will be measured as Organisational identity importance (i.e. measured as how much being a fundraising of an organisation is important to their sense of who they are) and Organisational identity esteem (i.e. measured as how much being a fundraiser of this organisation makes them feel good about themselves). Similar to moral identity, these factors have been found to associate with organisational

commitment and turnover decisions (Afshari et al, 2019). However, we do not know how strongly these different types of identities predict behaviour and whether their effects are additive or substitutes for each other.

Study Objectives and Methodology

The objectives of the current study are to build on the extant research and to determine:

- 1) Why fundraisers joined the profession and their current/most recent employers.
- 2) Who they are as a person (their self identity) and who they are as a fundraiser for the focal organisation (professional identity).
- 3) The extent to which their well-being needs are currently being met.
- 4) The activities that 'charge' that well-being and, conversely, the activities and/or conflicts that drain it.
- 5) The role of leadership in fundraiser retention.
- 6) Intentions to leave/remain with the employer (organisational commitment) and intentions to leave/remain with the profession.
- 7) The impact of demographic variables such as age and gender.

To address these questions, we developed a digital questionnaire, employing existing measurement scales (where available) and administered it using the LimeSurvey platform.

In May/June 2022 we circulated the questionnaire through a variety of social media channels (including Linked-In, Facebook and Twitter) and with the support of many National Fundraising Associations. We are very grateful to all our partners for their assistance in spreading the links to this research.

In addition to the survey, we conducted one field experiment with fundraisers in our Philanthropic Psychology Lab. The experiment focused on moral and professional identity as these were both found to be important in our survey results. The results of this work are reported separately in Appendix 1.

We also developed two case studies where we compared the survey responses of fundraisers to those of employees working in the programme side of the focal nonprofits. The goal here was to determine whether fundraisers were in any sense different from other categories of employee. The results of this analysis are presented in Appendix 2

Survey Results

Profile of Respondents

A total of 2,674 individuals participated in our survey. 687 respondents answered every question we posed.

Out of those respondents, 82% identified as female. The average age of respondents was 45.0 years (standard deviation 11.0), and the median age was also found to be 45. Respondents ranged from 21 to 81 years of age.

85.0% of respondents were employed full-time, the balance being employed part-time.

84.6% of respondents indicated that they were currently employed in a fundraising role. Some 15.4% of respondents indicated that while they were not presently employed in such a role, they had been previously.

Respondents had been working as a fundraising professional (in total for all their employers) for a mean period of 15.3 years (standard deviation 9.5). The median was found to be 14 years.

Looking then at how long they had been working for their current or most recent employer they were found to have been employed for a mean of 5.3 years (standard deviation 6.0). The median was found to be 3 years.

The nature of the current (or most recent) roles held is reported in Table 3. The other category included CEO, Vice President, and Executive Director.

Table 3: Job Roles of Respondents

| Role | % |
|--|------|
| Fundraising/Development Assistant | 1.9 |
| Fundraising/Development Officer | 14.7 |
| Fundraising/Development Manager | 30.1 |
| Director of Development/ Head of Fundraising | 39.2 |
| Other | 14.2 |

Respondents who identified as fundraising officers or assistants were asked to indicate which forms of fundraising they had primary responsibility for implementing. Table 4 indicates that a wide range of fundraising activities were included in our sample.

Table 4: Forms of Fundraising (if Officer or Assistant)

| Form of Fundraising | % |
|--------------------------------------|------|
| Major gift fundraising | 38.6 |
| Legacy/Bequest fundraising | 18.4 |
| Corporate fundraising | 27.2 |
| Foundation fundraising/Grant writing | 36.0 |
| Communications design/Copywriting | 29.8 |
| Direct mail | 28.1 |
| Digital fundraising | 29.8 |
| Events fundraising | 28.1 |
| Peer-to-peer fundraising | 18.4 |

The majority of respondents were located in either the UK or the US. The operating budgets of the organisations represented in our sample are shown in Table 5.

Table 5: Operating Budget of Respondents in the US and UK

| Budget | % (\$) | % (£) |
|------------------|--------|-------|
| Under 1 million | 8.5 | 23.2 |
| 1 - 4.99 million | 28.9 | 30.0 |
| 5 - 9.99 million | 13.9 | 12.3 |
| 10 million + | 48.7 | 34.6 |

As Table 6 indicates, a wide range of different causes were included in our sample.

Table 6: Causes Represented in Sample

| Category of Cause | % |
|--|------|
| Animal Welfare/Protection | 3.6 |
| Arts/Culture/Humanities | 7.4 |
| Civil rights, social action, advocacy | 4.4 |
| Community improvement, capacity building | 2.0 |
| Disease, disorders, medical diagnoses | 5.7 |
| Educational institutions | 14.4 |
| Environmental quality/protection, beautification | 3.1 |
| Health (general and rehabilitative) | 14.4 |
| Housing shelter | 1.9 |
| Human services | 8.9 |
| International aid, development, foreign affairs | 9.3 |
| Medical research | 3.4 |
| Mutual/membership benefit organisation | 0.4 |
| Recreation, sports, and Leisure | 0.4 |
| Religious/spiritual development | 3.1 |
| Youth development | 4.4 |
| Other | 13.3 |

We also gathered data on the salaries of respondents, having individuals note the currency that they were paid in. As noted previously the two biggest categories were USD and GBP. That data is provided in Table 7 and indicates (even allowing for currency exchange rates) that fundraisers in the US are paid significantly more than their UK counterparts. This is a finding consistent with extant research.

Table 7: Salaries of Respondents

| Salary Band | USD % (\$) | GBP % (£) |
|---------------|------------|-----------|
| Under 20,000 | 0.5 | 1.4 |
| 20,000-29,999 | 1.0 | 21.8 |
| 30,000-39,999 | 3.0 | 25.0 |
| 40,000-49,999 | 3.5 | 25.5 |
| 50,000-59,999 | 10.6 | 11.4 |
| 60,000-69,999 | 9.0 | 7.7 |
| 70,000-79,999 | 9.0 | 2.7 |
| 80,000-89,999 | 10.1 | 1.8 |
| 90,000-99,999 | 10.6 | 0.9 |
| 100,000 + | 42.7 | 1.8 |

Respondents were then asked whether they worked from home, an office or were 'on the road' and in what percentage. The results of this analysis are presented in Table 8. It is interesting to note that office working accounts for only around 40% of a typical fundraiser's time. We have no pre-COVID data to compare these results with, but it does seem likely that the pandemic has given rise to a significantly higher rate of home working. Survey respondents anticipated that a balance of home and office working, post-COVID, would continue to be the norm.

Table 8: Percentage of Time Spent Working from Home/Office/On the Road

| Work Pattern | Mean* | SD | Median* |
|--|-------|------|---------|
| Percentage of time working from home | 55.6 | 32.1 | 60 |
| Percentage of time working from the office | 42.2 | 30.1 | 40 |
| Percentage of time working on the road | 10.5 | 11.9 | 10 |

* Columns will not sum to 100 as only means were collected

Reasons for Joining the Profession

The survey then gathered data about why respondents had originally joined the profession of fundraising. Our results are reported in Table 9. The results are consistent with anecdotal reports we referred to earlier which position the career move as accidental or unplanned. For those for whom it was an intended move, the opportunity to make a difference and working for a cause they were passionate about were critical drivers. As we shall later see these are themes that will pervade the project as a whole. Other factors attract markedly lower scores. The role of salary/benefits is also worthy of note, cited by only 4.5% of our respondents. Fundraisers appear not to be motivated by this factor, a perspective that will also be reinforced later in this report.

Table 9: Reasons for Joining the Profession

| Category of Reason | % |
|---|------|
| I fell into the role – it wasn't planned | 49.5 |
| An opportunity to make a difference | 47.2 |
| A belief in or passion for the cause | 43.5 |
| It was joining the organisation that was attractive, not joining fundraising per se | 24.6 |
| I enjoy working with people | 19.7 |
| Opportunities for personal growth and development | 19.4 |
| I already worked in the charity sector | 14.3 |
| I had been planning to have a career in fundraising | 8.9 |
| I wanted to be a part of a team | 7.3 |
| The salary/benefits | 4.5 |
| Other | 10.5 |

We content analysed the 'Other' category identifying three consistent factors that emerged from the data; the opportunity to align who they are with their passions, the opportunity for more flexible working, and a perceived need to broaden their nonprofit skillset. A sample of the comments supplied under 'Other' are included below:

I thought I could take fundraising to the next level for them/utilise my expertise.

After working in for-profit organisations for years, I wanted my labour to be used for something meaningful (not just manipulating people into buying our next product that they didn't need and had a ridiculous markup just to enrich our exec team).

Always enjoyed marketing as a subject and finding behavior very exciting. In fundraising, I had the opportunity to use this for something rewarding both for myself and others.

Awful experience in soulless, sexist sectors.

Finding joy in my work.

As a mother to young children it was a very flexible part time job.

I had an inspiring and motivating Head of Fundraising in my first role (as a temp), who made me realise how much there was to love and enjoy about fundraising. I always wanted to work in the charity sector, but had never previously considered fundraising.

I had been involved in fundraising as a volunteer for different causes and wanted to make it my profession.

I initially planned to work in events, I didn't plan to work in the charity sector but fell in love with it.

I was drawn to "do good" in the world and took a class on fundraising and fell in love with figuring out what makes people give.

I worked at a nonprofit in a different capacity where fundraising was only part of my job. What I found over time is that the fundraising part was the most exciting for me, so I transitioned to it full time.

To try to find work that is more in line with my values

Coming from the profit and the marketing and sales side of the business, wanting to get into NGO world, fundraising was best regarding transferable skills

If you want to run a nonprofit, you need to know how to raise money

Opportunity to work school hours

Voluntary income generation was the one piece of the non-profit skills toolkit I lacked, and I wanted to develop my knowledge in this area

Reasons for Joining Current or Most Recent Employer

Respondents were then asked why they had joined their current (or most recent) employer. The results of this analysis are reported in Table 10. Belief in the mission of the nonprofit was cited by over half of our respondents, with reasons pertaining to personal growth being cited by 30-40% of our sample. It is interesting to note that salary is now a more significant factor in a decision

Table 10: Reasons for Joining Current (or Most Recent) Employer

| Reason | % |
|---|------|
| Belief in the mission | 55.0 |
| Greater opportunity for career growth | 38.4 |
| Opportunity to enhance or diversify my fundraising skills | 38.1 |
| Increased salary | 37.1 |
| More challenging role | 35.2 |
| Greater opportunity for personal growth | 32.3 |
| More senior position | 30.3 |
| Better work/life balance | 27.8 |
| I have a personal link to the cause | 21.0 |
| Greater autonomy | 18.2 |
| I wanted to work with a particular team | 13.0 |
| Other | 18.1 |

A selection of the comments supplied under 'Other' are supplied below. It is interesting to note how many of these relate to leadership or management issues. The concept of 'perceived fit' would also appear to be an issue.

