

2017

The Effect of Volunteer Demographics on Nonprofit Volunteer Retention

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Walden University

College of Social and Behavioral Sciences

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Keri VanOverschelde

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Walden University
2017

Abstract

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by

Keri VanOverschelde

MS, Walden University, 2014

MPA, Hamline University, 2009

BS, Southwest Minnesota State University, 2004

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial and Organizational Psychology

Walden University

November 2017

Abstract

Nonprofit organizations rely upon volunteers to assist in achieving their mission and reaching strategic operational goals. As the volunteer population in the United States has decreased, nonprofit organizations are challenged to recruit and retain volunteers. To improve operational efficiencies in nonprofit volunteer management, organizations need to implement more effective strategies to assign roles to volunteers and develop a better understanding of how those roles fit into volunteers' lives and the value systems of individual volunteers. The functional theory of volunteer behavior characterizes the values, understanding, social, career, protective, and enhancement functions as they relate to an individual's motivation for volunteering. To investigate how active volunteer demographics related to self-reported ratings of personal and social motivational functions, a multivariate analysis of variance, with designated follow-up post hoc tests, was used to address the research questions and associated hypotheses to provide a basis to make comparative statistical analysis to determine volunteer needs, values, and purpose based on age cohort, sex, race/ethnicity, and socioeconomic status. It was found that the functional aspect, career, was a significant determinate when focused on the demographics of age, gender, and socioeconomic status. Additionally, an interaction emerged with sex and age with career, social, understanding, and enhancement functional aspects. The results of the study will foster positive social change by increasing the understanding of how volunteer behavior impacts volunteer retention and recruitment, facilitating nonprofit organizations in their ability to effectively match volunteer skills with assignment, thereby maximizing their impact and longevity within the organization.

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Acknowledgments

The journey to fulfil my personal and professional goal of obtaining my doctorate would not have been possible without the guidance from my chair, Dr. William Chapman, who provided encouraging words but also challenged my initial perspectives as I moved through the dissertation. Dr. Rebecca Jobe, methodologist member, who consistently fought for me as we developed the best methodology to ensure that the study would be helpful for nonprofit organizations. In addition, a mentor and colleague of mine, Dr. Laurel Walsh, who was a cheerleader throughout the entire doctorate degree who would not allow me to quit on myself.

Thank you to the volunteers, board members, and staff members of the nonprofit organizations who worked with me and being patient through the process. I would not be at this stage without my friends, family members, and colleagues who consistently helped by editing papers, cooking meals, listening to presentations, and encouraging me through this challenging development. Thank you, Mom, Dad, Kari, Phyllis, Brenda, Tiffany, Tina, and Shelley.

Table of Contents

List of Tables	iv
Chapter 1: Introduction to the Study.....	1
Introduction.....	1
Background of the Study	2
Problem Statement	5
Purpose of the Study	8
Research Questions and Hypotheses	9
Conceptual Framework	10
Nature of the Study	12
Definitions.....	13
Assumptions.....	15
Scope and Delimitations	16
Limitations	16
Significance of the Study	17
Significance to Theory	18
Significance to Practice.....	22
Significance to Social Change	23
Summary and Transition.....	25
Chapter 2: Literature Review	27
Introduction.....	27
Literature Search Strategy.....	28

Theoretical Foundation	29
Declining Volunteer Population	32
Volunteer Demographic Trends.....	35
Volunteer Management Leadership Skills	46
Future Volunteer Motivation	49
Summary and Conclusions	54
Chapter 3: Research Method.....	57
Introduction.....	57
Research Design and Rationale.....	57
Methodology	60
Population	60
Sampling and Sampling Procedures	60
Procedures for Recruitment, Participation, and Data Collection	61
Instrumentation and Operationalization of Constructs	63
Data Analysis Plan.....	68
Threats to Validity	70
Ethical Procedures.....	72
Summary and Transition.....	73
Chapter 4: Results	75
Introduction.....	75
Sample Demographics	75
Descriptive Statistics.....	76

Correlation Matrix.....	77
Research Findings.....	79
Summary and Transition.....	89
Chapter 5: Discussion, Conclusions, and Recommendations	91
Introduction.....	91
Interpretation of Findings.....	92
Limitations of the Study.....	94
Recommendations	94
Social Change Implications	95
Conclusions	98
References	99
Appendix A: VFI Written Permission	108
Appendix B: IRB Approved Written Communication	109

List of Tables

Table 1. Summary of Demographics 76

Table 2. VFI Subscale: Descriptive Statistics 77

Table 3. Correlation Matrix 77

Table 4. Means and Standard Deviations Significant Differences of Age Cohorts 80

Table 5. Test Between Subjects: Age Differences 81

Table 6. Descriptive Statistics for Sex-Related Differences 82

Table 7. Test Between Subjects: Sex Differences 82

Table 8. Frequency of Income Level After Grouping 85

Table 9. Descriptive Statistics for Socioeconomic Differences 85

Table 10. Test Between Subjects: Socioeconomic Differences 86

Table 11. Wilks' Lambda Significant Differences in VFI Overall Aspects 88

Table 12. Tests of Between-Subject Effects: Sex and Age 89

Chapter 1: Introduction to the Study

Introduction

Volunteers play a crucial role in most nonprofit organizations. Nonprofit organizations are typically unable to meet the needs of their programs, services, or monetary needs without the assistance of volunteers (National Council of Nonprofits, n.d.). Therefore, there must be a strategic approach of volunteer management, including evaluation of the demographics of prospective and current volunteers (Eisner, Grimm, Maynard, & Washburn, 2009). A high percentage of volunteers volunteer every year, yet many do not repeat the volunteer experience due to a variety of reasons such as management level support, leadership visions/mission, matching of interest/skills to the volunteer opportunity, volunteer trainings, or proper recognition of the job performed (Eisner et al., 2009). Properly identifying behaviors on how to motivate volunteers to be retained and provide appropriate service allows organizations to make adjustments with marketing to a particular profile and suggested benefits (Millete & Gagne, 2008).

Volunteer commitment is complex interaction between the individual's personal characteristics, situational factors, and individual demographics; therefore, the use of demographic information when evaluating the organization and volunteer management is in need of additional research (Gazley, 2012). If an organization is provided volunteer demographic research it will assist in financial support and the ability to serve a larger portion of the immediate community needs (Tang, Copeland, & Wexler, 2012). A potential positive social change implication of this study is the assistance to further nonprofit volunteer management research, which could include the ability to provide a

unique volunteer experience. It is critical for organizations to understand the implications of adopting a volunteer demographic analysis. In addition, by identifying particular demographics and motivational functions, an organization will remove barriers in particular backgrounds and cultures (Tang et al., 2012). This practice would be adopted to not only fit the needs and skills of the organization but also to align the recruitment practices for these unique experiences (Wymer, 2012). Chapter 1 has established the background of the problem, the purpose of the study which includes the theoretical framework and research questions. In addition the chapter has defined the sample, study's assumptions, scope and limitations.

Background of the Study

In exploring what inspires individuals to volunteer at various organizations, demographics have been found to play a role in motivational functions. Clary et al. (1998) used functionalist theory to evaluate what motivates an individual to volunteer and created the framework for the Volunteer Function Inventory (VFI). The sample consisted of active volunteers at five organizations located in Minneapolis and St. Paul, Minnesota. Clary et al. concluded that it was critical for an organization to provide an active role where the volunteer can reflect on self and identity. For example, an individual may be pursuing career development and reflect on how volunteer experience at an organization can further developed identity of future career goals. The results of the study highlighted the importance of focusing on high scores of volunteer values to better understand and enhance the volunteer program. However, the researchers did not explore what particular kinds of volunteering individuals preferred or how that may impact motivational aspects.

Yet, this kind of information can assist an organization to reduce turnover by locating and identifying the volunteer's agenda and driven motivation aspect.

A better understanding of how values influence the type of volunteer work selected, along with the amount of the volunteer time available, could enable organizations to create more effective ways to assign roles and how volunteering fits into the volunteers' lives. Wymer and Samu (2002) focused on the examination of gender and occupational differences in volunteering using the Emotional Empathy Scale and Rokeach Value Survey. By sending surveys to all volunteers in over 40 nonprofit organizations, the researchers discovered that male, unemployed volunteers spent more time volunteering than females; however, the reasons for volunteering varied between genders. Women focused on empathetic and sense of accomplishment motivations, whereas men focused on the importance of world beauty and self-respect. Organizations need to know why individuals volunteer and be able to identify their demographic so they are able to tailor messages and media to potential volunteers. Organizations need to understand motivation and actual behavior in volunteering.

McBride, Greenfield, Morrow-Howell, Lee, and McCrary (2012) used longitudinal data from a previous study that focused on older adults who participated in Experience Corps. They used a six-item assessment to evaluate volunteers' perceptions regarding supervision, training, and organizational support. Their study focused on the facilitative effects, such as supervision, flexibility, training, and recognition, of volunteer engagement and found that positive supervision, flexibility, and recognition play critical role in retaining older adult volunteers in nonprofit organizations (McBride et al., 2012).

While their investigation focused on differing functional aspects, the ability to retain older volunteers was an interest of mine in this study as age was one of the demographic variables.

Psychosocial benefits are an important aspect in understanding volunteer motivation. Hong and Morrow-Howell (2013) examined 13 volunteer programs across the United States. Their sample was older adults and a newly developed questionnaire was used regarding the self-perceived psychosocial benefits when volunteering. To capture the institutional capacity of the programs, six dimensions were used: “role flexibility, role recognition, cash incentives, skill development, accommodation, and integration” (Hong & Morrow-Howell, 2013, p. 102). Hong and Morrow-Howell found by evaluating volunteer programs that flexibility and recognition are psychosocial benefits, and in describing volunteer roles, maximizing these benefits could increase capacity in the volunteer programs.

In a study focused on adult volunteers in Pittsburgh, Pennsylvania, Tang et al.’s (2012) sample consisted of predominantly Black individuals. The authors used a questionnaire to examine the relationships between multiple demographics and volunteer motivation functions. The volunteer management process involved a number of factors including volunteer status, time commitment, and types of activities with a focus on health benefits (Tang et al., 2012). They found that Black volunteers perceived to have a more increased awareness of health benefits when volunteering than White volunteers because Black volunteers perceived less health concerns than nonvolunteers.

Research on the empowerment process of volunteering tends to focus on types of organizations; however, it is important to remove barriers to volunteering and extend to invitation for inclusion to all ethnic populations. The growing diversity of volunteers needs and personal and social functions suggests that it is critical for organizations to invest time in the volunteer management structure to increase volunteer benefits (Tang et al., 2012). The diverse changes of volunteer demographics are complex but is necessary for further research as nonprofits continue to change focus on the next generation of volunteers.

Problem Statement

Volunteer rates between the years of 2005 and 2015 have significantly declined (Bureau of Labor Statistics, 2016). Approximately \$38 billion is lost annually in the United States when volunteers are not retained; volunteer turnover is largely due to poor management practices, such as mismatching volunteers' skills/interest with volunteer assignments and failing to recognize volunteers' contributions and proper training (Eisner et al., 2009). Nonprofit organizations would be less able to provide services, raise funds, or manage programs without the assistance of volunteers (National Council of Nonprofits, n.d). In addition, nonprofit organizations rely on volunteers to achieve their mission and assist in obtaining goals (Minnesota Nonprofits Council, n.d). The complexity of maintaining volunteers provides organizations with strategic planning and volunteer retention advantages.

When nonprofits have high volunteer turnover, they are forced to hire employees rather than use qualified volunteers, which means less monetary resources to assist

positive social change activities (Wymer & Samu, 2002). Nonprofits need to develop a strategic approach to volunteer management, which includes a communication and marketing analysis plan to evaluate the diverse population needs, identities, and personality factors (Eisner et al., 2009). This approach allows a nonprofit to create a meaningful volunteer experience by developing volunteers' skills and establishing an impact in the community that aligns with the volunteer's abilities and interest (Eisner et al., 2009). Eisner et al. (2009) stressed the importance of investing in the infrastructure to recruit, retain, and develop highly skilled volunteers, explaining that it is imperative that there is an active volunteer management strategic plan in a nonprofit, as it provides a strong attachment to the organization, volunteer and community. However, volunteer motivation is a complex interaction that includes personal characteristics, motivation, and situational factors (Gazley, 2012), so strategies to address volunteer retention must be multifaceted and consider the complex nature of volunteer management, which includes evaluating volunteers' demographics.

The evaluation of volunteers' needs, purpose, and access to volunteer activities is the first step in volunteer management (Pietsch, Poole & Archer, 2014). Volunteer behavior is driven by (a) personal traits, (b) social and family conditions, and (c) an organization's practices and policies (Gazley, 2012). Gazley reported that older volunteers wanted the opportunity to share knowledge, multiple choices on volunteer opportunities, and involvement in meaningful activities. In addition, individuals who are employed in academics or nonprofits maintained a higher rate of community volunteering (Gazley, 2012). Wymer and Samu (2002) found that men spend more time volunteering

informally in a greater number of organizations than women; however, the volunteer motivation factors differed between men and women. There is a need of more cross-sectional studies as previous studies are limited, focusing on one profession or demographic content and largely measuring future intentions without the inclusion of assessing current behavior. The need for this additional research is supported by Gazley (2012), who suggested a research investment regarding how culture and specific minority or socioeconomic status affect the volunteer's motivation for a given organization.

The Minnesota Nonprofits Council (n.d.) proclaimed that it is critical to develop a volunteer management program by identifying the volunteer's necessary qualifications and experiences prior to providing a volunteer opportunity to ensure proper matching of the volunteers' skills and talents. This holds additional support with the psychological contract theory (Tang et al., 2012), which is the examination of relationship expectations and relations match between psychological expectations of the volunteer and organization process with volunteers (Stirling, Kilpatrick, & Orpin, 2011). Once the volunteer has been identified, the organization is responsible for communicating how the role is fulfilling the mission and needs of the organization. Volunteer management best practices are supported by McBride et al. (2012), who investigated the expectations of volunteers and tested facilitative effects on volunteer engagement, which included supervision, flexibility, training, and recognition. They found that positive supervision, flexible and consistent scheduling, and recognition were critical to volunteer retention.

Hong and Morrow-Howell (2013) agreed with McBride et al. (2012) in that flexibility and recognition were important to volunteer benefits. Yet, their study's sample

was limited and lacked generalizability, including mostly White individuals who were already highly active volunteers and had access to community networks. Tang et al. (2012) expanded on this area of research by focusing on the volunteer experience between Black and White volunteers of the baby boomer generation. They found that Black participants were less likely than White participants to volunteer in formal organizations; however, Black individuals were more likely to self-report informal volunteer opportunities, such as ad-hoc religious activities. Researchers have noted that there are multiple factors in the differences in participation rates amongst individuals that may partially explain these findings. For example, life quality indicators such as educational and career accomplishments, discrimination, and socioeconomic and political marginalization may play a role in these outcomes (Tang et al., 2012). Therefore, it is important to examine the complexity of volunteerism beyond a single demographic. Research must include a multidimensional approach, assessing age, gender, race, and socioeconomic status in exploring potential volunteers' needs, interests, and potential returned benefits (Hong & Morrow-Howell, 2013). With this study, I sought to help fill that gap by providing a full assessment of varying demographics on how those demographics interact with motivational functions for volunteers.

