

Motivation of Volunteers in Nonprofit Organizations of Islamabad, Pakistan

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Received: November 27, 2013

Accepted: December 29, 2013

ABSTRACT

This paper aims to examine the motivation of volunteers working in nonprofit organizations of Islamabad. A quantitative research design with survey method was adopted to obtain data from the volunteers. The sample was consisted of 120 volunteers. The data was collected with convenient sampling technique as the sampling frame was not available to the researcher. A structured questionnaire was taken as a tool for data collection. The data was analyzed with descriptive statistics on SPSS and Microsoft Excel. The results showed that career development, values and understanding of work were top three motivations of volunteers working in nonprofit organizations of Islamabad, Pakistan.

KEY WORDS: Altruistic, Career, Egoistic, Participation, Pakistan, Survey, Volunteering

1. INTRODUCTION

In each community, numerous people remain engaged to dedicate considerable volume of their time, talent or treasure for the benefit of others. One central expression of human goodwill is volunteerism, whereby people offer their services purely for the benefit of others, helping a blind in crossing road, visiting a sick person in the hospital, helping to the helpless, tutoring to the illiterate and, performs a regular or part time, ongoing, voluntary basis activities often extend over longer periods of time[5].

Volunteering services refer to donated activities intended to benefit an individual, group, community or society as a whole. It includes many forms, formal or informal, abroad or at home etc. It is actually an individual's own choice without being motivated by any financial reward or less than the slandered pay. However, volunteering benefits the individual volunteer as well. Volunteerism is a system for people and associations to address human, social or environmental concerns or needs.

Many governmental and nonprofit organizations are often challenged to continue volunteering activities due to both internal and external factors. Internal factors include sustainability of volunteering activities and external factors include influence of dominant cultures or changing policy patterns by the local governments.

In response to devastating earthquake of October 8, 2005, The National Volunteer Movement (NVM) was established by the Government of Pakistan on November 1, 2005. Another institution namely National Commission for Human Developed (NCHD) established in 2002 as a statutory autonomous organization to achieve Millennium Development Goals (MDGs) in Pakistan.

Volunteerism for Community Development (VCD) established under NCHD to utilize the fruits of potential volunteers in Pakistan. A number of 327,350 volunteers had been registered under this platform during 2002 to 2008. A number of 95 medical stations established in District Head Quarter hospitals for blood donations, transportation of dead bodies and medicines for needy patients. A number of 40,000 trained volunteers participated in education and health activities in 50 districts of Pakistan. Aforesaid both organizations NVM and NCHD were established in era of Ex-President General Pervez Musharraf and the Government after that has devolved NVM completely and NCHD partially.

The importance of volunteering can never be ignored. It is rather lifeblood of any community. It is due to many volunteers that people are able to run organizations, social services, feeding the hungry, sheltering the homeless, opening libraries, running schools, setting up blood banks, and so on. Volunteers contribute reasonably where even paid employees do not make difference. In every society, many activities can be standstill without contribution of volunteers.

The motivations of people for volunteering vary across place and time. It is useful in social and business studies as well therefore; understanding the motives of volunteers has always been a frequent theme of many researchers. Still the topic is under investigation as a person's motivations are complex and vague; but understanding these motivations is valuable as it can be useful to sustain volunteering for a longer period of time in business and nonprofits as well [9].

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Everyone has some meanings of his or her volunteer activities. People are rational and act to satisfy their own needs as well. This study intends to explore the intentions of volunteers working in different nonprofit organizations of the federal capital of Pakistan, Islamabad; that either they are more egoistic or altruistic in their activities hence what kind of motivations they hold. Through recognizing these factors, it might be useful for managers to sustain volunteering in nonprofit sector worldwide.

The motivation of volunteers can roughly be separated into two categories. Firstly, people volunteer because of their personal enjoyment as outcome of their volunteer work. This is internally due to satisfying an *intrinsic or egoistic* motivation from volunteering. Secondly, people also volunteer in order to receive a by-product of volunteer work. They receive an *extrinsic or altruistic* reward from their volunteer work.

Usually nonprofit organizations face little difficulty in motivating altruistic and sympathetic individuals to volunteer for them but the case is different with egoistic volunteers. However, all the volunteers contribute doing something worthwhile in different nonprofits. It is almost challenging to understand and keep volunteers involved for a longer period of time. Many nonprofits depend upon the valuable work of volunteers, therefore, to keep them in touch with volunteering, it is important to understand their motivations.

