

This master thesis investigates the motivation of different stakeholders such as managers, food bank users, and volunteers at the Tafel in Stuttgart, a non-profit organization and food bank that distributes food to people in need. Motivation is important because it increases productivity and adds value to a positive environment. Those who work in a motivated way look for solutions to problems and do not just do what is expected of them. Clients, users, and recipients are used in this master thesis as synonyms for people who buy food at the Tafel. Also, motivation and motive will be used with the same meaning, namely why people want to volunteer at food banks. Volunteers get no payment, but their work performance depends on their motivation. Twenty in-depth interviews with open-ended questions were recorded via mobile phone, transcribed by hand, and analyzed based on Mayring's qualitative content analyses. The student also volunteered at the Tafel in Stuttgart to get a deeper insight into the stakeholders' work and the structure of the Tafel. Next to the motivation of volunteers, this master thesis investigates the motivation of managers and the reason for clients to step into the Tafel. The volunteers' motivation can be perceived as widespread, from selfless to self-oriented, whereas the motivation of clients can be more perceived as financially driven. The managers' motivation aligns with the food bank's aims to rescue food, help people in need, and bring people to work. Managers' behavior is very important, because it can decrease the motivation of volunteers that want to spend their time on charity, and repeated anger can cause them to stop volunteering in the Tafel. From the client's perspective, they may feel as well not respected, and a feeling of shame can come up. Some researchers explained that clients feel ashamed to use food banks. The manager can deepen these negative feelings. This master thesis shows new results in current, rarely investigated fields. The question of motivation has already been discussed in a few other studies but seldom in Germany, and it never was asked for managers' motivation.