Better Leadership.

Bullying in my previous job that forced me to re-evaluate my position.

Change of location.

Direct interaction with passionate donors.

Duties/responsibilities better aligned with my passions/interests.

Excellent experience at interview- honest discussions, supportive management.

Felt like the right fit of an organization.

Had enough of working for the predecessor who had no respect for our profession.

Have always wanted to work for this organisation.

inspired by the founder and current CEO.

It was the exact role I thought I wanted.

Was made redundant during the pandemic and this role was one of the few that was advertised during peak lockdown.

Was perfect mix of smaller size team and big impact/influence.

I had been let go due to the Pandemic and a new CEO using it to restructure the organization and needed a job rather quick as I am the steady stable income earner in our household.

I thought I could take fundraising to the next level for them/utilise my expertise.

Values alignment, leaving bad manager.

I don't have to work with idiots.

I had the ability to put into practice what I had been advocating as a consultant.

I knew could make a difference to the team.

Opportunity to make a difference where I saw great potential.

Very unhappy in previous role.

Fundraiser Identity

Fundraisers were then asked "what are the top five words that come to mind when you describe yourself as a person/fundraising professional?"

There were 601 unique self identities and 711 unique professional identities. The top 20 self and professional identities are in Table 11 below. Words highlighted in yellow were words shared between the two identities.

Table 11: Self and Professional Identities

| Self | | Professional | |
|----------------------|-----------|----------------------|-----------|
| Adjective | Rank | Adjective | Rank |
| KIND | 1 | PASSIONATE | 1 |
| CARING | 2 | STRATEGIC | 2 |
| PASSIONATE | 3 | CREATIVE | 3 |
| CREATIVE | 4 | DRIVEN | 4 |
| EMPATHETIC | 5 | PROFESSIONAL | 5 |
| FRIENDLY | 6 | COMMITTED | 6 |
| LOYAL | 7 | CARING | 7 |
| CURIOUS | 8 | DEDICATED | 8 |
| THOUGHTFUL | 9 | HARDWORKING | 9 |
| HARDWORKING | 10 | RESILIENT | 10 |
| DRIVEN | 11 | EMPATHETIC | 11 |
| FUNNY | 12 | COLLABORATIVE | 12 |
| COMPASSIONATE | 13 | AMBITIOUS | 13 |
| FUN | 14 | CURIOUS | 14 |
| DETERMINED | 15 | EXPERIENCED | 15 |
| HONEST | 16 | COMPASSIONATE | 16 |
| INTELLIGENT | 17 | LEADER | 17 |
| ORGANISED | 18 | MOTIVATED | 18 |
| AMBITIOUS | 19 | KNOWLEDGEABLE | 19 |
| GENEROUS | 20 | RELATIONSHIPS | 20 |

Word clouds of the two identities are presented below.

Figure 1: Self Identities



Figure 2: Professional Fundraising Identities



The degree of overlap is interesting. As fundraisers, our respondents were able to reflect the moral and driven/passionate components of who they are.

The picture that emerges of professional fundraisers is a group of people who are highly passionate and committed to the causes they align with. The level of dedication, commitment, and resilience is striking. So too, is the notion of being “strategic.” This reflects many of the qualitative comments we received, where respondents highlighted the significance of the big picture, particularly where senior management and/or the Board lack that perspective on the fundraising function as a whole.

Charging/Motivational Factors

The next section of the survey focused on the factors that respondents felt motivated or charged them at work. Each factor was measured on a seven-point scale where 1 = Not at all, and 7 = To a very great extent. In Table 12, the factors are ranked by the mean score they attracted. We have also provided percentages for the numbers of people disagreeing, having no opinion, or agreeing that the factor was a motivator. Standard deviations and medians are also reported.

Finally, given our earlier review of factors relating to well-being we have highlighted in colour the factors that relate to **competence**, **autonomy**, and **connectedness**. It should be noted that these dominate the top of this table. Factors pertaining to pay and conditions attract much lower scores.

The feeling that one has made a difference to the cause appears the strongest motivator.

Table 12: Motivating of Charging Factors

| Factor | % Disagree | % Neutral | % Agree | Mean | SD | Median |
|---|------------|-----------|---------|------|------|--------|
| Feeling as though I am making a difference to the cause | 3.20 | 5.24 | 91.56 | 6.16 | 1.14 | 7 |
| Being given autonomy in my area of work | 3.93 | 3.06 | 93.01 | 6.09 | 1.12 | 6 |
| Feeling valued for the work that I do | 5.24 | 3.78 | 90.98 | 6.07 | 1.23 | 6 |
| Being able to connect with the cause | 4.37 | 7.13 | 88.5 | 6.02 | 1.20 | 6 |
| Feeling trusted by senior management/the Board | 6.26 | 4.22 | 89.52 | 5.99 | 1.31 | 6 |
| Being respected as a professional | 5.53 | 6.40 | 88.06 | 5.94 | 1.29 | 6 |
| Achieving the goals for the fundraising function as a whole | 4.22 | 5.97 | 89.81 | 5.91 | 1.17 | 6 |
| Feeling appreciated for the work that I do | 5.68 | 6.70 | 87.63 | 5.88 | 1.29 | 6 |
| Having my ideas for change given serious consideration | 5.39 | 7.57 | 87.05 | 5.85 | 1.31 | 6 |
| Feeling my voice is heard as a professional | 6.99 | 6.99 | 86.02 | 5.83 | 1.37 | 6 |
| Feeling supported by senior management/the Board | 7.71 | 5.24 | 87.05 | 5.82 | 1.39 | 6 |
| Developing positive relationships with donors | 7.86 | 8.88 | 83.26 | 5.74 | 1.41 | 6 |
| Achieving my individual fundraising goals | 5.82 | 10.33 | 83.84 | 5.64 | 1.32 | 6 |
| Experiencing growth as a professional | 8.30 | 9.90 | 81.80 | 5.59 | 1.39 | 6 |
| Being treated fairly relative to how staff in other teams are treated | 8.01 | 13.10 | 78.89 | 5.54 | 1.41 | 6 |
| Being part of a stable team | 10.92 | 12.23 | 76.86 | 5.31 | 1.46 | 6 |
| Receiving constructive feedback from my line manager | 13.98 | 14.56 | 71.47 | 5.15 | 1.52 | 5 |
| Job security | 14.26 | 15.57 | 70.16 | 5.13 | 1.55 | 5 |
| Salary/Benefits | 14.85 | 17.76 | 67.39 | 5.04 | 1.49 | 5 |
| Receiving appropriate professional development activities (e.g. conferences/training/education) | 15.72 | 16.59 | 67.69 | 5.03 | 1.55 | 5 |

Respondents were given the opportunity to indicate whether there were any additional motivators. As one would expect a diverse range of personal factors were in play, but it is interesting to note that many of the themes we noted earlier (i.e. around leadership, personal development, making a difference and experiencing fit) were also highlighted here.

"Good organizational culture" and my fit with that is difficult to put into words but you know it when you have it or feel it.

Work with inspiring team/ staff in the org.

A genuine deep connection to the mission and the people we serve.

A positive and pro-active approach to change - not always thinking change is a bad thing - being willing and open to new fundraising methods as fundraising is an ever-developing discipline, organisations need to appreciate what worked 10 years ago may not be appropriate now.

Achieving that difficult win. Launching a new service as a result of fundraised income. Writing reports and Impact Reviews and feeling like I have been a small part of making change for someone/people. Knowing that I am part of positive change.

A sense of community not just within the fundraising team but the entire charity.

At times I feel very unappreciated by the senior people in our organisation, who often don't take time to say hello never mind give praise on superseding targets. I stay because I love the cause, the team and the donors.

Being able to see evidence of the impact upon beneficiaries.

Being able to show up in an authentic way at work.

Being inspired by the vision of leadership.

Being part of the fundraising community around me.

Being surrounded by motivated, collaborative, and respectful colleagues.

Having the tools and resources (platforms, budget, staff levels) to do the job well and to evolve with changing audiences.

Breakthroughs in changing or improving ways of working. The charity world is quickly changing with the way that we work with partnerships – it's exciting being a part of that change and challenging the norms.

Collaborations among different teams. I am energized when I have a chance to work directly with the people who implement our programs for the people who we help. I don't have a chance to see the people we help, so working with the program team brings me that much closer to our mission.

Developing colleagues to be the best professional fundraisers that they can be.

Seeing the impact of the funds I raise on beneficiaries

Engaging with beneficiaries and hearing impact of what we doing. Putting reports together highlighting personal stories and statistics about what we have achieved.

Having board and staff actively participate in fundraising activities rather than having them feel as if they are being forced to attend an event. Having board members share special event info with their peers and also providing networking opportunities for us to develop.

Having success celebrated by my manager, team or director.

I am very motivated by happy donors! Receiving "thanks" from our supporters after thanking them for their gift gives me warm fuzzies.

I feel like my ED sees me and my hard work and appreciates me. I am a key part of the leadership team for the organization. I get to try new things all the time, which helps keep it fresh. I see the payoff from my ideas.

I feel motivated when I experience a sense of connection, eg, yesterday I took a group of donors to one of the orphanages. It felt GREAT to chat with the donors in my car, & it felt GREAT to facilitate their interaction with the kids, answer the donors' questions, etc. My love for donors, my love for the kids, & my belief in the cause come together in such moments & fan the flame of my motivation/desire to keep going...

In a faith-based role, feeling that I'm working for a higher purpose.

Involvement of the organisation's senior leadership and board in fundraising activities.

Knowing that the money I'm raising will be used in a way that supporters expect it to be used and improving lives for the better.

Knowing that my fundraising efforts directly help our beneficiaries.

One of the top motivators for me is hearing the incredible stories of hope, success and breakthrough that those we serve through our programs experience. I also love participating in activities where I get to see volunteers and donors interact with those we serve and their experiences motivate me to keep pushing, to keep working hard towards my personal fundraising goals.

Problem-solving, being part of something bigger than myself, learning about psychology and human nature, helping others to learn and grow.

Seeing / knowing the impact of our fundraising for our beneficiaries (more specific than just being able to connect with the cause).

Secure a stable income for our organization so my colleagues can work in peace without worry.

Seeing the contribution you have made in facilitating and translating the passion of supporters into the impact of programmes.

Seeing the impact of fundraising at first hand; organisational commitment to equity, diversity and inclusion.

knowing that I am making a positive difference to the lives of people. I'm not a Dr, or project professional. Fundraising is how I have a positive impact on the world.