Volunteerism can never be separated from hidden motives in shape of career development, values, recognition or beliefs etc. [22]. But, what can possibly motivate an individual to volunteer is vague [9]; yet understanding of these motivations is important. This study aims to highlight the motivation of volunteers working in nonprofit organizations of Islamabad, Pakistan. The purpose of this study was to make sure their volunteer work for a longer period of time through recognizing their motivations. Although many factors can motivate an individual to be a volunteer and that can vary in different sectors but closing the research question, the researcher focused the volunteers working in nonprofits only.

It is worthy to study motivation of volunteers as volunteering supports all shades of a society, from helping a new born baby to people in their ending days. Volunteers support in many forms in different social institutions. Hospital volunteers in health sector, instructors in education sector, religious people raising awareness among people, advocacy campaigners to politics, community workers to families and philanthropists to economy etc. Through recognizing volunteers' motivations, nonprofit organizations could be able to run sustainable community development programs through retention of volunteer activities and, by understanding their motivations behind their volunteer work. Volunteers' motivations in nonprofit organizations could not be judged without a proper study on them.

This study enables nonprofit managers to make sure voluntary participation on sustainable basis which can lead to vital contribution to overall societal development, hence, therefore, having great sociological significance. The widespread problem associated with volunteering is to make sure the presence of volunteers on sustainable basis to implement a program. Literature shows that internationally most nonprofit organizations have encountered such problems where volunteers refuse to volunteer at a specific stage where they actually achieve their motives. Such kinds of volunteers show egoistic reasons behind volunteering rather than altruistic. The issue is particularly vital when it comes to fundraising associated with philanthropists.

Therefore, it is important to know that why people volunteer and what sustain volunteering. While substantial research has addressed such questions, less is contributed about why volunteers choose a specific industry or role. The study focused on the research question that *which factors motivate an individual to be a volunteer and what motivates an individual to continue volunteering for a longer period of time without any financial reward?*

In the light of research questions, this study objectively *examines the motivation of volunteers in nonprofit organizations of Islamabad, Pakistan*. The study was limited to the volunteers from only four nonprofits which restricted the scope of this study.

2. LITERATURE REVIEW

It was first time in 1970's that studies regarding motivations of volunteers began [10]. Tapp and Spanier [21] presented early insights comparing the attitudes and motivations of college students and the same time, Pitterman [19] studied the motivations of older volunteers [10].

Howarth conducted research on Canadian female volunteers using a personality questionnaire with questions regarding their motivations [14]. It provided further insight about motivations of volunteers. The researcher surmised that the volunteers were working for reducing anxieties.

Gidron attributed that rewards of volunteering are personal, social and indirectly economic as outcome of gaining work experience [12]. He studied 317 volunteering at four health institutions. He identified that rewards and motivations of volunteers can differ in different ages. Older volunteers were engaged in valuing social relationships and younger volunteers on gaining work experience for career development.

In the 1980's studies regarding motivations of volunteers increased in numbers and more researchers were tended to research the reasons behind volunteering [3]. These studies were generally centered on two or three factor model to understand the motivations of volunteers. In 1981, a two factor model was developed by Horton-Smith for understanding the motivations of volunteers distinguishing between altruistic and egoistic motives. Altruistic rewards were included intangible motivations in which feelings or emotions were hidden behind benefiting others and egoistic motivations were included many tangible rewards such as certificates etc. [10].

Frisch and Gerrard [11] studied 455 volunteers from Red Cross throughout the United States and reinforced it with two factor model. Further, they established that individuals were inclined to volunteer by both either egoistic or altruistic motives [10].

Gillespie and King [13] surveyed 1,346 volunteers from Red Cross and found a similar categorization of motives. In 1987, Fitch also studied the motivations of college student volunteers [10]. The researcher developed a scale of twenty items that included a three factor model rather than two factor models. This model covered three motivational factors: egoistic, altruistic and social obligation motives behind volunteer work.

Morrow and Mui conducted a study on senior volunteers and in their research they found a similar three factor model. They concluded altruistic, social or material motivations behind volunteering [17].

Cnaan and Goldberg-Glen found many limitations of previous research work regarding motivations of volunteers. The weaknesses were highlighted mainly in the two or three-factor model [8]. They actually did not consider the interrelationships between different motives. The study concluded that a mixture of factors is part of the whole experience of volunteering with one-dimensional model.

Clary developed a *multifactor model* with other colleagues [6]. The model was on functional analyses theorizing motivations, especially resulting from the theories on attitudes by many social researchers. Clary, Snyder and Ridge; Clary and Snyder analyzed volunteering empirically identifying six motivations of volunteers [6, 7]. These were included Career, Social, Values, Understanding, Protective and self-esteem. Aforesaid motivations were then combined with five statements with seven point Likert Scale. They finally developed Volunteer Functions Inventory (VFI) which was widely used later.

Chapman and Morley used the VFI to assess the motivations of 85 colleges' students [4]. Switzer, Stukas and Baker utilized the same VFI to identify motivations of bio students and found high validity and reliability in the VFI [20].

