

“Cultural Consulting Project Report”

(Northeastern University et al., 2022a).

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Executive Summary

To determine the best way for Fashion Revolution Turkey to implement a volunteer management lifecycle/journey/road map, Monty Puaar and Lauren Rekhson have created a project scope through research: “*the project scope is centered on the question as to how can Fashion Revolution narrow-down the “[best journey/road map for a new volunteer in the movement?](#)” as they are [planning to create one this year](#)”* (Northeastern University et al., 2022[c]; I. Cosdan, personal communication, May 31, 2022). In terms of the project scope, Irem stated in the initial Zoom meeting that Fashion Revolution Turkey doesn’t “*have a volunteer journey map, which [they] feel is really necessary [for them and they are] planning to create one this year*” (I. Cosdan, personal communication, May 31, 2022)” (as cited in Puaar, 2022a). Included in this research, is the cultural field in which the people related aspect included both (1) Irem/sponsor/recruiter (2) students within non-profit organizations across Turkey. Also, the research includes internal/external key stakeholders. The key internal stakeholders consist of (1) the sponsor/recruiter; (2) internal team leads; and (3) internal teams. Whereas the key external stakeholders consist of: (1) Students (University and High School) and (2) volunteers from the applicant population (Puaar, & Rekhson, 2022). The external stakeholders include high school and university students this is the group targeted in the research. For Fashion Revolution Turkey to create a larger talent pool of volunteers targeting, “*students (high school and university); and other volunteers targeted by Fashion Revolution Turkey from the overall “applicant population” (excluding students) were selected because Fashion Revolution Turkey needs a constant supply of such contingent workers/volunteers in order to continue working on meetings its intended [mission](#)³ and [vision](#)⁴ for the non-profit/charity (Indeed Editorial Team, 2021c; Google, & Fashion Revolution Foundation, n.d.; Fashion Revolution Foundation, n.d.b)*. This will allow Fashion Revolution the opportunity to recruit more volunteers within a larger and more diversified population.

Other pertinent research includes a needs and gap analysis including the employee value proposition (EVP) analysis, double diamond strategy model, and PESTEL analysis. These frameworks helped establish the needs and gaps that exist with volunteers. Other research included a Gaps and Solutions section including, human, operational, and financial gaps (Abramson, & Moran, 2018, p. 344). Moreover, the main finding as it pertains to Turkey’s volunteerism issue is that there does not appear to be a structured HR process in place at Fashion Revolution Turkey. In order to close such gaps, the information gaps that must be addressed are (1) the lack of information on how to apply for roles using the non-profit/charity’s social media channels; (2) need for the sponsor/recruiter to rewrite the volunteer section on the general website as it pushes audience members away and (3) clear job descriptions that explicitly states the duties to be performed by volunteers.

Whereas, the overall recommendations are (a) a proposed volunteer road/journey map; (b) to address information gaps; and (c) to invest resources (i.e. human and time) in other recruitment channels. Moreover, the volunteer road/journey map (also called the “*volunteer management lifecycle*”) includes the following processes: (1) “*planning stage;*” (2) “*recruitment;*” (3) “*selection*” (I.e. “*screening to assess capability*”); (4) “*placement in the suitable role;*” (5) orientation and onboarding; (6) “*training;*” (7) “*motivating;*” (8) “*supporting;*” (9) “*recognising;*” (10) “*assessing the performance;*” and (11) “*rewarding*” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022). Moreover, the

volunteer management lifecycle dissects each aspect of the recruiting process and the HR processes needed to achieve the volunteerism problem. This is because at status quo, Fashion Revolution does not have a *best journey/road map for a new volunteer in the movement*. As a result, the proposed structure for the volunteer road/journey map (also called the “*volunteer management lifecycle*”) will be helpful to Fashion Revolution Turkey as it will provide a guideline on what needs to be included in the roadmap (Tiltay, & Islek, 2019, p. 198). The processes stated in Exhibit 12 can be used to provide guidance on what needs to be done as far as the overall roadmap is concerned. On the other hand, a way to incentivise volunteers to stay is the certificate of completion. This is one way in which the non-profit/charity can create programs to begin thinking of different ways to retain talent/volunteers for more than a few days as it would serve to incentivise some volunteers in a manner similar to a point system to meet the required volunteer hours plus ability demonstration requirement to earn such certificates. Once the volunteer has met the skill blocks as stated in the “*assessing the performance*,” the sponsor/recruiter can offer the respective volunteer with a PDF version of the certificate (Tiltay, & Islek, 2019, p. 198). Lastly, it’s important to provide prospective volunteers who wish to undergo the training program with a PDF of the skill blocks to better promote transparency, and open communication between Fashion Revolution Turkey and volunteers, while providing clear communication to volunteers how they will be assessed for the training/certificate program.

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“Overview of Project Strategy” (Northeastern University et al., 2022a).

As stated in the [syllabus](#), the project strategy for the “*cultural consulting project*” entails answering the question as to “*what is the best journey/road map for a new volunteer in the movement?*” given the fact that (1) the sponsor/recruiter felt that it’s “*really necessary*” for Fashion Revolution Turkey to “*create one this year*,” (2) the non-profit/charity only has an informal processes in place as far as the processes taken in the completely arbitrary/unplanned volunteer lifecycle/journey map and (3) it ties back to the project scope and cultural field (I. Cosdan, personal communication, May 31, 2022; Northeastern University et al., 2022c). As shown in Exhibit 1, the downside of the lack of explicitly stated volunteer road/journey map is that the national culture in Turkey has a relatively high degree of “*uncertainty avoidance*,” with the need of the people from such national cultures being on “*a need for rules, formalization, and structure*” (Abramson, & Moran, 2018, p. 387). In terms of strategy creation, the proposed strategy is the identification of the best way to go about structuring the volunteer road/journey map must ultimately align with the mission,¹ and vision² of the non-profit/charity (Northeastern University et al., 2022b, p. 1; Northeastern University et al., 2022c). The volunteer road/journey map (also called “*volunteer management lifecycle*”) (Tiltay, & Islek, 2019, p. 198). In terms of the “*project strategy*” creation stage pertaining to the volunteer road/journey map/ “*volunteer management lifecycle*,” it includes the following steps: (1) “*planning stage*,” (2) “*recruitment*,” (3) selection (I.e. “*screening to assess capability*”); (4) “*placement in the suitable role*,” (5) orientation and onboarding; (6) “*training*,” (7) “*motivating*,” (8) “*supporting*,” (9) “*recognising*,” (10) “*assessing the performance*,” and (11) “*rewarding*” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

Project Scope

As stated in the stakeholder analysis, “*the project scope is centered on the question as to how can Fashion Revolution narrow-down the “best journey/road map for a new volunteer in the movement?” as they are planning to create one this year*” (Northeastern University et al., 2022[c]; I. Cosdan, personal communication, May 31, 2022). In terms of the project scope, Irem stated in the initial Zoom meeting that Fashion Revolution Turkey doesn’t “*have a volunteer journey map, which [they] feel is really necessary [for them and they are] planning to create one this year*” (I. Cosdan, personal communication, May 31, 2022)” (as cited in Puaar, 2022a).

Cultural Field

As previously stated in the “*cultural strategy research analysis*,” “*the cultural field is recruiters (HR function) plus a preference for students within non-profit organizations across Turkey (i.e. national level)*” (Puaar, 2022b).

¹ Fashion Revolution Turkey’s mission is “*through advocacy education, partnerships and events, we aim to transform the textile production and consumption in Turkey and improve the environmental and social impacts of the industry*” (Northeastern University et al., 2022b, p. 1).

² “*A sustainable fashion ecosystem in Turkey that values planet and people over growth and profit*” (Northeastern University et al., 2022b p. 1).

“Key Stakeholder Analysis” (Northeastern University et al., 2022a).

As stated in the [teams comprehensive stakeholder analysis \(Exhibit 2\)](#), Fashion Revolution Turkey has 15 stakeholders (internal and external) of which 5 are internal and 10 are external (Puaar, & Rekhson, 2022; Puaar, 2022a; Rekhson, 2022b). However, considering that the project scope is centered around the volunteer road/journey map and the cultural field is on recruiters plus community members (preference for students), both were included (Puaar, 2022b). Whereas, the key internal stakeholders are: (1) the sponsor/recruiter; (2) internal team leads; and (3) internal teams. Whereas, the key external stakeholders are (1) Students (University and High School) and (2) volunteers from the applicant population (Puaar, & Rekhson, 2022).

The external stakeholders include high school and university students this is the group targeted in the research. For Fashion Revolution Turkey to create a larger talent pool of volunteers targeting, “students (high school and university); and other volunteers targeted by Fashion Revolution Turkey from the overall “applicant population” (excluding students) were selected because Fashion Revolution Turkey needs a constant supply of such contingent workers/volunteers in order to continue working on meetings its intended mission³ and vision⁴ for the non-profit/charity (Indeed Editorial Team, 2021c; Google, & Fashion Revolution Foundation, n.d.; Fashion Revolution Foundation, n.d.b). This will allow Fashion Revolution the opportunity to recruit more volunteers within a larger and more diversified population. The stakeholders were grouped in accordance to level of participation as well as how they will impact the project scope. As stated in the stakeholder analysis, “the project scope is centered on the question as to how can Fashion Revolution narrow-down the “[best journey/road map for a new volunteer in the movement?](#)” as they are [planning to create one this year](#)” (Northeastern University et al., 2022[c]; I. Cosdan, personal communication, May 31, 2022). The research conducted will enable Irem the Country Coordinator of Turkey, to utilize such research in order to target volunteers, and through the journey/road map in which such targeted key stakeholders have been identified, they will have a vested interest in the non-profit/charity. Such research helped map out the stakeholder’s importance and impact on the project and the proposed solutions and recommendations. As in this case, “the five key stakeholders selected “based on the scope of the project” includes three internal stakeholders and two external stakeholders; but there are two conditional external stakeholders that could be impacted by the project scope as highlighted below:

1. **“Organizational Stakeholders” (Internal):** (1) Irem (I.e. sponsor/“country coordinator”/recruiter; “(2) internal team leads; and (3) internal teams (broad scope) (I. Cosdan, personal communication, May 31, 2022)” (as cited in Puaar, 2022a; Carpenter, & Sanders, 2007, p. 48).
2. **“Product-market stakeholders:” (External):** “(1) students (high school and university); and (2) other volunteers targeted by Fashion Revolution Turkey from the overall “applicant population” (excluding students) (Indeed Editorial Team, 2021c)” (as cited in Puaar, 2022a; Carpenter, & Sanders, 2007, p. 48).

When determining the responsibilities of all stakeholders, research indicates the importance of a structured and organized recruitment process consisting of a “volunteer management lifecycle” (Tiltay, & Islek, 2019, p. 198) which, includes the following processes: (1) “planning stage;” (2) “recruitment;” (3) “selection” (I.e. “screening to assess capability”); (4) “placement in the suitable role;” (5) orientation and onboarding; (6) “training;” (7) “motivating;” (8) “supporting;”

(9) "recognising;" (10) "assessing the performance;" and (11) "rewarding" (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

[Nevertheless, a comprehensive list of all of the internal and external stakeholders can be found in Exhibit 2](#) (Puaar, & Rekhson, 2022; Puaar, 2022a; Rekhson, 2022b).

Why Stakeholders Were Selected

Internal Stakeholders

Considering that the cultural field included (1) Irem/sponsor/recruiter (I.e. "definitive stakeholder") and (2) community members (I.e. preference for students); both were included in the [stakeholder analysis \(Exhibit 2\)](#) (Mitchell et al., 1997, p. 874; Puaar, 2022a; Rekhson, 2022b; Puaar, & Rekhson, 2022). On the other hand, the existing team leads, and team members were included because the sponsor who is a volunteer herself, includes other "organizational stakeholders" within the decision-making process for the non-profit/charity as far as the "local goals" for the "country office" are concerned (I. Cosdan, personal communication, May 31, 2022; Carpenter, & Sanders, 2007, p. 48). This is because of the "adhocratic/innovative organizational culture in place" plus Fashion Revolution Turkey's long-term goal associated with transparency; even if they would each be classified as a "discretionary stakeholder" (I.e. legitimacy stems from Turkey's collectivistic/groupism-based culture) (Puaar, 2022a; Mitchell et al., 1997, p. 869-874; Hofstede Insights, 2022; Northeastern University et al., 2022b, p. 2; Cameron, & Quinn, 2011). Nevertheless, the cultural attributes of each stakeholder are included within the teams attached [completed stakeholder analysis \(Exhibit 2\)](#) (Puaar, & Rekhson, 2022; Puaar, 2022a; Rekhson, 2022b).

External Stakeholders

"In terms of the external stakeholders (i.e. "product-market stakeholders"), students (high school and university); and other volunteers targeted by Fashion Revolution Turkey from the overall "applicant population" (excluding students) were selected because Fashion Revolution Turkey needs a constant supply of such contingent workers/volunteers in order to continue working on meetings its intended mission³ and vision⁴ for the non-profit/charity (Indeed Editorial Team, 2021c; Google, & Fashion Revolution Foundation, n.d.; Fashion Revolution Foundation, n.d.b). Moreover, given that Fashion Revolution Turkey's volunteer breakdown equates to 50% students and 50% others from the industry and others from the overall "applicant population," it means that these are the volunteers who will directly go through the processes outlined within the volunteer road/journey map (i.e. project scope) that's recommended to the non-profit/charity (I. Cosdan, personal communication, May 31, 2022; Indeed Editorial Team, 2021c)" (as cited in Puaar, 2022a). Nevertheless, the cultural attributes of each stakeholder are included within the teams [fully completed stakeholder analysis \(Exhibit 2\)](#) (Puaar, & Rekhson, 2022; Puaar, 2022a; Rekhson, 2022b).

³ Mission is "to spread awareness of sustainable fashion/textile by sharing knowledge and experience, [and] to improve the environmental and social impacts of the sector by transforming [the industry's] production and consumption patterns" (Google, & Fashion Revolution Foundation, n.d.).

⁴ Vision for the future entails "a global fashion industry that conserves and restores the environment and values people over growth and profit" (Fashion Revolution Foundation, n.d.b).

“Needs and Gap Analysis” (Northeastern University et al., 2022a).

Employee Value Proposition (EVP) Analysis

In HR, an EVP analysis is a common analysis that is used to examine the value that organizational members receive from an organization, which tends to be a crucial means of retaining talent. Moreover, an EVP analysis consists of 5 sections those being: (1) compensation/rewards; (2) benefits; (3) career or professional development; (4) work environment; and (5) culture (TalentLyft, 2022; Jouany, 2022; Betterteam, 2022).

As shown through Exhibit 3, at status quo, there is no EVP offered to volunteers, as such, there are gaps in all five areas of the EVP analysis. In terms of the project strategy and scope (I.e. volunteer roadmap), this could impact the effectiveness of the proposed recruitment channels as employed in Exhibit 1, especially since in terms of the gap, *“the only real value that volunteers receive from volunteering at Fashion Revolution Turkey is the ability to add short-term experience onto their resume, as there's no other real value/incentives/"rewards" offered to volunteers in terms of the non-profit/charity's attractiveness (TalentLyft, 2022; Jouany, 2022; Betterteam, 2022; Boz & Palaz, 2007, p. 648-645)”* (as cited in Puaar, & Rekhson, 2022). Moreover, this gap can be seen through (i) volunteers typically only staying for a few days (I.e. excessive turnover); and (ii) really low engagement rate at status quo of Instagram at *“2.49%”* with the non-profit's *“3,028”* followers (I. Cosdan, personal communication, May 31, 2022; HypeAuditor, n.d.; Instagram from Meta, 2022). On the other hand, in order to engage volunteers fashion Revolution should focus on the internal components needed to succession volunteers long term. Since fashion revolution is a non-profit charity and pay is not an option. The benefits and incentives can be for volunteers to earn a certification of completion for donating their time. This will increase volunteer satisfaction and create more volunteer retention for fashion Revolution turkey. This can be applied to the social exchange theory and the expectancy theory as volunteers will be motivated and will receive a certification of completion.