Being given autonomy" I'm reminded of the Eleanor Roosevelt quote. We cannot wait passively to be "allowed" to do our job. No one is going to give you permission. You've got to lead.

I felt motivated by my colleagues in other organizations and in professional organizations. I remember the first time I went to the International Fundraising Congress in the Netherlands. To be surrounded by professional fundraisers from around the world was extremely exciting and certainly made the cost and time invested worthwhile.

I have been lucky enough to do fundraising only for causes I truly believed in - so helping provide the resources to accomplish social good has always been a deep motivator for me.

I have only worked at progressive, mission-driven organizations and that is by choice.

I was extremely motivated by seeing my team members thrive and succeed and by hearing about their "wins" - big and small - and being able to celebrate these. I was also motivated by seeing the extraordinary lengths our supporters went to in order to support us and by cheering them on.

Managing and developing a happy and successful team - and allowing people to flourish and move on from the organisation if the right opportunity came along.

The ability to train and bring on younger professionals and management team.

Factors that Drain or Demotivate

Respondents were then asked similarly about the factors that would typically drain or demotivate them at work. Our results are reported in Table 13. As before, each factor was measured on a seven-point scale where 1 = Not at all, and 7 = To a very great extent. In the table, the factors are ranked by the mean score they attracted. We have also provided percentages for the numbers of people disagreeing, having no opinion, or agreeing that the factor was a demotivator.

And as previously we also highlighted in colour the factors the relate to [competence](#), [autonomy](#), and [connectedness](#).

A number of points are noteworthy about Table 13. First, there is less agreement over the extent to which a given factor is a demotivator or not. Mean scores are lower and standard deviations are higher, indicating more variation in the sample. Second, the factors pertaining to competence, autonomy, and connectedness still dominate the table. Third, the notion of connectedness with the cause, which scored highly as a potential motivating factor (mean and median of 6), scores only 3.3 as a potential demotivator. This is an interesting result, particularly when viewed through the lens of Herzberg (1966) who early in his career had contended that motivational and hygiene factors were different. It would appear that connection to the cause can be a powerful motivator when present, but its absence does not contribute in the same measure to demotivation. Yet other factors such as autonomy appear to have the power to motivate and demotivate depending on the degree of their presence or absence.

Finally, it is interesting to note that salary and benefits are not a major feature of either list. This is perhaps the case since respondents were not motivated to enter the profession of fundraising because of the packages the nonprofit sector could offer them.

Table 13: Factor that Demotivate or Drain

| Factor | % Disagree | % Neutral | % Agree | Mean | SD | Median |
|---|------------|-----------|---------|------|------|--------|
| Feeling undervalued for the work that you do | 21.83 | 9.90 | 68.27 | 4.96 | 1.97 | 5 |
| Not feeling supported by senior management/the Board | 25.62 | 8.30 | 66.08 | 4.87 | 2.04 | 6 |
| Feeling your voice has not been heard as a professional | 24.16 | 8.01 | 67.83 | 4.85 | 2.01 | 5 |
| Feeling unappreciated for the work that you do | 25.47 | 10.33 | 64.19 | 4.81 | 2.03 | 5 |
| Not being respected as a professional | 27.66 | 8.44 | 63.88 | 4.80 | 2.13 | 6 |
| Unrealistic expectations of senior management/the Board | 26.78 | 12.66 | 60.55 | 4.72 | 1.95 | 5 |
| Not feeling trusted by senior management/the Board | 28.53 | 8.88 | 62.59 | 4.69 | 2.16 | 5 |
| Having my ideas for change ignored | 25.47 | 13.39 | 61.14 | 4.69 | 1.92 | 5 |
| Lack of autonomy in your area of work | 33.92 | 8.73 | 57.35 | 4.45 | 2.16 | 5 |
| Not experiencing growth as a professional | 28.82 | 17.90 | 53.28 | 4.38 | 1.87 | 5 |
| Feeling that I am not making a difference to the cause | 36.24 | 10.04 | 53.71 | 4.26 | 2.16 | 5 |
| Arguments/conflicts with other teams in the organisation | 34.21 | 14.99 | 50.80 | 4.25 | 1.96 | 5 |
| Focus on short term metrics | 33.33 | 19.51 | 47.16 | 4.25 | 1.87 | 4 |
| Being treated unfairly relative to how staff in other teams are treated | 35.52 | 12.81 | 51.67 | 4.23 | 2.18 | 5 |
| Being unable to meet the goals for fundraising as a whole | 35.08 | 15.87 | 49.05 | 4.17 | 1.91 | 4 |
| Being unable to meet your personal fundraising targets | 36.10 | 16.16 | 47.74 | 4.08 | 1.94 | 4 |
| Salary/Benefits | 36.39 | 20.38 | 43.23 | 4.06 | 1.82 | 4 |
| Lack of opportunities for training/professional development | 36.68 | 19.65 | 43.67 | 4.01 | 1.81 | 4 |
| Not receiving feedback from my supervisor | 38.72 | 17.61 | 43.67 | 3.95 | 1.89 | 4 |
| Staff turnover in the team | 40.03 | 19.36 | 40.61 | 3.89 | 1.86 | 4 |
| Not being able to form positive relationships with donors | 44.10 | 14.41 | 41.48 | 3.79 | 2.04 | 4 |
| Not being able to connect with the cause | 45.56 | 13.10 | 41.34 | 3.79 | 2.28 | 4 |
| Repetitive work | 46.29 | 19.21 | 34.50 | 3.70 | 1.87 | 4 |
| I don't feel I have job security | 55.02 | 13.25 | 31.73 | 3.34 | 2.07 | 3 |

As previously, we gave respondents the opportunity to add any additional factors that they felt had impacted them personally. Many of the factors we have just listed above were also present in the quotes, but we also found evidence of an impact of misunderstandings over the nature of fundraising and how the process works. We also found evidence of individuals experiencing isolation in their nonprofit and not being seen as a core member of staff. A broad and representative sample of responses are included below.

“Old boy” style networking approach to fundraising that still can exist that usually comes with old fashioned sexism! Thankfully this is becoming less and less.

A lack of curiosity and understanding of the need for improving participation in the mission from creating an engagement-worthy website, utilizing online analytics to identify prospects, and using surveys to enable prospects to share what they are interested in.

A misunderstanding of what we do and why.

Ageism in my org and I would say in the profession - every time I look around the average age of the fundraisers keeps going down.

As a sole fundraiser, lack of understanding about fundraising from supervisor and having decisions overruled despite me having a greater knowledge base.

Fundraising being perceived as an add on rather than a fabric of the organisation. Feeling like fundraising is a dirty or embarrassing word that causes people to feel uncomfortable.

As fundraisers we are entirely reliant on information being given to us by service delivery teams. When they ignore requests it can make a fundraisers role impossible at worst, difficult at best. When colleagues don't collaborate it demotivates you to carry on.

As I work in an HEI, being constantly told how to do my job by people who are not fundraisers.

Board love my ideas but constantly say that they would do it if only they had the funds to commit to the project.... they will never have the funds and continue in the same way.

Consistently having to fight against the “we've always done it this way, so it must be good” mentality. Negative interactions with fundraising event volunteer committees who are not interested in data or best practices, and who wield their donations like a weapon to get what they want, even if it's not ideal for the organization.

Disdain for fundraising, seen as necessary evil by 'higher purpose' colleagues, 30 years experience, 16 of which in the sector, dismissed by delivery teams. Lack of respect - expectation that we should fundraise for anything we are told to regardless of its fundraising potential and when results are as the fundraisers

indicated ie modest, that somehow we have failed.

Expectation of increased income with no offer of adequate resources, whether it is a bigger team or a fit for purpose CRM.

Feeling disconnected with the values of the Senior Leadership Team (even though I am part of senior leadership).

Feeling stereotyped and that colleagues and board members view me as less intelligent than other roles within the organization.

Fundraising isn't well understood. It's a mix of marketing, sales and business development that aligns badly with what is considered to be the purpose of the organisation - to support beneficiaries, create political change etc. The skill set you need as a fundraiser to succeed and create excellent donor stewardship is complex and increasingly digital and that's rarely prioritised in my experience.

Having a new manager who has come from the private sector and does not understand or appreciate what you are trying to achieve as a fundraiser, or the importance of some of what you are doing - e.g creatively, brand-wise, process wise (such as the extra effort it takes to thank donors within 48 hours) or with donors.

Having to work very hard just to get to the point that I'm able to do my job e.g. other people in the organisation ignoring my requests for information or refusing to do evaluation of their projects.

I think the stakes are high in fundraising which makes a fear of failure palpable. Blame culture can creep in, even if very subtly. Often other teams - mostly service delivery - don't place importance on the role that fundraising plays - literally paying their salaries - which can cause tension.

interference and wordsmithing from colleagues in other departments who try to take projects sideways and question whether or not we need to fundraise.

It is very frustrating to have a Board that does not open themselves to personal financial commitment or understanding the value of building relationships and making referrals to me as the Development Officer. Also many do not have a clear understanding of how various funding sources govern services and programs for the agency; versus the need to attract unrestricted funds to meet client needs on a broad scale.

Knowing I could raise more money, if I had appropriate staffing. (Started the job with two full-time reports. I'm now down to one full time report and a .2 part-time report.)

Lack of appreciation and time to acknowledge achievements, especially when staff have gone above and beyond.

Lack of involvement in and influence over strategic decision-making, particularly in the face of poor and/or divisive strategic decision-making. Lack of accountability within senior management and board. Wasteful expenditure on internal stuff rather

than delivery of the external mission and support to beneficiary groups. Tendency of incoming senior staff and trustees to bring their past networks, consultants and advisors with them.

Lack of strategic vision and plan at university level. It's challenging to calibrate fundraising opportunities when the "opportunities" are somewhat ephemeral.

Lack of timely responsiveness of an organisation receiving the funding when donors ask questions about how their funding will be used.

Lack of professionalism by the senior management of an organisation in how they view and consider donors.

lack of autonomy and feedback. And lack of opportunities to progress and learn.

Not having authority to try new things.

On boarding has sucked at every place I've worked. You just get thrown in and you have to figure out how to keep the boat afloat...because every charity is a leaky boat. The knowledge transfer and succession planning are terrible. You are reinventing the wheel because of so much turnover and gaps between positions.

Our current leadership don't come from a fundraising background rather a commercial one - so they don't understand fundraising or believe in the team who have been over achieving on their targets.

People with no fundraising experience telling you what to do.

The fact that governance tries to teach me how to raise funds.

The fact that they don't grant me time. Everything should happen overnight.

The lack of fundraising knowledge at Board Level makes it difficult to elicit change in the organisation and develop a more professional fundraising and wider income generating function. This combined with limited charity knowledge and experience of Board members means I spend a lot of time explaining the basics rather than spending my time as Director of significant income generation.