McEwin and Jacobsen developed Volunteer Motivation Inventory (VMI) consisted on 40 questions [16] regarding motivations of volunteers. Esmond and Dunlop have finally developed improved VMI consisted on 44 statements regarding motivations of volunteers [10]. The same latest VMI has been adopted for the current study. The motivational factors were included understanding, values, recognition, self-esteem, reactivity, reciprocity, social, protective, career development and social interaction.

Ozorak conducted a study under titled as "Love of God and Neighbors: Religion and Volunteer Service among College Students" to identify the relationship between an individual's sense of God and his or her willingness to serve humanity [18]. The researcher conducted data from college students through a structured questionnaire. The study found the individuals who were tended to attend the religious meetings found more involved in volunteer activities. The results found significant sex differences in which women were involved in more projects than men.

Houle et al conducted a study which probed whether an individual do have certain motivational forces before volunteering or not [15]. The VFI, (Clary, 1998) was used as a tool to assess the motivations of volunteers in this study [5]. This indicated that volunteers prefer those activities that satisfy their volunteer motives in the best way.

Blanchard and Francisco conducted a study under titled as "Hospital Volunteers: A Qualitative Study of Motivation" to determine the motivations of hospital volunteers. It was purely qualitative cross-sectional study and the researchers used in-depth interviews of hospital volunteers. A sample of 21 hospital volunteers was taken for this study. They identified benefits of hospital volunteerism. They concluded that both personal fulfillment and generosity were influential in decisions regarding volunteering among study participants. However, the authors concluded that motivations of volunteers are complex, and can be varied with the choice of role and industry where an individual decides to work [11].

Yoshioka conducted a research to understand motivational factors of senior volunteers for better volunteer management. The main objective of the research was to compare who volunteer with those that did not. A modified version of the VFI [5] was used to establish the reliability of results. The researcher found that understanding and enhancement were dominant motivations in younger students as compare to seniors [23].

Bortree and Waters conducted a study which aimed to analyze that what kind of association is between volunteers and non-profits. A survey method was used with the help of purposive non-probability sampling technique. A sample of three hundred students was taken from two large Florida cities nonprofit organizations. The

findings showed the overall relationship – satisfaction, admiration, and power balance; where admiration was the strongest predictor [2].

In 2010, many researchers conducted studies to associate college service-learning experiences with subsequent development of behaviors or attitudes toward volunteering using VFI [5] and VFI [20] total match index. It was cross disciplinary and cross cultural which contributed to the fields of social psychology, organizational, consumer behavior and specifically experiential learning.

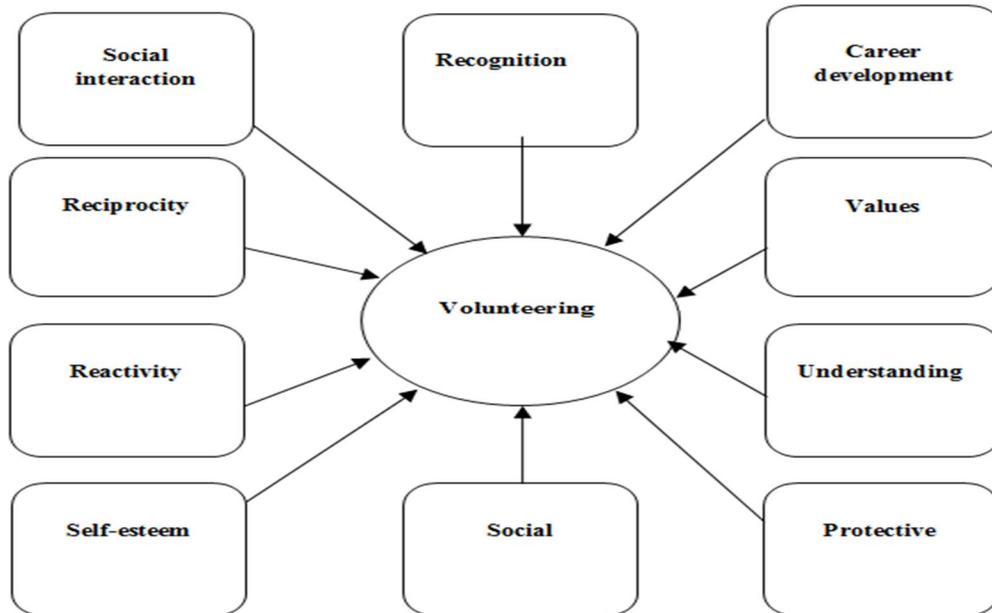
Although, many researches have contributed to the same topic but Esmond and Dunlop said that previous researches did not include very important motivational factors such as recognition, reciprocity and recommended to conduct more research internationally on the same issue with improved VMI [10]. This study has adopted improved VMI and is first of its type which focused the motivation of volunteers in nonprofit organizations of Islamabad, Pakistan.