Proposed Solution

At status quo, the key proposed solution is to provide professional development opportunities such as a completely optional Certificate of Completion-based benefit/incentive that also serves as a training/development plus retention-based program for volunteers (student or applicant population) within the overall volunteer roadmap. Because Turkey’s national culture values *“collectivism”/groupism*, the training of volunteers can include *“group-training sessions... delivered in a lecture-style format,”* while ensuring that trainees/student volunteers (i.e. cultural field) don’t face the *“fear of losing face in front of the group”* which can stem from *“role playing”* related training methods (Aperian Global, 2022c; Northeastern University et al., 2022a; Hofstede Insights, 2022). However, the training of new volunteers via training obtained through the trainer (I.e. sponsor/Irem/recruiter) will only be successful if the sponsor receives some form of training or guidance on how to create the volunteer road/journey map (I.e. project scope). In terms of *“real world evidence,”* *“train-the-trainer”*⁵ appears to be a viable means of developing leaders in general within Turkey, as shown through its use by two Turkish organizations those

⁵ Train-the-trainer refers to *“training programs that teach subject-matter experts how to design and deliver training programs”* (Saks, & Haccoun, 2016, p. 272).

being “*Green Crescent*” and “*Genç Gönüllüler Derneği*” (Green Crescent, 2020; Genç Gönüllüler Derneği, 2016; Saks, & Haccoun, 2016, p. 272).

Nevertheless, the solutions are as follows:

1. Compensation: N/A volunteer positions are unpaid
2. Benefits: Incentivize Earn a certificate of completion as a reward for volunteers.
3. Career/Professional Development: Advertise different benefits offered to students' English proficiency.
4. Work Environment: Transparency to promote engagement and satisfaction.
5. Cultures: Seek talent through formal processes such as social media metrics to track social media engagement metrics plus HR metrics as a means of testing the existing recruitment channels in place (i.e., website, Instagram, and Facebook) (Fashion Revolution n.d; Instagram from Meta, 2022; Meta, 2022). HR metrics can be simple such as the use of a sourcing and channel effectiveness metric.

“Double Diamond Strategy Model” (Abramson, & Moran, 2018, p. 335).

As mentioned in the Needs and Gap Analysis Storyboard, “*a serious issue is the lack of a strategy in terms of how the non-profit goes about the strategy creation and execution processes given the general lack of processes in the volunteer management cycle (Abramson, & Moran, 2018, p. 335; Tiltay, & Islek, 2019, p. 198)*” (as cited in Puaar, & Rekhson, 2022). The double diamond model provides an internal and external analysis as far as the project scope (volunteer journey/road map) is concerned. The key internal factors that must be considered as far as the volunteer road/journey map are the mission, vision, transnational strategy, and the resources; whereas some of the key external factors that could impact the different recruitment channels to increase the flow of student volunteers as part of the volunteer road map were stated in the environmental segment.

Gaps and Solutions

As shown in Exhibit 7, the key gaps consist of (i) the need to focus on the people aspect of the vision (I.e. vision); (ii) consider using additional recruitment channels (I.e. technological environment); (iii) needs a clear volunteer road/journey map-related strategy (I.e. strategy); (iv) need a clear system/procedure for the volunteer roadmap (I.e. organization); (v) leadership and (vi) resources (Northeastern University et al., 2022b, p. 1; Abramson, & Moran, 2018, p. 335). Whereas, the proposed solutions as stated in Exhibit 7 are (i) develop people by employing skill block-based training program (I.e. vision); (ii) use additional recruitment channels (I.e. technological environment); (iii) recruitment channels can be improved through measurement, increase in channels and clear communication on how volunteers such as students can apply (I.e. technological environment); (iv) needs clear processes for the overall volunteer road/journey map (I.e. organization); (v) increase recruitment channels (I.e. leadership); and the need for a list of resources as outlined in Exhibit 7.

PESTEL

As shown through the PESTEL analysis (I.e. political), it's possible that one of the reasons as to why Fashion Revolution Turkey struggles to find male volunteers is because of mandatory military conscription of male citizens between the ages of “20 - 41 years” old by the Turkish government, which means that the vast majority of persons from the overall applicant population are likely to be females (Burak Sansal, 1990-2021; Government of Netherlands, n.d.). This mandatory conscription of men into the Turkish military by the Turkish government can significantly decrease the supply of available male volunteers at Fashion Revolution Turkey; as is the case at status quo, whereby the non-profit/charity is primary female dominated. This is especially true since “*Turkey has a male-dominated culture... [and] society generally believes that biological sex should determine the roles of members in homes, business organizations, and communities;*” hence, it may extend to national views on military service being a typical male-oriented gender role (Gannon, & Pillai, 2016, p. 341).

On the other hand, as far as the technological environment is concerned, there are a high number of available plus “*untapped recruitment channels... left unused by the non-profit/charity (I.e., job boards, University recruitment, LinkedIn and etc.) (Moore, 2017; Aperian Global, 2022i; LinkedIn Corporation, 2022)*” (as cited in Puaar, & Rekhson, 2022). Moreover, in terms of legality, given the fact that Turkey’s “*Labour Code and labour law principles do not define specific categories of workers*” it becomes crucial for the sponsor to verify with the lawyer with regards to how volunteers would be classified as it could affect pre-due diligence factors within the “*planning stage*” of the Volunteer journey/road map as stated in the recommendations section below (Ucer, Ergin, & Herguner Bilgen Ozeke Attorney Partnership, 2022; Tiltay, & Islek, 2019, p. 198).

Other than the political factor, key technological and legal gaps stated above, the other gaps as shown through Exhibit 7 include: (i) the need to post jobs online in a formal/structured format; and (ii) a need to train volunteers who join any internal team or become a team lead such on social media content team to be properly trained. Whereas, the proposed solutions as stated in Exhibit 7 are (i) list incentives on job advertisements/recruitment channels and (ii) the sponsor/recruiter is to provide Team members and team leads with training.

Key issues Impacting Volunteerism

Based on the research (Exhibit 5), we identified three key issues that’s impacting volunteerism such as (1) mandatory Military conscription for men; hyperinflation/economic crisis and Jobs need to posted in a formal/structured format plus volunteers need to be properly trained for internal team lead volunteer positions. The military conscription and economic factors as outlined within the PESTEL analysis are outside of Fashion Revolution Turkey’s control, however, in terms of the technological gap, the key solutions that could be leveraged in addition to the proposed solutions above entail adding additional/untapped recruitment channels to the existing recruitment channels in palace (i.e. website, Instagram and Facebook).

“Gap Analysis Protocol” (Abramson, & Moran, 2018, p. 344).

As shown in Exhibit 6, the key gaps that impact the volunteer road/journey map are related to three key dimensions those being: (1) human; (2) operational and (3) financial (Abramson, & Moran, 2018, p. 344).

Gaps and Solutions**Human (Abramson, & Moran, 2018, p. 344).**

As shown through Exhibits 4 plus 7, the key gaps consists of (1) human; (2) operational and (3) financial gaps (Abramson, & Moran, 2018, p. 344). At status quo, the human gaps consists of (i) the need for manpower due to the high turnover; (ii) information gaps on how to apply for volunteer opportunities through the non-profit's existing recruitment channels; (iii) lack of training which may contribute to the excessive edits on her content teams posts; (iv) lack of HR processes; (v) and Turkey's collectivist culture that leads to conflicts to be avoided (I. Cosdan, personal communication, May 31, 2022). Whereas, the proposed solutions are (i) to have clear and explicit communication of how volunteers can apply for openings through social media plus the website; (ii) create job description for volunteer roles; (iii) create benefit/incentive/motivation related programs such as a certificate of completion; and (iv) increase the quantity of recruitment channels.

Operational (Abramson, & Moran, 2018, p. 344).

As shown in Exhibit 7, the key operational gaps consist of (i) information gap pertaining to the job descriptions for volunteer roles; (ii) retention issues; (iii) lots of time wasted on ineffective recruitment channels (iv) lack of onboarding and training programs for student volunteers; (v) lack of information about the available volunteer opportunities as they are not posted anywhere; (vi) retention issues; and (vii) ineffective recruitment channels (as stated earlier). Whereas, the proposed solutions as stated in Exhibit 7 are (i) “*shift the language*” (see Exhibit 16 for similar findings) (ii) focus on building a relationship with volunteers, such as starting by showing appreciation plus gratitude (i.e. recognition); (iii) understand the importance of socio-economic status (may require in-person advertisement of opportunities such as at a university/college and advertise the job openings; and (iv) partner with universities (as cited in Rekhson, 2022b).

Financial (Abramson, & Moran, 2018, p. 344).

As shown in Exhibit 7, the key financial gaps consist of (i) lack of incentives offered to student volunteers; (ii) budget constraints that are assumed to stem from Fashion Revolution Turkey being a non-profit/charity; and (iii) needed motivational incentives for volunteers. Whereas, the proposed solution is to create a cost-effective motivational program to incentivise volunteers to either join or stay longer should their focus be on career advancement or altruistic reasons. Both of which will require clear advertising on the existing and any new recruitment channels created by Fashion Revolution Turkey as part of the proposed volunteer road/journey map strategy.

Human and Resource Gap (Time and Manpower): Instagram

The engagement rate is a social media metric which shows the general “*level of engagement*”/interaction that occurs between Instagram followers and Fashion Revolution Turkey in General per Instagram post (CFI Education Inc, 2022). Considering the fact that Instagram is the preferred recruitment channels, this is concerning because it means that only

around 2.5% of audience members actually interact with the non-profit in any way, whether it be through comments or messages (HypeAuditor, n.d.). What's also concerning is the fact that 87% of audience Members' interests lie in areas not related to fashion or volunteering, which could add to the recruitment struggles faced as volunteering is not a high priority for the vast majority of audience members (HypeAuditor, n.d.).

As a result, one of the solutions we propose is for Fashion Revolution Turkey to possibly consider posting content that not only engages audience members, but actively and explicitly invites them to send the non-profit a direct message via Instagram to inquire about volunteering-based openings. Even though Instagram is really popular in Instagram, it's important to note that the vast majority of audience members interests lie elsewhere; hence, its crucial to consider using other recruitment channels which tend to be relatively popular in Turkey as highlighted in the recommendations below.

“Recommendations” (Northeastern University et al., 2022a).

1. Volunteer Road/Journey Map

In terms of strategy creation, the proposed strategy entails identifying as to what is the best way to go about structuring the volunteer road/journey map must ultimately align with the mission,⁶ and vision⁷ of the non-profit/charity (Northeastern University et al., 2022c). As stated earlier plus in Exhibit 1, the proposed volunteer road/journey map/ “*volunteer management lifecycle*,” includes the following processes: (1) “*planning stage*,” (2) “*recruitment*,” (3) selection (I.e. “*screening to assess capability*”); (4) “*placement in the suitable role*,” (5) orientation and onboarding; (6) “*training*,” (7) “*motivating*,” (8) “*supporting*,” (9) “*recognising*,” (10) “*assessing the performance*,” and (11) “*rewarding*” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

“Planning Stage” (Tiltay, & Islek, 2019, p. 198).

Need for Job Descriptions

As shown in Fashion Revolution Turkey’s [organizational structure](#), it contains three core job families (1) [relationship](#) (I.e. industry, creative and academia); (2) [communication](#) (I.e. knowledge, community, and social media) and (3) [strategy and policy](#) (I.e. strategy and policy); each one lacks a clear job description, succession plan and etc. (Northeastern University et al., 2022b). Moreover, they lack the knowledge, skills, and ability’s (KSA’s) which would have been stated within the job specifications and job description aspects of a job analysis. The downside of this is that it adds to the information gap for student (high school and university) volunteers and general volunteers from the applicant population and because in turkey; the national culture tends to favor “*a need for rules, formulization, and structure*,” this lack of information sharing

⁶ Fashion Revolution Turkey’s mission is “*through advocacy, education, partnerships and events, we aim to transform the textile production and consumption in Turkey and improve the environmental and social impacts of the industry*” (Northeastern University et al., 2022b, p. 1).

⁷ “*A sustainable fashion ecosystem in Turkey that values planet and people over growth and profit*” (Northeastern University et al., 2022b p. 1).

can cause information asymmetry on the part of volunteers as they will not have any idea of what volunteer roles entail as a whole (Abramson, & Moran, 2018, p. 387).

Moreover, once Fashion Revolution Turkey develops job descriptions, it's important to ensure that they contain the KSA's plus the tasks, responsibilities, and qualifications as required of each position.

Pre-Due Diligence and Legality

In Turkey, the *“Labour Code and labour law principles do not define specific categories of workers. However, employment contracts”* (regardless of written or verbal) are classified into categories which includes *“fixed term”* contracts, *“full-time and part-time”* organizational members and etc. (Ucer, Ergin, & Herguner Bilgen Ozeke Attorney Partnership, 2022). This is troubling because the Turkish government does not formally define contingent workers such as volunteers; so, from an HR standpoint, it's likely that it would be based on fixed term employment agreements.

As a result, it's important for Irem who is the sponsor/ *“Country Coordinator”*/recruiter to verify with the volunteer *“lawyer”* at Fashion Revolution Turkey as to whether or not their volunteers need to be insured or given fixed term employment agreements, before a volunteer road/journey map is ultimately implemented sometime *“this year”* by the sponsor, as it may need to be put on hold due to the need for pre-due diligence by the sponsor (I. Cosdan, personal communication, May 31, 2022). As the leader, when the sponsor contacts the lawyer, volunteer member, it's important to really listen, be honest with the *“facts”* of how volunteering works for the non-profit/charity and to really inquire about the potential *“cause/effect explanations”* given that the generalized Jungian communication style for Turkey is Extroverted Sensing (SE) (I.e. *“cross-cultural concept”*) (Abramson, & Moran, 2018, p. 379; Northeastern University et al., 2022a). This is because in Turkey, the government has rules in place for *“volunteer management”* and failing to comply with such laws that require organizational members to be insured domestically can lead to fines. In terms of *“real world evidence,”* a post by ebrary states that in 2013, *“an organization with public benefit status was fined by the Ministry of Labor and Social Security because it ruled that some of the organization's volunteers were “uninsured employees.”* [whereas,]... *the Association for the Support of Contemporary Living (CYDD) experienced a similar problem when it had to pay a fine because the Social Security Institution considered its volunteers as illegal workers”* (ebrary.net, 2014-2022). In Turkey, given that Fashion Revolution Turkey is made up of volunteers, this can be problematic as *“if someone who is a volunteer but not member of the organization answers the phone, this person is considered an illegal worker”* (ebrary.net, 2014-2022).

“Recruitment” (Tiltay, & Islek, 2019, p. 198).

To Increase the Quantity of Recruitment Channels

In terms of recruitment channels, we propose that Fashion Revolution Turkey promote their volunteer opportunities on Fashion Revolution Turkey's Website; Instagram; Facebook; Twitter; *“Referrals”*/Word-of-Mouth; college/university job boards or *“career days;”* online Job Boards such as *“such as www.monster.com.tr,”* LinkedIn; and etc. (Aperian Global, 2022a). Such volunteer postings must not contain any information that may have an adverse impact on

potential applicants from the overall applicant population that are seeking available volunteer opportunities at Fashion Revolution Turkey. Also, as clarified in Exhibits 7 and 8, it's critical for Fashion Revolution Turkey to address the information gaps/barriers caused by its general website and social media-based recruitment channels (I.e. Instagram and Facebook) (I. Cosdan, personal communication, May 31, 2022; Instagram from Meta, 2022; Meta, 2022; Fashion Revolution Foundation, n.d.).

Must Measure and Monitor the Performance of Each Recruitment Channel

Whereas, it's important for Fashion Revolution Turkey to measure and monitor the performance of its recruitment channels. Common HR metrics used by Monty in his performance of HR consulting services that could also be used to measure success of the recruitment channels are: employee/volunteer turnover; first-year resignations; recruitment cost per hire; functional staffing breakdown; sourcing and channel effectiveness and record/Talley of turnovers per year. This can also include engagement rates because the current engagement rate of "[2.49%](#)" is available online (HypeAuditor, n.d.).