Deferring to those with less knowledge to make significant decisions can be quite frustrating.

The organisation as a whole focusses far more on service delivery and the role of volunteers but there is little support for true fundraising (apart from events) and no organisational championing of donors.

The industry as a whole lacks respect and consideration for the important work that we do, lack of professional development opportunities and training and financial support for training/professional development.

Unfair pay/lack of transparency in promotions.

Unrealistic expectations by misinformed boards and leaders. Closely followed by a

constant desire by "corporate" board members trying to apply business practices to every area of nonprofit work (some work, some don't) except when it comes to salary and infrastructure.

Unfair distribution of work. More being asked of high performers whilst others achieve very little without consequence.

When exceptionally large gifts are celebrated, but there is no recognition of the more moderate donations that nevertheless keep programmes running.

When focus on short term results from senior leaders/ board is coming in the way of investing in much higher long term results.

When colleagues from operations department are trying to stop or block fundraising campaigns eg communication - thus not respecting that it is a profession.

Working at a level much higher than my pay grade & job title. I often get thanked for far exceeding expectations, raising tens of thousands more than targeted at each event and managing projects, but without any mention of future career progression. The repeated thanks only go so far when you feel ready for progression but your employer isn't confirming if it's a possibility.

Having a boss who uses ATM tactics in fundraising and expects you to follow suit.

Red tape! And professionals who aren't fundraisers having a greater say in what we can and can't say to donors. Barriers created by conflicts with the cause and the fundraising.

Frustration at being hired as a Fundraising Director and then my advice on how to grow being ignored/blocked but still being held accountable for targets I had explained were unrealistic. Most charities relationships with their fundraising teams are dysfunctional and this massively reduces the effectiveness of our sector.

I am sick to death of hearing the media, the public and senior staff and volunteers characterize me and my colleagues as a cost and not as an integral part of the mission of the organization.

I was the oldest person on staff. Younger professionals treated me like I was invisible. No one wants a co-worker who is old enough to be their mother. Especially if some staff are not done with breaking away from their family of origin. Anything that represents the generation they are trying to liberate from is rejected ... it's just the way it is, regardless of the profession.

I worked for a mental health organisation that did not support me when I had menopause and Covid related mental health issues. Instead, I was put on a performance improvement plan, and eventually bullied out of my job.

My last 2 jobs were for Christian Missionary orgs, not Christian humanitarian orgs. There was little interest/trust in merging AFP style fundraising techniques that were considered secular with missionary fundraising techniques which is essentially

contact as many people as possible with a story of our calling to tell people about Jesus and praying for God to move donor's hearts. Any type of data gathering like finding out a donor's profession or major interest was considered gaming the donor.

Having to put up with bad/inappropriate behavior by male donors towards female/nonbinary staff; lack of diversity.

My director of income generation was more focussed on commissioned contracts than fundraising. He thought fundraising was like "begging" and a presentation to board of trustees he actually had a cartoon of some one begging with "cap in hand." I asked him to take the pic down but the papers had already been posted to trustees. I went freelance because I just can't bear having useless, ignorant directors who zap your energy.

Harassment and Discrimination

No study of staff commitment and loyalty would be complete without an examination of issues relating to harassment and discrimination. Respondents were asked whether they had ever felt harassed or discriminated against and, if they had, whether they had reported the issue.

The results make for disappointing reading with over a quarter of fundraisers (26.5%) indicating that they had experienced some form of harassment or discrimination. Table 14 reports the nature of these experiences with harassment from peers topping the list. It is interesting to note that with only one notable exception the incidence of each category of experience is broadly the same. One particularly troubling number here is the percentage of fundraisers who have experienced harassment from donors. Given the spread of job functions in our sample, many of whom will not have the direct contact with donors that could facilitate harassment, the incidence of harassment amongst higher risk groups, could be significantly higher.

Table 14 indicates that only a minority of cases of harassment or discrimination are reported. Given the impact that such abuses can have on the well-being of our friends, colleagues, and peers, the fact that so few feel confident reporting these matters is deeply troubling.

It is also concerning that harassment from organisational leadership is almost as common as harassment from one's peers and co-workers.

It is also noteworthy that discrimination is reported at a lower rate than harassment. Our data do not allow us to speculate as to why.

Table 14: Experiences of Harassment and Discrimination

| | % Experiencing | % Neutral |
|--|----------------|-----------|
| Yes, I have experienced harassment from other employees | 10.2 | 48.6 |
| Yes, I have experienced harassment from board members or senior leadership | 8.3 | 38.6 |
| Yes, I have experienced harassment from donors | 6.7 | 41.3 |
| Yes, I have experienced discrimination from other employees | 6.6 | 33.3 |
| Yes, I have experienced discrimination from board members or senior leadership | 8.2 | 25.0 |
| Yes, I have experienced discrimination from donors | 2.2 | 20.0 |
| No, I have never experienced harassment or discrimination | 73.5 | |

Respondents who had reported harassment or discrimination were asked whether the issue had been resolved to their satisfaction. A representative sample of responses are provided below. The ratio of those happy with their experience to those not, is noteworthy.

Absolutely not. I didn't bother with the discrimination because it was so insidious, I knew that I would be gaslighted about it.

Last year I put in a 17 page formal complain about one of the senior leadership, highlighting various incidences where they were putting the organisation at huge risk legally as well as reputationally. This was following several verbal complaints which were never acknowledged or addressed. One response from the CEO was if I didn't like it I could leave.

At one point a former colleague referred to me directly using a derogatory term/nickname in regards to my faith but this was during some work drinks (so outside of working hours) and I had only been at the organisation for a few weeks at that point. I brushed it off knowing that that particular colleague was leaving soon and I just felt they were joking/being a bit ignorant rather than seeing this as discrimination so I didn't report it.

I had a previous employer where I was harassed like I have never experienced before - it was awful! I had lots of trouble with leadership (I use the term loosely) standing up to the bully (they were afraid of her too), they never publicly supported me, even if they gave me lip service about the situation. It was not resolved, and I left to save myself, as well as to not be associated with the hot-mess that they are.

I spoke with my manager, was advised that they know about the behaviour, that is has been ongoing long before me. But wanted to resolve it by me sitting down with them and making a complaint. I was advised that is the only solution. I refused.

No - I was told that I was creating a toxic work environment and should just repeatedly tell my supervisor to be appropriate.

No I do not feel the issue was handled appropriately - the same issues continue to arise conducted by the same people. The organisation does not have appropriate HR staff and processes in place to deal with these issues.

No. I had a breakdown and had to take two months off work because, initially, HR did not believe me. This was four years ago and it will always be with me. I will never get over it completely.

No. The person reported was found to be guilty of discrimination and misconduct but remained employed and three months' later - they were promoted.

I did experience harassment and discrimination many times and mainly in the UK context (hardly internationally). Worse: also experienced the same from sector allies (recruitment agencies, the monopoly held by some consultants, the nepotistic approach to appointments on the same people in big roles for economic advantage.

Yes and no. I felt comfortable reporting the incidents to my line manager, who wasn't as supportive, but the Director of the team is incredibly approachable and supportive, and made clear that the harassment/discrimination would not be tolerated.

Yes. My supervisor, myself, another employee who was also harassed, and the head of HR met to devise a strategy to address the situation. Within a few months, it was effectively resolved, and I no longer have contact with the donor.

The employee harassing me filed a complaint against me. Luckily we are unionized so they called them out for bullying. There was a note placed on my employee file however (which has since been removed). I did not file a counter complaint for fear of retaliation as this person is very difficult and I just wanted to get on with the work.

Per my last comment, there was no recourse or avenue to report the bullying behaviour of my boss (the Executive Director). Despite being a mid-sized org raising close to \$7M, there was no dedicated HR role, no HR support, no formal avenue for complaints of this nature, and a board of directors that was groomed and totally controlled by the bully ED. She has since left the organization under a cloud, but not before subjecting another 3 or 4 senior team members to the same treatment. All of her targets, it's important to note, were members of equity seeking groups, including BIPOC and LGBTQ+ team members - and this was an organization claiming to be working for social justice. We need to do better.

I left my position as the board were unwilling to include an autistic fundraiser who had epilepsy as she didn't have the "face" they wanted to promote their charity (it was a charity for autistic people).

The volunteer always attended with a carer and was super passionate.

I made my unhappiness with the situation very clear. Nothing was done ('it's just who she is'). So I quit.

No point in reporting because they cared about the donor's money more.

Not really. We had a couple of major donors who were notorious for being extremely demanding - at times, veering into bullying/harassment behaviour. I did my best to shield my team from this behaviour (and felt the brunt of it myself) but I did not feel supported by our CEO, who made a lot of noise about the well-being of staff trumping everything else but who never actually DID anything to help me or my team address the issue, despite numerous requests.

Yes - women on the SLT had diminutive titles e.g. facilitator compared to men who were "directors." I fought for this to be changed.

Conflict

The questionnaire then gathered data on the experience of conflict. Table 15 indicates the incidence of different forms of conflict employing a scale where 1 = Never experienced and 7 = Very frequently experienced. The factors are listed in Table 15 in rank order by the mean scores achieved by each factor. As the data clearly indicate disagreements with others about how fundraising should be practiced, and particularly in relation to the case for support, are the most common. Disagreements within the fundraising team itself are significantly less common.

Table 15: Incidence of Different Forms of Conflict

| Factor | % Disagree | % Neutral | % Agree | Mean | SD | Median |
|--|------------|-----------|---------|------|------|--------|
| Disagreements with other teams in the organisation about how fundraising should be implemented/practiced | 56.19 | 13.54 | 30.28 | 3.38 | 1.83 | 3 |
| Conflicts over how your case for support should be depicted or expressed | 60.12 | 16.30 | 23.58 | 3.11 | 1.72 | 3 |
| Disagreements with a line manager or supervisor about how your fundraising should be implemented/practiced | 67.10 | 11.35 | 21.54 | 2.87 | 1.79 | 2 |
| Interpersonal conflicts with members of other teams | 70.45 | 11.35 | 18.20 | 2.77 | 1.65 | 2 |
| Disagreements with other members of your fundraising team about how your fundraising should be implemented/practiced | 73.36 | 12.08 | 14.56 | 2.63 | 1.54 | 2 |
| Expected to take actions inconsistent with what the profession of fundraising would regard as best practice | 72.93 | 6.70 | 20.38 | 2.58 | 1.82 | 2 |
| Interpersonal conflicts with a line manager or supervisor | 76.27 | 7.42 | 16.3 | 2.44 | 1.75 | 2 |
| Interpersonal conflicts with another member of your fundraising team | 80.06 | 8.44 | 11.50 | 2.36 | 1.58 | 2 |

Respondents were then asked to characterise the leadership style of their immediate supervisor. The results of this analysis are reported in Table 16. The mean scores for transformational leadership and servant leadership are (in aggregate) higher than for transactional leadership. So, the majority of our sample were working for one of the former two categories of leader.