Purpose of the Study

The purpose of the study was to investigate how active volunteer demographics, including gender, age, race/ ethnicity, and socioeconomic status, relate to self-reported ratings of personal and social motivational functions. Specifically, the six personal and social functions examined the functionalist theory and encompassed values,

understanding, social, careers, protective, and enhancement functions of the volunteering inventory (Carley et al., 1998; Clary & Snyder, 2002). My goal was to provide an overall assessment of demographics and how those demographics interact with motivational functions of volunteers for nonprofit organizations to use when marketing to current volunteers to retain them and potentially recruit new ones.

Research Questions and Hypotheses

To address the identified gap in the literature, I developed the following research questions and associated hypotheses:

Research Question 1: Are there volunteer age cohort-related (18–20, 21–44, 45–64, or over 65) differences in volunteer functional aspects (protective motives, values, career, social, understanding, and enhancement) as measured by the VFI (Carly et al, 1998)?

H_01 : There are no volunteer age cohort-related differences in volunteer functional aspects as indicated by VFI scores.

H_A1 : There are volunteer age cohort-related differences in their volunteer functional aspects as indicated by VFI scores.

Research Question 2: Are there sex-related differences in volunteer functional aspects as measured by the VFI?

H_02 : There are no sex-related differences between female and male volunteers in their volunteer functional aspects as indicated by VFI scores.

H_A2 : There are sex-related differences between female and male volunteers in their volunteer functional aspects as indicated by VFI scores.

Research Question 3: Are there race/ethnicity-related differences in volunteer functional aspects as measured by the VFI?

H_03 : There are no race/ethnicity-related differences in a volunteer's functional aspects as indicated by VFI scores.

H_A3 : There are race/ethnicity-related differences in a volunteer's functional aspects as indicated by VFI scores.

Research Question 4: Are there socioeconomic status-related differences in volunteer functional aspects as measure by the VFI?

H_04 : There are no socioeconomic status-related differences in volunteer functional aspects as indicated by VFI scores.

H_A4 : There are socioeconomic status-related differences in volunteer functional aspects as indicated by VFI scores.

Research Question 5: Are there interactions between volunteer demographic variables (age cohort, sex, race/ethnicity, and/or socioeconomic status) for volunteer functional aspects as measured by the VFI?

H_05 : There are no interactions between volunteer demographic variables for volunteer functional aspects as indicated by VFI scores.

H_A5 : There are interactions between volunteer demographic variables for volunteer functional aspects as indicated by VFI scores.

Conceptual Framework

The theoretical base for this study was Smith, Bruner, and White's (1960) functional theory. The functional theory is the understanding of values, understanding,

social, careers, protective, and enhancement functions of volunteering inventory, which are the reasons, purposes, plans, and goals which generate the psychological phenomena of social function (Carly et al., 1998). The personal and social functions, which are the thoughts, feelings and actions, result in the idea that different functions are identified for different people (Carly et al., 1998). This theory addresses the underlying motivation process that influences critical points with the maintenance of voluntary behavior (Carly et al., 1998) and the sense of understanding and the function of fitting in with groups when it comes to why individuals volunteer.

Volunteer behavior is the patterns of shaping identity focused on four functions: emblematic, role acquisition, connectedness, and expressiveness (Hoyer & MacInnis, 1997). The emblematic function connects the individual to the group which the individual belongs (Wymer & Samu, 2002). Role acquisition meets the needs of the individual regarding the role that may be lacking in their personal life (Wymer, 1996). Connectedness emphasizes the link to the substantial people, events, or experiences for the individual (Wymer & Samu, 2002). Expressiveness allows the volunteer to focus on their underlying values and personality to express his or her true self (Snyder & Debono, 1987). Organizations need to understand motivation and actual behavior in volunteering as the behavior of individuals and the need to attract external resources make up daily organization functions and establish a realistic link for volunteers (Wymer & Samu, 2002).

Nature of the Study

A quantitative approach with a focus on the relationships between the demographic variables of interest and VFI scores was used for the study. The VFI, developed by Clary et al. (1989), and was chosen as the measurement tool has been widely used to examine volunteer motivation (see Clary & Snyder, 2002). Validity of the VFI measurement tool has been established in multiple studies, where it was used to predict the motivation to the extent of volunteers' experiences and their motivation predicated satisfaction and future intentions (Carley et al, 1989).

The target population of this study was current volunteers in the Clare Housing and Youth Performance Company (YPC) organizations. Clare Housing is an organization that provides housing and medical assistance for individuals who have been diagnosed with AIDS or HIV, whereas, YPC, provides multiple youth leadership opportunities through performance arts (Clare Housing: Partners in AIDS Care, n.d.; Youth Performance Company, n.d.). The sampling frame was active volunteers at Clear housing and YPC, both nonprofit organizations located in Minneapolis, Minnesota who depend on active volunteers.

In this study, I used a quantitative, survey approach with a focus on how individual demographics play a role in personal and social functions on their decisions to volunteer at given organizations. This approach and design provided a straightforward comparative statistical analysis to determine volunteer needs, values, and purpose based on demographics. I developed Hypotheses 1–4 to focus on the role of functional motives when comparing each demographic separately, whereas Hypothesis 5 focused on the

interactions among the demographic variables. In the initial analysis, I examined the means and standard deviations of the organismic variables. The use of a convenience-sampling strategy with a representation of the population provided a variety of all four demographic variables: age, gender, race/ethnicity, and socioeconomic status. A MANOVA with appropriate follow-up post hoc tests were used to address the research questions and associated hypotheses. In this preliminary analysis, I examined the means and standard deviation differences in the six functional aspects: protective motives, values, career, social understanding, and enhancement.

The VFI is a measurement tool to understand why a volunteer chose to give time to an organization and why he/she continues to volunteer and uses the functional aspects (Carly et al., 1989). The functional aspects are as follows: protective motives, values, career, social, understanding, values and enhancement (Carly et al., 1989). The VFI is a 30-item questionnaire using a 7-point Likert-type scale (1 = *not at all important/accurate* to 7 = *extremely important/accurate*).

Definitions

In this study, I defined the term *volunteer* as an individual who contributes talent to help individuals, groups, or organizations without financial compensation (Gibelman & Sweifach, 2008). For the purpose of this study, an *active volunteer* was defined as an individual that has volunteered in the past 2 years. The six functional aspects were the dependent variables in this study and were defined as follows: (a) protective motives – protection of challenges in life; (b) values – the expression of selfness and charitable; (c) career –advance career opportunities; (d) social –improvement and reinforcement of

social ties; (e) understanding –increase understanding, abilities, and talents; and (f) enhancement –assist in the growth and development of character (Carly et al., 1998). The demographic variables included: age, gender, race/ethnicity, and socioeconomic status. I used United States Census standards (U.S. Census Bureau, n.d.) to ensure all demographic cohorts were represented in the study. Participants were asked to self-report organization participation, gender, age, race/ethnicity, and socioeconomic status.

Age cohorts: The birth age of the volunteer at the time of the study grouped into cohorts as follows: (a) 18–20, (b) 21–44, (c) 45–64, and (d) over 65.

Board member: An individual who volunteers to serve on the current board of YPC or Clare Housing.

Committee member: An individual who volunteers to serve on a committee which is established by YPC or Clare Housing.

Organization: The current participation in Youth Performance Company or Clare Housing.

Race/ethnicity: The race/ethnicity of the individual identifies with as following: White, Black or African American, American Indian or Alaska Native, Asian, Native Hawaiian or Other Pacific Islander. Participants were able to choose more than one option.

Sex: A self-reported male or female person.

Socioeconomic status: The annual household income was categorized by: (a) under \$15,000; (b) \$15,001–\$24,999; (c) \$25,000–\$34,999; (d)

\$35,000–\$49,999; (e) \$50,000–\$74,999; (f) \$75,000–\$99,999; (g) \$100,000–\$149,999; (h) \$150,000–\$199,999; and (i) over \$200,000 (U.S. Census Bureau, n.d.).

Volunteer: An individual who contributes time and talents to an organization without financial compensation (Gibelman & Sweifach, 2008).

VFI functional aspect of career: A way to improve career prospects (Carly et al., 1998).

VFI functional aspect of enhancement: A way to help the ego grow and develop (Carly et al., 1998).

VFI functional aspect of protective motives: A way of protecting the ego from the difficulties of life (Carly et al., 1998).

VFI functional aspect of social: A way to develop and strengthen social ties (Carly et al., 1998).

VFI functional aspect of understanding: A way to gain knowledge, skills, and abilities (Carly et al., 1998).

VFI functional aspect of values: A way to express an individual's altruistic and humanitarian values (Carly et al., 1998).

Assumptions

Assumptions are historically an aspect of a theory or ideas about the world, the interpretation of that idea, and are accepted as truth; however, the assumption process, especially during research has its costs and consequences (Slife & Williams, 1995). In this study, I focused on how demographics influence personal and social functions on why individuals volunteer. Per the definition of volunteering outlined, volunteers are

individuals who are not being paid or fulfilling a requirement of school or community service. Volunteers are at times categorized when they are fulfilling a community requirement and a definition was determined to address the limitations. I assumed that participants were able to and answered the VFI and demographic questions truthfully to the best of their knowledge.

Scope and Delimitations

The participant selection process consisted of my identification of volunteers in two organizations that both reside in Minneapolis, Minnesota (see Frankfort-Nachmias & Nachmias, 2006). The external threat of interaction of setting and treatment was apparent, as the results of this study were not able to be generalized to all individuals who volunteer in the city of Minneapolis, Minnesota, in the same manner. In addition, volunteers who chose to participate in the survey may already have shown initiative on volunteering for the organization, and the volunteers who did not participate may simply not have answered the survey which may convey their participation level and commitment to the organization.

Limitations

The limitations of this study consisted of both internal and external threats to validity: the interaction of setting, treatment, and selection (see Creswell, 2009). One limitation of this study was that volunteer feedback regarding motivation factors were identified in the VFI. Because this instrument does not allow for open-ended questions, there could be more factors that drove an individual to volunteer that were not captured. The self-report nature of a measurement tool always includes some limitations as it relies

on the self-awareness, knowledge, and truthfulness of the participants. In this study, I focused on multiple demographic elements and how responses differed by demographic groups; however, I did not focus on factors such as length of time volunteering, education level, or assigned activity of the volunteer. Future research should include additional factors that may expand our understanding of volunteer behavior related to tasks. Finally, because the population was derived from two nonprofit organizations, the results may not be generalizable to all organizations which utilize volunteers. Convenience sampling was also a limitation as there may not be an equal representation across demographic characteristics: gender, age, ethnicity/race, and socioeconomic status. Future research must also examine a broader scope of organization type to add context to the findings from this study.

Significance of the Study

Volunteer management best practices for an organization can be improved by examining the volunteers' needs associated with age, gender, race, and socioeconomic status. To create the types of healthy organizational cultures that are inclusive and diverse, organizations need to adjust their current outreach to volunteers. Recruiting and engaging volunteers can enhance the overall financial bottom line of an organization and create tangible benefits for the volunteers involved (Eisner et al., 2009).

The results of this study added significant understanding to the existing literature in the organizational psychology evaluation process of volunteering management best practices. Clary (1998) designed the VFI survey which assesses volunteers' functional aspects (protective motives, values, career, social, understanding, and enhancement);

however, the Clary's research did not sample any population. My focus in this study was on the personal and social functions of why an individual serves an organization, how demographics played a role in these functional aspects, and how these insights might support an organizational culture that draws a diverse volunteer population. This is critical as the research from Eisner et al. (2009) stressed the importance of investment in volunteer management to save the monetary resources of nonprofits. Ultimately, I explored how these demographics and functional aspects assist an organization's recruitment and retention strategies and impact the retention of a diverse volunteer group.

Volunteer demographics have changed. Gazley (2012) indicated diverse volunteer cultures are a challenge due to personal and social functions and their differing needs and motivations. Wymer and Samu (2002) and Tang et al. (2012) suggested that organizations need to match volunteer assignments with an individual's values by ensuring a meaningful and individualized experience. To advance community engagement, increase the health benefits of volunteering, and provide organizational decision making when developing programs to maximize the benefits when constructing the organizations' volunteer recruiting and retaining strategies (Tang et al., 2012), further research in this area is essential to understanding the constellation of factors that predict such outcomes.

Significance to Theory

Organizational identification is a form of social identification (Ashforth & Mael, 1989). The perspective of social identification in organizations has two components: socialization role conflict and intern group relations (Ashforth & Mael, 1989).

Organizational identification is recognized as a critical component in organization behavior which is affected by two items: the satisfaction of the individual's behavior and the effectiveness of the organization (Ashforth & Mael, 1989). Social identity theory offered more of a social-psychological perspective which provide more coherence to organizational identification and organizational behavior (Ashforth & Mael, 1989). This theory of social identity is supported by Eisner et al. (2009) as the need for the effective organizational leadership management of volunteers, matching of skills and interests of the individuals, and overall recognition process.

Social identity theory asserts that individuals identify with social categories that enhance self-esteem; these positive and negative compassions have been found to affect an individual's self-esteem (Ashforth & Mael, 1989). As an individual continues his/her membership and identifies with the group, individuals tend to choose activities which are aligned with their identities (Ashforth & Mael, 1989). Wymer (2012) continued this idea of providing a unique experience for the volunteer, but also warned that it may take time as the individual is still considering their placement in the organization. Newcomers can be unsure of their roles and apprehensive about their *membership* status (Ashforth & Mael, 1989). A member is trying to develop a sense of who they are, where they are, and what is expected of them (Ashforth & Mael, 1989).

Kramer, Meisenbach, and Hansen (2013) focused on how to improve volunteer experience with a focus on communication and volunteers' uncertainty management. The volunteer's experience uncertainty when changing roles and beginning a new task can result in 30% turnover annually (Corporation for National and Community Service,

2005). Yet in the self-identity theory, all individuals have the desire to enhance self-esteem in the overall group and seek positive differences between each other (Ashforth & Mael, 1989). Self-esteem is tied more to identification in groups, whereas, self-efficacy is more related to behavioral enactment of identities (Ashforth & Mael, 1989). At times, the roles of these groups reinforce who a person is and other scenarios may constrain the self (Ashforth & Mael, 1989); future research is needed to understand what conditions are needed for these reinforcements.

The psychological standpoint and how multiple variables improve community development have been researched, yet individuals interact and change when they contact other cultural groups and recognize various relationships between each individual (Sam & Berry, 2010). Stets and Burke (2002) ask "How and when do identities become activated in a situation?" (p. 228). It is critical for individuals who identify with a group accomplish both personal and social goals. If these experiences of accomplishing goals are positive, then the person's self-esteem is higher and will perform well in the identity role (Stets & Burke, 2002). Sam and Berry (2010) addressed how and how well groups and individuals interact and change when they contact other cultural groups and whether they recognize if there is a relationship between them as the individual and how that changes or improves their own self-identity. This term is collectively known as acculturation, which is the "process of cultural and psychological change that results following meeting between cultures" (Sam & Berry, 2010, p. 472).

The theoretical framework of acculturation links the group and individual levels and identifies the two groups in contact. It is important to take into consideration of the

two original cultural groups prior to them coming into contact (Sam & Berry, 2010).

Acculturating is when the individuals or groups actually come in contact with the new society, by understanding the cultural values, norms, attitudes, and personalities between the two groups (Sam & Berry, 2010). It is also critical to understand the relationships, as it is an important aspect of psychological change within individuals to adapt to new environments or situations (Sam & Berry, 2010).