Conceptual/Theoretical Framework

The present research has been conducted under the theoretical framework of multi-factor model of (Clary, 1998) [5] with functionalist approach, McClelland’s motivation theory and Maslow’s hierarchy of needs. The following conceptual framework was adopted for this study.

Figure 1. Conceptual Framework

The conceptual framework interprets that volunteering can be due to all rounding variables as depicted above.



3. RESEARCH METHOD

In this study, a quantitative research design with survey method was used to collect the first hand data regarding motivations of volunteers registered in different nonprofit organizations of Islamabad. The population of this study includes all registered volunteers of Rozan Organization, Sahil Organization, Life Organization and Karwan Organization of Islamabad.

A sample of 120 volunteers with convenient sampling technique was obtained from four nonprofit organizations of Islamabad. A structured questionnaire was adopted from study of Esmond and Dunlop (VMI) to explore the motivations of volunteers. It was consisted of 44 statements about volunteering on five levels Likert Scale [10].

The questionnaire was emailed to different Nonprofit Organizations and focused the responses that were collected within three weeks after the email. All responses were entered into SPSS 17.0 and data was analyzed through performing descriptive statistics in the software. Further, different graphs were drawn on Microsoft Excel.

4. DATA ANALYSIS AND RESULTS

In the light of volunteers’ responses, results suggested that both personal satisfaction (egoistic motivations) and generosity (altruistic motivations) were remarkable factors behind different volunteer services in nonprofit organizations of Islamabad. A mixture of choices was significant to the volunteers.

However, ‘career development’ was the top most motivation of volunteers with mean value to 4.14 out of five levels Likert Scale questionnaire from strongly disagree to strongly agree. ‘Values’ were also considered as second top most priority of volunteers with mean value of 4.13. Clary and Snyder identified that career development, values, understanding were top most motivational factors behind volunteering which shows similar results in this study [6, 7].

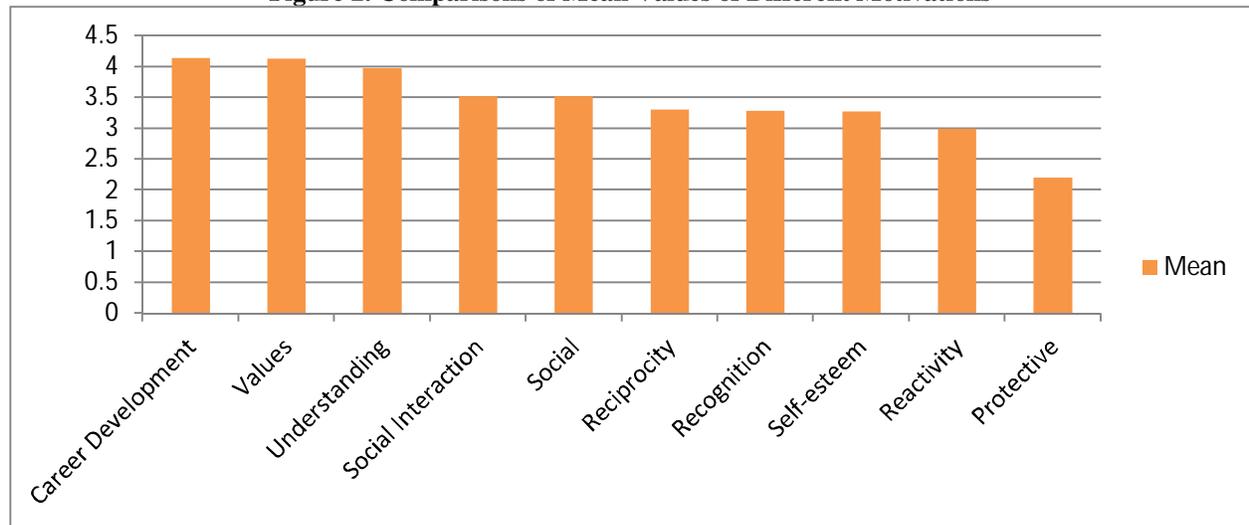
Being protective through volunteering was least important to the volunteers in this study. The following table shows the whole list of levels of motivations and a comparison among these factors.