Table 16: Leadership Styles

| Servant Leadership | % Disagree | % Neutral | % Agree | Mean | SD | Median |
|---|------------|-----------|---------|------|------|--------|
| They believe that our organisation needs to function as a community | 18.78 | 13.25 | 67.98 | 5.07 | 1.74 | 5 |
| They routinely put my needs ahead of their own | 42.65 | 22.13 | 35.23 | 3.72 | 1.76 | 4 |
| They do all they can to serve the needs of our team | 27.22 | 14.99 | 57.79 | 4.67 | 1.81 | 5 |
| In there are disagreements in the workplace, they are good at mending hurt feelings | 37.99 | 23.14 | 38.86 | 3.92 | 1.78 | 4 |
| Transactional Leadership | | | | | | |
| They provide rewards for performance meeting designated standards | 52.26 | 19.51 | 28.24 | 3.34 | 1.88 | 3 |
| They spend a lot of time keeping track of mistakes | 69.43 | 13.83 | 16.74 | 2.81 | 1.70 | 2 |
| They focus where there is a failure to meet standards | 40.32 | 19.65 | 40.03 | 3.94 | 1.74 | 4 |
| Transformational Leadership | | | | | | |
| They instil pride in others of being a part of their team | 25.62 | 14.12 | 60.26 | 4.71 | 1.81 | 5 |
| They always act in a manner that builds respect | 24.45 | 14.70 | 60.84 | 4.73 | 1.79 | 5 |
| They routinely display a sense of power and confidence | 18.92 | 19.21 | 61.86 | 4.84 | 1.61 | 5 |
| The regularly stress with the team the importance of having a strong sense of purpose | 33.92 | 16.74 | 49.34 | 4.30 | 1.86 | 4 |

Identity and Self

The questionnaire then focused on questions relating to identity and self. Respondents were again asked to indicate the extent to which they agreed or disagreed with a bank of questions designed to capture constructs of interest. In Table 17 the underlying construct is included in brackets after the measurement item.

The results indicate that the fundraisers in our sample scored highly on 'need for cognition.' They also scored highly on compassion and almost three quarters of them believed that what they do every day is a reflection of their true self.

The mean score for internalised moral identity was higher than for symbolic moral identity indicating it is more important for our sample to be true to their sense of who they are morally, than to have that observed by others.

Respondents generally agree that being someone who works for their organisation is important to them (organisational identity importance). Being that kind of person also makes them feel good about who they are (organisational identity esteem).

Finally, we examined the issue of how our respondents felt respected by the public, by their organisation, and by their colleagues. Collectively these perceptions are important as they will impact the experience of their professional identity esteem. Respondents were generally ambivalent about public perceptions but indicated a moderate agreement that they were respected as a professional by their organisations and a diversity of colleagues across those organisations. It should be noted though that the mean scores, though positive, are only around 5 on a 7-point scale.

Table 17: Identity and Self

| Factor | % Disagree | % Neutral | % Agree | Mean | SD | Median |
|---|------------|-----------|---------|------|------|--------|
| I feel what I do every day is a reflection of my true self (true self) | 14.85 | 11.94 | 73.22 | 5.09 | 1.43 | 5 |
| I really enjoy a task that involves coming up with new solutions to problems (need for cognition) | 1.75 | 3.35 | 94.91 | 6.20 | 0.94 | 6 |
| Working for my organisation allows me to express my compassion for others (compassion) | 9.90 | 11.06 | 79.04 | 5.36 | 1.37 | 6 |
| Taking care of others gives me a warm feeling inside (compassion) | 3.78 | 8.01 | 88.21 | 5.77 | 1.11 | 6 |
| Being someone who is caring and kind is an important part of who I am (internalised moral identity) | 1.60 | 3.20 | 95.20 | 6.23 | 0.95 | 6 |
| It is important to me that others know I am kind and compassionate (symbolic moral identity) | 9.02 | 13.97 | 77.00 | 5.39 | 1.35 | 6 |
| It is important to me that my kindness and compassion can inspire others (moral inspiration) | 4.51 | 9.75 | 85.74 | 5.74 | 1.20 | 6 |
| Being someone who works for my organisation is an important part of who I am (organisational identity importance) | 20.09 | 13.39 | 66.52 | 4.89 | 1.62 | 5 |
| Being someone who works for my organisation makes me feel good (organisational identity esteem) | 5.68 | 10.92 | 83.41 | 5.58 | 1.28 | 6.00 |
| I feel the public truly respects who I am as a professional fundraiser (fundraiser identity esteem) | 31.00 | 22.56 | 46.43 | 4.32 | 1.68 | 4.00 |
| I feel my organisation truly respects who I am as a professional fundraiser (fundraiser identity esteem) | 18.49 | 9.17 | 72.34 | 5.04 | 1.60 | 5.00 |
| I feel colleagues across my organisation truly respect who I am as a professional fundraiser (fundraiser identity esteem) | 15.57 | 12.66 | 71.76 | 5.08 | 1.45 | 5.00 |

True Self

Respondents were then asked to describe a recent instance at work where they felt what they were doing was a reflection of their true self (i.e. the deepest and most essential aspect of their being).

Five key themes emerged from our analysis. The dominant theme was stories with connection at their heart, so describing meaningful interactions with others (both colleagues and donors).

Other themes included:

- Helping others
- Securing a gift
- Seeing the impact their organisation makes
- Hearing their beneficiaries' stories and/or telling those stories for an appeal

Organisational Commitment

Finally, the questionnaire explored how committed respondents were to their current employer. We used a standard scale to measure organisational commitment (Sargeant and Jay, 2004).

As Table 18 indicates, respondents are generally not committed to their current employers. Only two statements attracted a moderate degree of agreement - firstly that they experienced an emotional attachment to their organisation and second, that the organisation had a great deal of personal meaning for them.

Table 18: Organisational Commitment

| Factor | % Disagree | % Neutral | % Agree | Mean | SD | Median |
|---|------------|-----------|---------|------|------|--------|
| I feel emotionally attached to this organisation | 14.97 | 9.12 | 75.90 | 5.18 | 1.60 | 6 |
| This organisation has a great deal of personal meaning for me | 19.97 | 13.60 | 66.44 | 4.98 | 1.71 | 5 |
| I would feel guilty if I left my organisation now | 33.39 | 8.43 | 58.18 | 4.37 | 1.98 | 5 |
| I would not leave my organisation now as I have a sense of obligation to people in it | 34.42 | 14.63 | 50.95 | 4.21 | 1.80 | 5 |
| I owe a great deal to my organisation | 32.70 | 23.58 | 43.72 | 4.14 | 1.68 | 4 |
| I would be very happy to spend the rest of my career with this organisation | 36.83 | 17.04 | 46.13 | 4.08 | 1.89 | 4 |
| I feel as if this organisation's problems are my own | 45.96 | 13.25 | 40.79 | 3.71 | 1.83 | 4 |
| I would like to leave my present employer | 59.04 | 13.60 | 27.37 | 3.07 | 1.95 | 2 |
| Under no circumstances will I voluntarily leave my present employer | 64.54 | 16.87 | 18.59 | 2.89 | 1.74 | 2 |
| I plan to leave my present employer as soon as possible | 70.74 | 11.02 | 18.24 | 2.55 | 1.83 | 2 |

In addition to their level of organisational commitment, respondents were asked about their future intentions.

46% of fundraisers indicated that they intended to leave their current employer within 2 years.

9% indicated that they planned to leave the field of fundraising/development within 2 years.

Inferential Analysis

We were then able to explore the degree to which all our study variables impacted three distinct dependent variables. Namely:

- 1) Organisational commitment;
- 2) Intention to leave current employer (within 2 years); and
- 3) Intention to leave the profession of fundraising within 2 years.

We began by exploring the links between organisational commitment and our study variables.

Organisational Commitment Analysis

We conducted a series of regression analysis with organisational commitment as the dependent variable.

A summary of our results for the charging and draining factors in our study are reported in Tables 19 and 20. We controlled for the impact of gender and age. Our analysis consistently indicated that younger people had lower organisational commitment and greater intentions to leave their employer. Gender was not significant.

Table 19: Charging Factors Associated with Organisational Commitment

| Ranked Factor | Interpretation |
|----------------------------------|--|
| Connectedness with the Cause (+) | The stronger the sense of connectedness with the cause, the stronger the sense of organisational commitment |
| Charged by salary (-) | The more respondents were charged by salary/benefits the lower their organisational commitment |
| Job security (+) | The more respondents were charged (or motivated) by job security the stronger their sense of organisational commitment |

Table 20: Draining Factors Associated with Organisational Commitment

| Ranked Factor | Interpretation |
|---------------------------------|---|
| Job Insecurity (+) | The more respondents were drained or demotivated by perceptions of job insecurity, the stronger their organizational commitment |
| Lack of Professional Growth (-) | The more respondents were drained or demotivated by a lack of professional growth the lower their organisational commitment |
| Lack of autonomy (-) | The more respondents were drained or demotivated by a lack of autonomy, the lower their organisational commitment |
| Lack of Board Support (-) | The more respondents were drained or demotivated by a lack of board support, the lower their organisational commitment |

There are a couple of points to note in these tables. Firstly, of all the items that we included in our survey only a handful were associated with reported levels of organisational commitment. We find no evidence that fundraisers are motivated by many of the factors that the literature had suggested they would be.

Secondly, with the notable exception of job security/insecurity, the factors that are associated with higher or lower organisational commitment are different. Feelings of being charged by connectedness appear associated with increased organisational commitment, while their absence appears not to demotivate. Similarly, charging perceptions of autonomy do not appear to increase organisational commitment, but its absence has the capacity to drain and is associated with lower levels of organisational commitment.

Third, it is interesting to note that those individuals who are charged by salary/benefits appear to have lower levels of organisational commitment, intending perhaps to find other jobs that could give them a better overall package.

Finally, the factors “lack of board support” and “lack of professional growth” are significantly associated with lower levels of organisational commitment.

We then examined the relationship between conflict and organisational commitment. Table 21 indicates that two forms of conflict are associated with higher/lower levels of organisational commitment; conflicts between required practices and what the profession of fundraising would deem to be best practice, and conflicts over the case for support.