Sam and Berry (2010) emphasized the commonality of the acculturation process which underlies any human behavior and how the process shapes cultural factors during development and expression in daily life scenarios. Sam and Berry (2010) ask the following questions: “What changes during acculturation? How do people acculturate? How well do people acculturate?” (p. 473). The most common finding is the integration process is the most adaptable aspects in a variety of settings and is correlated to better psychological and sociocultural adaption (Lai et al., 2013). For example, these finding have been compared to a study of immigrant youth, whereas the marginalization process has been found the least adaptive. These double competencies come from an individual’s own cultural group and larger society as double resources on how to cope with cultural transitions (Lai et al., 2013). The cultural group aspect when volunteering is a large connection between intention to volunteer and national identity but more measurement and research to actual volunteers (Lai et al., 2013). Lai et al. (2013) focused on the connection between demographics and motivation more in-depth examination when volunteering. Lai et al. (2013) found that there was a stronger national identity with greater motivation to volunteer. There was a positive effect on national identity with

intention to volunteer. A large connection between intention to volunteer and national identity; yet, more research is needed about the actual population of volunteers (Lai et al., 2013). As for the population demographic differences: Motivation is a variable between personal characteristics and action (Snyder, 1993). The identification to an individual's ethnic group predicts positively and creates a sense of community (Kenyon & Carter, 2010; Verkuyten, 2007). National identity is the perception of self which contains nation's membership, value system, trust, and pride in nation and the importance of solving problems for the nation (Karkatsoulis, Michalopoulos, & Moustakatou, 2005). The consequences of contact and acculturation needs further investigation to understand what types of acculturation processes are and their consequences, but there is a lack of multilevel research that correlates society-level characteristics and individual-level characteristics, such as the functional aspects.

Significance to Practice

The Bureau of Labor Statistics' (2016) Volunteering Supplemental of the Current Populations Study which drew from a decade of data (2003–2013) provided reasons why volunteer talent leave including volunteer managers not matching volunteer skills with assignments, failure to recognize volunteer contributions, no measurement of volunteers' value, lack of seriousness of the volunteer service, failure to train and invest in volunteers, or lack of providing strong organizational leadership. Eisner et al. (2009) also wanted to know more asking "Why volunteer talent leaves? Why isn't volunteering more respected? and Why aren't more organizations investing in volunteers?" (p. 34). These questions show that nonprofit organizations need to expand their vision by creating an

experience which is meaningful to volunteers. In addition, they need to rethink roles and responsibilities by asking what could be done by volunteers to impact the organization or community significantly.

Eisner et al. (2009) supported the importance of investing in the infrastructure to recruit, retain, and develop highly-skilled volunteers. An organization could add this type of investment to a strategic plan, as it provides strong attachments to the organization and the volunteer. A high turnover rate for volunteers should renew focus on effective retention strategies (Eisner et al., 2009). Volunteer motivation factors are complex interactions the personal characteristics, motivation, and situational factors (Gazley, 2012). Because of the complexity of individuals, there are multiple avenues to further extend research regarding multiple demographics, therefore, this study focused on sex, age, race/ethnicity, and socioeconomic status.

Significance to Social Change

Understanding volunteer motivation is an asset to volunteer management and fundamental to effective functioning to an organization (Finkelstein, Penner, & Brannick, 2005). Agostinho and Paço's (2012) study focused on the analysis of a volunteer profile related to motivation levels, generativity, and demographic characteristics. Agostinho and Paco concluded that the more alignment between altruistic motivations results in more volunteer hours, yet no correlation was found between the volunteer and the education level. Finding ways to motivate volunteers to remain and provide good service then allows organizations to make adjustments with marketing to a particular profile and suggested benefits (Millete & Gagne, 2008).

Volunteer motivation starts from a decision based on external and circumstantial factors that depend on the volunteers' expectations, motivations, and values. Proteau and Wolff (2008) identified three models of motivation:

1. Increase employment opportunities;
2. Contribute to others' well-being; and
3. "Private goods," which is the prestige and reputation of volunteering (p. 250).

In addition, they focused on generativity behavior which is observed as a layer to family life and how that influences individual volunteers (Frensan, Pratt, & Norris, 2007). Other demographic variables impact behavior, and Stewart, Vandewater, McAdams, and Aubin (1998) added that generativity should also be included if an individual had children and their level of education. In this study, I did not include dependents or education level, however, I did focus on career and protective functional aspects.

Values are the most important when it comes to motivation followed by personal development (Agostinho & Paco, 2012). To better understand the type and characteristics of food shelf volunteers, Agostinho & Paco's study explored the perceived benefit to the volunteers' personal development. An organization could use the resulting data and demographic information from this study to help the marketing and communication techniques of nonprofit organizations to compete for volunteers. According to Agostinho and Paco (2012), additional research is needed for more variables to be considered and an annual reassessment of the volunteers.

Summary and Transition

Volunteer motivations are complex; yet, with this study I was determined to add to previous literature with an intentional focus on meeting the needs of nonprofits and the communities they support and serve by evaluating multiple demographics and personal and social functions of individuals. My review of the initial literature provided not only the importance of volunteering, but the need for a strategic approach of the evaluation of volunteers' demographics with research around the multiple functional aspects (Eisner et al., 2009). In Chapter 1, I noted that there had been previous research on demographics that showed there are gender differences between male and female volunteers. Female volunteers are motivated by empathetic aspects, whereas, male volunteers focus on the importance of world beauty (Wymer & Samu, 2002). In addition, not only is demographic understanding critical but also the overall benefits to the volunteer, which may be flexible schedules and regular recognition (Hong & Morrow-Howell, 2013).

Carly (1998) focused on personal and social functions as the reasons why individuals volunteer and created the VFI to measure volunteer motivation. The VFI has been used in multiple studies, but there was still a need for multiple demographics and more significant information of the growing diversity of volunteers (Gazley, 2012). This statement was supported by the functional theory, which is the understanding of values, social and enhancement functions that are the reasons or goals of social functions (Wymer & Samu, 2002). By examining the roles of volunteers will benefit the ability to identify more opportunities to volunteer and provide a realistic link to the community (Wymer & Samu, 2002).

In Chapter 2, I will provide an in-depth previous research review and analysis of overall volunteer management issue which will include an analysis of volunteer demographics and how they affect organizations. The previous research regarding volunteer management consists of both short- and long-term studies that focused on several demographics and also includes a number of theories that emphasize volunteer management such as social and identity theory and learning theory.

In Chapter 3, I will provide a complete description of the methods I used in administering the VFI measurement tool with a convenience sampling procedure. I will then cover how the demographic variables and VFI scores were analyzed to draw closure on the stated research questions and associated hypotheses. I will also cover how provisions were made to ensure there was ethical treatment of the subjects and protection of their identities and associated data.

Chapter 4 will include the in-depth findings of the results. The results consisted of the finalization of the data collection and statistical analysis of each of the research questions. To ensure proper understanding of the results, there will also be a summary of sample demographics, descriptive statistics, and a correlation matrix to show potential variable relationships.

In Chapter 5, I will provide an overall interpretation of the findings within Chapter 4. In addition, I will discuss the final limitations of this study that were recognized along with future recommendations to nonprofit organizations regarding volunteer management best practices. Finally, I will present an overall conclusion of the social change implications of the study and the next steps.

Chapter 2: Literature Review

Introduction

Nonprofit organizations are not revenue generating and as such rely on volunteers to achieve their mission and meet strategic goals. The purpose of the study was to investigate how active volunteer demographics, including gender, age, race/ethnicity, and socioeconomic status, relate to self-reported ratings of personal and social motivational functions for working with an organization. Specifically, I examined the six personal and social functions using the functionalist theory and encompassing the values, understanding, social, careers, protective, and enhancement functions of the volunteering inventory (see Carley et al., 1998; Clary & Snyder, 2002). A better understanding of the relationship between volunteer demographics and their personal and social motivation for volunteering could have benefits for nonprofit organizations and volunteer managers (e.g., it could increase the accuracy of volunteer recruitment and retention efforts). There are clear positive social change implications as nonprofit organizations would be unable to provide services, raise funds, or manage programs without the assistance of volunteers (see National Council of Nonprofits, n.d).

Volunteer management organizational theories have come from multiple academic disciplines and include learning theory (Bandura, 1997) and social identity theory and how each theory relates to groups and influence how a person acts, treats and relates to others' thoughts and feelings. In addition, the ideas behind these theories shape volunteer roles at different points in their lives (Carr, King, & Matz-Costa, 2015). For example, understanding demographic values and motivation can enhance management's

leadership skills to improve the conditions in an organization that directly involves volunteers. A review of motivation perspectives and the ways in which they affect volunteer retention is essential when attempting to explore the interconnections between theory and the lived experience of volunteers.

Chapter 2 will review the literature search strategies which will provide theoretical foundations of the study. In addition a focus on the following topics: volunteer demographics, volunteer management and future volunteer motivations.

Literature Search Strategy

There are a numerous scholarly articles, books, and other references regarding the overarching general term of *volunteers*; however, for the purpose of this study, narrowing down my search of the literature to focus on motivation, motivation measurement, and multiple volunteer demographics to ensure proper alignment was the first step. I conducted a title and subject search in the PsycARTICLES, PsycINFO, JSTOR, PsycTESTS, and SAGE Premier databases to focus on the organizational psychology of volunteer management. Within these searches, I used the following search terms: *volunteer management, volunteer evaluation, volunteer management, volunteer demographics, volunteer differences, and volunteers*. In addition to focusing on how organizations emphasize volunteer management, I also searched the Business Source Complete and ProQuest Central databases with the following search terms: *volunteer management, volunteer motivation, volunteer marketing, volunteer marketing and communication, volunteer communication, and valuing volunteers*.

I identified the VFI (Carly et al., 1998) for use in this study, so it was critical to locate previous studies which validated and used VFI to evaluate the internal and external reliability of the instrument. This study included two nonprofit organizations, so a general Google search of Minnesota nonprofit resources and state data collection was also performed. In these searches, I used the following terms: *volunteer management in Minnesota*, *Minnesota nonprofits*, *Minnesota volunteer rates*, and *Minnesota volunteer best practices*. Once the resources were identified, the abstracts were scanned for relevance to narrow the topic focus to volunteer management with multiple demographics. It was my intent to search for references post-2010; however, the conceptual theories and theoretical foundation context may have developed prior to 2010, depending on the date the theory originated.

Theoretical Foundation

Theories must demonstrate predictive power to accurately identify specific factors that can be measured against precise change (Bandura, 1997). The development of social learning theory has shifted from casual analysis to detailed examination of external influences. Humans behave in a manner when they extensively analyze what stimulus events/scenarios evoke or reinforce behavior (Bandura, 1997). It is possible to recognize response patterns and to carefully examine how environmental influences individual behavior. Bandura (1997) observed that the traditional theories that focused on general behavior were a direct product of experience response, but in fact, all learning can occur through observation of other's behavior. However, the model of these interactions is still not clear. The response consequences may be motivating and informative enough to

produce changes in patterns of behavior (Bandura, 1997). Bandura stressed the importance of the retention of these skills by the level and amount of participation and through increased possibilities for reinforcing opportunities.

Stets and Burke (2002) illustrated the idea of similarities and overlap between social identity theory and identity theory. Different components of identity inform each theory; for instance, social identity theory focuses on categories or groups, whereas roles are used in identity theory to clarify an individual's identity (Stets & Burke, 2002). The concept of identity is the self-categorization of social identity theory, where the person knows that they belong to is a social category or group (Stets & Burke, 2002). The *in-group* is how a person perceives themselves as a member of the group, and the *out-group* is designated in comparison with other groups. Obtaining a social identity is being like others within the group and seeing things from that group's perspective (Stets & Burke, 2002). Hogg and Hardie (1999) determined in-group homogeneity is extremely strong when there are no motivation forces in the group. Individuals who identify strongly with a group leader have a greater commitment to the group and less desire to leave the group (Stets & Burke, 2002).

It is essential for leaders to coordinate and motivate volunteers, but noncooperation and unacceptance is often observed (Boezeman & Ellemers, 2014). These types of noncooperation and unacceptable behaviors may include deviation from organizational guidelines and rules which are set by the organization, or possible confrontation against leaders, which results in a short-term volunteer experience at a nonprofit organization. Boezeman and Ellemers (2004) sought out to identify what

specific behaviors increase identification and satisfaction with volunteers by interviewing/speaking with/surveying with a variety of leaders who lead organizations every day.

Leaders speak to the effectiveness of the role of volunteers and to invite volunteers to express ideas of change within the organization. Boezeman and Ellmers (2014) found that volunteers valued meaningful relationships with leaders and sought leaders and respect and pride of the organization, as this then leads to volunteer identification with the organization. Yet, more information is needed as far as what types of behaviors, motivation, and characteristics of these organization leaders promotes pride and respect among volunteers (Boezeman & Ellemers, 2014).

Social identity theory is more often used in social categories in organizations by identifying religious affiliation, gender, or age group; therefore, these categories are defined by typical characteristics for a membership to a group (Ashforth & Mael, 1989). Social classification allows an individual to define him/herself within a social environment, whereas personal identity encompasses personal characteristics and group classifications or social identification (Ashforth & Mael, 1989). Social or group identification can be identified from a personal experience of the successes or failures of being part of a group; however, values and attitudes are associated with social identification (Ashforth & Mael, 1989). These personal experiences provide opportunities for organizations to meet the need of a particular volunteer by focusing on a particular classification.

Declining Volunteer Population

In 2006, there were 61.2 million volunteers in the United States; however, 21.7 million were not retained as volunteers in the following years for a variety of reasons (Eisner, Grimm, Maynard, & Washburn, 2009). The 2003 Volunteer Management Capacity Study provided its results regarding why volunteer talent leaves, which included, but was not limited to: not matching skills with assignment, failure to recognize contributions, no measurement of volunteers' value, lack of seriousness of the volunteer service, failure to train and invest in volunteers, or lack of providing strong organizational leadership (Hager, 2004). In 2015, approximately 62.6 million people were identified as participating in volunteer activities with at least one organization (U.S. Department of Labor, 2016). In 2017, it is predicted to have 250,000 active volunteers (U.S. Department of Labor, 2016); however, this decrease creates a demographic shift which will increase challenges for volunteer management (Nesbit & Brudney, 2013). The shift in numbers from the past decade calls for more focus on how demographics play a role in volunteer management. Nonprofits rely on volunteers, but poor volunteer management or lack of organizational leadership results in a loss of time donation equivalent to approximately \$38 billion lost per year (Eisner et al., 2009). Eisner et al. (2009) wanted to know more why volunteer talent leaves, why volunteers are not respected, and why organizations are not investing in volunteers. These questions would provide nonprofit organizations with the answers needed to expand the idea of creating an experience which is meaningful to volunteers and rethink volunteers' roles and responsibilities to significantly impact the communities.

Nonprofit organizations need to understand the importance of volunteers. Eisner et al. (2002) noted the importance of investing in the infrastructure to recruit, develop and retain highly- skilled volunteers. Nonprofit organizations were encouraged to add this type of investment to a strategic plan, as it helps the volunteer create a strong attachment to the organization (Eisner et al., 2002). With the high turnover rate for volunteers, there is now more focus on the effective retention strategies (Eisner et al., 2009). Volunteer motivation factors are multifaceted interactions which include personal characteristics, motivation, and situational factors (Gazley, 2012). Because of the diversity of demographics in the growing population of individuals there are several avenues to further extend research regarding multiple demographics.

The Volunteer Process Model analyzes volunteer behavior with a multidimensional construct including personal traits, social/forming conditions, and organizational practices, which result in the motivation to donate service (Penner, 2002). Penner's (DATE) conducted an investigation to further understand a volunteers' professional association in the context of other volunteering community activities. Penner's study focused on the modification of Carly's VFI to better focus on more community volunteer experiences and the associated volunteering aspects of an individual. Volunteering comes from situational factors rated to volunteer experience rather than social conditioning (Gazley, 2012).