Selection Process (I.e. "Screening to Assess Capability") (Tiltay, & Islek, 2019, p. 198).

To screen volunteers for certain volunteer roles/responsibilities, this process typically starts with the filtering of applicants based upon objective screening criteria; however, given the fact that Fashion Revolution Turkey is desperate for volunteers, that cannot be the case here. Instead, it's important for the recruiter/sponsor to send an email expressing interest in holding some form of an interview or at least meeting the volunteer (student or members of the applicant population) in some capacity before they're onboarded. Where the selection processes may diverge in Turkey, would be "*once volunteers are interested in the movement, setting up a one-on-one zoom with each candidate would create a better environment for volunteers and get a better sense individually of each volunteer's goals and alignments for Fashion Revolution*" (Rekhson, 2022b).

Fashion Revolution Turkey can contact interested volunteering related candidates through the use of one-on-one Zoom-based meetings to establish what their strengths and weaknesses; plus, interests lie in order to get a better sense of potential areas for internal placement, at the end of the selection process. It's important to hold face-to-face meetings because Aperian Global clarifies that Turkey's national culture places a "*high value placed on [interpersonal relationships](#) in Turkey, [and] voice-to-voice telephone conversation is still the preferred method of business communication when face-to-face meetings are not possible*" (Aperian Global, 2022b). Moreover, due to the global pandemic the preferred methods of communication are, "*web conference calls using Messenger, Skype, or other services are appreciated and widely used for business communication in Turkey*" (Aperian Global, 2022b). However, given the fact that Turkey has a "*polychronic*" national culture, it could mean that persons from such cultures "*do many things at once*" and are "*easy to distract [plus] constantly interrupted*" (Abramson, & Moran, 2018, p. 56; Yahyagil, & Ötken, 2011, p. 1035; Puaar, 2022a).

"Placement in the Suitable Role" (Tiltay, & Islek, 2019, p. 198).

At status quo, there's no objective process to determine as to how volunteers are placed in their roles as it's unknown as to what the shortage is in volunteers per role (I.e. requirement for

functional staffing breakdown related metric); rather, what is known is that “*volunteers can change team whenever they wish to do so*” (I. Coşdan, personal communication, May 31, 2022). Volunteers should be placed in roles based on qualifications and skills which align with the volunteer job descriptions. This would create a more structured volunteer program where volunteers would be able to highlight their skills based on the volunteer descriptions. “*Turkish companies with international business typically look for candidates who have an ability to speak several languages fluently, as well as strong relationship skills and a broad network of contacts*” (Aperian Global, 2022a). Ensuring volunteers with skills and responsibilities to be used on their CVs such as, “*presenting career opportunities within the volunteer organisation is effective in ensuring motivation (Clary and Snyder 1999). Demonstrating the achievements and benefits to be achieved through voluntary service and revealing the individual’s abilities and potential are the ways to provide volunteer motivation through the individual development approach (Waikayi et al. 2012)*” (as cited in Tiltay, & Islek, 2019, p. 192).

Orientation and Onboarding

It's recommended that Fashion Revolution Turkey create an orientation and onboarding program. The orientation can be a simple YouTube video that talks about Fashion Revolutions history, industry, culture, role, customer-related data and etc. Whereas, the onboarding process should take the form of a calendar that outlines the activities that must be performed from the time that the volunteer agrees to volunteer up to full-competence; or at least the first few days of volunteering, unless if volunteers are retained longer. Also, Fashion Revolution Turkey should partner with Northeastern University cohorts in Human Resources, to create and develop an orientation and onboarding process. Due to the nature and depth of the process it would help students understand cultural nuances in Turkey and create an understanding of intercultural communication. When volunteers are onboarded create events, “*that will introduce employees to each other and create a sense of camaraderie among staff members*” (Globalization partners, 2022). In this case volunteers can meet each other and build relationships.

“Training” (Tiltay, & Islek, 2019, p. 198).

The development of a training program aligns with a key aspect of the mission which is a focus on “*education*” which will be advanced for existing volunteers plus audience members as properly trained volunteers who join the content team or become its Team Lead in the future would be able to create posts on social media that require less edits from the sponsor/Irem such training related issues would be addressed in the training program ahead of time (Northeastern University et al., 2022b, p. 1). Also, if Irem/sponsor/recruiter provides student volunteers and general members of the applicant pool with training and if they are retained longer than a few days, then it’s assumed that the trained volunteers who join the content team will be able to create social media posts that relate to the triple bottom line-related vision of Fashion Revolution Turkey (Northeastern University et al., 2022b, p. 1; Puaar, 2022b). The proposed “*blended training*”⁸ program (includes “*on-the-job training*,”⁹) plus “*didactic learning*” (I.e. lecture)

⁸ Blended training refers to “*the use of a combination of approaches to training, such as classroom training, on-the-job training, and computer technology*” (Saks, & Haccoun, 2016, p. 194).

⁹ On-the-job training refers to “*a training method in which a trainee receives instruction and training at his or her workstation from a supervisor or an experienced co-worker*” (Saks, & Haccoun, 2016, p. 214).

program would provide volunteers a collective way of working together in teams both during training and once its completed as it's recommended that the “*blended training*” program to include “*job rotation*¹⁰” and “*cross training*¹¹” and having volunteers be “*coached individually*,” by the recruiter/sponsor given the turnover issues at status quo (Aperian Global, 2022c; Saks, & Haccoun, 2016, p. 194-214; Aperian Global, 2022e; Tarique et al., 2016, p. 293). Also, the “*blended training*” program would provide volunteers with the proper toolkit needed to accomplish volunteer tasks (Saks, & Haccoun, 2016, p. 194-214). In terms of the internal stakeholder, “*the assigned team leader should supervise the group closely, giving consistent input and guidance until completion of the project. Individual relationships between the team leader and each team member are crucial in order to build teamwork*” (Aperian Global, 2022e). After volunteers are placed, team leads should provide volunteers with continuous instruction throughout the volunteer cycle by way of a buddy program or “*coaching*” activities that incorporate a structured “*lesson plan*¹²” for new volunteers (Saks, & Haccoun, 2016, p. 219-267; Aperian Global, 2022e).

Value offered By the Overall Training Program for Volunteers (I.e. Students and volunteers from the applicant population) Who Undergo the Certificate Program

In this case, the Turkish population “*tend to be eager to learn and strive to keep up with the advancements in the rest of the world*” (Aperian Global, 2022c). Moreover, “*on-the-job training provided by companies, which is common and very much appreciated in Turkey*” (Aperian Global, 2022c). In other words, persons from Turkey, tend to see “*on-the-job training*” in a positive light, as its highly valued in the culture and companies tend to provide such training/developmental opportunities (Aperian Global, 2022c; Saks, & Haccoun, 2016, p. 214). In the same sense, Fashion Revolution Turkey, while it may be a non-profit/charity can offer “*on-the-job training*” within the “*blended training*” program before any volunteers (i.e. students or members of the applicant population) decide on their own to enroll in the proposed Certificate of Completion-based “*experiential learning*¹³” related training program (Aperian Global, 2022c; Saks, & Haccoun, 2016, p. 194-446). However, the “*blended training*,” program may need to incorporate “*group-training sessions... delivered in a lecture-style format*” while ensuring that trainees don't face the “*fear of losing face in front of the group*” (Saks, & Haccoun, 2016, p. 194; Aperian Global, 2022c). Moreover, organizational members in Turkey “*generally appreciate being mentored and coached individually*,” which could also tie back to the idea of “*saving face*” (Aperian Global, 2022e; Abramson, & Moran, 2018, p. 385).

Didactic Learning

"Many Turkish businesspeople may have some knowledge of English or other foreign languages, it is advisable to have all training materials translated into Turkish" (Aperian Global, 2022c).

According to International Human Resource Management: Policies and Practices for

¹⁰ Job rotation refers to “*a training method in which trainees are exposed to different jobs, functions, and areas in an organization*” (Saks, & Haccoun, 2016, p. 214).

¹¹ Cross training entails “*training employees to perform each other's jobs*” (Saks, & Haccoun, 2016, p. 214).

¹² Lesson plan refers to “*the blueprint that outlines the sequence of activities that will take place in the training program*” (Saks, & Haccoun, 2016, p. 267).

¹³ Experiential learning refers to “*learning experiences that include skill practice exercises that actively engage and involve the learner*” (Saks, & Haccoun, 2016, p. 446).

Multinational Enterprises, the preferred didactic training technique recommended based on the Turkish culture is Lecturing (Tarique et al., 2016, p. 294). This is due to the communication style “*and thus their most comfortable learning approach needs to be considered in the design and delivery of training*” (Tarique et al., 2016, p. 293). Based on Turkey’s culture, “*students from high-power distance cultures (acceptance of status differences between students and instructors) and strong uncertainty-avoidance cultures (unwillingness to take risks and to try new things) are likely to desire and perform better in training programs that rely more heavily on structured and passive learning techniques, such as reading assignments and lectures versus those who come from weak uncertainty-avoidance and low-power distance cultures, who will probably do better with experiential training techniques (class discussions, interactive activities, and team projects)*” (Tariqa et al., 2016, p. 293; Saks, & Haccoun, 2016, p. 446).

Certificate of Completion (Exhibit 9)

To motivate and incentivize students in Turkey, one way to motivate and retain prospective volunteers is through the consideration of an incentive program such as certificate program to retain student volunteers or general volunteers from the overall applicant population. To assess the certificate of completion (Exhibit 9), its recommended that Fashion Revolution Turkey consider the use of a skill block system (Exhibit 10), which entails three levels each of which contains 10 hours of volunteer experience and a checklist of skills to assess the skill development of volunteers who wish to undergo such training.

In terms of a real-world example, Monty Puaar used to work as a tutor for Kwantlen Polytechnic University from November 2018 to April 2020, and I stayed with the university because they offered a certificate program for peer tutoring, which I completed, then added the certificates to my resume (Learning Agents, 2020a; Learning Agents, 2020b). In the same manner, fashion revolution turkey can use a certificate-based program to potentially retain talent for a longer period of time. Regardless of which, for volunteers a certificate of completion can advantageous in terms of retaining talent given that the “*high power-distance*” has shown that in Turkey, “*education signals greater social status*” so a focus on education may be the appropriate means of promoting the training program online (Abramson, & Moran, 2018, p. 386). Moreover, a certificate of completion-based program may be important to implement as a benchmark practice given that within Turkey, it's common for volunteers to receive some form of certificate for volunteering and completing some form of training. This extends to the Turkish government which offers “[*volunteers... certificates after they complete the training*](#)” (DAILY SABAH, 2022).

Value Offered to Volunteers Via the Certificate of Completion

The training that volunteers undergo must be completely voluntary, up to their own discretion and allow for “*self-pacing*¹⁴” for volunteers and they will need a lot of time to practice to slowly reduce their respective anxiety with learning the English language (Saks, & Haccoun, 2016, p. 250; Yiğit et al., 2020, p. 107). However, the reasons why English was selected as a potential incentive that could be leveraged as a means of retaining volunteers while developing talent is

¹⁴ Self-pacing is when “*trainees can work on training tasks as quickly or as slowly as they want*” (Saks, & Haccoun, 2016, p. 250).

that the English language is required for as an admission requirement into Istanbul Bilgi University; plus learning a foreign language is often seen as being crucial to the futures of students (Istanbul Bilgi University, 2018; Yiğit et al., 2020, p. 110; Aperia Global, 2022a; Aperia Global, 2022i). Although, providing an on-the-job training method that allows volunteers to practice while moving around and performing their duties could be an amazing means of helping kinesthetic learners in Turkey learn in a manner suited for them.

“Motivating” (Tiltay, & Islek, 2019, p. 198).

In terms of the motivational factors for volunteers that pertains to the Volunteer Road/Journey Map; plus, the respective relationship to cross-cultural communication, please see Exhibit A for a detailed analysis of the Social Exchange Theory¹⁵ and Expectancy Theory¹⁶ (Liu et al., 2018, p. 247; Long, & Singh, 2018, p. 78). Additionally, please see Exhibit 13 for more information on why the certificate was selected as a tool to motivate/incentivise potential volunteers.

Social Exchange Theory

An example of how social exchange theory would apply for volunteers, is that they have two options: (1) prospective volunteers can either volunteer for Fashion Revolution Turkey where they will receive Zero employee value proposition (i.e. EVP)/incentive to volunteer; or (2) volunteer at a different non-profit/charity or possibly with the government of Turkey who offers certificates as an incentive to volunteers (DAILY SABAH, 2022). In general, people are more likely to volunteer their time with an organization in exchange for the greatest reward for their time (i.e. incentive/reward such as a certificate that can be added on to their resume/CV in addition to volunteer experience).

The same rule applies to my security company whereby we receive hundreds of resumes emailed to the company and on average retain 92.31% of security officers, because we offer lots of different types of incentives that people find attractive in a bid to constant find ways to maximize the EVP.

Expectancy Theory (Exhibit 11 of the Appendices)

Victor Vroom’s expectancy theory essentially clarifies that people will put in the effort to perform some form of behaviour/work if they know that that it leads to some form valued consequence (i.e.. incentive), while expecting that they can perform the behaviour (Long, & Singh, 2018, p. 78). In terms of its application, if volunteers at Fashion Revolution Turkey are told to do something and are not provided with any form of incentive to do so, they will not do it or leave, because the valence for them would be zero or negative 1 (Long, & Singh, 2018, p. 79). In other words, if Fashion Revolution Turkey does not find ways to retain talent via some form

¹⁵ Social exchange theory refers to the idea that “when people enter a relationship, they usually evaluate the rewards they are likely to gain and the costs they are willing to pay. If the perceived rewards are greater than the costs, or the reward: cost ratio is more favorable than those in other relationships the people could enter (alternatives), they will continue to develop the relationship. If not, people may leave the existing relationship and seek a new one” (Liu et al., 2018, p. 247).

¹⁶ Expectancy theory refers to the theory that “individuals are more likely to exert effort to perform a particular behaviour if they believe that behaviour will lead to valued consequences and if they expect they can perform the behaviour” (Long, & Singh, 2018, p. 78).

of an incentive program such as a certificate for on-the-job skill training/development, people will have no reason to stay.

There are a wide variety of ways to resolve this such as brainstorming ways to maximize the EVP offered to prospective volunteers in some capacity, such as the use of a certificate program that includes skill blocks. In terms of the skill block related to basic verbal communication proficiency in the English language, it's assumed that the final outcome of the development of such skill for student volunteers in a work-related environment could lead to high degrees of motivation for prospective volunteers if it's not forced on them, left as being completely optional and volunteers join it on their own accord; as they will need to have a positive experience with the skill development program without feeling pressured by Fashion Revolution Turkey into joining it (Istanbul Bilgi University, 2018). In other words, it's important that volunteers want to develop such skills for themselves to ensure that they have a positive experience with the program. On the other hand, Fashion Revolution Turkey could promote the benefits of the program online (to create awareness) and promote the testimonials from former student volunteers or general volunteers who have completed the proposed certificate/development program in the future.

Why Language Proficiency Development for Volunteers as a Potential Skill Block Column

For students in Istanbul this consists of optional foreign language training for student volunteers given the fact that (1) Istanbul Bilgi University's TOEFL-related admission requirements for international students; (2) in general, Turkish students need English-skill development related training given the low global TOEFL score faced by students in Turkey when compared to students of other countries; (3) kinesthetic learners are able to receive value from being able to practice the development of a foreign language by practicing with their supervisor in a workplace setting (i.e. Irem Cosdan); and (4) Turkish students see the development of a foreign language such as English as being important for their future career development (Istanbul Bilgi University, 2018; Muniz, 2017; Yiğit et al., 2020, p. 110; Aperian Global, 2022a; Aperian Global, 2022b).

“Supporting” (Tiltay, & Islek, 2019, p. 198).