Table 1. Descriptive Statistics of Volunteers Motivations

Variables	N	Mean	Std. Deviation
Career	112	4.14	.43
Values	112	4.13	.37
Understanding	112	4.0	.35
Social Interaction	112	3.52	.46
Social	112	3.51	.53
Reciprocity	112	3.30	.58
Recognition	112	3.28	.40
Self-esteem	112	3.27	.64
Reactivity	112	3.0	1.22
Protective	112	2.20	.47

The results of Table 1 show that ‘career development’ was top most priority of volunteers. They were more egoistic in their intentions toward volunteering. High scores on this scale were indicative of a strong desire to gain experience valuable for future employment. Their important prospect of gaining experience and skills in the field was to secure their job through volunteering in future.

Figure 2. Comparisons of Mean Values of Different Motivations



‘Values’ were slightly ranked lower than the career development with mean value of 4.13 which describes that the view of being capable to act on firmly held beliefs that it is central for one to help others. The figure 2 shows high mean score in this portion which suggests that volunteers were highly motivated to help others for the sake of purely helping others. The results demonstrate great degree of this variable which shows that the practice of conformity and generosity was also imperative to volunteers which shows altruistic motivations in their activities.

‘Understanding’ was third top most priority of volunteers with mean value of 4.0. It shows that learning of the work environment or familiarity with working conditions was important to the volunteers. The organization was

instrument for them to satisfy their future needs. Third most considerable value on this particular variable shows their egoistic motivations or desires behind volunteering [7].

'Social interaction' was fourth main concern of volunteers. It describes that they were looking for opportunity to build social networks. A considerable level of motivation with mean score of 3.52 indicated their willingness to meet new people and make friends through volunteering that lead to personal satisfaction or future benefits. This rationality shows intrinsic or egoistic motivation behind their volunteer work.

'Social' variable with mean value of 3.51 shows a situation where volunteers seeking to conform to normative influence of significant others such as friends and family. Clary, Snyder and Ridge wrote that high scores on this scale indicate altruistic motivation [7]. They volunteer because of their friends or family members who derive behind volunteering. These derives are those people who are already engaged in the same organization. The same situation in this study shows altruistic motivation of volunteers who gave more value to their friends or family members in the organization.

'Recognition' with mean value of 3.28 describes important reason of volunteering due to some formal acknowledgement in shape of certificate which could be useful in future to secure a job or otherwise. It shows egoistic reason behind volunteering in this study.

'Self-esteem' also considered important to many volunteers. A mean value of 3.27 explains that volunteers were motivated to be more confident through volunteering. It shows egoistic motivation behind volunteering.

'Reciprocity' level describing a situation where volunteers enjoying volunteering and views it as a very equal exchange. The volunteer has a strong understanding of the 'higher good' [10]. High scores on this scale with mean value of 3.30 indicated that the volunteers were motivated by the prospect that their volunteering work will bring about good things later on which is also egoistic spirit of volunteering.

'Reactivity' was also important to more than half the respondents with mean value of 3.0 which showed volunteers addressing their own past issues through volunteering. It shows 'right a wrong' in their lives is motivating them to do the volunteer work. But highest standard deviation with 1.22 describes fluctuation in responses which showed that for most of the people this was not important variable attributing reason behind volunteering. This also shows egoistic derive of volunteering.

'Protective' was the least ranked value by the volunteers with mean score of 2.20 which showed that they were less concerned to secure themselves from negative feelings about themselves in the society. This is egoistic motivation but targeted volunteers were less concerned with the variable.

Table 2. Age- wise frequency of volunteers

Age Groups	Frequency	Percent
16-20 years	6	5.4
21-25 years	57	50.9
26-30 years	41	36.6
31-35 years	8	7.1
Total	112	100.0

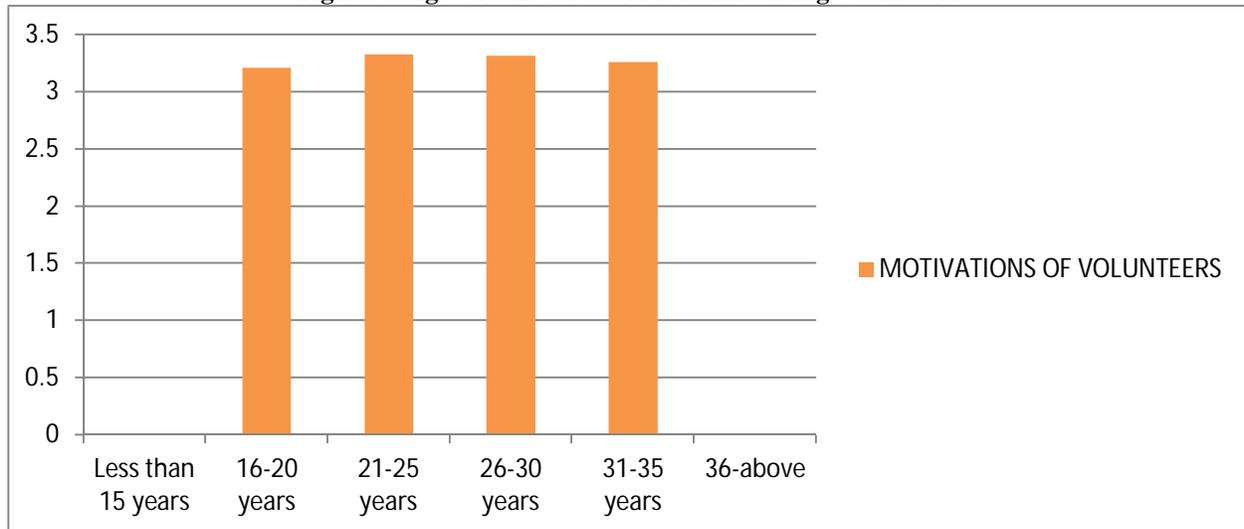
The table 2 shows that higher contribution of volunteers in nonprofit sector was by the age group of 21-25 and the second most considerable age group was 26-30. Therefore it is useful to nonprofit managers to focus more on these age groups to sustain volunteering in their organization.