Carly et al. (1998) defined volunteerism as "planned helping" (p. 1517). Their 1998 study focused on six inventories regarding volunteer motivation with the combination of functionalist theory to develop the VFI. Their functional approaches (i.e.,

values, understanding, social career, protective, and enhancement) predicted, identified, and measured psychological functions: intuition, sensation, feeling, and thinking. In addition, VFI examined the motivations of volunteers with a sample of different ages and experiences in volunteering (Carly et al., 1998). Functionalist theory is the examination of the values, understanding, social, careers, protective, and enhancement functions of volunteering inventory which are the reasons, purposes, plans, and goals which generate psychological phenomena of social function (Carly et al., 1998). The personal and social functions are thoughts, feelings, and actions that result in the idea that different functions are identified for different people who interact with the realms of attitudes and social relationships (Carly et al., 1998).

Carly et al. (1998) used samples of five organizations, with active volunteers in Minneapolis and St. Paul, Minnesota, that answered questions on the reason why people volunteer and the functions served by volunteerism (p. 1517). In addition, their study focused on not only the different types of experiences, but also narrowed the age group considerations by sampling only college students who attended the University of Minnesota. They found that regardless of the diverse samples each individual shared that it was critical for an organization to provide an active role where the volunteer can reflect on self-esteem and role-identity.

Stets and Burke (2002) focused on the self-esteem and role identity of individuals. Role identity is critical in the early part of social development where the importance of working out differences in relationships and interconnection of the roles is learned within the group. As the individual becomes more comfortable with the group he/she starts to

realize the group's perspective and differences between their self-perceptions in terms of interaction. It is critical for individuals to identify with a particular group which allows an individual to accomplish both personal and social goals. If these experiences are positive, the person's self-esteem and identification of self is higher (Stets & Burke, 2002).

The VFI assisted the influence of the volunteers' service and their potential to fulfill personal motives. Volunteers are then to make informed solutions to meet the needs of the organization. However, the Carly et al. (1998) study was lacking no set types of volunteering and how that may affect the functional aspects. Yet, Carly et al. builds on the gap of continuing to increase identification an organization. This type of evidence can assist an organization to lessen the rate of turnover by locating and identifying the individual's agenda they seek to become involved and continue their service.

Volunteer Demographic Trends

Concern about the declining number of volunteers creates a sense of urgency for these volunteer organizations to invest the time to research the volunteers' demographic landscape which serves the organization. The multiple items of importance around nonprofit organization and their employees differ from one community to another (Asah, Lenteine, & Blaham, 2014). The general role of identity is the functional motive unique to the volunteer and unrelated to any context, whereas the context role identity is the set of characteristics that develop during the interaction of the context, such as volunteering. These contextual factors consist of the following: potential return for volunteers to the organization, the consideration of the importance of the volunteer work, opportunities to

volunteer, and volunteer's benefits. Individuals must feel trusted during the experience, which in-turn creates the ability to relate to the organization or experience (Barak, 2005).

Asah et al. (2014) focused on why volunteers assist in enhancing socioecological process to restore an urban landscape. To get to the root focus of the reasons why individuals volunteered and the perceived benefits of volunteering, the researchers provided an open-ended survey with multiple demographics analysis (Asah et al., 2014). The following demographics were considered: gender, age, income, level of education, ethnicity, and employment status. The sample was recruited during 35 volunteer events and concluded 242 urban landscape volunteers in Seattle, Washington.

The motivations were identified and categorized with benefit themes and subthemes (Asah et al., 2014). Asah et al. (2014) found that volunteers wanted to help and restore the environment. However, from a nonenvironment aspect the motivation and emotional standpoint provided positive emotions to volunteers. Gender influenced motivation factors, and female volunteers showed more positive emotions, and wanted to share knowledge more often than men (Asah et al., 2014). As for race considerations, nonwhite individuals wanted to help the environment more than white individuals. Although no significant age differences emerged, Generation Y (born between 1980s -- 1990s) individuals were less motivated to engage in helping the environment than the baby boomer (born between 1946 -- 1964) generation (Asah et al., 2014). The reasoning of life stage-related identities may affect and influence how and when an individual decides to become involved in volunteering. A larger baby boomer retirement generation is dwindling, and volunteer managers need to focus on this loss of talent, experience, and

institutional knowledge and explore how it may be offset by volunteers (Carr, King, & Matz-Costa, 2015). The younger generation who is starting their careers are more likely to be engaged in civic responsibility and community activities (Wilson, 2000).

Asah et al. (2014) did provide a more qualitative method, but its significant results were strictly focused on quantitative conclusions, little was discussed regarding qualitative research results. The authors argued that qualitative research was more reliable than quantitative research when it came to measuring motivation. A few considerations to contemplate in the overall aspect of volunteer motivations is that this type of sample is not a monolithic group, as the study's population truly does depend on the demographics of the sample group. However, it should be noted that this study does have limitations. For instance, there was no measurement tool that was already tested in previous studies, only one volunteer activity, and although a qualitative focus was used by asking open-ended questions, the study did not provide the analysis or results of its qualitative research.

Tang, Copeland, and Wexler (2012) stated it is critical that research focus on the great diversity of black and white individuals and their differences in volunteering. The study investigated whether there was a racial difference within older volunteers (in the context of this study, older was considered adults over 60) to understand the benefits to communities and empowerment of older adults. A framework was not shared in the article, but the article focused on not only the activity of volunteering, but how volunteering helped from a health perspective (physically or mentally). Equally important, there was also a focus on time commitment, type of activities and type of

organizations (Tang et al., 2012). However, there is the need to examine if there are additional motivational differences when it comes to age groups.

The ability to locate the difference between older black people and older white people in volunteer experience regarding the benefits from volunteering and reported health while volunteering was the main objective of the study (Tang et al., 2012). It was a two-stage study that started with a cross-section design of purposefully and convenience sampling with active volunteers and also included non-volunteers, those who have not volunteered in the past 5 years. The questionnaire concentrated on volunteer status, volunteers' time commitment, and types of activities with health benefits and empowerment with a focus on multiple demographics: age (only over the age of 60), race, gender, and socioeconomic status. The sample consisted of 180 adults in the city of Pittsburg from four senior centers with an overrepresented population of Blacks; the final sample resulted in half-and-half of current volunteers and non-volunteers (Tang et al., 2012).

To examine the results, the researcher used a chi-square and *t*-test to test race differences; however, no other demographics were analyzed and/or reported, such as gender, status, or age. It was found that Blacks are less likely than Whites to volunteer, but once Blacks are committed to the organization there was more time given and supplementary psychology and physical health benefits are perceived by the volunteers (Tang et al., 2012). Black volunteers simply do have more to gain educationally and mentally than White volunteers because of these benefits (Tang et al., 2012). In addition, the results provided significant differences which suggested that Black volunteers

perceived less health concerns than nonvolunteers. However, the only health benefit that was found in the White population was fewer depression concerns with the volunteers. This benefit should be researched further due to the minimum amount of Whites in the sample. It is important to remove barriers and extend volunteer opportunities to all ethnic populations, as this will help recruit and retain volunteers from multiple ethnic populations (Treppe, 2006).

There is a need for a positive connection between racial experience factors (Gazley, 2012). The factors related to both volunteer characteristics, experiences, and the psychological forms between these two factors are needed in future work (Gazley, 2012). In addition, there is a need for more cross-sectional studies, as this study focus on one professional industry and volunteers in mostly U.S. and Canada, which only measured future intentions rather than real behavior (Gazley, 2012).

The theoretical framework consisted of understanding social networks, socialization, and educational success of racial minority youth. In addition, a focus on Latino, African American, and Asian young people has been expanding in the past years to create a new conceptual framework. These frameworks can articulate the complexities of socialization, network relationships, and educational success in multiple roles by resources and committed socialization (Dworski-Riggs & Langhout, 2010). Dworski-Riggs and Langhout (2010) provided an offering of social capital framework which focuses on two principal phenomena: adolescent participation in multiple worlds and the role of nonfamily adults in the social development and educational success of adolescents across class and racial status (Dworski-Riggs & Langhout, 2010). The ability to articulate

youth intervention and school reform in society require an investment in sociologically informed research on youth empowerment to encourage intervention efforts for a change in community (Dworski-Riggs & Langhout, 2010).

Tang et al. (2010) provided information regarding a possible demographic difference. Gazley (2012) used a random sample from twenty-three participating associations with approximately 26,000 individuals who volunteer. Gazley found that professional association volunteering was slightly more likely, however, no education or race effects were found. Interest in volunteering declines with age. Yet, Asah et al., (2014) found that generally the younger the volunteer; they were less motivated to engage in environmental volunteering. Waters and Bortree (2012) found more volunteer opportunity in libraries for adults and elderly, but retention was low, as approximately one-third of the volunteers did not continue their volunteer work from one year to another. Not only does age create a factor in volunteer work, but also the employment of an individual can influence it as well. For example, individuals who were employed in academics or nonprofits had a higher rate of community volunteering (Dworski-Riggs & Langhout, 2010).

Theory of organization inclusion asserts that eight elements allow organizations to become more welcoming to individuals and these elements impact how volunteers or other stakeholders perceive their individual place in the organization, which leads to stronger retention strategies. Interpersonal communication theory asserts that cultivation efforts enhance relationships (Waters & Bortree, 2012). A clear framework of social learning and development is essential to connect an individual to an organization with a

focus on how they contribute to social and community aspects (Bandura, 1997).

Bandura's social learning theory focuses how an individual adapts a modeled behavior to address direct experience or observation of others' behaviors. Relationship management theory-lasting impacts volunteer aspects from multiple years in the future.

The social identity theory was developed by Taifel in the 1970s. This theory was used to study group behavior in various social settings, and proposed that individuals conform to groups rather than groups produce individual thoughts. Trepte (2006) explained that social identify theory "assumes that one part of the self-concept is defined by our belonging to social groups" (p. 255). A social comparison of an individual's place in society when it compares other groups and categorizing ourselves is the foundation of the social identity theory. Therefore, individuals may compare opinion, abilities, and standards of other groups prior to engagement. Social identity is the self-concept from knowledge of membership groups based on value and emotional attachment (Ashforth & Mael, 1989). As the group changes throughout history and society, status of an individual's member changes in belief structure and associated strategies with positive social identity (Bandura, 1977). Self-esteem is motivation of positive social identity yet it is not technically integrated into the process of identity, but a combination of cognitive and motivational constructs. Individuals react based on what kind of social groups an individual is part of within their social environment, and these reactions continue throughout the lifecycle (Ashforth & Mael, 1989). These previous examples provide that individuals change throughout their life cycle; hence, this proposed study focused on one particular important demographic, age groups.

Barak (2005) focused on relationship outcomes (trust, satisfaction, commitment, and mutuality). Willems et al. (2012) built on the theories of Barak which included theory of organization inclusion, interpersonal communication, and relationship management theory. Willems and his team asked, the reason why to quit from a symmetric to the dimensions of functional motivates to volunteer or are additional contextual aspects relevant. These questions were answered by providing an online questionnaire which contained a Likert scale of 43 questions about why individuals volunteer and 47 questions on why individuals quit a volunteer activity to both to current and former volunteers (Barak, 2005). In addition, after the questionnaire was complete, two additional focus panels were facilitated to provide more follow-up. The study focused on reasons to quit a volunteer opportunity and why people want to volunteer using the functional motivates. Knowing the reason on why or why not a volunteer continues their time with an organization is critical as the organization then can adapt to the volunteers' motivation. When the *why* is established and differences between individuals are identified, it is then critical for an organization to focus and adapt these motivations to fit the organization's goals. It is to assess if these functions are conceptually symmetric reasons to quit a volunteer opportunity (Barak, 2005). The reasons on why individuals quit may vary but it is the intent to focus on if demographics play a role in when individuals drop interest.

Willems et al. (2012) included three library systems with a completion of 471 surveys, which was a 41% response rate. The sample consisted of 299 women/172 men and an average age of 41.8 years. The analysis of the results used a one-way ANOVA

and path analysis which found both genders felt included in decision making. However, females felt more included in work groups and organizational networks, and males felt more involved in higher management and overall organizations/decision making aspects. It was found that the highest volunteer outcome was in both genders that were committed to volunteers' relationships and organization relationship (Waters & Bortree, 2012). Social group inclusion had a positive impact with both genders, but males placed higher satisfaction with decision-making and females with trustworthiness (Willems et al., 2012). These findings support the reasoning to evaluate gender motivation factors, along with the other proposed variables to continue to narrow how gender interactions with other demographic specifics.

The analysis consisted of exploratory grouping factors of struggling aspects: volunteering motivations, age considerations, not enough time to volunteer, and unhappiness with volunteer involvement (Willems et al., 2012). It was found that there is a strong-enhancement functional motivation aspect when it comes to why individuals decide to quit. There are limited grounds to relate, therefore, another reason to quit (Wilson, 2000). The seven-factor measurement method (Willems et al., 2012) believed it was more appropriate when working with reasons why to volunteer. The strongest predictor is commitment functional motivation aspect when comparing gender difference. Yet more research is needed as the study was limited to three public libraries and was performed specifically on quantitative research. In addition, it was suggested that overall examination of specific tasks which are completed by the volunteers and how these tasks align with functional motivation aspects (Willems et al., 2012).

The lack of higher-level support as both motivational and contextual aspect to stop volunteering. The motivational factors explain the why and the reason why quitting is the contextual role identity (Wilson, 2000). Therefore, further distension of social external and internal aspects is critical and more elaboration on individual contextual aspects of why individuals quit with multiple organizations and a longitudinal study is needed (Willems et al., 2012).

Wymer and Samu (2002) focused on gender and employment status as there is an increase in the retired population who may volunteer differently because of their motivation aspects. In addition, the knowledge to understand the values and behavior of both of these groups is important as the population of retirees continues to grow over time (Wymer & Samu, 2002). The need to attract external resources to make up daily organizations, such as volunteers, is critically important for the function of small nonprofit organizations. Organizations need to understand both motivation and actual behavior in volunteering (Carly et al., 1998). The need to understand the behavior of volunteering assist in volunteer management.

Volunteer behavior is the pattern of shaping identity which focuses on four functions: emblematic, role acquisition, connectedness, and expressiveness. It was hypothesized that men would (a) volunteer for more organizations, (b) spend more hours in primary organization, or (c) spend more hours in all organizations, than women. There will be significant differences between men and women in the importance assigned to empathy and the Rokeach values. Women would assign more importance to empathy and social values while men would assign more importance to individual values. Nonworking

people would (a) volunteer for more organizations, (b) spend more hours in primary organizations, and (c) spend more hours in all organizations, than working people. There will be significant differences between non-working and working people in the importance assigned to empathy in the Rokeach value system. Working people would give more importance to empathy and social values while nonworking people would assign more importance to individual values (Wymer & Samu, 2002). In addition to the differences of working status, the proposed study be included the socioeconomic status of the volunteer into consideration on motivation levels of volunteers.