In terms of the Certificate of Completion related recommendation, it's important for volunteers to be able to set their own volunteer hours (I.e. how long they wish to volunteer), rather than have anything fixed set because persons from such cultures have families and day jobs as they are donating their own time; plus they will have a more positive learning experience if it's something they want for themselves rather than something that is pressured on them by Fashion Revolution Turkey; while slowing gaining practice could help reduce their anxiety with learning the language (Yiğit et al., 2020, p. 107). Also, the recruiter, team leads and internal teams at Fashion Revolution will all need to be more supportive of the volunteers who undergo the English development program, as a scholarly article posted in the *“International Dialogues on Education,”* found that *“students who have positive perceptions of English join in the lessons more and are more motivated compared to other students who perceive English negatively and construct negative metaphors around it”* (Yiğit et al., 2020, p. 107). This way being supportive, builds onto the previous section as far as the motivation of volunteers is concerned.

"Recognising" (Tiltay, & Islek, 2019, p. 198).

Recognizing the hard work of volunteers is an important means of boosting morale of organizational members, while making them feel appreciated by one's organization tends to impact an organizational members decision pertaining to retention (based on professional experience leading a security company). Moreover, as stated by Aperian Global, "*in general, [the] Turkish preference [is] for group recognition*" (Aperian Global, 2022h). In this case, Fashion Revolution Turkey may not be able to monetarily recognize volunteers, but the sponsor/recruiter can still verbally communicate to organizational members/volunteers within the "*secular country*" just how thankful her team is to have the new volunteer(s) really contribute their time in helping the non-profit complete day-to-day duties and etc. (Abramson, & Moran, 2018, p. 384). As a real-world example, Monty's company has a multitude of retention strategies in place; one of which simply entails verbally communicating to organizational members how thankful we are for their service at the end of every team huddle in the mornings (at the shift changes when both shift's workers/Officers are present). It doesn't matter where people are from, it's about making workers feel appreciated and a part of the team, which ties back to the "esteem needs" level of Maslow's hierarchy of needs (Cherry, 2022; Jha, 2019).

"Assessing the performance" (Tiltay, & Islek, 2019, p. 198).**Constructive Feedback for Volunteers**

The notion of "*constructive feedback*" is not typical in Turkish culture because Turkey's national culture focuses on "*saving face*" which entails being "*sensitive to criticism and it is rude to criticize someone in public, as criticism may be seen as hostility*" (Abramson, & Moran, 2018, p. 385). However, Aperian Global recommends that organizations (1) "*offer your comments, whether positive or negative, in private rather than in front of a group;*" (2) "*indirect suggestions may be more effective than direct comments when addressing general performance;*" (3) "*include positive comments with negative whenever possible; always end feedback sessions on an encouraging and positive note;*" (4) "*appeal to an employee's desire for status when giving feedback; when necessary, demonstrate how an employee is compromising their status by unsatisfactory performance;*" and (5) "*take care not to show disrespect for the person receiving feedback; avoid inadvertently questioning an employee's credibility or honesty*" (Aperian Global, 2022f).

The fact that the culture is relatively "indirect;" and a "collectivistic society" implies that some audience members may not be comfortable with providing Fashion Revolution Turkey with feedback in a public setting (Abramson, & Moran, 2018, p. 385; GlobeSmart, n.d.; Hofstede Insights, 2022; Aperian Global, n.d.). Although, considering that Turkey has a "*high power distance culture,*" it's possible that "*giving and receiving performance feedback becomes a real challenge in cultures where people get emotional when they receive especially negative feedback; this may be why 11 percent of private-sector organizations in Turkey do not show the evaluation results to employees*" (Hofstede Insights, 2022; Aycan, 2001, p. 5).

Certificate of Completion

As shown in Exhibit 10, the skill blocks will be used to assess as to whether volunteers have met the required expectations as a means of objectively assessing their ability to earn a certificate of achievement (Exhibit 9) from Fashion Revolution Turkey. The skill block entails three levels

each of which contains 10 hours of volunteer experience and a list of skills that would be included to show improvement in volunteers as identified within checklists aspect of the skill blocks.

Organizational Performance and the Need to Look into Implementing the Appropriate Retention Strategies for Volunteers in Turkey

There are many ways to assess the effectiveness of the recommendations such as the following lagging metrics: (1) employee/volunteer turnover; (2) number of participants who undergo the training program; and (3) channel and screening effectiveness (Society for Human Resource Management, 2017, p. 9). In general, the SHRM projects that it costs organizations an average of “\$4,425” USD (I.e. “74,730.243 Turkish Lire”) in terms of all of the overall cost to recruit and replace each employee, and such invisible costs will multiply per number of turnovers faced by Fashion Revolution Turkey (Society for Human Resource Management, 2017, p. 9; XE.com Inc, 1995-2022). The reason why these costs tend to be considered as invisible in the field of HR is because instead of a monetary expense that would be included in the income statement (I.e. salaries expense), it’s the cost of time of the sponsor/recruiter and social media content-related team members who are working on a volunteer basis. As a result, time could be better utilized in finding ways to reduce the overall frequency of voluntary turnovers in volunteers by implementing retention and employee motivation-related strategy that are appropriate for Turkish volunteers. This does not need to be monetary benefits, but it could be motivational/EVP related factors based on what volunteers want/desire given the “*secular*” and “*regional differences*” related nature (I.e. “*Turkey’s seven geographical regions*”) within the overall national culture (Abramson, & Moran, 2018, p. 384; Boz, & Palaz, 2007, p. 650; Include, 2022).

“Rewarding” (Tiltay, & Islek, 2019, p. 198).

Certificate of Completion

A benchmark practice for Fashion Revolution Turkey which stems from the Turkish government’s practice of incentivising volunteers is to provide them with a certificate of completion. In this case, in Turkey, “*volunteers are given certificates after they complete the training*” offered by the Turkish government (DAILY SABAH, 2022). In other words, training-related certifications are an accepted form of incentive for volunteers within Turkey. Following suit, Exhibit 9, contains a Certificate of Completion that volunteers could earn one they complete three levels each of which contain 10 volunteer hours each and the demonstration of having used the stated abilities as highlighted in Exhibit 10. This way the non-profit/charity can retain talent for more than a few days as volunteers will be incentivised in a manner similar to a point system to meet the required volunteer hours plus ability demonstration requirement to earn such certificates. Once the volunteer has met the skill blocks as stated in the “*assessing the performance*” section earlier; the sponsor/recruiter can offer the respective volunteer with a PDF version of the certificate (Tiltay, & Islek, 2019, p. 198). However, in this case, the reason as to why English proficiency was used is elaborated in detail in Exhibit 13.

2. Address Information Gaps

The key information gaps that must be addressed are (1) the need for the sponsor/recruiter (i.e. Country Coordinator- Irem) to rewrite the volunteer section on the general website as it pushes audience members away from volunteering (see presentation/video for example); (2) lack of information on how to apply for roles using the non-profit/charity's social media channels as Fashion Revolution Turkey does not explicitly state that volunteers need to send them a direct message on their posts or profile page to inquire about volunteer opportunities; and (3) other.

Number 2 entails the lack of information conveyed to audience members on social media channels whereby the non-profit/charity assumes that audience members on Instagram will have the inside knowledge of how to apply for roles (I.e. via direct message through the platform); without ever explicitly stating it on the social media/recruitment channel. Whereas number 3 (i.e. other) entails (a) creating posts that promote the value offered to volunteers at Fashion Revolution Turkey; (b) making audience members aware of the training program (i.e. extrinsic motivation) and creating clear job descriptions that are transparent and clarify the job duties to be performed by volunteers. This is important because persons from national cultures such as Turkey's tend to *"have a need for rules, formalization, and structure"* considering the high degrees of *"uncertainty avoidance"* (Abramson, & Moran, 2018, p. 387).

3. Invest Resources (i.e. Human and Time) in Other Recruitment Channels

With recruitment being an important step in the volunteer roadmap, it's important to increase the number of existing recruitment channels which only consist of the website, Instagram, Facebook, and email. However, to increase the flow of volunteers that apply to Fashion Revolution Turkey, it's crucial for Fashion Revolution Turkey to consider including any number of untapped recruitment channels that are available to Fashion Revolution Turkey to increase the number of resumes or volunteers at Fashion Revolution Turkey. Additional recruitment channels that Fashion Revolution Turkey can consider include the following: referrals, Universities (i.e. *"career days"*), plus popular job boards such as (1) monster.com.tr, (2) LinkedIn, (3) *"Kariyer,"* (3) *"Yenebris,"* (4) *"CareerJet"* and/or *"IsCepte"* (LinkedIn Corporation, 2022; Aperian Global, 2022a; Moore, 2017). The benefit of increasing the number of recruitment channels is that they could assist in bringing in prospective volunteers from untapped recruitment channels, each of whom would go through the proposed volunteer roadmap.

Conclusion

Fashion Revolution Turkey has a lot of work ahead in order for Irem to be able to create a volunteer road/journey map given the fact that the non-profit/charity is missing a lot of different aspects of the roadmap.

As stated earlier, the proposed strategy is to identify the best way to go about structuring the volunteer road/journey map must ultimately align with the mission, and vision of the non-profit/charity (Northeastern University et al., 2022b, p. 1; Northeastern University et al., 2022c). As such, this was proposed within the recommendations and Exhibit 12 contains an example of the proposed structure. Still, volunteerism has been an ongoing issue at Fashion Revolution Turkey. *"The biggest problem is that there is no volunteerism culture in Turkey, and nobody*

understands what volunteer work means. There is a huge young population in Turkey who wants to volunteer in the FR movement, but when they are assigned a job, they never do that” (Rekhson, 2022a). The purpose of this research is to recommend solutions to Fashion Revolution Turkey regarding its volunteerism issue. The *Cultural Field* is for recruiters and community members (university and high school students in Turkey). Recruitment encompasses all job titles and that entails anyone who performs HR functions. Irem is a key internal stakeholder of Fashion Revolution Turkey, as she is the Country Coordinator, a volunteer position, and she is also the recruiter herself for volunteers at Fashion Revolution Turkey. All volunteer positions are unpaid, there are no contracts because people don’t want to sign anything, and people can quit at any time. *“The attraction and retention of volunteers are vital components to the operation of a non-profit organization (NPO). Understanding the motivations of volunteers is an important step to recruiting and retaining them”* (Zboja et al., 2020, p. 1).

The volunteer program at Fashion Revolution Turkey does not have a formal recruiting process. Fashion Revolution Turkey needs a structured recruitment process with a detailed, *“Planning stage, Recruitment processes, Selection process (includes "screening to assess capability"), Placement in the suitable role, Orientation and onboarding, Training and development, Motivating, Supporting, Recognizing, Assessing Performance, and Rewarding”* (Tiltay, & Islek, 2019, p. 198)” (as cited in Rekhson, 2022a). *“To better recruit and retain volunteers, we must have a thorough understanding of their motivations”* (Zboja et al., 2020, p. 2). Gaps have been identified in the volunteering program seeking to understand volunteerism in Turkey through: identifying key internal and external stakeholders at Fashion Revolution Turkey, communication contexts, socioeconomic context through ethnography, managing cultural dimensions, intercultural competent leadership skills, managing cultural differences, communication strategy, communication styles, negotiating and decision-making skills, a gap analysis breaking down the human, operational, and financial resources, and addressing cross cultural communication issues using three different theories, social exchange theory, expectancy theory, and Conversational Constraint Theory (CCT). *“Today, most of the organizations emphasize the personal and general benefits of volunteering on their web pages and social media accounts but recruitment campaigns mostly refer to the cause supported by the organization. Still, communicating the beneficial effects of volunteering may help to increase the number of recruits”* (Aydin et al., 2020, p. 3)” (as cited in Rekhson, 2022a).

According to a scholarly article posted in the *“International Journal of Manpower,”* *““HR professionals [in Turkey, typically] do not have the necessary know-how, nor is there enough research output to guide practices. HRM departments, while still struggling with establishing more objective and efficient systems in key HR functions, also must innovate to handle organizational demands that stem from increasing globalization”* (Aycan, 2001, p. 6)” (as cited in Rekhson, 2022a). In this case, it’s assumed that Fashion Revolution Turkey does not have any HR professionals who could have researched and figured out the volunteer road/journey map as required by the non-profit/Turkey; however given the fact that the cultural field considers Irem as the volunteer/informal recruiter for the Turkish *“Country Office,”* she would have been responsible for researching the volunteer roadmap as required due to such knowledge gaps (I. Cosdan, personal communication, May 31, 2022). As such, we recommended the exact

structure/procedures required for the volunteer road/journey map or “*volunteer management lifecycle*” as it would have been an HR responsibility to develop; should the non-profit/charity had an HR process in place (Tiltay, & Islek, 2019, p. 198). To better serve the sponsor, Exhibit 12, contains the proposed structure for the Volunteer Road/Journey Map (also called the “*volunteer management lifecycle*”) as outlined in the “*overview of project strategy*” earlier in the report (Northeastern University et al., 2022; Tiltay, & Islek, 2019, p. 198).

Turkey has many issues due to its autocratic regime. Although, “*among the participating organizations, less than half of them reported that they engage in HR planning and successfully implement it. The most popular recruitment channels include suggestions from employees and other contacts, which reflects the collectivistic nature of the culture. Staffing: Another reflection of collectivism is the heavy reliance on one-on-one interview as the most frequently used method of selection (almost 90 percent). Interviews are unstructured and heavily influenced by the interviewer's subjective evaluation and intuition. A few popular "objective" tests are just translated from English to Turkish without a proper adaptation and standardization procedure*” (Aycaan, 2001, p. 4)” (as cited in Rekhson, 2022a). As a result of the national cultural differences, the processes listed under Exhibit 12’s volunteer road/journey map as recommended for Fashion Revolution Turkey may need to diverge from any future roadmaps used at HQ or other global “*Country Office*” (I. Cosdan, personal communication, May 31, 2022).

On the other hand, there were three key recommendations those being (1) the actual processes listed under the proposed volunteer road/journey map; (2) to address the information gaps; and (3) to invest resources (i.e. Human and Time) in other recruitment channels

On the other hand, Turkey has a “*secular culture*” and has a lot of “*regional differences*” (i.e. regionality), which could be contributing reasons why volunteers leave; however, this is further impacted by the mandated military service for men, economic crisis and etc., as mentioned within the PESTEL analysis (Exhibit 5) (Puaar, 2022a; Include. 2022; Abramson, & Moran, 2018, p. 384; Burak Sansal, 1990-2021; Government of Netherlands, n.d.; Michaelson, & Narh, 2022). Nevertheless, as far as the volunteer road/journey map is concerned, it includes the certificate of completion which will serve as an incentive to retain volunteers (i.e. students and volunteers from the applicant population); by incentivising them to continue volunteering at Fashion Revolution Turkey in order to earn a certificate which they could further add on to their respective resumes. Should volunteers know they will receive incentives such as a certificate in exchange for an “x” amount of volunteer hours, it is assumed that some volunteers who focus more on skill or professional development may be more inclined to volunteer their time.

Appendices

Exhibit 1: Existing Informal/Arbitrary Volunteer Road/Journey Map (also called the “volunteer management lifecycle”) (Tiltay, & Islek, 2019, p. 198).

“Planning Stage” (Tiltay, & Islek, 2019, p. 198).

- Required knowledge, skills, and abilities are unknown as their no job analysis performed (i.e. job specifications and job description for volunteer roles).
- The number of volunteers needed per generic role/teams are unknown.
- Specific diversity, equity and inclusiveness goals (I.e. percentage) that must be accomplished are unknown.
- **Suggestion:** Irem should complete a job analysis describing what tasks, skills, responsibilities, and qualifications each volunteer position entails. Identifying both hard skills and soft skills needed for the organization’s culture in Turkey. The job analysis includes both job specifications (I.e. KSA competency matrix, job qualifications and etc) and job descriptions. As a result, job specifications are required to create detailed volunteer job.

“Recruitment (Tiltay, & Islek, 2019, p. 198).