Table 3. Age-groups and their overall level of motivations

Ages	Motivations of volunteers
Below 15 years	0
16-20 years	3.21
21-25 years	3.33
26-30 years	3.32
31-35 years	3.26
36-above	0

The Table 3 shows that 21-25 age group, with mean value of 3.33 is highly motivated by doing volunteer activities and the following age group was 26-30 with their mean value of motivation 3.32. After 30 years of age the motivation level for volunteering started downward and no one volunteered at the age 36 or above.

Figure 3. Age-wise Level of Motivations among Volunteers



The figure 3 shows that from the age of 16 years, people started volunteering and they work with peak level of motivation in age between 21-30 and after that, their level of motivation chop down and at the age of 36 or above, on one volunteered.

Table 4. Education Level and Frequency of Volunteers

Qualification Level	Frequency	Percent
Below Matric	4	3.6
Matric	3	2.7
FA	54	48.2
BA	49	43.8
Master	2	1.8
Total	112	100.0

The table 4 shows that highest frequency of volunteers had intermediate qualification in nonprofit sector and second highest frequency of volunteers hold Bachelors level degree. The frequency of volunteers was low who have less than Matric, Matric or Masters.

Table 5. Qualification level and mean level of motivation

Qualification level	Mean level of motivation
Below Matric	3.23
Matric	3.16
FA	3.34
BA	3.3
MA and Above	3.42

The table 5 shows that highest level of motivation by MA or above degree holders. But frequency of the table shows that they were rarely available for volunteering at nonprofit sector.

Figure 4. Qualifications and Mean Level of Motivation

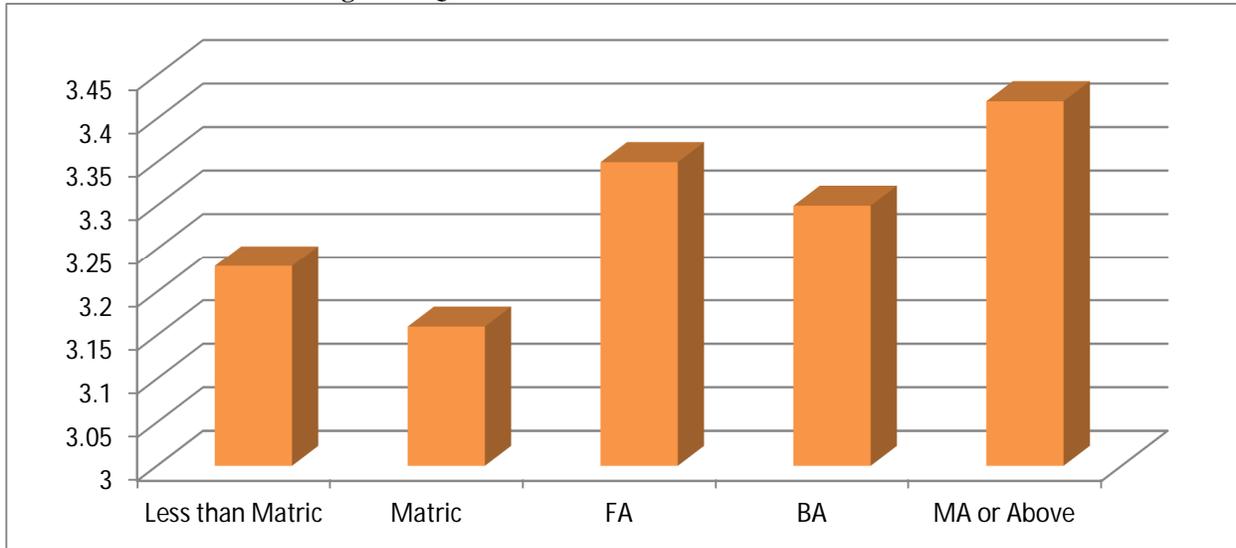


Figure 4 shows the highest degree of motivations by Masters or above qualifications holders. Second most considerable number of volunteers contained intermediate qualification. Least motivations were shown by Matric or less than Matric degree holders.