The measurement tools within the Wymer and Samu (2002) study consisted of the Emotional Empathy Scale and Rokeach Value Survey. The Rokeach Value Survey consisted of the measurement of terminal values, which has been used in previous volunteer management studies; however, the disadvantage is the actual ranking procedure is done by the participants (Wymer & Samu, 2002). The ranking procedure in the Rokeach Value Survey was a reason why it was not chosen for the proposed study. In addition, according to Meddis (1984) the differences between the ranks offer extreme discrimination in the ranking procedure. The sample included approximately 40 organizations with a variety of missions which made up 1016 questionnaires (30% response rate) with a median age of 49.5 for women and 54.9 for men. The sample consisted of 2,212 current and 1,085 former volunteers (approximately 21 -- 22% of the both populations) at Scouts and Guides Movement in Flanders which provide day-to-day activities for children. Volunteers commit to one full year to the program and consist of 18 -- 35 year olds with approximately 20% turnover each year. The chosen measurement

tools are not being used for the proposed study, however, they provide difference regarding age groups.

The results found that the non-working individuals provided more overall volunteer hours with multiple organizations. As for gender, women overall volunteered more than men, but men had more hours of services and more organizational involvement across disciplines and types of organizations (Boezeman & Ellemers, 2014). The differences of values were women value empathy and sense of accomplishment, whereas men focus on the importance of world of beauty and self-respect on the meaning of volunteering their time (Wymer & Samu, 2002). Organizations need to know why individuals volunteer and identify multiple demographics so they can tailor messages and media to potential volunteers, as Wymer and Samu (2002) found that for gender there are different motivational aspects. The ability to understand how values influence the type of work, along with the amount of the time is critical to have a more effective way to assign roles and how volunteering fits into the volunteers' lives (Eisner et al., 2009).

Volunteer Management Leadership Skills

Administrators and volunteers perceive management practices when it comes to volunteer facilitation of formal management practices. Stirling, Kilpatric, and Orpin (2011) examined the factors which predict the ability to sustain adaptive volunteers. These are all valuable questions and the literature used a mixed-methods approach with various semi-structured interviews in three towns in mainland Australia, which resulted in 67 volunteers with 34% either paid or unpaid coordinators of volunteer workers. The proposed study provided additional information to nonprofit leadership on how

demographics play a critical role in sustaining long-term volunteer management practices.

The psychological contract between management practices with volunteers which will ultimately impact volunteer experiences is the question (Stirling et al., 2011). Stirling et al. focused on the ability to assist organizations to not only recruit and retain volunteers but ultimately to foster "social capital." Social capital was defined as to provide volunteers to feel connected and generate feelings of belonging which then generates continuous volunteering for an organization (Carly et al., 1998). The psychological contract theory is the examination of relationships' expectations and relations match between psychological expectations of the volunteer and organization process with volunteers (Tang et al., 2012). Ultimately the theory increases the need to identify the connection of needs and performance (Stirling et al., 2011). The volunteers' commitment and intention of staying are indicator for retention, including training and support is the most important aspects for volunteers (Newton et al., 2014).

During the interview, three themes of issues were identified: filtered management, public recognition, and recruitment through networks. Volunteers expect tasks during their volunteer time, but do not want to be part of policy-driven areas and strive for protection from administrative matters (Knepper et al., 2015). Public recognition is key and when it is not facilitated, it is a serious breach of psychological contract theory (Tang et al., 2012). However, once again, this study found that no formal marketing approaches are being used in these three towns and ultimately depend on word of mouth to generate new volunteers. The sample consisted of low response rate with no indication of

unpaid/paid workers. Future research is needed to survey more soft-skilled management practices to reveal the personal management styles which are appreciated by volunteers (Tang et al., 2012). The ability to understand how these values and the type of work and management is a more effective way to assign roles as it illustrates to a volunteer how volunteering can fit into their lives (Wymer & Samu, 2002).

Leadership plays a critical role in volunteer motivation aspects, and Boezeman and Ellemers (2014) established a survey using multiple motivation instruments which used scales of leader communication, leader support, and management of activities, pride, and identification to the organization. The sample consisted of 113 volunteers from various nonprofits which were recruited with advertisements and social media networking with 80% women and 56% with a full-time job. By using a chi-square difference test and structural equation modeling analysis it was found that communication effectiveness with volunteer workers related positively to pride and identification. The support during volunteer work was related to respect. The additional research also assisted in understanding how leadership impacts volunteer engagement and volunteer referrals from the actual individual volunteer. Yet, no results were found in the study regarding gender or job-status even though the demographic was collected (Boezeman & Ellemers, 2014). Therefore, the proposed study focused on gender comparisons.

Boezeman and Ellemers (2014) added more information and understanding to social-identity to new leadership skills, yet future research still needs to focus on satisfaction of volunteers, which is poorly understood. The study was self-reported but

must be cross-validated with other organizations and measurement tools. For example, instead of using a combination of multiple tools, to only use one measurement tool at a time. More research is necessary on how leaders install motivation with varying demographics, such as how men and women differ when applying leadership approaches. This will continue to maintain the idea that if current volunteers are satisfied they will be able to also help recruit future volunteers for the growth of the volunteer population (Boezeman & Ellmers, 2014).

Future Volunteer Motivation

There is an increasing interest among local, state, and federal agencies in collaborating with nonprofits to deliver services (Knepper, D'Agostino, & Levine, 2015). Since 2006 there have been 8.1 billion hours of service, which resulted in \$162 billion to America's communities (Knepper et al., 2015). However, this does not happen with reliance on volunteers, but it takes nonprofit organizations to build capacity using volunteer management. Volunteer management capacity contains but is not limited to recruitment, supporting, organization needs, and retaining volunteers (Carly et al., 1998). Volunteer managers need tools to deal with this complex management best practices during economic challenging times. Knepper et al. (2015) stressed that having a paid manager to manage volunteers maximizes engagement of volunteers. The complexity theory supports the literature as it focuses on how leaders in an organization affect positive adaptation, in addition is the "interpreting and understanding of management activity" (Knepper et al., 2015, p. 214). Future research is to include more soft-skilled

management practices to personal management style which are appreciated by volunteers (Tang et al., 2012), which can be referenced back to the functional aspects of the VFI.

Knepper et al. (2015) facilitated an electronic survey via email and phone interviews which focused on volunteer management practices, extent of involvement by volunteers, types of volunteers, and the degree of challenges to maintain a volunteer with the complexity of motivations, demographics, and needs of the individuals. The sample consisted of 32 human service managers across U.S. which were identified as mostly small and understaffed organizations. It was found that 81% of volunteer's importance was training and professional development for volunteers, followed by the need of a paid staff working with volunteers. In addition, the 41% of managers also expressed that screening and matching volunteer activities was a challenge. As for type of volunteers the challenge is locating skilled volunteers, however, only 44% did not provide training for individuals under the age of 24. In addition, only 31% consistently matched volunteer's skills with volunteer assignments (Knepper et al., 2015).

Flexible, Adaptable, Innovate, and Relation concept is a volunteer model and used when meeting the needs/schedule of a volunteer population (Knepper et al., 2015). The need is to train and support volunteers from a management standpoint to meet the capacity of using skilled volunteers (Knepper et al., 2015). Organizations are to provide flexible management in training schedules, volunteer schedules, and areas of assignment and to adapt practices with the needs of the volunteer and the organization (Newton, Becker, & Bell, 2014). Future research is needed to understand the implications of limiting "episode volunteers" (volunteers who only volunteer once and not again) and the

need to adapt within an organization which provides a unique experience (Knepper et al., 2015).

Newton et al. (2014) determined there is a growing reliance on volunteers yet limited literature on volunteer retention. There is a relationship between volunteer perception of learning and development opportunities (LDOs) are motivations and filling supplementary roles within an organization, whereas as staff focus on central tasks. Volunteers are community ambassadors, and it is critically important to maintain and increase the volunteer population. Yet, it has been established that human resource management policies cannot use the same LDOs for staff as with volunteers. Because of this, there is support to establish LDOs for volunteers (Newton et al., 2014).

Volunteers' commitment and intention of staying are indicators for retention; training and support are the most important aspects for volunteers (Newton et al., 2014). Learning and development opportunities are designed for employees who feel they can continuously learn and contribute to development, which provides positive effects in moral and commitment. These LDOs can be simple and direct by focusing on the VFIs or Locke's discrepancy theory of outcomes and responsibilities of tasks (Newton et al., 2014).

Previous research by the authors found that volunteers who perceive higher levels of LDOs will report higher levels of organizational commitment and intention to stay (Newton et al., 2014). Yet further research was needed, such as a survey of measurements which included the VFI scales, affective commitment and intentions for future contributions (Carly et al., 1998). The sample included 2,000 volunteers from five

nonprofits in Australia; 628 completed the survey. The demographics consisted of 73% female and ages ranging from 18 -- 86 year olds with an average of 5.66 years of tenure as a volunteer within one of the five nonprofits (Newton et al., 2014).

The analysis of the study included the use of focal variables for each organization. The independent variables were the LDOs and controlled variables: age and gender. A multiple regression analysis was used, by utilizing the controlled variables and how they correlate with the interaction of LDOs. Interaction of the LDOs and motives is the significant predictor in commitment, enhancement, and social motives (Newton et al., 2014). There are higher levels of volunteer motivations which lead to organizational commitment. Career-based motives provide lower intentions, yet social motivation does not predict commitment or intention to stay involved. This is self-reported data, therefore future studies should include human resource records to expand the knowledge of performance of the volunteer. The possibility of LDOs as retention tool not only for staff, but also volunteers, must be articulated and promoted to volunteers and in addition, meet the volunteer motivations (Newton et al., 2014).

Motivations are important but are poor predictors of volunteer patterns, therefore, the researchers focused on multiple dimensions of satisfaction (Warner, Newland, & Green, 2011). Volunteers are to be looked upon as a possible return on investment. The problem is that recruiting and maintaining a competitive market (customer behavior) is challenge to small nonprofits. It is much more effective to focus on multiple motivates, target communications, assign tasks, and structure experience, as motivates can change over time with differing demographics (Stanton-Salazar, 2011).

Socialization process is the transferring of norms and values to impact volunteer experience. Volunteers continued to work for different reasons. The psychological contract theory is the examination of relationships expectations and relations match between psychological expectations of the volunteer and organization process with volunteers (Tang et al., 2012). Ultimately the increase understanding of connection of needs and performance, therefore Kano's (1982) method was used as the central measurement tool of the study. Kano's focus was on satisfaction/dissatisfaction constructs: attractive, must be one-dimensional and indifferent items. Its goal was to determine motives to predict outcomes, relationship with satisfaction and volunteer outcomes, and investigation on differences in volunteer contexts, such as differences in an organization's visions, goals, or community it served (Warner et al., 2011).

Warner et al. (2011) sent e-mails to directors/managers of volunteers to share a web-based survey with the organization's volunteers which took approximately 20 minutes to complete. The final sample consisted of 316 adult volunteers in sport and nonsport organizations with the following variables: gender, race, age, education experience, and amount of history in volunteering with the organization. Kano's (1982) analysis consisted of the following: rewards, education/career, skills, organizational factors, service, personal/social, and prestige, which resulted in 26 factors. The analysis reviewed means and standard deviation on satisfaction variables and classified elements using frequencies. It showed that volunteers were motivated by food, uniform, and prestige. Nonsports volunteers believed in goals and values of the organization, whereas sports volunteers did not predict outcomes for retention. For both groups, there were no

predictors of helping recruit other future volunteers, but it is important was identified by the volunteers that they wanted to contribute to society which created satisfaction in the work (Waters & Bortree, 2012).

Summary and Conclusions

Much of the scholarship explores the roots of job satisfaction, and additional research using focus groups and targeted interviews would ensure more replicability. Disengaged volunteers probably did not participate, and exploring the varying levels of experience in volunteering is needed in future research. Identity factors produce change and the conceptualization of learning theory. The analysis of these external influences forms the creation of social and personal factors (Bandura, 1997). When they have a variety of choices for volunteering in their community, researching why individuals volunteer where they do is a complex process, and it is consistently being reevaluated by individual organizations and the research community. Eisner et al. (2009) explored why individuals leave a volunteer opportunity and the reasons included (a) poor management, (b) failure to recognize the seriousness of committed volunteer, and (c) the overall structure of investing in volunteers. It is important for an organization to identify volunteers' personal and social goals, as this will in turn effect self-esteem growth. Therefore, a greater possibility for the nonprofit organization to play a role in volunteer management is clearly laid-out in social identity and self-identity theories (Stets & Burke, 2002). Yet, the literature and previous research lacks multiple demographics for additional analysis (Carly et al. 1998; Gazley, 2012).

Communities and organizational values, goals, and missions differ from one to another, but they continue to embrace the importance of volunteer work and how they relate to others during their volunteer time (Barak, 2005). These differences are found in varying demographics. For example, females generally focus on the positive emotional connection, whereas, males focus on the share knowledge of volunteering, according to Asah et al. (2014). It was found by Tang et al., (2010) that Blacks are less likely than Whites to volunteer, but when Black individuals commit more time is given and an increase of psychological and physical health has been self-reported. This type of social capital is the need to feel connected and generate the feeling of belonging (Stirling et al., 2011).

Chapter 3 provides a complete description of the methods to be used in administering the VFI measurement tool by using a convenience sampling procedure. Chapter 3 then covers how they demographic variables and VFI scores was analyzed to draw closure on the stated research questions and associated hypotheses. In addition, Chapter provides details on how provisions are made to ensure there is ethical treatment of the subjects and protection of their identity and associated data.

Chapter 4 provides in-depth findings of the results. The results consisted of the finalization of the data collection and statistical analysis of each of the research questions. To ensure proper understanding of the results, there is also a summary of sample demographics, descriptive statistics, and a correlation matrix to show potential variable relationships.

Chapter 5 provides an overall interruption of the findings within Chapter 4. In addition, this chapter discusses the final limitations that were recognized along with future recommendations to nonprofit organizations regarding volunteer management best practices. Finally, the chapter deliberates an overall conclusion of the social change implications of the study's results and next steps.

Chapter 3: Research Method

Introduction

The purpose of the study was to investigate how active volunteer demographics, including age cohort, gender, race/ ethnicity, and socioeconomic status, relate to self-reported ratings of personal and social motivational functions. I provided the methodology measurement tool, the VFI (Carly et al., 1989) to two nonprofit organizations in Minneapolis, Minnesota who heavily rely on active volunteers, Youth Performance Company (YPC) and Clare Housing. In this study, I used a convenience sampling procedure that exhibited questions of validity; therefore, I provided measures to alleviate validity concerns. To showcase the results of this quantitative, quasi-experiment study, data were analyzed with the use of MANOVA and appropriate post-hoc tests, means, and standard deviation.

Research Design and Rationale

In this study, I used a quantitative approach with a quasi-experimental design as it focused on more than one sample (see Frankfort-Nachmias & Nachmias, 2007). The research questions were designed to identify if there was a relationship, significant interactions, or differences between the independent and dependent variables using a straight-forward data analysis. The six functional aspects of protective motives, values, career, social, understanding, and enhancement were the dependent variables of the study and are identified in the VFI assessment (see Carly et al., 1998). The demographic variables were primarily independent self-reported characteristics of the participants, including age, gender, race/ethnicity, and socioeconomic status.

I conducted this study in a real-life setting using convenience samples to increase the external validity; in addition, I identified no control to raise unethical bias (see Frankfort-Nachmias & Nachmias, 2007). One limitation to this design was the difficulty in using unambiguous inferences and the fact that no predictive analysis could be used because not all volunteers act the same in all organizations (see Francis, 2011). Regarding the timing of the assessment, the questionnaire was delivered to all volunteers who were currently active in the organization for three weeks at the time of the study; however, it was reevaluated at the end of the three weeks to ensure that a proper sample size was obtained. Convenience sampling provided a challenge to ensuring the correct sample size was obtained; however, after a review of previous studies regarding volunteer motivations and/or the use of VFI, I found that convenience sampling had been the most widely used.