- Current Recruitment Channels: Website, Facebook and Instagram (Meta, 2022; Instagram from Meta, 2022; Fashion Revolution Foundation, n.d.; Puaar, 2022).
- No job descriptions for volunteer positions.
- No extrinsic benefit offered to volunteers at status quo.
- Promotional channels include email, newsletter, social media and potentially WhatsApp (I.e. former volunteers or to possibly hear about referrals).
- WhatsApp (I.e. former volunteers or to possibly hear about referrals).
- **Suggestion:** Posting/branding the detailed volunteer positions on Instagram, Facebook, and LinkedIn, to draw volunteers and explicitly describing how to volunteer and how to reach Irem the country coordinator.

Selection (i.e. “Screening to Assess Capability”) (Tiltay, & Islek, 2019, p. 198).

- Assumption is that there’s no screening criteria for volunteers at status quo.
- **Suggestion:** “To create a divergent culture within Turkey, once volunteers are interested in the movement, setting up a one-on-one zoom with each candidate would create a better environment for volunteers and get a better sense individually of each volunteer’s goals and alignments for Fashion Revolution” (Rekhson, stakeholder analysis, 2022).

“Placement in the Suitable Role” (Tiltay, & Islek, 2019, p. 198).

- High talent mobility: Volunteers can change team whenever they wish to do so (I. Coşdan, personal communication, May 31, 2022).
- **Suggestion:** Remove barriers-anyone can volunteer at Fashion Revolution with all levels of experience; and Create an Inclusive organizational Culture-creating an environment where volunteers feel welcome and included and is key to retaining diverse volunteers and build a culture of inclusion” (Volunteer Match, 2018; Rekhson, 2022).

Orientation and Onboarding

- N/A (Unknown what the existing process entails).

“Training” (Tiltay, & Islek, 2019, p. 198).

- N/A (Unknown what the existing process entails).
- **Suggestion:** Having a recorded training program that can be accessed internally from Fashion Revolution with video and interactive learning to train and develop volunteers. Welcoming each volunteer and explaining how volunteering aligns with Fashion Revolution’s mission, vision, and strategy as well as what the tasks and responsibilities entail and how to accomplish such tasks.

“Motivating” (Tiltay, & Islek, 2019, p. 198).

- “Job feedback” only (Lunenburg, 2011, p. 3).
- **Suggestion:** “If feedback is not given to volunteers, they may feel that the work they are doing is not impactful. Also, “Creating an ideal environment is one of the important issues when it comes to using the knowledge and skills of the volunteer in the most effective and efficient way” (Tiltay & Islek, 2019, p. 8). Having an orientation with training would define certain tasks and responsibilities required as a volunteer to align the mission, vision, and strategy of Fashion Revolution Turkey. It’s important to communicate feedback and appreciation to volunteers who are donating their time, to motivate them through an emotional approach” (Rekhson, 2022).

“Supporting” (Tiltay, & Islek, 2019, p. 198).

- N/A

“Recognizing” (Tiltay, & Islek, 2019, p. 198).

- N/A (Unknown what the existing process entails).
- **Suggestion:** “Expecting recognition or rewards at the end of volunteer service and expecting satisfaction for the self are the main motivators of the exchange theory” (Boz, and Palaz, 2007, p.8). Another reason noted was that individuals volunteer for the benefits of society. Those who participate in volunteering are hoping to gain new insight and skills. The research was conducted throughout all of Turkey in its 7 geographical regions and its 18 provinces. TOG uses a methodical system to involve volunteers and get them involved. “Starting in 2004, the organization has developed a five-stage orientation program to recruit and utilize volunteers” (Boz, and Palaz, 2007, p.14). Volunteers consist of different levels and volunteers receive different color rings after achieving certain stages of the orientation program” (Rekhson, 2022 research analysis assignment).

“Assessing Performance” (Tiltay, & Islek, 2019, p. 198).

- Assumption is that there are no “people” related “measures of firm performance” such as “satisfaction, retention, [and/or] quality of work life” (Abramson, & Moran, 2018, p. 100).
- Only means of assessing performance is “job feedback” that volunteers receive from doing the job (Lunenburg, 2011, p. 3).
- Assumption is that there is no performance criteria, appraisals, or management system in place; considering the fact that the team is run by volunteers who may be concerned about “saving face” or “harmony of the group” (Abramson, & Moran, 2018, p. 385; Hofstede Insights, 2022).

“Rewarding” (Tiltay, & Islek, 2019, p. 198).

- Status Quo: N/A
- Suggestion: Certificate of Completion or skill development

Exhibit 2: Comprehensive/Detailed and Completed Stakeholder Analysis (Puaar, & Rekhson, 2022; Puaar, 2022a; Rekhson, 2022b).

Please refer to the following hyperlink for the full stakeholder analysis. The following hyperlink includes all internal and external stakeholders of Fashion Revolution Turkey as shown below:

https://1drv.ms/x/s!AtnY_J6GqUOlGWylTLen1HLNBttE?e=E4BQUA

Exhibit 3: Employee Value Proposition (EVP) Analysis (Puaar, & Rekhson, 2022).

"Employee Value Proposition (EVP)" Analysis for Fashion Revolution Turkey (TalentLyft, 2022; Jouany, 2022; Betterteam, 2022).	Volunteers: Students •High School •University	General Volunteers: Applicant Population
<p>Compensation/Rewards (TalentLyft, 2022; Jouany, 2022; Betterteam, 2022).</p> <ul style="list-style-type: none"> •No base wage for volunteers. In other words, no base wages are paid out such as Turkey's minimum wage of "4 thousand 253 TL" (Turkey IResidence, 2010-2022). •No variable pay offered to volunteers. 	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •N/A: It's assumed that Fashion Revolution Turkey will not be able to afford a salary, as it's run entirely on donations from external stakeholders such as producers and industry operators.</p> <p>3. Cross-Cultural Communication Gaps: •N/A</p>	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •N/A: It's assumed that Fashion Revolution Turkey will not be able to afford a salary, as it's run entirely on donations from external stakeholders such as producers and industry operators.</p> <p>3. Cross-Cultural Communication Gaps: •N/A</p>
<p>Benefits (TalentLyft, 2022; Jouany, 2022; Betterteam, 2022).</p> <ul style="list-style-type: none"> •No direct benefits offered to volunteers (i.e. mandatory benefits that are deducted from payroll). •No optional benefits offered to volunteers (i.e. medical/dental). •No pay-for-knowledge (PKS) system offered to volunteers. •No flexible/intangible benefits offered to volunteers. •No additional benefits/"rewards" offered to volunteers (Boz & Palaz, 2007, p. 648-645). 	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •Because the project scope entails the development of a volunteer road/journey map for student volunteers, it's important to ensure that the non-profit/charity is able to provide such students with incentives that will make them want to volunteer such as a "certificate of achievement" or "certificate" showing that the respective student has developed some particular skill or undergone a particular training program at Fashion Revolution Turkey (Erçetin, 2018, p. 237; Daily Sabah, 2022).</p> <p>3. Cross-Cultural Communication Gaps: •Advertise the benefits/incentives online as a means of attracting students to volunteer opportunities as they could add the experience and certificates to their resume (Tayşir, & Erdoğan, 2018-2019, p. 39). In this case, Fashion Revolution Turkey can be clear on its job advertisements (website and social media) of the particular benefits offered to students and/or other volunteers and the best means of contacting the company should they wish to inquire about the available volunteer opportunities at the non-profit/charity. The problem is that the recruiter/sponsor assumes that applicants including students will know that they have to directly message the non-profit/charity through Instagram; but without being clear about how to apply for openings; no one will be able to apply (I. Cosdan, personal communication, May 31, 2022). This is because people in general (including students) will not have such inside knowledge of how to apply, so even if the benefits are stated; the non-profit still has to be clear about having volunteers directly message them through Instagram to learn more about the respective volunteer opportunity's.</p>	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •Given that the other 50% of volunteers are not students, it's important to ensure that the appropriate reward is offered to incentivise members of the overall applicant population to apply to the company in exchange for "instrumentality" (i.e. "performance leads to particular rewards") which is a key element of expectancy theory (Zboja et al., 2022d, p. 496). Instrumentality can be anything such as a "certificate of achievement" or a "certificate" related to a particular development or training (Erçetin, 2018, p. 237; Daily Sabah, 2022).</p> <p>3. Cross-Cultural Communication Gaps: •In general, for any reward that's offered to help volunteers with respect to their career or professional development should be communicated in a way that balances "facts and data with subjective, emotional arguments" (Aperian Global, 2022).</p>

<p>Career or Professional Development (TalentLyft, 2022; Jouany, 2022; Betterteam, 2022).</p> <ul style="list-style-type: none"> •Fashion Revolution Turkey is seen simply as a means of adding volunteer experience to one's resume (I. Cosdan, personal communication, May 31, 2022; Tayyir, & Erdoğan. 2018-2019, p. 39-45 	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •Given that the project scope is centered on the volunteer road/journey map; Fashion Revolution Turkey can promote different incentives/rewards offered to recruit, retain or develop student volunteers; so that they stay longer than a few days. For example, Fashion Revolution Turkey can advertise the different benefits that are offered to students who volunteer especially since some may wish to gain some practice in their English proficiency given the fact that Istanbul Bilgi University's acceptance requirements for high-school students into post-secondary education requires a "TOEFL IBT : Minimum Score 75" for international students, but it's unknown for domestic students (Istanbul Bilgi University, 2018; Puaar, 2022b).</p> <p>3. Cross-Cultural Communication Gaps: •Skills development must be completely voluntary such as English proficiency (speaking, writing or reading), and left open as an option for student volunteers to ensure that they don't feel pressured into taking the non-profit/charity up on such incentive programs as it could lead to the volunteer to have a negative experience; whereas those who participate voluntarily tend to have a better experience in Turkey (Yiğit et al., 2020, p. 107; Puaar, 2022a). The focus can be on learning given that "95% of 100 participants pointed out that knowing an FL is a necessity for their careers" (Yiğit et al., 2020, p. 110). As knowing a second language helps people "find a job, easily;" have "better job opportunities;" seen as being particularly "significant for post - graduation" and etc by student-related respondents to the scholarly article (Yiğit et al., 2020, p. 110).</p>	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •Given that the other 50% of volunteers are not students, it's important to ensure that the appropriate reward is offered to incentivise members of the overall applicant population to apply to the company in exchange for "instrumentality" (i.e. "performance leads to particular rewards") which is a key element of expectancy theory (Zboja et al., 2022d, p. 496). •"Egoistic motivations:" Motivator for volunteers that are tied to the development of "skills to help their career" (Zboja, Jackson, & Grimes-Rose, 2020, p. 495).</p> <p>3. Cross-Cultural Communication Gaps: •In general, for any reward that's offered to help volunteers with respect to their career or professional development should be communicated in a way that balances "facts and data with subjective, emotional arguments" (Aperian Global, 2022).</p>
<p>"Work Environment" (TalentLyft, 2022; Jouany, 2022; Betterteam, 2022).</p> <ul style="list-style-type: none"> •Fashion Revolution Turkey serves as the "country office" for the global non-profit/charity; but given the fact that it's called a "country office," it's assumed that the work environment for internal teams would be an office with the exception being "advocacy" or "event" related services (I. Cosdan, personal communication, May 31, 2022; Charity Commission for England and Wales, n.d.a). •Centralized hiring process (Irem serves as the recruiter). •Decentralized decisions are made internally as far as the "local goals" for Turkey are concerned, as Irem makes decisions with her team (I. Cosdan, personal communication, May 31, 2022). •Virtual meetings are held on Saturday mornings (I. Cosdan, personal communication, May 31, 2022). •Corporate policies are made by HQ which are integrated into Fashion Revolution Turkey such as the "Ethical Funding Policy" (Fashion Revolution, n.d.). •Team Structure is segmented into three sections each of which has sub-teams. The three key teams are: (1) relationships, (2) communication and (3) strategy and policy (Northeastern University et al., 2022c). The relationship team is segmented into (a) industry; (b) creative; and (c) academia (Northeastern University et al., 2022c). Whereas, the communication team is segmented into (a) knowledge; (b) community; and (c) social media (Northeastern University et al., 2022c). Finally, the strategy and policy team is segmented in the respective (a) strategy and (b) policy sub-teams (Northeastern University et al., 2022c). 	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •It's unknown if the work environment is adding to the excessive turnover in volunteers faced by Revolution Turkey because the non-profit/charity is assumed to not conduct exit interviews, satisfaction surveys or engagement surveys which would tell the recruiter/sponsor as to what aspects of the work environment volunteers like and what they dislike.</p> <p>3. Cross-Cultural Communication Gaps: •Need to be transparent about the purpose of the surveys, while ensuring that they are short and not to cause anyone to lose face given the "status" oriented national culture (Northeastern University et al., 2022d, p. 2; GlobeSmart, n.d.).</p>	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •It's unknown if the work environment is adding to the excessive turnover in volunteers faced by Revolution Turkey because the non-profit/charity is assumed to not conduct exit interviews, satisfaction surveys or engagement surveys which would tell the recruiter/sponsor as to what aspects of the work environment volunteers like and what they dislike.</p> <p>3. Cross-Cultural Communication Gaps: •Need to be transparent about the purpose of the surveys, while ensuring that they are short and not to cause anyone to lose face given the "status" oriented national culture (Northeastern University et al., 2022d, p. 2; GlobeSmart, n.d.).</p>
<p>"Culture" (TalentLyft, 2022; Jouany, 2022; Betterteam, 2022).</p> <ul style="list-style-type: none"> •Organizational culture: Innovative/adhocratic organizational culture (Puaar, 2022b; Cameron, & Quinn, 2011, p. 53). •Mission: The mission is the belief that "through advocacy, education, partnerships and events, [the non-profit/charity aim's] to transform the textile production and consumption in Turkey and improve the environmental and social impacts of the industry" (Northeastern University et al., 2022d, p. 1). •Vision: Fashion Revolution Turkey's vision is for "a sustainable fashion ecosystem in Turkey that values planet and people over growth and profit" (Northeastern University et al., 2022d, p. 1). •Core Values: Fashion Revolution Turkey's 8 core values entail: (1) "sharing;" (2) "participating;" (3) "supporting;" (4) "updating;" (5) "promoting;" (6) "collaborating;" (7) "changing;" and being (8) inclusive of all stakeholders (Northeastern University et al., 2022d, p. 1). •Long-Term Goal: "A culture of environmental and social transparency and accountability across the value chain" (Northeastern University et al., 2022d, p. 2). 	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •There needs to be some formal processes in place such as a focus on retaining talent by way of seeking new ways of recruiting talent without being limited to a few recruitment channels that are very ineffective in recruiting students.</p> <p>3. Cross-Cultural Communication Gaps: •Requires a fact-based approach such as the use of social media metrics that track the engagement rate which equals 2.76% at status quo (HypeAuditor, n.d.; Puaar, 2022b). This is because the non-profit/charity doesn't have basic HR metrics in place to test the effectiveness of the existing recruitment in place (i.e. website, Instagram and Facebook) such as the sourcing and channel effectiveness metric (Fashion Revolution Foundation, n.d.; Instagram from Meta, 2022; Meta, 2022).</p>	<p>1. Status Quo: •N/A</p> <p>2. Project Scope-Related Gap: •There needs to be some formal processes in place such as a focus on retaining talent by way of seeking new ways of recruiting talent without being limited to a few recruitment channels that are very ineffective in recruiting general volunteers.</p> <p>3. Cross-Cultural Communication Gaps: •Requires a fact-based approach such as the use of social media metrics that track the engagement rate which equals 2.76% at status quo (HypeAuditor, n.d.; Puaar, 2022b). This is because the non-profit/charity doesn't have basic HR metrics in place to test the effectiveness of the existing recruitment in place (i.e. website, Instagram and Facebook) such as the sourcing and channel effectiveness metric (Fashion Revolution Foundation, n.d.; Instagram from Meta, 2022; Meta, 2022).</p>

Exhibit 4: “Double Diamond Strategy Model” (Abramson, & Moran, 2018, p. 335; Puaar, & Rekhson, 2022).