Table 21: Conflict Factors Associated with Organisational Commitment

| Ranked Factor | Interpretation |
|--|--|
| Incidence of conflict over best practice (-) | The greater the frequency of conflicts arising between actions that are expected of respondents and what the profession of fundraising would deem to be best practice, the lower the organisational commitment |
| Incidence of conflicts over the case for support (-) | The greater the frequency of conflicts arising over the case for support, the lower the organisational commitment |

We then examined the role of identity factors in predicting organisational commitment. Table 22 highlights that many of our study factors are in play. Fundraisers who believe that who they are when working for their employer is important to their sense of self, or it contributes to their esteem, experience higher levels of organisational commitment. This is also the case for individuals who believe what they do every day is a reflection of the essence of who they are – their true self.

Perhaps what is most of interest in Table 22 is the role of need for cognition or problem solving. It would appear that individuals who enjoy thinking deeply about solving problems are significantly less loyal to their employers than those who do not. We might perhaps speculate that individuals with this need may ultimately find that they need to seek more complex problems or perhaps different challenges, elsewhere.

Table 22: Identity Factors Associated with Organisational Commitment

| Ranked Factor | Interpretation |
|--|--|
| Organisational Identity Importance (+) | The more respondents feel that being someone who works for their organisation is an important part of who they are, the stronger their organisational commitment |
| Organisational Identity Esteem (+) | The more respondents agree that being someone who works for their organisation feels good, the stronger their organisational commitment |
| True self (+) | The more that respondents feel that what they do every day is a reflection of their true self, the stronger their organisational commitment |
| Fundraiser Identity Esteem (+) | The more that respondents experience esteem associated with their profession, the stronger will be their organisational commitment |
| Need for cognition (-) | The stronger an individual's need for cognition, the lower will be their organisational commitment |

Finally, we examined the role of leadership. Table 23 indicates that two leadership styles are associated with organisational commitment. Staff working for either servant or transformational leaders will experience significantly higher levels of commitment.

Table 23: Leadership Factors Associated with Organisational Commitment

| Ranked Factor | Interpretation |
|-----------------------------|--|
| Servant Leadership | The more respondents believe they are led by someone with the characteristics of a servant leader the greater their organisational commitment |
| Transformational Leadership | The more respondents believe they are led by someone with the characteristics of a transformational leader the greater their organisational commitment |

Plans To Leave Current Employer Within Two Years

We then returned to our second dependent variable – intention to quit one's current employer with the next two years. Starting with charging factors, as previously, we find that only the factor “appreciation” was significant. The more respondents feel appreciated for the work that they do, the less likely they are to leave.

There were rather more draining factors in play.

Table 24 indicates that the more respondents felt drained by a lack of professional growth, or a lack of appreciation, the more likely they were to intend to leave their employer.

Table 24: Draining Factors Associated with Intention to Quit Employer

| Ranked Factor | Interpretation |
|---------------------------------|--|
| Lack of Professional Growth (+) | The more respondents were drained or demotivated by a lack of professional growth the more likely they were to intend to leave |
| Lack of Appreciation (+) | The more respondents feel unappreciated for the work that they do - the more likely they were to intend to leave |
| Job Insecurity (-) | The more respondents were drained or demotivated by perceptions of job insecurity, the more likely they are to want to stay. |

The incidence of three categories of conflict were also found to be significant. The results reported in Table 25, indicate that the presence of interpersonal conflicts with a line manager and work-related conflicts with other teams are associated with heightened attrition.

Interestingly, disagreements within the fundraising team, over how best to approach their fundraising has a positive influence on loyalty. Although counter-intuitive, this is a finding consistent with the extant literature. A degree of task conflict can heighten team performance and motivation and lessen the likelihood of “group-think” occurring.

Table 25: Conflict Factors Associated with Intention to Quit Employer

| Ranked Factor | Interpretation |
|--|---|
| Incidence of personal conflicts with a line manager or supervisor (+) | The greater the incidence of personal conflict with a line manager or supervisor the stronger the intention to quit |
| Incidence of work-related conflicts with other members of the team (-) | The greater the incidence of work-related conflicts with other members of the team, the lower the intention to quit |
| Incidence of work-related conflicts with other teams (+) | The greater the incidence of work-related conflicts with other teams, the stronger the intention to quit |

In Table 26 we explore the impact of our identity variables on intention to quit the employer. The reader will appreciate that the same factors were highlighted previously as impacting organisational commitment.

Table 26: Identity Factors Associated with Intention to Quit Employer

| Ranked Factor | Interpretation |
|--|---|
| Organisational Identity Importance (-) | The more respondents feel that being someone who works for their organisation is an important part of who they are, the lower their intention to quit |
| Organisational Identity Esteem (-) | The more respondents agree that being someone who works for their organisation feels good, the lower their intention to quit |
| True self (-) | The more that respondents feel that what they do every day is a reflection of their true self, the lower their intention to quit |
| Fundraiser Identity Esteem (-) | The more that respondents experience esteem associated with their profession, the lower their intention to quit |
| Need for cognition (+) | The stronger an individual's need for cognition, the higher their intention to quit |

In Table 27 we explore the impact of leadership style on intention to quit. Again, the results mirror those for organisational commitment. Servant and transformational leadership have significant relationships with future staff intentions

Table 27: Leadership Factors Associated with Intention to Quit Employer

| Ranked Factor | Interpretation |
|---------------------------------|---|
| Servant Leadership (-) | The more respondents believe they are led by someone with the characteristics of a servant leader, the lower their intention to quit |
| Transformational Leadership (-) | The more respondents believe they are led by someone with the characteristics of a transformational leader, the lower their intention to quit |

Intention To Quit Profession

Finally, we explore the factors associated with intention to leave the profession of fundraising within two years.

As we anticipated we found none of our charging factors were significantly associated with intention to quit the profession. As Table 28 indicates, however, there were a number of draining factors that had a significant impact. Perceptions of not being able to make a difference and of not being supported by one's Board are both associated with intention to quit the profession. So too, is the feeling that one is involved with repetitive tasks and thus that it may be time to look for different forms of work.

Table 28: Draining Factors Associated with Intention to Quit the Profession

| Ranked Factor | Interpretation |
|--|---|
| Job Insecurity (-) | The more respondents were drained or demotivated by perceptions of job insecurity, the more they were likely to want to stay |
| Board Support (+) | The more respondents were drained or demotivated by a lack of board support the more likely they were to intend to leave the profession |
| Repetitive Tasks (+) | The more respondents were drained or demotivated by repetitive work the more likely they were to intend to leave the profession |
| Perceptions of Not Making a Difference (+) | The more respondents were drained or demotivated by perceptions of not making a difference, the more likely they were to intend to leave the profession |

Only one category of conflict appeared associated with intention to leave the profession. The greater the incidence of personal conflict with a line manager or supervisor, the stronger the intention to quit. Although one could be working for very different leaders at different organisations, it is interesting the degree to which bad experiences of this nature can end someone's interest not only in working for a given employer but also in working in that capacity again for anyone else.

In respect of identity, only true self was found to be significantly associated with intention to leave the profession. The more that respondents feel that what they do every day is a reflection of their true self, the lower their intention to leave the profession.

Finally, our results indicate that individuals working for servant leaders are significantly less likely to indicate that they intend to quit the profession. Given the nature of servant leadership it is likely that this is because individuals experience a feeling of continued growth and development.

Conclusions

In this wide-ranging study, we have explored the impact of a set of motivating factors on fundraiser feelings of commitment to their employer and their intention to leave either that organisation or the profession as a whole within two years.

We found that levels of organisational commitment were low with mean scores generally in the ballpark of 4 in our 7-point scales indicating a level of ambivalence. The only significantly positive aspects of organisational commitment were related to the emotional attachment fundraisers felt towards their nonprofit and the personal meaning they found in the cause.

46% of fundraisers indicated that they intended to leave their current employer within 2 years and 9% indicated that they planned to leave the whole field of fundraising/development within 2 years.

So, with that being said, what makes fundraisers tick?

Consistent with anecdotal evidence we find that many fundraisers join the profession accidentally, or because they are driven by a desire to make a difference for a cause they are passionate about. Salary and the overall benefit package are much lower considerations, although they will become an issue in the selection of where individuals choose to be working next. Interestingly, our regression analysis revealed those that are motivated by salary/benefits are significantly less committed to their employer. Passion, emotional attachment, and a genuinely love for the cause appear key to loyalty and retention.

As we expected, moral identity is very much relevant to both people's sense of who they are and their sense of being a fundraiser. The highest frequency moral traits that people used to describe their moral identity are: caring, empathetic, hardworking and compassionate. The moral traits that are present in their sense of who they are, but not in their sense of being a fundraiser include: kind, friendly, loyal, honest and generous. The discrepancy between the two is interesting. We think it is important for us to reflect on why being a fundraiser can affirm aspects of a moral identity, but not others. What is it about the fundraising profession that diminishes the sense that people have about being a kind, loyal and honest person? It would also be interesting to reflect on the passion, creativity, drive, ambition, and curiosity that the fundraising profession provided people with the opportunity to fulfil.

Our list of key motivating factors is dominated by items that relate to well-being and notably, competence, autonomy, and connection. Aspects of work that deliver on these dimensions were regarded as 'charging' by participants. Notable here is the ability to be able to make a difference to a cause that they are passionate about. In aggregate this suggests that in looking to build fundraiser well-being, they should invest in staff relationships in much the same way that they

do for donors, taking time to determine the specific interests that fundraisers might have and who or what they might need to be connected to. Opportunities for enhancing individual well-being can then be highlighted and implemented.

Other notable charging factors were being treated with respect as a professional and receiving the support of colleagues in leadership or Board positions. There was a high level of agreement within our sample that these factors are important.

Although well-being variables were still highlighted in our analysis of factors with the capacity to drain or demotivate, it was interesting to note that there was much less agreement in the sample about what was important. Our data also suggests that it may be helpful to think about factors that motivate and factors that demotivate separately. Connectedness, for example, when present was a powerful motivator, but the lack of connectedness appears to have much less impact on feelings of demotivation or draining.

Noteworthy draining factors include perceptions of a lack of professional growth. Lack of autonomy and a lack of Board support. All were found in our regression analyses to be associated with lower organisational commitment. Lack of professional growth was also an indicator of intention to quit the employer. It therefore seems clear that to boost retention organisations need to do more to provide significant development opportunities. In general, as was highlighted in our initial review, professionals crave being allowed to develop within their chosen profession.

A related factor came through in our qualitative comments, where the lack of a career trajectory was flagged by a number of respondents. They could see individuals from other organisational functions being promoted to leadership positions, but there appeared to be no comparable route for them to do likewise. Many fundraisers appear to have to move on to move up.