Multiple studies focused on volunteer motivations have used VFI since its creation (Clary et al., 1989). Traditionally, most organizations use a more outdated marketing and strategic planning of volunteers. Dolnicar & Randle (2007) found that moving away from generic theories and to focus on volunteer demographics was successful. In addition, literature from Francis (2011) focused of types of volunteer opportunities. Francis (2011) used the VFI to perform an examination of young adults to the level of personal importance when volunteering. Francis attempted to determine if VFI was suitable for university-aged students and but asked what types of influence of social norms are apparent compared to functional motives that were visible. Francis's study not only used VFI, but also evaluated the role of reference groups, amount of

activities, and types of organization and found that VFI had a lower level of predictive validity and unstable structure when focusing on university-aged student populations. Means and *t*-test analysis of VFI and coefficient for each subscale were used for the analysis, as it was critical for the organization to revise recruitment strategies for young adults if necessary (Francis, 2011). Social and understanding functional aspects were found to be the highest factor (Francis, 2011). VFI was a good measurement of reliability but lacked predictive analysis for university-aged students; however, it should be noted that not all young adults react like all university-aged students (Francis, 2011). Francis's study had no demographic controls and more research is needed regarding the examination of reference groups, as the study did not provide the reliability of the measurement tool.

Convenience sampling was also used in a study that predicted that volunteers had a stronger national identity than potential volunteers (Lai et al., 2013). Volunteer motivation mediates the effects of national identity regarding intention to volunteer (Lai et al., 2013). In Lai et al.'s study, VFI functional aspects were used as the measurement tool with mediation analysis and ANOVA to compare national identity with a great motivation to volunteer. They found that there was a positive effect on national identity with intention to volunteer. As for demographic differences in the population of their study: Individuals from Beijing, China were more likely to volunteer than individuals from Macao, China; yet, the marital status factor resulted in a significant difference between current and potential volunteers. Most volunteers were young women who were well educated, but not married (Lai et al., 2013). They found a significant connection

between intention to volunteer and national identity, but more measurement and research is needed to focus on current volunteers, rather than potential volunteers. These studies supported my ability to use convenience sampling in this study; however, the limitations to the studies were also apparent.

Methodology

Population

The target population of this study were current volunteers in Clare Housing and YPC organizations over the age of 18 who have volunteered at either organization within the past two years. Clare Housing is an organization with approximately 120 volunteers who provide housing and medical assistance for individuals who have been diagnosed with AIDS or HIV, whereas, YPC, 75 volunteers provide multiple youth leadership opportunities through performance arts (Clare Housing: Partners in AIDS Care, n.d.; YPC, n.d.). The sampling frame is active volunteers at Clear housing and YPC, both nonprofit organizations located are Minneapolis, Minnesota.

Sampling and Sampling Procedures

I chose the convenience sampling procedure because it was the most commonly-used sampling procedure in of my evaluation of past literature, studies of volunteer motivations, and VFI studies. In addition, the procedure showed a high level of participation in general regarding the volunteers' commitment to participate in a questionnaire. The sampling frame was all volunteers who had participated in a volunteer activity within the past 2 years at either organization; however, the list was not shared with me as the volunteer coordinator or designee did assist in sending out the information

and questionnaire. Potential participants received the VFI questionnaire via e-mail; however, the volunteer coordinators at each organization were provided paper questionnaires for volunteers who would prefer to respond via paper. This was elected as an option as not all individuals may have had access to a computer.

The purpose of the study was to investigate how active volunteer demographics, including gender, age, race/ ethnicity, and socioeconomic status, relate to self-reported ratings of personal and social motivational functions, and therefore, I used a correlation table (see Gravetter & Wallnau, 2016). The accepted value for power, which provided a real relationship of the variables, is .80 and it is standard practice to set the alpha level at .05 for most psychological research (Gravetter & Wallnau, 2016). After my extensive review of VFI studies consistent with a similar population as the sample population of this study, three effect sizes were identified: .37, .67, .36 (see Agostinho & Paco, 2012; Clary et al., 1998; Jiranek et al., 2013). The mean of the three effect sizes was .46. I used the correlation table to determine the sample size of 35 for this study, which represented all categorical breakdowns between the two organizations (see Gravetter & Wallnau, 2016).

Procedures for Recruitment, Participation, and Data Collection

I held an introductory meeting with the executive directors, volunteer coordinators, and presidents of the boards of each organization prior to the approval of the study to gain an understanding of whether the organizations were interested in the assessment of current volunteers. I gave each organization the questionnaire and demographic questions to review and discussed how this study would assist them in the

recruitment and retention of volunteers. In addition, a purpose letter and study timeline was also given to the presidents of the boards to share with their board members. I obtained written approval from each board, along with the organization's executive director for their organization to participate in this study. Once all written board approvals were obtained, I worked directly with the volunteer coordinators.

I received Walden University's Institutional Review Board (IRB) approval on January 11, 2017 to conduct this study. The Youth Performance Company (YPC) and Clare Housing were notified and provided approved consent e-mails to send to volunteers (see Appendix B). YPC sent the initial e-mail to potential participants associated with their organization on January 17, 2017, and Clare Housing sent the initial e-mail to potential participants associated with their organization on January 18, 2017 (and then followed with the consent e-mail 2 days afterwards). The opening letter explained the purpose, timeline of the study, and average time to complete the survey. Additionally, the letter provided how it was used in further aspect of volunteer management and data response security. I obtained the data from participants by using SurveyMonkey (www.surveymonkey.com) to administer the questionnaire; however, all responses were kept anonymous. In addition, both organizations sent e-mail reminders on January 27, 2017. In the e-mails, potential participants were alerted to the deadline of 9:00 pm CST on February 1, 2017, for completing the surveys.

Per the IRB-approved initial proposed procedure, participants had to click on a box to indicate that they fully understood the purpose and process of the study, and this authorization box was within the consent e-mail. Additionally, the IRB required that I

ensured only individuals 18 years or older were eligible to participate and so I included the following confirmation as the first item on the survey: "Please confirm you are 18 years or older." Once it was determined that the participant was at least 18 years old, the individual was then able to proceed to the rest of the survey questions.

Clare Housing sent the volunteer survey to 89 volunteers and YPC sent it to 75 volunteers. Paper copies of the survey were made available to participants in both organizations; however, no volunteers chose to pick one up. Thirty individuals from YPC participated, which was a 40% response rate; Clare Housing had a higher rate of participation with 48 individuals (a 50.5% response rate). One participant skipped the confirmation that they were 18 or older; however, this participant identified proper consenting age when asked about age group, and therefore, I included the participant's responses in my analyses.

Once the data were collected they were analyzed by only me; each organization will receive individual organization data after the publication of the dissertation. In addition, after the publication of the dissertation, the results will be presented at the most convenient board meeting date for each organization. Each executive director has expressed interest in using this type of practice in the future on a regular schedule to ensure volunteer demographic and motivations are captured on a continuous basis.

Instrumentation and Operationalization of Constructs

I chose the VFI developed by Clary et al. (1989) as the measurement tool as it has been a widely used to examine volunteer motivation (Clary & Snyder, 2002). Validity of the VFI measurement tool has been established in multiple studies, where it has been

shown to predict motivation to the extent of volunteers' experiences and their motivation predicated satisfaction and future intentions (Clary et al., 1989). I obtained permission to use the instrument from one of the main researchers and creators, Mark Snyder (see Appendix A).

The final VFI functional aspects were conceptualized by previous research on volunteerism which used both quantitative and qualitative means for identifying motivations (Clary & Snyder, 1991). The VFI response scale range from 1 (*not at all important/accurate for you*) to 7 (*extremely important/accurate for you*). The item numbers for each subscale are: career (1, 10, 15, 21, and 28); social (2, 4, 5, 17, and 23); values (3, 8, 16, 19, and 22); protective (7, 9, 11, 20, and 24); understanding (12, 14, 18, 25, and 30); and enhancement (5, 13, 26, 27, and 29). Earlier work by Clary and Snyder (1991) provided the opportunity to identify and eliminate unreliable items, which resulted in the instrument consisting of 30 items, with five items assessing each of the six functions. Clary et al. (1998) also assessed the internal consistency by computing Cronbach's alpha coefficients for each of the VFI scales: career, .89; enhancement, .84; social, .83; understanding, .81; protective, .81; and values, .80.

The VFI was used in multiple studies with not only current volunteers, but also potential or non-volunteers, which displayed the diversity of participants using the VFI. Jiranek et al. (2013) wanted to predict the social sector of nonprofit volunteer intentions by adding a social justice function to the VFI. According to Jiranek et al. there is not a volunteer inventory measurement tool that incorporates social justice, therefore, it was an integration of two approaches of planned behavior theory and functional aspect into one

model to test validity, reliability, predictive modeling to the utility of the new social justice factor (SJF). The foundation of the SFJ, aligned with the Ajzen's theory of planned behavior which is the intention of performed behavior, a function of perceived behavior of control, attitude, and subjective norms (Ajzen, 1991). In addition, Okun and Sloan (2002) found that perceived control, attitude, and subjective norms significantly predict volunteer behavior. The political and social responsibility included for the validity offered more dimension of the VFI (Bierhoff, Schulken, & Hoof, 2007). The study used VFI and SJF (Jiranek et al., 2013).

SJF was developed between social justice literature, content validity, and the principle of equality. In addition, self-efficacy, subjective norm, and volunteer intention was measured with a variety of measurement tools. The study used convenience sampling of nonvolunteers by placing an ad on a Swiss online newspaper. It should be noted during the survey of the nonvolunteers, as they are not formally volunteering a chosen activity was used when answering the questions. The use of VFI and validation of SJF used the Root Mean Square Error Approximation and Comparative Fit Index. It was suggested that the emphasis on social justice may attract more volunteers. It was found that age and sex were significant variables when predicting intention to volunteer, yet, using the concept of an ideal candidate would be the following: older, female, support of others, ability to learn new opportunities and to establish social justice was critical (Jiranek et al., 2013).

The chosen variables of age and sex were also supported by Gazley (2012) and Wymer and Samu (2002). Gazley reported that older volunteers wanted the opportunity

to share knowledge, multiple choices on volunteer opportunities, and involvement in meaningful activities (Gazley, 2012). Wymer and Samu found that men spend more time volunteering informally in a greater number of organizations than women. However, the volunteer motivation factors differed between men and women. Using the Rokeach Value Survey, which is used to measure terminal value, it was found that Women valued empathy and sense of accomplishment, whereas, men focused on the importance of world of beauty and self-respect on the meaning of volunteering their time (Wymer & Samu, 2002). The new factor provided more literature for the VFI, however the timeframe needs to be specific when surveying nonvolunteers and their intent to volunteer (Jiranek et al., 2013). It was noted that organizations need explanations how the volunteers' tasks add to the organization's mission and vision and match activities to SJF, yet more longitudinal studies are needed to establish the SJF motivation factor over significant amount of time (Jiranek et al., 2013).

The additional variable of race/ethnicity was in support of the study of Tang et al. (2012). The researchers expanded on the area of race/ethnicity research by focusing on the volunteer experience between Black and White baby boomer generation volunteers. They found that Black participants were less likely than white participants to volunteer in formal organizations; however, Black individuals were more likely to self-report informal volunteer opportunities, such as ad-hoc religious activities. Tang et al. and Gazley (2012) have noted that there are multiple factors in the differences in participation rates amongst individuals that may partially explain these findings. Lastly, the socioeconomic status was chosen because the recently work of Gazley who suggested a research investment

regarding how culture and specific minority or socioeconomic status affect the volunteer's motivation for an organization. Yet, there is a need of more cross-sectional studies as previous studies are limited, focusing on one profession or demographic content and largely measure future intentions without the inclusion of assessing current behavior.

There were multiple individual scores that were missing but continued to keep the participants in the analyses. For VFI Questions 1, 2, 3, 6, 7, 8, 9, 11, 12, 13, 14, 16, 18, 21, 22, 23, 24, 27, 28, 29, and 30, one response was missing; for Questions 5, 15, 19, 25, and 26 two responses were missing, and for Question 20, three responses were missing. The missing responses did not reflect an omission of one particular participant, the data were not removed. A total of 34 responses were missing with a total potential of 2,040 omissions, which is less than 2% missing responses. The total number of participants with incomplete value was six. It is acceptable to use a user-missing value procedure using the series mean for the replacement as it is under 15% of the data (George & Mallery, 2010). The VFI response scales range from 1 (*not at all important/accurate for you*) to 7 (*extremely important/accurate for you*). The item numbers for each subscale are: career (1, 10, 15, 21, and 28), social (2, 4, 5, 17, and 23), values (3, 8, 16, 19, and 22), protective (7, 9, 11, 20, and 24), understanding (12, 14, 18, 25, and 30) and enhancement (5, 13, 26, 27, and 29).

Race was the one demographic variable that could not be analyzed as the convenience sampling procedure did not produce enough variability in the data. The majority of the participants identified as White ($n= 65, 95.5\%$) and the remaining

identified as African American or Black ($n = 3, 4.4\%$). With the limited race and ethnicity diversity of participants, it would be inappropriate to analyze these data and impossible to draw conclusions.

Data Analysis Plan

The data analysis plan starts with the extraction of the data that was entered from each questionnaire from SurveyMonkey (www.surveymonkey.com). It is critical to pull all information from the database and then report any information about the number of participants who did/did not return the survey for each organization; in addition, to save the initial data separately for the organizations' leadership. However, all data analysis was performed as the sampling frame. The data cleaning identified missing data points and percentage of the return. Once the data was cleaned within an excel worksheet it was saved. In addition, the researcher was only be able to review the data, as the excel worksheet was protected by a password which is only available to the researcher.

Research Question 1: Are there volunteer age cohort-related (18–20, 21–44, 45–64, or over 65) differences in volunteer functional aspects (protective motives, values, career, social, understanding, and enhancement) as measured by the VFI (Carly et al, 1998)?

H_0 1: There are no volunteer age cohort-related differences in volunteer functional aspects as indicated by VFI scores.

H_A 1: There are volunteer age cohort-related differences in their volunteer functional aspects as indicated by VFI scores.

Research Question 2: Are there sex-related differences in volunteer functional aspects as measured by the VFI?

H_02 : There are no sex-related differences between female and male volunteers in their volunteer functional aspects as indicated by VFI scores.

H_A2 : There are sex-related differences between female and male volunteers in their volunteer functional aspects as indicated by VFI scores.

Research Question 3: Are there race/ethnicity-related differences in volunteer functional aspects as measured by the VFI?

H_03 : There are no race/ethnicity-related differences in a volunteer's functional aspects as indicated by VFI scores.

H_A3 : There are race/ethnicity-related differences in a volunteer's functional aspects as indicated by VFI scores.

Research Question 4: Are there socioeconomic status-related differences in volunteer functional aspects as measured by the VFI?

H_04 : There are no socioeconomic status-related differences in volunteer functional aspects as indicated by VFI scores.

H_A4 : There are socioeconomic status-related differences in volunteer functional aspects as indicated by VFI scores.

Research Question 5: Are there interactions between volunteer demographic variables (age cohort, sex, race/ethnicity, and/or socioeconomic status) for volunteer functional aspects as measured by the VFI?

H₀5: There are no interactions between volunteer demographic variables for volunteer functional aspects as indicated by VFI scores.

H_A5: There are interactions between volunteer demographic variables for volunteer functional aspects as indicated by VFI scores.