Double Diamond Strategy Model (Abramson, & Moran, 2018, p. 334-335).			
Functions	Explanation (Status Quo)	Recommended Volunteer Roadmap Suggestion	
"External Analysis Function" (Abramson, & Moran, 2018, p. 334).	Vision	<ul style="list-style-type: none"> •Vision: Fashion Revolution Turkey's vision is for "a sustainable fashion ecosystem in Turkey that values planet and people over growth and profit" (Northeastern University et al., 2022d, p. 1). 	<ul style="list-style-type: none"> •The proposed volunteer roadmap will prioritize the development of volunteers or "people" above all else for Fashion Revolution Turkey (Northeastern University et al., 2022d, p. 1). In other words, it allows Fashion Revolution Turkey to put into practice what it preaches.
	Environment	<ul style="list-style-type: none"> •Porters 5 Forces: There are moderately low barriers to entry; but high buyer power, supplier power, substitutes and rivalry amongst existing players in the industry (i.e. competition for volunteers). •Political: Mandatory military service for men in Turkey (Burak Sansal, 1990-2021; Government of Netherlands, n.d.). •Economic: Economic crisis with high degrees of poverty and hyperinflation (Schiffrin, & Sagalyn, 2022; Al-Awsat, 2021). •Economic: As of January 2021, the total employment rate for all youths between the ages of 15-24 was "30.1" percent, which is confusing since the employment rate for males were "40.4" percent and for females it was "19.2" percent (Turkish Statistical Institute, 2021b). •Most Popular Social Media Channels (Technological): According to Aperia Global, "the internet is an excellent place to advertise job vacancies. Public websites listing employment opportunities such as www.monster.com.tr are published in Turkish and are popular among job seekers and recruiters alike" (Aperia Global, 2022c). •LinkedIn as an Untapped Recruitment Channels (Technological): Lots of non-profits in Turkey post volunteer opportunities on LinkedIn such as (1) "BGO Team," (2) "Tarih Kültür Turizm Rehberler Demeği," (3) "Leyli Sanat Demeği" and etc. (LinkedIn Corporation, 2022). •Job board (Technological): Popular job boards in Turkey are "Kariyer;" "Yenebris;" "CareerJet;" "IsCepte" and www.monster.com.tr (Moore, 2017; Aperia Global, 2022c). 	
	Strategy	<ul style="list-style-type: none"> •Strategy: Transnational Strategy stems from the "Country Office" in Turkey being somewhat locally responsive as far as the "local goals" are concerned; whereas, there is a high "integration" of corporate policies such as the "Ethical Funding Policy" (Andresen, & Bergdolt, 2016; Fashion Revolution, n.d.a; I. Cosdan, personal communication, May 31, 2022; Tarique et al., 2016, p. 70). 	<ul style="list-style-type: none"> •Strategy: A serious issue is the lack of a strategy in terms of how the non-profit goes about the strategy creation and execution processes as shown through the general lack of processes within the overall proposed volunteer management cycle (Abramson, & Moran, 2018, p. 335; Tiltay, & Islek, 2019). This is important because any volunteer road/journey map that is developed will need to list the existing processes in place at Fashion Revolution Turkey from a volunteer management lifecycle from IHRM (i.e. international human resource management) perspective (Tiltay, & Islek, 2019, p. 198). •Recruitment Strategy (Suggestion): Recruitment channels need to clarify the value offered to volunteers. •Recruitment Strategy (Suggestion): Explicit communication of how to apply/contact Fashion Revolution Turkey. •Recruitment Strategy (Suggestion): Consider expanding recruitment channels.
Internal and External	Plan	<ul style="list-style-type: none"> •Project Scope: Irem stated in the initial Zoom meeting that Fashion Revolution Turkey lacks "a volunteer journey map, which... is really necessary [for them with plans being] to create one this year" (I. Cosdan, personal communication, May 31, 2022). •Assumption: No progress has been made at status quo. 	

<p>"Internal Analysis Function" (Abramson, & Moran, 2018, p. 335).</p>	<p>Organization</p> <ul style="list-style-type: none"> • "Structure:" Decentralized decision-making (Abramson, & Moran, 2018, p. 335). • "Structure:" "Fashion Revolution is represented by two separate entities in the UK, Fashion Revolution CIC and the Fashion Revolution Foundation. These organizations spearhead the global network of official Fashion Revolution Country Offices and the Volunteer Country Coordination Teams" (Fashion Revolution, about us, 2022a)" (as cited in Rekhson, 2022; Abramson, & Moran, 2018, p. 335). • "Structure:" "The Fashion Revolution Foundation is made up of a board of trustees who are responsible for the monetary funds which support such campaigns. Fashion Revolution country Offices is a network of people who work directly with the CIC Foundation to develop regional strategies in its 14 current locations. Fashion Revolution Country Teams (CCs) are groups of volunteers who are led by the country coordinator and in Turkey that is Irem Yanpar Cosdan, who is in Istanbul, and our CC contact for this project. There is one CC per country who directs and leads the volunteers and is also the manager and recruiter to the volunteers. "Some other forms or structures of volunteering may occur in non-Western contexts. By taking the organizational context into account, volunteers may have distinctive motivations (Haivas et al. 2012), or cultural differences may influence volunteers' sense of community, satisfaction, and commitment in non-Western contexts (Fairley et al. 2013; Leco-Simic and Peric 2018)" (Tiltay & Islek, 2019, p. 15)" (as cited in Rekhson, 2022). • "Systems:" Centralized hiring system in place; which makes the Country Coordinator/Recruiter/Sponsor in charge of taking on/"hiring" volunteers (Abramson, & Moran, 2018, p. 335-345). • "Organization Culture:" Innovative/adhocratic organizational culture (Puaar, 2022b; Cameron, & Quinn, 2011, p. 53; Abramson, & Moran, 2018, p. 335). 	<ul style="list-style-type: none"> • Need a clear System or Procedures as far as the Volunteer Road/Journey Map is Concerned: Fashion Revolution Turkey requires formal "rules, formalization and structure" or procedures because of the high degree of "uncertainty avoidance" in Turkey (Abramson, & Moran, 2018, p. 387; Hofstede Insights, 2022). • Optional: Room for Improvement in Terms of the Structure: "Fashion Revolution Turkey and its volunteerism program, does not seem to operate with any kind of formal structure, based on defining skills and goals needed for certain projects. Such tasks do not seem to be organized or communicated to volunteers prior to the volunteer process. ... Volunteers sign up and quit shortly after. This could be studied more in depth using the <u>Jungian styles of communication</u>. This could also contribute to the gap that exists in Turkey's local structure and may lead to miscommunication among volunteers" (as cited in Rekhson, 2022). • Optional: Potential Consideration for Structure (i.e. Centralized Decision-Making in Turkey): According to Hofstede Insights, Turkey scores high on the degree of "power distance" which means that "Power is centralized and managers rely on their bosses and on rules. Employees expect to be told what to do. Control is expected and attitude towards managers is formal. Communication is indirect and the information flow is selective" (Hofstede Insights, 2022).
	<p>Resources</p> <ul style="list-style-type: none"> • "Human:" Very high voluntary turnover from new volunteers, so there is a lack of "commitment" or "loyalty" from students and general members of the applicant population (Abramson, & Moran, 2018, p. 335-343). The ones that are loyal are the one's who have been with Fashion Revolution Turkey since the beginning such as Irem who is the sponsor/recruiter. • "Operational:" "Geographic coverage" would be Istanbul where the Country Office is located; but it could be expanded to include Turkey as a whole, if events or other advocacy-related activities are performed in other parts of Turkey by the Country Office (Abramson, & Moran, 2018, p. 335-343). • "Financial:" The assumption is that Fashion Revolution Turkey is dependent upon external financiers to pay for rent, utilities, and etc. for the "country office" and finance services performed by the organization given that Fashion Revolution Turkey is a charity/non-profit "does not raise funds from the public" (Abramson, & Moran, 2018, p. 335; Charity Commission for England and Wales, n.d.b). 	<ul style="list-style-type: none"> • Required Resources: The key resources required are (1) time commitment by the recruiter/sponsor; (2) exit interviews to determine the exact causes of turnover in volunteers; (3) time by the sponsor to address the turnover issues; (4) access to the website to be able to make changes to the explicit communication that turns away prospective volunteers; (5) a retention strategy for volunteers; (6) a social media checklist (will explicitly say to have messages convey to prospective volunteers to send a direct message to the non-profit/charity to inquire about volunteer opportunities); and (7) HR metrics to track (i.e. lagging metrics) plus someone whose role will involve recording plus maintaining proper records of such metrics.

Exhibit 5: PESTEL Analysis (Puaar, & Rekhson, 2022).

Political	<p>“Financial Crisis” and “Hyperinflation:” Inflation is “officially 61.14%” which caused prices of everything including basic necessities such as “sugar,” “wheat,” and “a kilogram of flour” to increase (Michaelson, & Narh, 2022). In this case, Turkey is undergoing “hyperinflation” with Turkey’s as in March 2022, the “real inflation was 142.63%” (Michaelson, & Narh, 2022).</p> <p>•Military Conscription (i.e. Mandatory Military Service for Turkish Males): “Military service in Turkey is compulsory for all male citizens between 20 – 41 years of age;” but it can be up to 45 years of age and applies to those who have dual nationality (Burak Sansal, 1990–2021; Government of Netherlands, n.d.). The only exception for males is if they are “handicapped, or mentally ill, or not healthy people;” whereas, it’s voluntary for females (Burak Sansal, 1990–2021).</p> <p>•Military Conscription May be Temporarily Postponed for Higher Education: “Those men who are 20 years of age but still continue their higher education at Universities or vocational training programs are allowed to postpone their draft until they have completed these programs” (Burak Sansal, 1990–2021).</p> <p>•Duration of Military Service May Vary: “The duration of the basic military service varies: 12 months for privates (elementary or high school graduates), 8 months for reserve officers (University graduates), and 6 months for short-term privates (those who have earned a university degree and have not been enlisted as reserve officers)” (Burak Sansal, 1990–2021).</p> <p>•Citizenship: “Modern citizenship has historically been equated to nation-state membership and used as synonymous with national identity. It is argued that the feminist movement in Turkey acted as an alternative space for informal education which involved unlearning of the inculcated gendered passive citizenship and created its new versions, which are activist, non-patriarchal, and egalitarian, through women’s enactments” (Carlson et al., 2021, p. 127, 128).</p> <p>•Politics and Socialization: “Public mass education has been used worldwide as an instrument for political socialization, disciplining of the populations, realizing the processes of nation building, and creating gendered citizens (e.g. Arnot, 2009; Foucault, 1991; Gellner, 1983; Weber, 1976). The analysis entails detailed textual documentation alongwith the examination of historical and contextual factors. Textbooks in Turkey have, in fact, historically been controlled and dominated by the state. Textbooks, both the ones written under state initiative and the privately written ones, are supposed to be strictly in line with the curricula guidelines set by the Ministry of National Education (MoNE), and, thus, they can be considered as the carriers of the social and political discourses of the state” (Carlson et al., 2021, p. 129).</p> <p>•“As citizenship has been mapped onto maleness in the textbooks used in primary school in Turkey, masculinity has been shaped, first and foremost, around the concept of “warrior-protector.” Enloe (2000), when discussing the politics of militarizing women’s lives, underlines the significance of this notion of men protecting women and children in creating an unequal and militarizing gender regime. In the analysed textbooks, this formulation is not set only at the individual level but has been reflected to the level of the nation-state through representing the family as its microcosm: men are to protect the homeland, which is feminized through imageries and/or metaphors (see Kanci, 2008; Keyman & Kanci, 2011)” (Carlson et al., 2021, p. 131).</p>
Economic	<p>•Hyperinflation: Turkey’s hyperinflation impacts the price of “everything from food to gas,” and even housing which includes “private dormitories” (who also raised their prices”) (Schifrin, & Sagalyn, 2022; Al-Awsat, 2021).</p> <p>•Debt/Loans (Excluding Mortgage and Housing Costs): According to the Turkish Statistical Institute, “58.3% of the population had installments or loans (other than mortgage –for the main dwelling– and housing cost), ... While these payments did not burden at all to 7.0% of the population, it was a heavy burden to 18.8%. 59.3% of the households reported that they cannot afford paying for one week annual holiday away from home, 37.3% of them cannot afford a meal with meat, chicken or fish every second day, 32.2% of them cannot afford unexpected financial expenses, 20.3% of them cannot afford keeping home adequately warm and 58.0% of them cannot afford replacing worn furniture” (Turkish Statistical Institute, 2021c).</p> <p>•Inflation “The Turkish economy was one of few globally to expand in 2020 despite coronavirus fallout, thanks largely to a credit boom around mid-year. Overall inflation was around 12% – and near 20% for food – for much of last year before climbing. Tourism revenue sharply declined, and exports fell, leading to a large current account deficit. The World Bank said the impact of the pandemic would be a “struggle to shake off” globally but that Turkey’s economy is expected to grow 5% this year due a recovery in exports. It warned that rising inflation in advanced economies could lead to “destabilising movements in global liquidity away from emerging markets” and added that growth prospects could also be hit by a resurgence of COVID-19 cases” (Reuters, 2021).</p> <p>•Poverty Rate: “The number of people in Turkey who are officially recognized as living in poverty rose to 17,921,000 in 2020, a 714,000 increase over 2019, according to a recent report from the Turkish Statistical Institute (TurkStat), Bold Medya reported. According to the report, titled “Income and Living Conditions Survey Regional Results, 2020,” 2,941,000 poverty-stricken people live in Istanbul, 1,087,000 in Ankara and 875,000 in izmir. TurkStat considers individuals who earn less than TL 14,873 annually or TL 1,166 monthly to be living in poverty. Turkey has seen an increase of 2 million in the number of people considered “poor” over the last four years. The number of people living in poverty has long been a source of contention between the ruling Justice and Development Party (AKP) and the opposition parties” (Turkish Minute, 2021).</p> <p>•Unemployment rate in Turkey: “The unemployment rate in Turkey edged up to 11.3 percent in April of 2022 from a downwardly revised 11.2 percent in the previous month. The number of employed persons rose by 408 thousand from the month earlier to 30.371 million while the number of unemployed increased by 3 thousand to 3.853 million. Also, the labor force participation rate edged up to 53.1 percent from 52.4 percent a month earlier and the youth jobless rate for those aged between 15–24 years was up 0.8 percentage points at 20 percent” (Trading Economics, 2022).</p> <p>•Unemployment Rate (National): Turkey’s unemployment rate has been consistently high for the last couple of years as its been 10.82% in 2017; 10.89% in 2018; 13.67% in 2019; 13.92 percent in 2020; 12% in 2021 (i.e. “3,861,000” persons unemployed) (Macrotrends LLC, 2010–2022a; Daily Sabah, 2022; Turkish Statistical Institute, 2021b). Also, on January 2021, out of the total unemployment rate of 3,861,000 persons, 2,426,000 were male and 1,436,000 were female (Turkish Statistical Institute, 2021b). Nevertheless, as of April 2022, the national unemployment rate was 11.3% (Trading Economics, 2022).</p> <p>•Unemployment Rate (Istanbul): The unemployment rate in Istanbul was 14.7% in 2020 (IZ Bratislava, 2004–2022).</p> <p>•Unemployment Rate for Youth’s in (Istanbul): The unemployment rate for Youth’s in Istanbul was 25.5% in 2020 (IZ Bratislava, 2004–2022).</p>
	<p>•Unemployment Rate for Youth Between the Ages of 15–24 (National): As of January 2021, “the youth unemployment rate in the 15–24 age group was 24.7% ... and the employment rate was 30.1%” (Turkish Statistical Institute, 2021b).</p> <p>•Unemployment Rate and Students (National): A news article posted in November 2021, stated that “492 thousand young people have been looking for a job in Turkey for over a year [of which] 233 thousand [are] university students” (BIA News Desk, 2021).</p> <p>•Unemployment Rate for Youth Between the Ages of 15–24 (National): As of January 2021, the total unemployment rate for all youths between the ages of 15–24 was “24.7” percent, which is confusing since the unemployment rate for males were “21.9” percent and for females it was “30.3” percent (Turkish Statistical Institute, 2021b).</p> <p>•Labour Force (National): On January 2021, the total labour force in Turkey for persons aged 15 and older equated to 31,567,000 of which 21,360,000 were male and 10,207,000 were female (Turkish Statistical Institute, 2021b).</p> <p>•Employment Rate for Youth Between the Ages of 15–24 (National): As of January 2021, the total employment rate for all youths between the ages of 15–24 was “30.1” percent, which is confusing since the employment rate for males were “40.4” percent and for females it was “19.2” percent (Turkish Statistical Institute, 2021b).</p> <p>•Labour Force Participation Rate (National): The labour force participation rate as of January 2021 equated to 49.9% of which 68.2% were male and 32.0% were female (Turkish Statistical Institute, 2021b).</p> <p>•Labour Force Participation Rate (Elderly Population): As of 2019, the “labour force participation rate was 12.0% for elderly population” with 64.7% of the overall elderly population being employed within the “agricultural sector” (Turkish Statistical Institute, 2021a).</p> <p>•Elderly Dependents (National): “24% of households” (i.e. almost 1” in 4 households”) in Turkey, has at least one elderly dependent living with them, as of 2020 (Turkish Statistical Institute, 2021a).</p> <p>•“Elderly Dependency Ratio” (National): The “elderly dependency ratio” increased from “12.2% in 2015... to 14.1% in 2020” (Turkish Statistical Institute, 2021a).</p> <p>•“Elderly Dependency Ratio” (Projections for the Future): In Turkey, the “elderly dependency ratio [is] expected to be 16.4% in 2025, 19.6% in 2030, 25.3% in 2040, 37.5% in 2060 and 43.6% in 2080” (Turkish Statistical Institute, 2021a). It basically just shows that the number of elderly dependents will continue to “increase as fertility levels continue to decline,... the proportion of [the] working age starts declining and the proportion of older persons continues to increase” (United Nations, n.d., p. 104).</p> <p>•Poverty and Costs: As a whole, approximately “53.6% – of Turkish citizens were only just managing to meet basic needs [in] May [2021], while a quarter said they couldn’t cover their essential costs” (Michaelson, & Narh, 2022).</p> <p>•Poverty Rate for the Elderly Population (National): Using 60% of the “household disposable median income,” the Turkish Statistical Institute found that the elderly population living in poverty was roughly 14.2% of the overall elderly population in 2019 (Turkish Statistical Institute, 2021a).</p> <p>•Volunteer Hours for the Elderly by Turkish Governments: “Older persons perform volunteer activities in these units 3 days a week, 4 hours a day” (Ministry of Family and Social Services, 2021, p. 18).</p>