Our data in respect of harassment and discrimination also make for depressing reading, given that 26.5% of our respondents indicated they had experienced one, or both, of these. Although shocking these figures are in line with the results of other recent surveys of fundraisers. Of the two, experiences of harassment are more common, with harassment from one's colleagues and peers being most common. Only around half of cases are reported, although it is worth noting that significantly fewer cases of abuse at the hands of more senior staff or donors are reported. It was clear from the associated comments that where more senior staff or donors were implicated, many organisations defaulted to inaction and failed to adequately support the fundraiser as they should. In aggregate, the voices in our study paint a grim picture of the lived experience of a quarter of our colleagues, friends, and peers. The impact of these experiences would cause considerable hurt and pain in any setting, but it stings particularly in a sector that is clearly the focus of so much sacrifice, passion, and love. To be treated with a modicum of decency, care, and respect feels like very little to ask in return.

In respect of conflicts, disagreements with others about how fundraising should be practiced and particularly in relation to the case for support, are the most common and both are linked to a decline in organisational commitment. It was interesting to note that disagreements within the fundraising team were perceived as healthy and heightened loyalty to the employer. When we examined intentions to leave – interpersonal conflicts with a leader and conflicts with other teams over how fundraising should be practiced, were highlighted as lowering loyalty.

Given the earlier findings of our literature review, we expected that the leadership styles practiced by one's line manager would be an issue in fundraiser retention and our data confirmed this hypothesis. Servant and transformational leaders are more likely to sustain and motivate their teams. It was also interesting to note that those working for servant leaders were significantly less likely to indicate that they were seeking to leave the profession. There is thus a clear need for nonprofits to invest in leadership training and development for managers/senior managers or those who are desiring of promotion to these positions. The quality of leadership was also found to be a huge factor in the qualitative comments supplied by our respondents.

Overall, our findings paint a picture of a profession passionate about driving change in our society. Passion rather than financial gain is at the root of what motivates and fundraisers will seemingly put up with a lot that is not right about a given job role while in service of that passion. In seeking to motivate and retain employers are therefore advised to think through the implications of what it means to be a professional fundraiser and the degree to which team members are presently treated as such. Is there a focus on well-being for this very particular type of person. Could strategies to retain be better aligned with a fundraiser's sense of true self and the morality at the core of that concept. Treating fundraisers the same as we might treat other categories of employee does not appear to be optimal. Some degree of tailoring will reduce turnover and the very real financial and relationship costs that are associated with that churn.

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Appendix 1: A Fundraiser Experiment

It seems clear from our survey that fundraisers see themselves both as professionals and as moral people. It is therefore instructive to explore how these two identities might interact. If one identity is challenged at work, might the second identity protect fundraisers from that challenge?

An experiment was set up to test this relationship and a total of 177 fundraisers participated in the study.

Step 1

At the outset of the experiment, we measured the moral identity of our participants. We captured data on both internalised moral identity and symbolic moral identity. The former is a measure of how important it is for an individual to be moral, while the latter is a measure of how important it is for them to be seen as moral, by others. We were able to measure these ideas with statements such as:

“Being someone who has these characteristics (e.g. kind, caring, honest) is an important part of who I am.” (Internalised moral identity)

“I am actively involved in activities that communicate to others that I have these characteristics.” (Symbolic moral identity)

We also captured data on how important it was to our respondents to be a professional fundraiser (professional identity importance).

Step 2

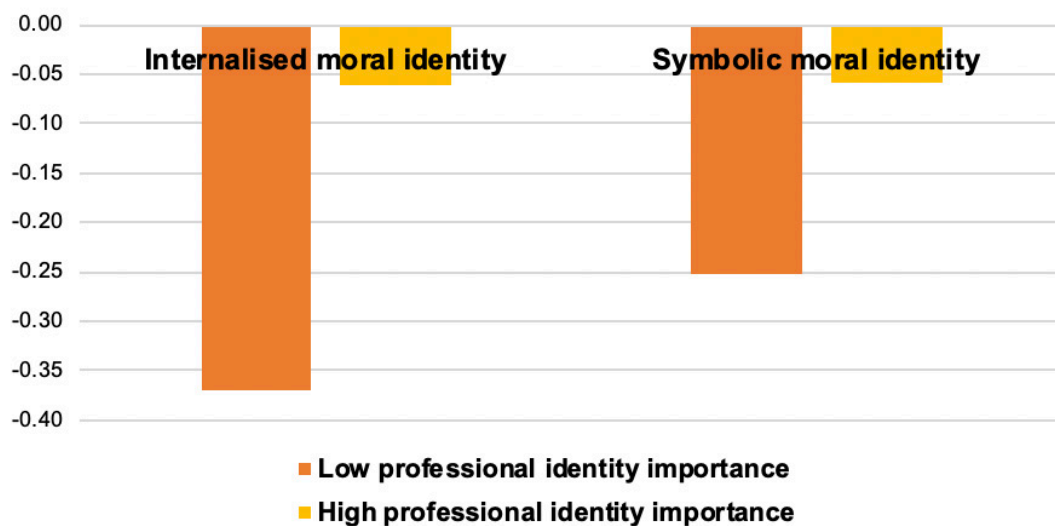
The next stage was to expose fundraisers to a series of moral dilemmas and ask them to indicate what they would do in each scenario.

Step 3

We then measured moral identity for a second time to see if exposure to these cases had impacted our participants. Critically, we were able to look at whether people were more or less hurt by exposure to the moral dilemmas depending on their level of professional identity importance. To keep things simple, we characterised professional identity importance as either high or low.

We didn't find any difference in symbolic moral identity. But, fundraisers with a high level of professional identity importance are able to shield themselves from the effects of moral decision making and protect their internalised moral identity ($p = .010$). It drops by only $(-.06)$ on our 9-point scale. For fundraisers experiencing lower professional identity importance, their internalised moral identity reduced by $(-.37)$. The detail of this result is reported in Figure 1 below.

Figure 1: Change in moral identity after responding to moral dilemmas



Appendix 2

The final methodology we adopted for this research was to develop a comparison of fundraising teams and service provision teams in two case-study organisations. We undertook that comparison against many of the criteria mapped out in the main body of our report. Essentially, we wanted to understand whether fundraisers were motivated any differently from service provision or program teams.

To address that issue we worked in partnership with two large nonprofits conducting a survey of both categories of teams. A total of 48 individuals participated in this analysis, 26 from the program side and 22 from fundraising.

Despite the small sample size we were able to detect some significant differences between the two groups. These are outlined below.

Why did you join your current employer?

Fundraisers are significantly more likely to join an organization because of an increase in salary, or because they wanted to work in a particular team. Participants could tick any motive that they felt applied.

Table 1: Motives for Joining Current Employer

| Motive | Fundraiser | Program |
|---|------------|-----------|
| Belief in the mission | 100% | 92% |
| I have a personal interest in the cause | 55% | 50% |
| I wanted to work with a particular team* | 23% | 4% |
| Increased salary* | 23% | 4% |
| More challenging role | 27% | 23% |
| Opportunity to enhance or diversify my skills | 50% | 50% |
| Greater autonomy/freedom | 18% | 15% |
| Better work/life balance | 27% | 27% |
| Greater opportunity for career growth | 45% | 35% |
| Greater opportunity for personal growth | 41% | 27% |
| Other | 23% | 15% |

*Significant difference at 0.05 level of significance

Charging Factors

The factors at work that charge each group were found to be remarkably similar. The small sample size, however, makes it difficult to be definitive. It is certainly possible that with a larger sample, some of the differences highlighted in blue (in the table below) may become statistically significant. It is thus possible that program teams are not “charged” by relationships with donors (or other partners). It is similarly possible that fundraisers might have a stronger need for professional development and variation in their work tasks.

Respondents were asked “to what extent do each of the following factors contribute to your motivation (or give you a feeling of being positively “charged”) at your organisation? Where 1 = Not at all and 7 = To a very great extent. The mean scores are provided in Table 2. We have bolded the only statistically significant difference we were able to detect, namely that program teams are less charged by relationships with donors and other partners. Given the small size of our sample, however, it will be harder to detect more “significant differences” between the two groups. It is possible that with a larger sample some of the differences highlighted in blue might become significant. It is interesting to note that three of the factors speak to fundraisers having a stronger need for achievement. They also seem marginally more likely to crave connection with the cause.

Table 2: Charging Factors At Work

| Factor | Fundraising Mean | Program Mean |
|---|------------------|--------------|
| Salary/Benefits | 4.45 | 4.42 |
| Feeling as though I have job security | 4.91 | 4.58 |
| Receiving constructive feedback from my line manager | 5.00 | 4.42 |
| Developing positive relationships with donors, partners, etc. | 5.86* | 4.12* |
| Feeling valued for the work that I do | 6.27 | 5.73 |
| Being given the necessary resources to achieve my targets | 5.73 | 5.54 |
| Feeling supported by senior management/the Board | 5.36 | 5.15 |
| Feeling trusted by senior management/the Board | 5.50 | 5.88 |
| Receiving appropriate professional development activities (e.g. conferences/training/education) | 4.73 | 4.23 |
| Feeling appreciated for the work that I do | 5.95 | 5.96 |
| Being respected as a professional | 6.00 | 6.04 |
| Experiencing growth as a professional | 5.50 | 5.38 |
| Feeling my voice is heard as a professional | 5.82 | 5.77 |
| Being treated fairly, relative to how staff in other teams are treated | 5.50 | 5.62 |
| Having positive relationships with other teams in the organization | 5.59 | 5.77 |
| Having my ideas for change given serious consideration | 5.50 | 5.31 |
| Achieving my individual work goals | 5.82 | 5.42 |
| Varied work | 5.00 | 5.04 |
| Achieving the goals for the conservation function as a whole | 5.91 | 5.77 |
| Being able to connect with the cause | 6.32 | 5.88 |
| Being part of a cohesive team | 5.91 | 5.50 |
| Being given autonomy in my area of work | 6.09 | 6.35 |
| Feeling as though I am making a difference to the cause | 6.09 | 6.35 |

* Significant difference at 0.05 level of significance

Draining Factors

Respondents were then asked to rate factors which they felt demotivated or drained them at work.

To what extent do each of the following factors demotivate you (or give you a feeling of being “drained”) at your organisation? Please indicate your response using the scale where 1 = Not at all (or not applicable) and 7 = To a very great extent.

As previously, we were only able to find one factor that rose to the level of a statistically significant difference. Members of the program team are significantly less likely to be drained by an inability to connect with donors. No surprises there. But given the exploratory nature of our work though, it seems reasonable to speculate about other factors that could rise to the level of significance if a larger sample were obtained. We have highlighted in blue factors that could reach this threshold with a larger sample. It is interesting to note, for example, that fundraisers can be more drained by an inability to connect with the cause than program team members. One might speculate that this is because they are further removed from the cause than program team members.

We also note that fundraisers are more likely to be drained by a lack of support and resources to meet work targets. Items that relate to treatment as professionals are also on the margin of significance, as is the item dealing with conflicts with other teams.