Research Questions 1, 2, 3, and 4 assessed the differences in scores on the VFI subscales across four separate demographic variables (age, sex, race/ethnicity, and socioeconomic status). Comparisons of means and standard deviations were measured across the six dependent variables (protective motives, values, career, social understanding, and enhancement subscales of the VFI). A one-way MANOVA with appropriate post hoc tests were used to assess statistical significance of each of these four hypotheses to measure differences across groups.

Given the exploratory nature of Hypotheses 1-4, Hypothesis 5 assessed the possible interactions among the demographic variables of age, gender, race/ethnicity, and socioeconomic status for those variables where significant differences are observed. Specifically, Factorial MANOVA was used to assess whether observed differences on one demographic variable are impacted by scores on one or more other demographic variables as they relate to the six outcome variables of interest (subscales of the VFI). Thus, conclusions can be drawn about the complexity of how these demographic variables interact in identifying differences in volunteer motives.

Threats to Validity

External Validity

The external validity is in question regarding two specific organizations. The questionnaire was provided to two nonprofit organizations in Minneapolis, Minnesota; therefore, the study cannot generalize all volunteers will have the same results in other nonprofit organizations, which is an example of interaction section. In addition, there is a narrow characteristic of the participants because of the convenience sampling process (Creswell, 2009). This is a limitation and claims about the population which the results cannot be generalized and additional experiments are needed for each individual nonprofit organization. The interaction of history threat is apparent as the results are time-bound and it cannot generalize results for future or past volunteer activities. It is recommended that the organization replicate the study at later times, specifically on an annual schedule to determine reliability.

Internal Validity

The internal validity is present when research is drawn on inferences from the data about the population (Creswell, 2009). Participants can withdraw from the study without having to state a reason, thus data is unknown for drop-out individuals. The researcher reported the number of drop-out individuals in the results. In addition to external validity, selection of the sample by using convenience sampling propose an internal threat as certain demographics may not be displayed in the results, hence, I can only provide information on the demographics that are present in the sample.

Construct Validity

Construct validity provides carefully consideration on what the VFI is measuring, which is the six functional aspects and how it relates to the demographics: age,

race/ethnicity, gender, and socioeconomic status. When working in a nonprofit organization hypothesis guessing and experimenter expectancies are a concern (Trochim & Donnelly, 2001). Hypothesis guessing may be visible within the study as the participant may provide answers that they think are necessary to assist the organization, therefore, it is critical for the opening letter of the purpose of the study to be clear and reflect on the decision to be honest when responding to the questionnaire. In addition, experimenter expectancies are apparent as I am a volunteer at Clare Housing and board member at YPC. I am passionate to provide information to both organizations which is helpful, yet, it is not professionally appropriate to participate in the survey.

Ethical Procedures

The study carried a low threat to ethical concerns; however, as with any study some risk is present. I obtained IRB approval prior to the questionnaire launch and any introduction e-mails to the potential volunteers. Once IRB # 01-1117-0405009 approval were obtained me was guided by using the research ethics planning worksheet for planning purposes.

The participants provided information and purpose of the study, along with approval of the consent to enter the study as an anonymous participant; however, they identified the volunteer status at the organization. One of the demographic collections is socioeconomic status which is held confidentially by allowing the participants to enter anonymously. Once the data has been collected it was provided to the individual organizations and the researcher provided an individual password for each organization. In addition, all raw data is kept by me for 5 years in a password protected document.

Once the 5 years is complete, the data would be deleted from the personal computer, along with the actual hard drive. It is also noted that I am a current volunteer for Clare Housing and a board member/volunteer for YPC.

Summary and Transition

This quantitative, quasi-experimental study focused on identifying significant relationships or differences between six functional volunteer aspects and multiple demographics. The VFI measurement tool was chosen because of the long history of reliability and validity of previous studies when evaluating volunteer motivations with a diversity of organizations and volunteer demographics. It was chosen to use convenience sampling from the two organizations; therefore, it is critical to note that the results cannot be generalized to all volunteers for this reason.

The MANOVA data analysis for Research questions, 1, 2, 3, and 4 provided the opportunity measure if there are significant differences or similarities of the role of the functional motives when comparing each demographic separately, age, gender, race/ethnicity, and socioeconomic status. However, Research Question 5 focused on identifying if there is a significant difference when comparing dependent variables at the same time used MANOVA by identifying patterns of change in the dependent variables.

Chapter 4 provides in-depth findings of the results. The results consisted of the finalization of the data collection and statistical analysis of each of the research questions. To ensure proper understanding of the results, there is also a summary of sample demographics, descriptive statistics, and a correlation matrix to show potential variable relationships.

Chapter 5 provides an overall interruption of the findings within Chapter 4. In addition, this chapter discusses the final limitations that were recognized along with future recommendations to nonprofit organizations regarding volunteer management best practices. Finally, the chapter deliberates an overall conclusion of the social change implications of the study's results and next steps.

Chapter 4: Results

Introduction

The purpose of the study was to investigate how volunteer demographics, including gender, age, race/ethnicity, and socioeconomic status, related to self-reported ratings of personal and social motivational functions. Chapter 4 will provide the sample demographics of the study. In addition Chapter 4 will provide the study's descriptive statistics, correlation matrix, and overall research findings.

Sample Demographics

The sample demographics of the completed study resulted in a diversity of sex, age, and income; however, one demographic, race, was not represented in all variables. Table 1 illustrates the summary of the demographics with a representation of more females than males and an older population of individuals over the age of 44. In addition, there is an appropriate representation of income levels for analysis.

Table 1

Summary of Demographics

	Demographic	<i>N</i>
Sex	Female	50
	Male	18
Age	21–44 years	17
	Over 44 years	51
Race	White	65
	Black/African American	3
Income	Under \$49,000	13
	\$50,000–\$74,999	11
	\$75,000–\$99,999	12
	\$100,000–\$149,999	16
	Over \$150,000	16

Descriptive Statistics

I also conducted descriptive statistics of the sample. Table 2 details the means, standard deviations, ranges, and variances for each of the VFI subscale.

Table 2

VFI Subscale: Descriptive Statistics

	<i>N</i>	Minimum	Maximum	<i>M</i>	<i>SD</i>	<i>Variance</i>
Protective	67	1.00	7.00	2.8127	1.18021	1.393
Values	68	1.00	7.00	6.2941	.81146	.658
Career	68	1.00	7.00	2.4191	1.54912	2.400
Social	68	1.00	7.00	3.7162	1.51791	2.304
Understanding	68	1.00	7.00	4.8912	1.49324	2.230
Enhancement	68	1.00	7.00	3.8529	1.55587	2.421

Correlation Matrix

I also provided a correlation matrix to show potential relationships using a Pearson correlation among the functional inventory subscales in Table 3. The Pearson correlation among subscales determined correlation was significant at .01 in the protection subscale with the following functional aspects: meaning, understanding, and enhancement. Yet, the two VFI aspects of understanding and enhancements are correlated at .01 with all other VFI aspects. The findings of this study aligned with those of Francis (2011) who found within university-aged students who also scored high in understanding and social, yet individuals over the age of 15 in a food bank organization focused more on social aspects according to Agostino and Paco (2012). The age of the sample population is critical to further analyze with the review of the results of these studies, along with past studies to identify similarities and differences.

Table 3

Correlation Matrix

		Protective	Values	Career	Social	Understanding	Enhancement
Protective	Pearson Correlation	1	.173	.550**	.349**	.615**	.728**
	Sig. (2-tailed)		.161	.000	.004	.000	.000
	<i>N</i>	67	67	67	67	67	67
Values	Pearson Correlation	.173	1	.117	.284*	.399**	.249*
	Sig. (2-tailed)	.161		.341	.019	.001	.041
	<i>N</i>	67	68	68	68	68	68
Career	Pearson Correlation	.550**	.117	1	.393**	.449**	.450**
	Sig. (2-tailed)	.000	.341		.001	.000	.000
	<i>N</i>	67	68	68	68	68	68
Social	Pearson Correlation	.349**	.284*	.393**	1	.570**	.494**
	Sig. (2-tailed)	.004	.019	.001		.000	.000
	<i>N</i>	67	68	68	68	68	68
Understanding	Pearson Correlation	.615**	.399**	.449**	.570**	1	.729**
	Sig. (2-tailed)	.000	.001	.000	.000		.000
	<i>N</i>	67	68	68	68	68	68
Enhancement	Pearson Correlation	.728**	.249*	.450**	.494**	.729**	1
	Sig. (2-tailed)	.000	.041	.000	.000	.000	
	<i>N</i>	67	68	68	68	68	68

*. Correlation is significant at the 0.05 level (2-tailed).

Research Findings

In the following subsections, I will present the research findings with each data table to show the statistical analysis of each corresponding research question along with the hypotheses.

Research Question 1

Research Question 1 was: Are there volunteer age cohort-related differences in volunteer functional aspects (protective motives, values, career, social, understanding, and enhancement) as measured by the VFI (Carly et al., 1998)?

H_0 1: There are no volunteer age cohort-related differences in volunteer functional aspects as indicated by VFI scores.

H_A 1: There are volunteer age cohort-related differences in volunteer functional aspects as indicated by VFI scores.

I conducted an analysis of descriptive information on age (which was categorized in the following groupings as indicated in Chapter 3: 18–20, 21–44, 45–64, or over 65) and functional aspects (protective motives, values, career, social, understanding, and enhancement) as measured by the VFI. The descriptive statistics output shows the mean and standard deviation of each level. Over 50% of the sample self-identified between the ages of 45–64 ($n = 42$, 61.7%) and the remaining as follows: 18–20 years old ($n = 1$, 1.4%); 21–44 years old ($n = 16$, 23.5%); and 65 plus years old ($n = 9$, 13.2%). Due to the unequal distribution and the small n in certain cohorts, I split the variable of age dichotomously for the purposes of analysis as follows: 18–44 ($n = 17$) and over 45 ($n = 51$).

I also assessed the differences in scores on VFI subscales as a function of age. Of the six subscales, statistically significant differences were observed for the career subscale. The career functional aspect showed a significant difference, with ages 18–44 ($M = 3.21, SD = 1.60$) and over 45 ($M = 2.15, SD = 1.44$) with the p level of .030, such that younger volunteers scored higher on the career functional aspect than their older volunteer counterparts. Scores on the other five VFI subscales were statistically equivalent between the younger and older cohorts of volunteers. Null Hypothesis 1 was partially rejected as volunteer age-related differences were observed for the career volunteer functional aspect only. As shown in Table 4 and 5, the other subscales showed no significant differences, though directionally, the younger cohort scored higher on five of the six functional aspects as compared to their older volunteers.

Table 4

Means and Standard Deviations Significant Differences of Age Cohorts

	Ages 18-44	Over 45 years
	<i>M (SD)</i>	<i>M (SD)</i>
Protective	3.27 (1.06)	2.65 (1.18)
Values	6.28 (.74)	6.29 (.84)
Career	3.21 (1.60)	2.15 (1.44)
Social	4.08 (1.27)	3.59 (1.58)
Understanding	4.98 (1.55)	4.85 (1.48)
Enhancement	4.31 (1.11)	3.70 (1.65)

Table 5

Test Between Subjects: Age Differences

Dependent Variable	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Protective Values	4.581	1	4.581	3.435	.069
Career	.000	1	.000	.000	.986
Social	9.925	1	9.925	4.920	.030*
Understanding	.648	1	.648	.301	.585
Enhancement	.508	1	.508	.248	.620
	2.018	1	2.018	.949	.334

* $p < .05$ level

Research Question 2

Research Question 2 was: Are there sex-related differences in volunteer functional aspects as measured by the VFI?

H_02 : There are no sex-related differences between female and male volunteers in their volunteer functional aspects as indicated by VFI scores.

H_A2 : There are sex-related differences between female and male volunteers in their volunteer functional aspects as indicated by VFI scores.

I analyzed gender-related differences in volunteer functional aspects as measured by the VFI. More than two-thirds of the participants ($n = 50, 73.5\%$) categorized themselves as female and the remaining participants categorized themselves as males ($n =$

18, 26.4%). The means and standard deviations of the functional aspects (protective, values, career, social, understanding and enhancement) by group are presented in Table 6 and the outcomes of the statistical test is represented in table 7.

Table 6

Descriptive Statistics for Sex-Related Differences

	<i>n</i>	Female	<i>n</i>	Male
	Female	<i>M (SD)</i>	Male	<i>M (SD)</i>
Protective	50	2.83 (1.17)	18	2.74 (1.23)
Values	50	6.30 (.86)	18	6.22 (.67)
Career	50	2.45 (1.60)	18	2.41 (1.42)
Social	50	3.61 (1.60)	18	3.92 (1.26)
Understanding	50	5.00 (1.44)	18	4.46 (1.56)
Enhancement	50	3.72 (1.59)	18	4.03 (1.28)

Table 7

Test Between Subjects: Sex Differences

Dependent Variable	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Protective	.115	1	.115	.081	.777
Values	.093	1	.093	.138	.711
Career	.021	1	.021	.009	.926
Social	1.248	1	1.248	.536	.467
Understanding	3.802	1	3.802	1.752	.190
Enhancement	1.335	1	1.335	.576	.451

Female and males rated their highest functional aspect as values with a combined total $M = 6.29$ and $SD = .81$. The lowest functional aspect across all participants was protective motives with a $M = 2.81$ and $SD = .81$. I also assessed the differences in scores on VFI subscales as a function of sex. Of the six subscales, no statistically significant differences were observed. Null Hypothesis 2 was not rejected as volunteer sex-related differences were not observed for any of the volunteer functional aspects.

Research Question 3

Are there race/ethnicity-related differences in volunteer functional aspects as measured by the VFI?

H_03 : There are no race/ethnicity-related differences in volunteer functional aspects as indicated by VFI scores.

H_A3 : There are race/ethnicity-related differences in volunteer functional aspects as indicated by VFI scores.

The race demographic was not analyzed as the convenience sampling procedure did not produce enough variability in the data. The sample did not meet the assumptions of the statistical test. The majority of the participants identified as White ($n = 65, 95.5\%$) and the remaining identified as African American or Black ($n = 3, 4.4\%$). With the limited race/ethnicity diversity of participants, it's inappropriate to analyze these data and draw conclusions. Future studies should assess this variable as a potential differentiator in a more diverse sample of volunteers.

Research Question 4

Are there socioeconomic status-related differences in volunteer functional aspects as measure by the VFI?

H_04 : There are no socioeconomic status-related differences in volunteer functional aspects as indicated by VFI scores.

H_A4 : There are socioeconomic status-related differences in volunteer functional aspects as indicated by VFI scores.

Are there socioeconomic status-related differences in volunteer functional aspects as measure by the VFI? Socioeconomic status was analyzed to determine if differences in income level are related to scores on the subscales of the VFI. The income ranges provided options between less than \$15,000 – \$200,000 or more per year. The distribution of income of the present sample resulted in a skewed distribution, with almost 50% of the participants reporting income of \$100,000 or more per year. The standard deviation is 1.91 with a high median of \$75,000 -- \$100,000.

As with age, the n of income groupings were adjusted to provide a meaningful analysis of this variable. The breakdown of the income of the volunteers was the following prior to correction of groupings for analysis: Under \$15,000: 1; \$15,001 – 24,999: 5, \$35,000 – 49,999: 4; \$50,000 – 74,999: 11; \$75,000 – 99,999: 12; \$100,000 – 149,999: 16; \$150,000 – 199,999: 9; and over \$200,000 were seven participants. For the purposes of analysis for this sample, the Table 8 shows the newly-derived income groupings.