Socio-Cultural	<p>•Population: The total population in Turkey is an estimated "83,047,706" (Aperian Global, 2022a).</p> <p>•Demographical: According to Aperian Global, the "ethnic groups residing in Turkey include" (1) 70-75% Turkish; (2) 19% Kurdish; and (3) 7-12% "other minorities" (Aperian Global, 2022a).</p> <p>•Language (National): The official language in Turkey is Turkish; whereas "Kurdish and Arabic are also spoken by minorities in the southeast," but "French, German, and English are widely spoken in cities and tourist areas" (Aperian Global, 2022a).</p> <p>•Lifestyle Trends: "Early researches identified three factors that promote volunteerism among adults; namely altruistic values, social status and social integration (Wilson & Musick, 1997) Late studies, not moving too far from the early ones, are emphasizing three kinds of promoters, namely human, social and cultural capitals (Bang & Ross, 2003; Desterle, Johnson & Mortimer, 2004). Based on human capital, it is argued that high social status brings more time and resources to involve in volunteer activities. Moreover, doing an act of good, brings respect within the society (Wilson, 2000). Social capital or social integration suggests that people tend to volunteer more if they are asked to. In families, schools, and workplaces, people interact with others, and they are influenced by attitudes and behaviors of others. Being with people who are already volunteers, may be a trigger to take action. Parents can be good role models for volunteering. Children of parents who volunteer are more likely to be volunteers than their peer (Bekkers, 2007). Cultural capital refers to the altruistic, moral, ethical and others oriented view of the volunteering" (Aydin et al., 2021, p. 4).</p> <p>•Female Education: "According to OECD data (2018), Turkey has the highest number of young women who are not in education, employment, or training (or as this category is commonly known, NEET). This rate is especially high among young women whose secondary education was interrupted before they completed 12th grade. According to the 2018 data, among young women (aged 18-29) without a secondary education, 69% are in this category (OECD, 2018). These women face serious barriers, some of which stem from a strong patriarchal culture, which prevents them from continuing their education, finding employment, establishing careers and participating more fully in their community and society" (Carlson et al., 2021, p. 94).</p> <p>•Gender Roles and Society: "Turkish schoolbooks since 1920s, there are clear gendered identities emphasizing the role of men as protectors and women as nurturer of children. Within this context, women are expected to prioritize everyone and everything before themselves. In addition, the main purpose of educating women is to help them become better mothers" (Carlson et al., 2021, p. 94).</p>
	<p>•Volunteering Trends: "Although volunteering has traditionally been valued by Turkish society, it has remained at the individual level for years. The main types of volunteer service have been the following: providing financial help for the poor and accommodation for the homeless; donating to schools, mosques, and foundations; and contributing labor for the construction and maintenance of rural roads, mosques, schools, and health care centers. In addition, farmers helping each other to complete work during sowing and harvesting periods has been the main form of cooperation among rural people (Ayyildiz, 1975; Boz, 2005; Dzkaya, Karaturhan, & Boyaci, 2003). Altruism is considered to motivate individuals who focus on the client population when they volunteer. It reflects the time, money, and energy that an individual sacrifices for the benefit of society at large. According to Schram (1985, p. 14), altruism has long been thought of as the major reason for participating in volunteer services. However, some authors consider altruism as only one of the many reasons that motivate an individual to volunteer. They suggest that the motives of altruism and egoism can act together to motivate individuals to perform volunteer service." (Boz & Palaz, 2011, P. 4, 7).</p> <p>•Religions: According to Aperian Global, "Sunni Islam is the predominant religion in Turkey" with Muslims being 99.8% of the population; whereas the "other 0.2%" being Christian plus Jewish (Aperian Global, 2022a).</p> <p>•Male-Dominated Culture: "Turkey has a male-dominated culture," and "society generally believes that biological sex should determine the roles of members in homes, business organizations, and communities" (Gannon, & Pillai, 2016, p. 341).</p> <p>•Education and English Proficiency: "Turkish people frequently state that they can comprehend English but they cannot speak it" (Ulum, & Uzun, 2020, p. 456).</p> <p>•Education: Between 2020 and 2021, the number of students that enrolled in higher education are as follows: (1) 3,114,623 students a associate degree; (2) 4,676,657 students in a bachelor degree; (3) 343,569 students in a masters degree and (4) 106,148 students in a doctorates degree (Dierks, 2022).</p> <p>•Future Supply of Labour: The birth rate in Turkey has been shrinking ever since 1950 (i.e. 50 births per 1000 people); too 16.179 births per 1000 people in 2018; 15.922 births per 1000 people in 2019; 15.665 births per 1000 people in 2020; and 15.408 births per 1000 people (Macrotrends LLC, 2010-2022b).</p> <p>•Income Distribution (National): In 2020, high school graduates had a "mean annual income" of 41,855 TL and graduates of higher education had a "mean annual income" of 63,085 TL (Turkish Statistical Institute, 2021c).</p> <p>•Median Age of the Population: According to the Turkish Statistical Institute, "the median age was 32.1 for males and 33.4 for females in 2020" (Turkish Statistical Institute, 2021).</p> <p>•Aging Population (Median Age Related Projections for the Future): According to the Turkish Statistical Institute, "the median age [is] expected to be 34.1 in 2025, 35.6 in 2030, 38.5 in 2040, 42.3 in 2060 and 45.0 in 2080" (Turkish Statistical Institute, 2021).</p> <p>•Reasons why the Elderly Population Volunteer: The feeling of "loneliness, the desire for authority, the feeling of belonging, the need for socialization, the development of the intellectual level, the sharing of experiences, the learning of new information, the development of skills, the change of social roles and status" (Ministry of Family and Social Services, 2021, p. 18).</p> <p>•Gender Breakdown: Turkey's labour force participation rate is approximately 34.5% female and 71.8% male (International Labour Organization (ILO), 1996-2022).</p>
Technological	<p>•Most Popular Social Media Channels: According to Aperian Global, "the internet is an excellent place to advertise job vacancies. Public websites listing employment opportunities such as www.monster.com.tr are published in Turkish and are popular among job seekers and recruiters alike" (Aperian Global, 2022c).</p> <p>•LinkedIn as an Untapped Recruitment Channels: Lots of non-profits in Turkey post volunteer opportunities on LinkedIn such as (1) "BGO Team," (2) "Tarih Kültür Turizm Rehberler Derneği," (3) "Leyli Sanat Derneği" and etc. (LinkedIn Corporation, 2022).</p> <p>•Job board: Popular job boards in Turkey are "Kariyer," "Yenebris," "CareerJet," "IsCepte" and www.monster.com.tr (Moore, 2017; Aperian Global, 2022c).</p> <p>•Technological Gap: "For Turkey to have genuine HRM practices, it has to develop systems that are compatible with the culture and structure of the country and the needs of the workers. Turkey must ensure that these systems are widespread" (Tuzuner, 2014, p. 455). Turkey's system stems from the Ottoman Era. "Islam and the paternalistic style of social relations in the family and the working place cause the Turkish HRM systems to diverge from those of Western Countries" (Tuzuner, 2014, p. 456).</p> <p>•Instagram Users: "As of May 2022, the number of Instagram users in Turkey totaled over 58 million. This number was the highest recorded in the observed period from September 2019 to May 2022 and accounted for 68 percent of the whole population" (Dierks, 2022).</p>
Environment	<p>•Climate: Turkey's climate zones include a combination of (1) "the Mediterranean Climate," (2) "the Black Sea Climate," (3) "the Terrestrial Climate" and (4) "the Marmara Climate" (The World Bank Group, 2021). However, Turkey has "a temperate climate" as "it has hot, dry summers, and mild, wet winters. Conditions are somewhat harsher in the interior" (Aperian Global, 2022b).</p> <p>•Geography: Turkey's is roughly "783,562 square kilometers" (Aperian Global, 2022b).</p>
Legal	<p>•Employment Law (Recruitment): The "global employer handbook" clarifies the different employment laws that are applicable in Turkey (Employment Law Alliance, 2022).</p> <p>•Pre-Due Diligence Requirement: Turkey's "Labour Code and labour law principles do not define specific categories of workers" and this extends to volunteering roles (Ucer, Ergin, & Herguner Bilgen Ozeke Attorney Partnership, 2022).</p>

Exhibit 6: “Gap Analysis Protocol” (Abramson, & Moran, 2018, p. 344; Puaar, M. & Rekhson, 2022).

Please click on the following hyperlink for the analysis of the teams gap analysis protocol:

https://1drv.ms/x/s!AtnY_J6GqUOlqXCNbeN2p3uhcqS?e=zAu0Nm

Exhibit 7: Needs and Gap Analysis Summary Table

[Please see the attached analysis for a general the summary table of the need and gap analysis table:](#)

https://1drv.ms/x/s!AtnY_J6GqUOlGw5_wU3C42UvPkU1?e=MvL3Q4

Exhibit 8: “*Intercultural Communication Analysis*” and Recommendations (Northeastern University et al., 2022a).

Please see the following hyperlink for an analysis of how the recommendations tie into both the “*intercultural communication understanding*” and “*cross-cultural concepts*” (Northeastern University et al., 2022a).

https://1drv.ms/x/s!AtnY_J6GqUOlqXISQ9jqIRs-tvpj?e=BIYBfn

FASHION
REVOLUTION
Turkey

(Twitter, Inc., 2022).

Fashion Revolution Turkey

Certificate of Completion

is hereby granted to

[Enter First and last name here]

to certify that he/she has completed to satisfaction

English Proficiency: Verbal (Basic)

Completion Date: Month • Day • Year

Exhibit 10: Skill Blocks to Receive the Certificate of Completion

	English Proficiency: Verbal (Basic)	English Proficiency: Written (Basic)	Social Media Content Creation Proficiency (Basic)	Team Working Skill
Level III: Practical Experience	<ul style="list-style-type: none"> □ Completion of 10 hours of voluntary experience, whereby the student/learner was able to practice sending and receiving messages in full-sentences, verbally using the English language with his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a work-related setting (I. Cosdan, personal communication, May 31, 2022). □ Volunteer/learner is able to comprehend what has been verbally communicated to him/her in the English language, by being able to follow through on the directives provided to him/her in a workplace setting. □ Volunteer has shown basic proficiency by being able to converse with his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a work-related setting (I. Cosdan, personal communication, May 31, 2022). 	<ul style="list-style-type: none"> □ Completion of 10 hours of voluntary experience, whereby the student/learner was able to practice sending and receiving full-sentences in a written format (print or digital) using the English language with his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) (I. Cosdan, personal communication, May 31, 2022). □ Volunteer/learner is able to comprehend what has been digitally communicated to him/her in the English language by being able to follow through on the directives provided to him/her in a workplace setting. 	<ul style="list-style-type: none"> □ Completion of 10 hours of voluntary experience, whereby the student/learner was able to practice creating the appropriate social media content that require little-to-no edits by his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a work-related setting (I. Cosdan, personal communication, May 31, 2022). □ Organic content created by the volunteer/learner was able to show improvement in engagement metrics (i.e. “<i>likes, comments, and shares</i>”) on average over the prior 20 hours of volunteering (Chen, 2021). 	<ul style="list-style-type: none"> □ Completion of 10 hours of voluntary experience, whereby the student/learner has been able to work with his or her team effectively while having shown the ability to: <ul style="list-style-type: none"> □ Support team members by taking on “<i>individual responsibility and accountability</i>” or increased delegation of work/“<i>levels of control</i>” over the assigned work activities (University of Waterloo, n.d.; Townsend, 2007, p. 632). □ Volunteer has the ability to problem solve or assist their respective team of volunteers complete objective(s) relating

		<p><input type="checkbox"/> Volunteer/learner was able to practice responding to the digital messages (i.e. Email, WhatsApp, or social media) using the English language.</p>		<p>to the “local goals” (I. Cosdan, personal communication, May 31, 2022).</p> <p><input type="checkbox"/> Basic application of communication skills (verbal, non-verbal and/or written).</p>
<p>Level II: Practical Experience</p>	<p><input type="checkbox"/> Completion of 10 hours of voluntary experience, whereby the student/learner was able to practice sending and receiving messages verbally using the English language with his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a work-related setting (I. Cosdan, personal communication, May 31, 2022).</p> <p><input type="checkbox"/> Volunteer/learner is able to comprehend what has been verbally communicated to him/her in the English language, by being able to follow through on the directives provided to</p>	<p><input type="checkbox"/> Completion of 10 hours of voluntary experience, whereby the student/learner was able to practice sending and receiving written messages (i.e. digital or print) using the English language with his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a workplace setting (I. Cosdan, personal communication, May 31, 2022).</p>	<p><input type="checkbox"/> Completion of 10 hours of voluntary experience, whereby the student/learner was able to gain experience in creating the appropriate social media content as directed by his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a workplace setting (I. Cosdan, personal communication, May 31, 2022).</p> <p><input type="checkbox"/> Volunteer has been monitoring social media-related engagement metrics.</p> <p><input type="checkbox"/> Volunteer/learner was able to respond appropriately to comments or questions asked on Fashion Revolution Turkey’s social media</p>	<p>Completion of 10 hours of voluntary experience, whereby the student/learner has been able to work with his or her assigned team effectively.</p>

	<p>him/her in a workplace setting. Volunteer/learner was able to practice communicating vocally using the English language in a work-related setting.</p>	<p><input type="checkbox"/> Volunteer/learner was able to comprehend what has been digitally communicated to him/her in the English language, by being able to follow through on the directives provided to him/her in a workplace setting.</p>	<p>channels by audience members.</p>	
<p>Level I: Practical Experience</p>	<p><input type="checkbox"/> Completion of 10 hours of voluntary experience, whereby the student/learner was able to practice sending and receiving messages verbally using the English language with his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a work-related setting (I. Cosdan, personal communication, May 31, 2022).</p> <p><input type="checkbox"/> Volunteer/learner was able to practice communicating vocally using the English language in a work-related setting.</p>	<p><input type="checkbox"/> Completion of 10 hours of voluntary experience, whereby the student/learner was able to practice sending and receiving written messages (i.e. digital or print) using the English language with his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a workplace setting (I. Cosdan, personal communication, May 31, 2022).</p>	<p><input type="checkbox"/> Completion of 10 hours of voluntary experience, whereby the student/learner was able to gain experience in creating the appropriate social media content as directed by his/her direct supervisor (i.e. “<i>Country Coordinator</i>”) in a workplace setting (I. Cosdan, personal communication, May 31, 2022).</p>	

Exhibit 11: Example of Expectancy Theory

Volunteer Position	Example	Expectancy Probability (0 to 100) <i>(“Will I be able to accomplish the task if I exert the effort”)</i> (Long, & Singh, 2018, p. 79).	Instrumentality <i>(Will I “receive the rewards if I accomplish the task?”)</i> (Long, & Singh, 2018, p. 79).	Valence of the outcome. <i>(“Is the task worth doing?”)</i> (Long, & Singh, 2018, p. 79).	Outcome
Student Volunteers (Social Media Content Creation)	<ul style="list-style-type: none"> Expect volunteers (i.e., students or volunteers from the applicant population) to receive a Certificate of Completion in "social media content creation proficiency (basic)," for completing three levels of the skill blocks. Each of the three skill blocks has 10 hours of volunteering each. 	75%	100%	(+1)	Highly Motivated

Exhibit 12: Proposed Structure for the Volunteer Road/Journey Map (also called the “*volunteer management lifecycle*”) (Tiltay, & Islek, 2019, p. 198).