Table 6. Gender and frequency of volunteers

Gender	Frequency	Percent
Male	98	87.5
Female	14	12.5
Total	112	100.0

The table 6 shows among 112 total numbers of volunteers, 98 were male and 14 were female. It shows greater involvement of male volunteers as compare to female volunteers in nonprofit organizations of Islamabad.

Figure 5. Genders and Average Level of Motivations

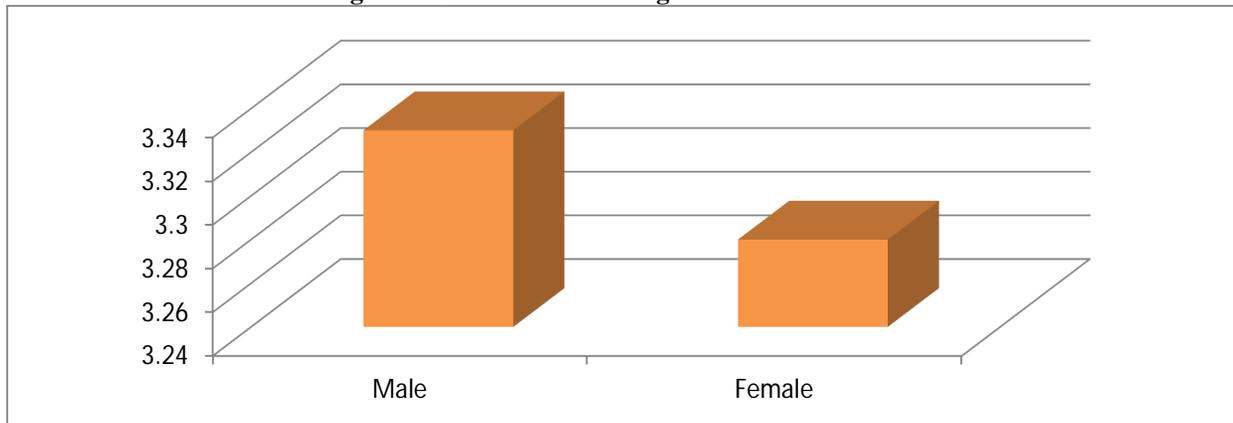


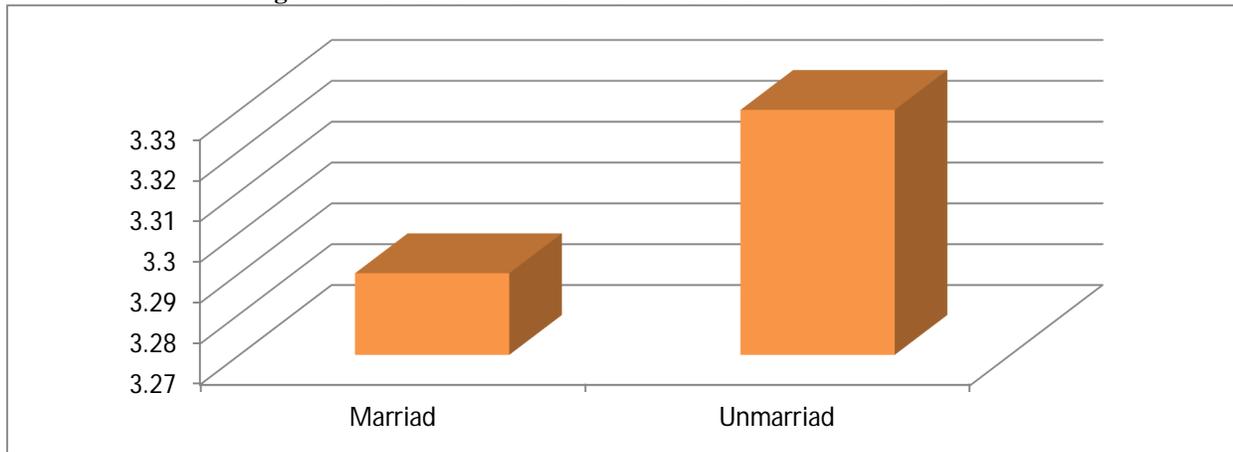
Figure 5 shows that average level of motivations is high among male volunteers as compare to female volunteers.