In aggregate while the factors that charge people do not appear to differ between the two groups, we provide some evidence that what drains people might vary between fundraiser and program team members. Further work with larger samples would be necessary to confirm this, but should that be the case, organizations might perhaps segment their approach to team management to take account of these differences.

Table 3: Draining Factors At Work

| Factor | Fundraising Mean | Program Mean |
|---|------------------|--------------|
| Repetitive work | 4.00 | 3.50 |
| I don't feel I have job security | 3.64 | 3.35 |
| Not experiencing growth as a professional | 4.09 | 4.38 |
| Not feeling supported by senior management/the Board | 4.86 | 4.35 |
| Feeling undervalued for the work that you do | 4.68 | 4.77 |
| Not feeling trusted by senior management/the Board | 4.55 | 4.19 |
| Not being able to form positive relationships at work | 4.41 | 3.69 |
| Feeling unappreciated for the work that you do | 4.55 | 4.38 |
| Being unable to meet your personal work targets | 4.50 | 4.15 |
| Not being given the resources to allow you to meet your personal work targets | 4.82 | 4.23 |
| Being unable to meet the goals for the development team as a whole | 4.00 | 4.19 |
| Lack of autonomy in your area of work | 4.36 | 4.27 |
| Not being able to connect satisfactorily with the cause | 4.36 | 3.85 |
| Having my ideas for change ignored | 4.36 | 4.35 |
| Not receiving feedback from my supervisor | 4.18 | 4.23 |
| Not being respected as a professional | 4.68 | 4.19 |
| Being treated unfairly, relative to how staff in other teams are treated | 4.64 | 4.31 |
| Salary/Benefits | 4.45 | 4.58 |
| Unrealistic expectations of senior management/the Board | 4.41 | 3.88 |
| Focus on short term metrics | 4.45 | 3.85 |
| Staff turnover in the team | 4.23 | 4.65 |
| Arguments/conflicts with other teams in the organization | 4.18 | 3.77 |
| Lack of opportunities for training/professional development | 4.59 | 4.12 |
| Feeling my voice has not been heard as a professional | 4.45 | 4.12 |
| Not being able to connect with our donors | 4.09* | 3.08* |
| Feeling that I am not making a difference to the cause | 4.32 | 3.88 |

* Significant difference at 0.1 level of significance

Organisational Commitment

Some differences emerged between the two groups in the domain of organisational commitment. Fundraisers were significantly more likely to indicate that they would be very happy to spend the rest of their career with the focal organisation. They were also significantly more likely to say that they were “emotionally attached” to the organisation

Fundraising Messaging

Respondents were also asked about their organisation's current approach to fundraising and how satisfied they were with the current messaging or case for support. They were asked to use a scale where 1= Very dissatisfied and 7 = Very satisfied. The fundraising mean was 5.6 and the program team mean 4.9 indicating that the fundraising team was more satisfied with current messaging. The difference did not rise to the level of statistical significance, but the recorded difference is noteworthy.

Fundraising Case for Support

We then asked each group to focus on the fundraising case for support and to outline the top 3 criteria that they felt should be met in order to gain approval for use. As an illustration of this analysis we present the results from one of our case study organisations below. The selected organisation works in the domain of international development.

The key criteria the fundraising team felt were important are summarised in three columns below

Table 4: Fundraising Perspectives

| | | |
|--|--|--|
| Storytelling from the perspective of the constituency | Photos that convey hope and resilience | Balance between emotion and impact |
| Fact based | Simple | Storytelling of one case |
| Convey impact of gift given | Tells the truth | Keep it simple |
| Making donors feel included & important | Impact messages that elicit emotions | Storytelling that shows need and results |
| Strong emotional connection | Authentic | Results driven |
| Strongly emotional AND fact-based and rational | Storytelling of specific cases bolstered by aggregate presentation of key statistics | Connecting the dots of how their support leads to verifiable significant change |
| Telling specific stories/ cases | Emotional | Positive |
| Storytelling of the need and the gap/problem that can be filled/solved by the philanthropic investment | Objective facts demonstrating the context in which the need/ problem exist | Story or message of the impact of the solution when the problem was/is successfully solved |
| Story telling | Strongly emotional | Positive in tone |
| Emotional/connects with audience values/the truth told well | Gives agency to project participants | Helps form the narrative about our(communities)in a more positive light |

The fundraising team were then asked what they felt the program team would say was important. The key themes that emerged here are summarised below. It seems clear that fundraisers see program teams as fact, statistic, and detail oriented. They also endow them with a longer-term and values based perspective.

Table 5: What Fundraisers Believe the Program Perspective Would Be

| | | |
|---|--|---|
| Effective storytelling | Stories of hope and resilience | Stories that show donor impact |
| Fact based | Detailed messaging | Positive |
| Use messaging that has shown to raise the most money | Are we telling the truth? | Fact based |
| Demonstrates how we have been successful | Uses statistics to show impact | Demonstrates collaborative problem solving |
| Demonstrates our programmatic expertise | Educational | Highlighting the injustices faced by too many people in the world |
| Showing how support leads to verifiable significant change | Highlight the difference their work is making in quantifiable layman's terms | Long-term accomplishments |
| Statistics | Fact based | Detailed information |
| Telling the story of the context in which the problem exists in the first place | Telling the story of how the problem could be solved | Demonstrating the proficiency in which the program team works and why our team is best positioned to bring about the solution |
| Story telling | Positive in tone | Simple messaging |
| Truthful storytelling | Ethical storytelling | Impact reports |
| Success of program | Fact Based | Goals of the program |
| Gives agency to project participants | Never uses sad/scary images | Never implies donors are white saviors |

Below we summarise what program team members believed were essential criteria for fundraising messaging to meet. What is fascinating here is that program team members outline many of the same criteria mapped out by their fundraising peers. Their views are not dominated by statistics as the fundraising team had predicted.

Table 6: Program Team Perspectives

| | | |
|--|---|--|
| Fact based | Simple messaging | Emotional |
| Authentic (not misconstruing the truth for the sake of a sad story, not presenting the project participants as weaker than they are or helpless objects) | Empowering (not depressing, lead donors to feel change is possible and project participants are strong and capable of being successful) | Emotional (powerful and eliciting emotion to make donors feel the need to take action) |
| Honesty | Story telling | Emotional |
| Not using exploitative imagery or language | Hope not fear | Sympathy/empathy not pity |
| Storytelling | Resonation and connection | Simple, emotion |
| Emotion + fact-based intervention | Simple + detailed | Programs vs. individual stories |
| Donor first/donor connectedness | Simple, focused messaging | Highly emotional |
| Use of emotions | Honesty | Warmth |

Finally the program team was asked to describe what they felt the fundraising team would say was important. The detail of that analysis is presented below. What emerges here is a strong sense of the fundraising team wanting to tell emotional stories and sometimes stories that involve negative emotions. It is worth noting, as we have seen above, that this is not in alignment with how fundraisers see the optimal approach.

Table 7: What Program Teams Believe the Fundraising Perspective Would Be

| | | |
|--|---|---|
| Fact based | Simple messaging | Emotional |
| Emotional (regardless of how negative the emotions are or how it portrays the project participant) | Simple (quick and easy to understand, usually involves dumbing down the problem). | Evergreen - they like stories they can recycle over years without updating context for donors |
| Story telling | Emotional | Sadness |
| Strongly emotional | Storytelling | Using fear and sadness |
| Connection | Storytelling | Emotion |
| Emotion only | Simple only | Focus on individual and their story (i.e. Paulina) vs. systemic change |
| Donor centric messaging | Best practice tactics | Highly emotional |
| Simple messaging | Use of Emotions | Storytelling |

Identity and Wellbeing

We were also able to undertake comparisons between the two groups in respect of their identities and well-being. Table 4 summarises that analysis with three significant differences emerging. Fundraisers are significantly more likely to indicate that their role allows them to express their compassion for others. They are also more likely to indicate a deep sense of connection with both beneficiaries and donors. The statements highlighted in blue may reach significance with a larger sample and it is therefore possible that fundraisers may experience a higher level of organisational identity esteem than their program counterparts.

Table 8: Identity Comparisons

| Category | Fundraising Mean | Program Mean |
|---|------------------|--------------|
| I feel what I do every day is a reflection of my true self | 5.32 | 5.12 |
| Working for my organization allows me to express my compassion for others | 5.91* | 5.00* |
| Taking care of others gives me a warm feeling inside | 5.86 | 6.23 |
| I really enjoy a task that involves coming up with new solutions to problems | 6.05 | 6.04 |
| Being someone who works for my organization is an important part of who I am | 5.73 | 5.27 |
| Being someone who works for my organization makes me feel good | 6.18 | 5.73 |
| I experience a deep sense of connection with our beneficiaries | 5.09* | 3.96* |
| I experience a deep sense of connection with our donors | 5.18* | 3.65* |
| I feel as though the actions I take every day at work make a real difference to the cause | 5.50 | 5.27 |
| I feel like I have a high degree of autonomy at work | 6.05 | 6.08 |

*Significant difference at 0.05 level of significance

Values

Finally, we looked for differences between the two groups in respect of espoused values. They were asked to rate the importance of the following values as life-guiding principles for them, using a scale where 1 indicates that the value is not at all important and 7 indicates that the value is of supreme importance.

Table 5 contains the details of our analysis. While no statistically significant differences could be discerned, two results are highlighted as interesting. It is possible that fundraisers have a higher need for achievement than their program counterparts and see themselves as more benevolent. It is important to recognise that further work with larger samples would be necessary to confirm this hypothesis.

Table 9: Values Comparisons

| Category | Fundraising Mean | Program Mean |
|---|------------------|--------------|
| Power (social power, authority, wealth) | 2.74 | 2.58 |
| Achievement (success, capability, ambition, influence on people/events) | 4.50 | 4.12 |
| Hedonism (gratification of desires, enjoyment in life, self-indulgence) | 3.09 | 2.92 |
| Stimulation (daring, a varied and challenging life, excitement in life) | 4.41 | 4.08 |
| Self-Direction (creativity, freedom, curiosity, independence, choosing one's own goals) | 5.36 | 5.23 |
| Universalism (broad mindedness, beauty of nature/arts, social justice, a world at peace, equality, wisdom, unity with nature) | 5.91 | 5.58 |
| Benevolence (helpfulness, honesty, forgiveness, loyalty, responsibility) | 6.23 | 5.69 |
| Tradition (respect for tradition, humbleness, accepting one's portion in life) | 3.19 | 3.56 |
| Conformity (obedience, honouring family and elders, self-discipline, politeness) | 3.24 | 3.21 |
| Security (national security, family security, social order, reciprocation of favors) | 3.86 | 3.81 |

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