(1) “*Planning stage;*” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Analyze volunteer positions and what is needed (job analysis) for each volunteer position.
- Prepare volunteer descriptions based on skills, and ability’s (KSA’s) needed.
- Make sure that volunteer positions are explicit with proper information.
- Clarify what volunteers will be doing and how much time is required.
- Specify after volunteer completion, volunteers will receive certificates.

(2) “*Recruitment;*” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Update/Increase recruitment channels
- Change wording on the website to clarify to prospective volunteers on how to apply.
- Clarify on Instagram and Facebook on how people can apply for volunteer positions.
- Track metrics and KPI’s.

(3) “*Selection (I.e. “screening to assess capability”);* (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Inform potential volunteers that the Recruiter/sponsor will send an email expressing interest in holding some form of an interview or at least meeting the volunteer (student or members of the applicant population) in some capacity before they are brought on-board.
- Set up One-on-one zoom meeting to establish a relationship.

(4) “*Placement in the suitable role;*” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Establish structure by aligning qualifications and skills with volunteer job descriptions.
- Create groups and each team lead will reach out to volunteers and schedule another one-one-zoom as well as a team check-in.
- Ensure volunteers with skills and responsibilities to be used on their CVs such as, “*presenting career opportunities within the volunteer organisation is effective in ensuring motivation (Clary and Snyder 1999). Demonstrating the achievements and benefits to be achieved through voluntary service and revealing the individual’s abilities and potential are the ways to provide volunteer motivation through the individual development approach (Waikayi et al. 2012)*” (as cited in Tiltay, & Islek, 2019, p. 192).

(5) “*Orientation and onboarding;* (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Inform Volunteers that they will have an orientation and will be assigned to their respective team.
- Inform volunteers that they will meet other volunteers at events to create camaraderie.
- Inform volunteers of the policies and expectations.
- Introduce volunteers to their responsibilities.

(6) “Training;” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Identify the training needs for each volunteer.
- Establish objectives to bridge the gaps that exist so volunteers will have the proper training needed to perform volunteer responsibilities.
- Inform volunteers of the blended training methods.
- Volunteers will be trained to accomplish such tasks and responsibilities.

(7) “Motivating;” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Inform volunteers of the benefits of their volunteer time at Fashion Revolution Turkey.
- Inform volunteers of the certification of completion in which they can add this to their CV for potential career opportunities.

(8) “Supporting;” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Inform volunteers that their time is valuable, and volunteers can set their own volunteer schedules.

(9) “Recognising;” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Inform volunteers that they will have full support from country coordinator, team lead, and other volunteers.
- Volunteers will be advised of the open communication channels to be fostered with staff members.
- Inform volunteers of the flexibility and after volunteer completion they will receive a digital Fashion Revolution Certificate of completion.

(10) “Assessing the performance;” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Inform volunteers that performance will be assessed in private.
- Skill blocks will be used to assess as to whether volunteers have met the required expectations as a means of objectively assessing their ability to earn a certificate of achievement (Exhibit 9) from Fashion Revolution Turkey. The skill block entails three levels each of which contains 10 hours of volunteer experience and a list of skills that would be included to show improvement in volunteers as identified within checklists aspect of the skill blocks.

(11) “Rewarding” (Tiltay, & Islek, 2019, p. 198; Northeastern University et al., 2022; Puaar, & Rekhson, 2022).

- Inform volunteers that they will receive a Certificate of Completion for volunteer time after completing the three levels of each which contain 10 volunteer hours each.

Exhibit 13: Reasons why Basic English proficiency was used as an example for the Certificate of Completion

Can be Portrayed as an Investment in the Future of Student Volunteers

A scholarly article posted in the “*International Dialogues on Education*,” clarified that in Turkey, 95% of students surveyed stated that they believed that knowing a foreign language “*is a necessity for their careers*” “*especially English*” (Yiğit et al., 2020, p. 94-110). Also, it’s important to note that “*Turkish companies with international business typically look for candidates who have an ability to speak several languages fluently, as well as strong relationship skills and a broad network of contacts*” (Aperian Global, 2022a). Moreover, in Turkey, “*learning a foreign language... can give a person the extra advantage they need to land a good job*” (Aperian Global, 2022l).

Motivation and Language Learning

Moreover, the scholarly article found that students who voluntarily joined foreign language related activities which provided the respective students with the ability to practice answering questions in English tended to have a more positive experience, while being able to reduce their level of anxiety, but to further reduce their anxiety with learning the English language requires a lot of practice (Yiğit et al., 2020, p. 107). Additionally, “*students who have positive perceptions of English join in the lessons more and are more motivated compared to other students who perceive English negatively and construct negative metaphors around it*” (Yiğit et al., 2020, p. 107). In that sense, the way that English is communicated to the overall applicant population online plus providing students with opportunity to learn on their own in a “*self-paced*” manner is important to reduce their anxiety and have more positive learning experience with language (Saks, & Haccoun, 2016, p. 250). This is especially true, since learning a foreign language such as English is seen as being instrumental for the Career development of students (i.e., cultural field) (Yiğit et al., 2020, p. 94-110).

Educational Requirement for University Students (External Stakeholder and Cultural Field).

At Istanbul Bilgi University, the admission requirement for international students is “[TOEFL IBT : Minimum Score 75](#)” (Istanbul Bilgi University, 2018). In other words, having some form of English proficiency is a pre-requisite requirement for students in Istanbul to enter University.

The certificate program will be useful for kinesthetic learners as they would learn better if they were doing something productive while being able learn.

Exhibit 14: Turkey's Polychronic Culture and the Pandemic

Due to the pandemic and the nature of the volunteer positions which are remote, weekly Zoom check-ins with volunteers would create communication and transparency and would help to build loyalty and trust. After all meetings, Irem herself should, *“arrange for someone to take meeting minutes and distribute them to all participants afterwards. This will be expected and will help communicate the importance of the meeting and future follow-up steps”* (Global Aperian, 2022k). Despite the fact, *“Turkey is considered a polychronic culture, “Electronic communications media (texting, email, social media, websites, and so on) are far more popular in monochronic cultures because they save time. We should be aware, however, that individuals in polychronic cultures could feel uncomfortable with these technologies or see them as emanating from people that they do not, and will not, have significant relationships with. Therefore, they might not respond as efficiently as we hoped, or might not place as much value on relationships with us because we had not spent the time they preferred in face-to-face contact”* (Abramson & Moran, 2018, p. 56)” (as cited in Rekhson, 2022b).

Exhibit 15: Motivation, Incentive and Retention factors of the Volunteer Road/Journey Map; plus, their relationship to Cross-Cultural Communication for a detailed analysis of the Social Exchange Theory and Expectancy Theory

Social Exchange Theory (Puaar, M. & Rekhson, 2022).

The Social Exchange theory is relevant to volunteers at Fashion Revolution Turkey based on what the benefits and costs are from donating their time. The "Social exchange theory aims to explain the conditions for the development of interpersonal and intercultural relationships. When people enter a relationship, they usually evaluate the rewards they are likely to gain and the costs they are willing to pay. If the perceived rewards are greater than the costs, or the reward: cost ratio is more favorable than those in other relationships the people could enter (alternatives), they will continue to develop the relationship. If not, people may leave the existing relationship and seek a new one. (Liu et al., 2018, p. 247). The Social Exchange Theory is a relevant communication theory as it pertains to Turkey. University Students, high school students, and community members are donating their time and the relationships are based on what these volunteers are gaining. "Typically, being altruistic means giving without expecting anything in return, which contradicts the basis of social exchange. Research indicates while a true altruist gives solely to give, a reciprocal gives with expectation of a return" (Charry, 2022). Benefits are things you get out of the relationship Irem stated that volunteers quit and use Fashion Revolution on their CV's. If Volunteers were receiving intrinsic rewards retention would be higher at Fashion Revolution.

Expectancy Theory (Puaar, M. & Rekhson, 2022).

Another Theory that describes Cross-Cultural Communication is the Expectancy Theory. It encompasses three components Expectancy, Instrumentality, and Valence. This theory describes the roles of powerlessness, attitudes towards charitable organizations, and attitudes towards helping others" (Zboja, 2020, p. 1). Volunteers are motivated to by, Diversity in friendships and more education have been found to increase the likelihood of volunteering, while greater intensity of religious belief increases level of volunteerism (Forbes and Zampelli 2014). These authors also found that both likelihoods to volunteer and level of volunteerism were increased for those with more informal social networking, formal group involvement, and greater religious participation" (Zboja, 2020, p. 3). "Vroom's Expectancy Theory of Motivation (Vroom 1964) posits that the individual evaluates choices and makes decisions based on the choice that is believed will lead to the most desirable personal outcome to optimize pleasure and minimize pain. As a cognitive theory of motivation, expectancy theory focuses on subjectively rational human behavior and is based on three core concepts: expectancy, instrumentality, and valence that combine to create motivational force (MF)" (Zboja, 2020, p. 4). The expectancy theory would really enhance the connection between performance and outcomes through proper training and development as well as a reward system to those volunteering their time.

Exhibit 16: Cross-Cultural Misunderstandings that May Potentially Impact the Reasons as to why Volunteers Quit.

There are any number of reasons as to why volunteers may decide to leave after only volunteering for a short time-frame. This means that it's important not to rule out the potential of misunderstandings in cross-cultural communication occurring at Fashion Revolution Turkey given that Turkey has a “*secular*” national culture and there are no internal survey-related data to definitively say that it does or does not occur (Abramson, & Moran, 2018, p. 384). Moreover, “*some misunderstandings that are considered ‘cultural’ are in fact linguistic misunderstandings. Some misunderstandings that are considered ‘cultural’ are in fact based on inequality and taking recourse to ‘intercultural communication’ can serve to obfuscate relationships of global inequality and injustice. The Sapir–Whorf Hypothesis’ and the concept of linguistic relativity, stating that our language influences the way we see the world, and that our language makes different aspects of reality salient to us*” (Pillar, 2007, p. 8-9). When Irem is communicating with volunteers her lens may be different than how volunteers see things based on cross-cultural communication. People have deeply rooted values that stem from education, religion, and how they were raised. It determines what in –group they belong to and the lens in which they see things. This can be described by linguistic determinism. “*Language determinism is the idea that language shapes thought. Like semiotics, which argues that a single grammar exists prior to all human activity (although the grammar of semiotics is not strictly linguistic), these linguistic determinists say that the structures, hierarchies, and hidden associations of our individual human languages determine the conclusions that we reach in our logic, the aspirations of our lived lives, and all our emotional content*” (Psychology Wiki, 2022). When volunteers quit it seems acceptable and common to save-face, but also creates misunderstandings.

On the other hand, considering the fact that the “*Sapir-Whorf hypothesis*” clarifies that language impacts our perceptions of the world; the way that message on the website for prospective volunteers can be viewed in a negative light (Pillar, 2007, p. 8-9). An “*real world evidence*” of how it can impact the project pertains to the messages that are put out by Fashion Revolution’s general website which could be misinterpreted in another culture such as Turkey as it states that “*due to high work volume, we are unable to respond to other requests for volunteers at this time. You can contact event [organizers] directly to offer assistance*” (Fashion Revolution Foundation, n.d.; Northeastern University et al., 2022). As a result, the sponsor/recruiter/Irem and/or her internal teams plus team leads (i.e., internal stakeholders) must immediately correct this issue, as it could be interpreted in a negative light by audience members (i.e., prospective students or potential volunteers from the applicant population) within Turkey.

Exhibit 17: Additional “Cross-Cultural Concepts” Related Analysis (Northeastern University et al., 2022a).

Cross-Cultural Communication factors influence behaviors, cultural values, attitudes, etc. These factors are evident based on Turkey’s cross-cultural communication which is defined by, “*the [external] environment in which volunteers are working in is more individual especially in a collective and high-power distance culture where group work is more accepted. Turkey is considered a collectivist culture where people are more group oriented. Emphasis is not individualistic but more group oriented. “We” is important, people belong to in-groups (families, clans or organisations) who look after each other in exchange for loyalty. Communication is indirect and the harmony of the group has to be maintained, open conflicts are avoided*” (Hofstede Insights, 2022)” (as cited in Rekhson, 2022a). These factors affect business based on social norms and cultural factors. For example, in Turkey, “*business Culture in Turkey is characterized by: [business communication](#), [business etiquette](#), [business meeting etiquette](#), [internship and student placements](#), [cost of living](#), [work-life-balance](#) and [social media guide](#)” (Business Culture, 2022a). It is common for business relationships to occur through others. “Personal relationships in Turkey can help to create a network of acquaintances and third-party introductions are important for building trusting relationships. So, existing relationships may be the starting point for getting to know other people as Turks may initially be hesitant to develop a business relationship with you, if you are not a family member or a part of a close circle of friends” (Business Culture, 2022b). Such common hierarchical business relationships are common as well in Turkey. “*“The traditional managerial style in Turkey tends to be top down, not participatory. Managers are often expected to make most of the important decisions” (Aperian Global, 2022g). Subordinates think of Irem as their superior so they may look to her for approval. “Having strong interpersonal skills and showing sincerity in interactions with employees and colleagues is essential” (Aperian Global, 2022g). Building strong trustworthy and loyal relationships with volunteers could potentially help them to feel more connected with the mission increasing volunteer retention*” (as cited in Rekhson, 2022b).*

Exhibit 18: Recognition and Appreciation Example

For example, Monty thanks every organizational member in morning team huddles for all of the hard work of his Security team; with the team being highly diverse and made up persons from a wide-variety of similar plus contrasting national cultures; regardless of which, the one thing that every organizational member tends to appreciate is how much were always telling the team how much we appreciate them because they make up the soul of the company, without whom Green Leaf Security would not be where it is. We also buy our workers with regular lunches, offer incredibly high wages, benefits, opportunities and etc.; all of which helped maximize the employee value proposition; and virtually eliminated our turnover issues. However, the retention strategy of Fashion Revolution Turkey would need to be tailored for the non-profit and this includes identifying different means of maximizing the EVP offered to prospective volunteers, otherwise they will have no incentive to do any work assigned to them and may decide that it's better to not do it or leave as clarified within the expectancy theory section above.

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ⁱ Coaching is when “*an experienced and knowledgeable person is formally called upon to help another person develop the insights and techniques pertinent to the accomplishment of their job*” (Saks, & Haccoun, 2016, p. 219).