Table 7. Marital Status and frequency of volunteers

Marital Status	Frequency	Percent
Married	5	4.5
Unmarried	107	94.5
Total	112	100.0

The table shows that the frequency of unmarried volunteers was significant than married volunteers which describes more involvement of unmarried volunteers than married volunteers.

Figure 6. Motivation Level of Married and Unmarried Volunteers



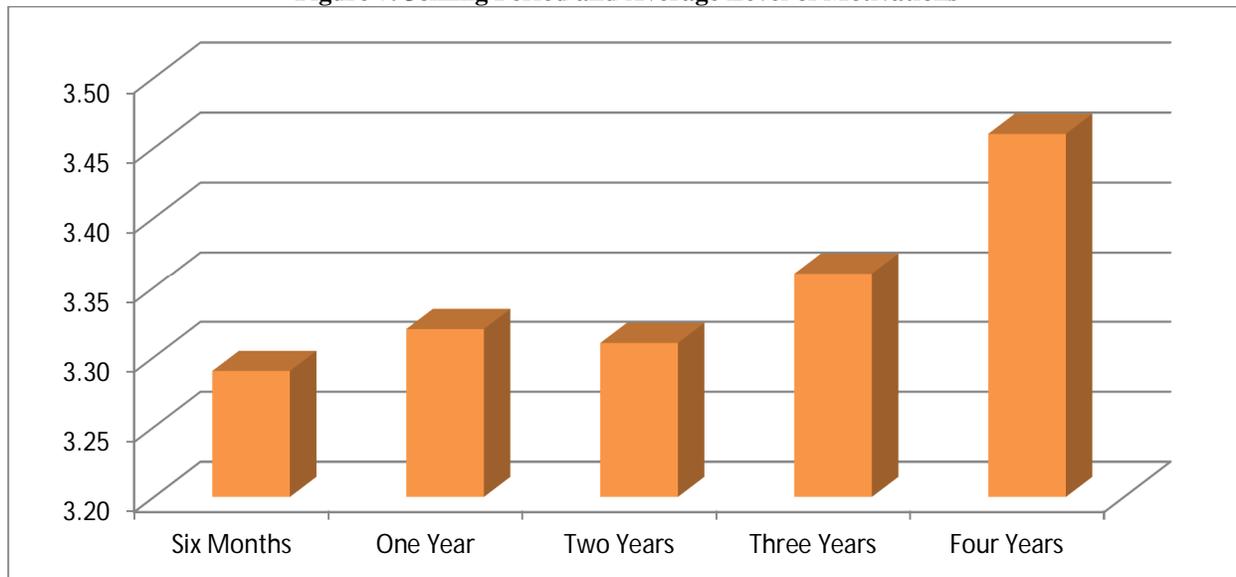
The figure 6 depicts that more proportion of unmarried volunteers involved in nonprofit organizations.

Table 8. Joining Period and frequency of volunteers

Joining Period	Frequency	Percent
Six Months	7	6.3
One Year	25	22.3
Two Years	48	42.9
Three Years	28	25.0
Total	112	100.0

The table 8 shows increasing trend of volunteering with peak involvement of volunteers till two years of volunteering experience and then a decreasing trend was seen both in case of frequency and motivation level.

Figure 7. Joining Period and Average Level of Motivations



The figure 7 depicts increasing trend of average level of motivation with increasing level of volunteering experience.

5. CONCLUSION

The study identified that both egoistic and altruistic motivations were prominent among volunteers in nonprofit organizations of Islamabad. However, the volunteers were more likely to have egoistic motivations. Career Development, understanding, social interaction and networking significantly considered which shows future prospects involved behind volunteering.

Most of volunteers were students of bachelor class having 21-30 years old. The study shows highly decreasing trend of involvement after 30 years of age. Unmarried and male volunteers were more in frequency and motivations levels as well. However, married and female volunteers were less in numbers and motivations as well.

The volunteers were more frequent to be involved up to two years of working experience. But as they reach to two years working experience, their motivation level and frequency of participant's volunteers started decreasing. The study also showed that after four years' experience, although motivation level remained higher but the numbers of volunteer participants decreased significantly.

The study recommend that managers in nonprofit organizations should focus more on young, unmarried, bachelor class students to motivate individuals for volunteering and sustain it for a longer period of time in the nonprofit organizations of Islamabad, Pakistan.

The present study is limited to notified 120 volunteers responded by only four aforesaid nonprofit organizations of Islamabad. A comprehensive study with large sample size is needed at national level to understand the motivations of volunteers in the broader social context.

Dedication

I dedicate this work to my parents and siblings.

Acknowledgement

I would like to acknowledge the assistance of my elder brother Mr. Imran Sattar in publication and the support of Mr. Rashid Latief in organizing this research paper.

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