Table 8

Frequency of Income Level After Grouping

	N
Under \$49,000	12
\$50,000 – 74,999	11
\$75,000 – 99,999	12
\$100,000 – 149,999	16
Over \$150,000 – 199,999	16

The differences in scores on VFI subscales as a function of socioeconomic levels were assessed of the six subscales, and showed no significant outcome in Table 9 and 10. Specifically, the protective functional aspect showed the highest means for both income of \$50,000 – 74,999 ($M = 3.38$) compared to 2.46 for \$ 75,000 – 99,999. The career volunteer functional aspect showed a mean of 1.84 under the \$49,999 income level compared to 2.65 for \$100,000 – 149,999. Yet, after further analysis by evaluating the significance of income as a functional aspect there was not one aspect that showed significance as seen in Table 9. Hypothesis 4 was rejected as volunteer income-related differences were observed for only protective and career volunteer functional aspects.

Table 9

Descriptive Statistics for Socioeconomic Differences

	Under \$49,999 <i>M (SD)</i>	\$50,000 – 74,999 <i>M (SD)</i>	\$75,000 – 99,999 <i>M (SD)</i>	\$100,000 – 149,999 <i>M (SD)</i>	Over \$150,000 <i>M (SD)</i>
Protective	3.08 (1.45)	3.38 (.92)	2.46 (1.17)	2.77 (1.33)	2.51 (.85)
Values	6.47 (.74)	6.34 (.76)	5.81 (.82)	6.43 (.73)	6.32 (.90)
Career	1.84 (1.75)	3.00 (1.42)	2.20 (1.74)	2.65 (1.75)	2.41 (.98)

Social	3.93 (1.68)	4.74 (1.17)	3.23 (1.37)	3.40 (1.47)	3.51 (1.54)
Understanding	5.09 (1.45)	5.54 (1.23)	4.48 (1.43)	4.70 (1.74)	4.77 (1.46)
Enhancement	4.04 (1.79)	4.43 (1.42)	3.31 (1.59)	3.73 (1.72)	3.81 (1.22)

Table 10

Test Between Subjects: Socioeconomic Differences

Dependent Variable	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Protective	7.313	4	1.82	1.	.
			8	340	265
Values	3.334	4	.833	1.	.
				283	286
Career	8.098	4	2.02	.8	.
			4	33	509
Social	16.87	4	4.22	1.	.
	9		0	926	117
Understanding	7.461	4	1.86	.8	.
			5	41	504
Enhancement	7.337	4	1.83	.7	.
			4	85	539

Research Question 5

Are there interactions between volunteer demographic variables (age, sex, race/ethnicity, and/or socioeconomic status) for volunteer functional aspects as measured by the VFI?

H_05 : There are no interactions between volunteer demographic variables for volunteer functional aspects as indicated by VFI scores.

H_A5 : There are interactions between volunteer demographic variables for volunteer functional aspects as indicated by VFI scores.

Research Question 5 focused on the possible interaction of the demographic variables age, sex, and socioeconomic status. As noted earlier the demographic of race/ethnicity was not included because of the lack of variability in the sample. Age, sex, and socioeconomic status were factored in and an interaction was observed for age and sex. MANOVA produces an *F* statistic to determine the significant difference among groups and test for interactions and main effects. However, as can be seen in Tables 12 and 13, the post-hoc analysis a significant interaction between sex and age on career, social, understanding, and enhancement functional aspects. Table 11 shows significant findings for an interaction between age and sex. There were no significant interactions between sex and income, age and income, or sex, age, and income.

Table 11

Wilks' Lambda Significant Differences in VFI Overall Aspects

	<i>F</i>	Hypothesis df	Error df	Sig
Sex/Age	2.547 ^b	6.00	43.000	.034*
Sex/Income	1.134	24.000	151.219	.314
Age/Income	.665	24.000	151.219	.879
Sex/Age/Income	1.72	18.000	122.108	.360

* $p < .05$

Post hoc analysis of the significant interaction was between sex and age.

Hypothesis 5 was partially rejected as volunteer age-related differences were observed for the socioeconomic levels of volunteer functional aspect when related to gender, see table 10. However, as presented within Tables 11 and 12, the post-hoc analysis show significant interaction when focused on sex and age was the career functional aspect at the largest significance, but also social, understanding, and enhancement also showed significance. There were no other interactions observed across the demographics variables assessed in this study.

Table 12

Tests of Between-Subject Effects: Sex and Age

Dependent Variable	Type III Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	Sig.
Protective	1.791	1	1.791	1.343	.251
Values	.204	1	.204	.297	.588
Career	15.621	1	15.621	7.745	.007*
Social	13.310	1	13.310	6.177	.016*
Understanding	10.188	1	10.188	4.975	.029*
Enhancement	12.240	1	12.240	5.757	.019*

Summary and Transition

The overall findings of the study provided an insight of the functional aspects of two particular organizations' volunteers. It was found that age provided a clear path of career aspects as the older the individual is, there is a decrease in career functional aspects motivations, whereas, the larger income of the individual the higher the career functional aspect.

The career volunteer functional aspect was observed in age-related differences; however other subscales showed little to no significant differences. The values functional aspect was the highest means for both sexes, but not other functional aspects were observed. In addition, the protective functional aspect showed the highest means for income of \$50,000 – 74,999 and career volunteer functional aspect. In addition, the

career volunteer functional aspect showed a higher mean for the income level of \$100,000 – 149,999.

It was the intent of the study to also include race/ethnicity in the demographic analysis; however, there were not enough minority participants to include this variable in the analysis. Therefore, when Hypothesis 5 was analyzed it only included age, gender, and socioeconomic status. Hypothesis 5 was exploratory in nature and measured the overall means and standard deviations of all volunteers and their functional aspect scores by the demographic variables of interest. The identification of these results provided an awareness of not only how demographics play a critical role in an organizations' volunteer population, but also ways to improve the volunteers' experience. Additionally, organizations must consider the diversity of volunteers if they are equipped to assist in the organization's goals and mission.

Chapter 5 provides an overall interruption of the findings within Chapter 4. In addition, this chapter discusses the final limitations that were recognized along with future recommendations to nonprofit organizations regarding volunteer management best practices. Finally, the chapter deliberates an overall conclusion of the social change implications of the study's results and next steps.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of the study was to investigate how active volunteer demographics, including gender, age, race/ ethnicity, and socioeconomic status, related to self-reported ratings of personal and social motivational functions. In this study, I used a quantitative approach with a convenience sample of the current volunteers in the Clare Housing and Youth Performance Company (YPC) organizations, both of which are located in Minneapolis, Minnesota. Both of these two nonprofit organizations are dependent on active volunteers throughout the year.

The convenience sampling strategy with a representation of the populations I used in this study provided a variety of all four demographic variables: age, gender, race/ethnicity, and socioeconomic status. Unfortunately, because of the nature of convenience sampling, there were not enough participants for race/ethnicity analysis. In addition, the age and socioeconomic status cohorts had to be altered for consideration of analysis. MANOVA with appropriate follow-up post hoc tests were used to address the research questions and associated hypotheses.

I used the VFI measurement tool to understand why a volunteer chose to give time to an organization and why they continued to volunteer. The VFI is a 30-item questionnaire using a 7-point Likert-type scale (1 = *not at all important/accurate* to 7 = *extremely important/accurate*; Carly et al., 1989). The functional aspects are: protective motives, values, career, social, understanding, values and enhancement (Carly et al., 1989).

Chapter 5 will discuss the interpretation of the findings, limitations of the study, and finally recommendations and social change implications.

Interpretation of Findings

The results of this study showed the higher the age cohort group, the lower means of career and social motivations, which supported Wymer and Samu's (2002) findings on the motivations of retirees. Values were significantly important to that particular age group, as this study found a $M = 6.28$ for the values functional aspect. In addition, Asah et al. (2014) also found the younger generation focused on career functional aspects. However, the younger generations were less motivated for environment volunteering. In this study, I focused on two different organizations, and their missions differed in the community; however, I still found similar focus on motivational aspects, such as protective, enhancement, and career. Gazley (2012) found that interest in volunteering also declines with age, which could be correlated with the findings of this study with the least amount of participants in the survey.

Asah et al. (2014) focused on the gender role identity when evaluating individuals who worked with nonprofit organizations in restoring urban landscapes in Seattle, Washington. Their study proceeded with an open-ended survey that also asked participants for their gender, age, income, level of education, ethnicity, and employment status. The researchers found that overall motivation and emotional was positive for both genders; however, females showed more focus on emotions and men on knowledge, but no significant differences when it came to age. In this study, I did not find a significant

difference between men and women but concluded that males' VFI highest functional aspect was protective and females was values and social aspects.

Barrak (2005) studied why volunteers quit and why they wanted to volunteer with assistance from the functional motives. Barrak's study included volunteers in three library systems and found that women focused on the work within groups and men with more decision making opportunities. In addition, Williams et al. (2012) study showed that both genders focused on social values, but men with decision making and women with trustworthiness. As for this study, I found that women were more motivated by understanding. Men were focused on enhancement, but both genders were focused highly on the value functional aspect with a $M = 6.28$ as a group.

I also assessed the differences in scores on VFI subscales as a function of socioeconomic levels. However, through my analysis I found that there was not one aspect that showed significance. The income levels were regrouped to performance analysis, and therefore, further studies may be needed on the topic to determine whether it was this particular set of nonprofit volunteers or if this can be generalized as an overall aspect of volunteers.

Post hoc analysis of the significant interaction was between sex and age; however, the career functional aspect at the largest significance, but also social, understanding, and enhancement also showed significance. With the most significance in the career function, it is critical for an organization to focus on how their volunteer opportunities will enhance career skills. There were no other interactions that I observed across the demographic variables assessed in this study.

Limitations of the Study

In this quantitative study, I used the VFI, which focused on a limited number of motivation factors, and it could be argued that it doesn't include all motivational factors. I used a convenience sampling procedure which did not result in a diverse cohort of participants when identified by race and ethnicity; therefore, the ethnicity demographic analysis could not be performed. The remaining demographics were age, gender, and socioeconomic status; time of volunteering, educational levels, and working status were not used, which may have provided more information on the participant to tailor the volunteer experience. It should also be noted that this study only included two nonprofit organizations in Minneapolis, Minnesota, and the results cannot be generalized for all volunteers.

Recommendations

One recommendation is to use gender identification, in addition to identifying the sex of the participant. This was a recommendation from one of the volunteers as this would be more volunteer friendly when working with organizations who serve and volunteers who identify as transgender. The original break down of the ages expanded a number of years and because of the low *n* of 18–20, it was grouped as 18–44; therefore, I would recommend to breaking down the age groups into smaller groupings to see if the results would carry the same value (e.g., 18–22, 23–33, 33–44, etc.).

Wilson (2000) found that enhancement was significant as to why volunteers choose to participate and that the strongest predictor was commitment. In addition, Boezeman and Ellemers (2014) argued that women volunteered more than men, but men

had a greater diversity of organizations to volunteer with, which would also provide more information as to what other types of volunteering would be a set motivation functional aspect as Bandura (1997) stressed the importance of the amount of participation and increased possibilities includes reinforcing opportunities of individuals to gain the skills of a particular activity. It would be best if the organizations continued to use this survey on a regular basis to evaluate the number of years of volunteering at the organization to track trends of commitment in time. The matching of skills is also critical to an organization, but only 31% of organizations take the time to match these skills with the tasks in the organization according to Knepper et al. (2015). If an organization holds a trend in demographics it is critical to also ask questions about the individual matching concerns, such as time and commitment.

Social Change Implications

In this study, I examined the Youth Performance Company and Clare Housing volunteer populations in regards to their functional and motivational aspects and how they correlate to demographics within the volunteer community. The goal of the VFI questionnaire is to provide this type of information. However, I should note that the results are not the self-reported opinions of all volunteers as not all volunteers at these two organizations participated and each organization has a different structure of values, missions, and community networks. However, there was a participation level of over 50% which is a high level of participation. If future studies require a higher percentage of participation then the additional consideration of the reason why some individuals did not

participate may be needed by the organizations' leadership or they may need to determine what they believe a reasonable participation rate is.

The VFI questionnaire focused on four demographic areas: age, gender, income, and ethnicity/race. Ethnicity/race was not used in the final results because over 95% of the participants identified as White. With the limited race/ethnicity diversity of participants, it was inappropriate to analyze these data and draw conclusions. Future studies should assess this variable as a potential differentiator in a more diverse sample of volunteers, especially, if there is an organizational goal to have a diverse volunteer population. There is critical work to do in both organizations to assist in the recruitment of more diverse individuals to support these organizations through volunteering.

In addition, the participant age population from 18–22 only had one individual and from this finding, it could be assumed that each organization should market to and recruit a younger generation for volunteer opportunities as if obtained they may be long-term volunteers. The results suggested that volunteer opportunities are to be concentrated on career-driven aspects as it was found that the volunteers between the ages of 18–44 had a high functional aspect of career focus motivations. These opportunities could include the ability to build skills for future careers which would then require the organization to match opportunities with the individuals' skills. It could also include the ability to build networking opportunities with individuals who are over the age of 45 and who showed not as much focus in career aspects, but more on understanding and values.

In addition to age differences, I found that values are a focus for both genders. These types of results tell an organization to be particular in their missions and vision of

the organization and to broadcast them so their volunteers can match their values appropriately. There was not a large statistically significant difference regarding genders, but the results did show men consider enhancement at a higher level versus women with understanding. If an organization has a high percentage of women or men, it is recommended to warrant that men have more career enhancement opportunities, whereas women have the ability understand the issue at hand in an organization. In addition to career advances, if income plays a role in volunteer management as donors are important to an organization financially. Yet, if they are more focused on career aspects, the organization has the ability to provide a chance to work with career establishing pieces in their professional life.

Although the volunteer populations of Clare Housing and YPC may not be representative of volunteers for all organizations, due to variability in the volunteer demographics and missions of the organization, any organization should be encouraged to continue the consistency of annual evaluation. As volunteer populations decline, demographics will continue to change at most nonprofit organizations. There are management challenges due to the complexity of motivation and changing demographics and needs of the volunteer population (Knepper et al., 2015). Nonprofit organizations will need to make an investment in research, training, and marketing. Research focused on multiple motivations, tasks, experiences, and how motives change over time with changing demographics is important (Stanton-Salazdr, 2011). Changing demographics will create new types of volunteer motivations, and it is critical to any organization that depends on their volunteers to continue exploring the needs of new volunteers. The social

identity theory asserts that individuals identify an affiliation of some sort, and this type of classification allows an individual to define himself or herself (Ashforth & Mael, 1989). Nonprofit managers should use this information to engage with new community volunteers about essential values and personal identity.

Conclusions

The volunteer demographics are simply one aspect of understanding the motivation of volunteers. If used appropriately and consistently, volunteer demographic information may provide direction for marketing, maintaining, and more importantly, providing a high-level enjoyment to volunteers. The age and career functional aspects are correlated, as the younger the volunteer, the higher the career aspect, which represents an opportunity to design a volunteer aspect around career exploration or improving professional experiences. Socioeconomic status also plays a role in career exploration. Volunteers with a higher level of income tend to focus on donor participation to better align to their values versus individuals who do not focus on career aspects.

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Appendix A: VFI Written Permission

4/6/2016

Walden University Mail - Request for Permission: Voluntary Function Inventory



Keri VanOverschelde <keri.vanoverschelde2@waldenu.edu>

Request for Permission: Voluntary Function Inventory

Mark Snyder <msnyder@umn.edu>

Tue, Apr 5, 2016 at 7:57 AM

To: Keri VanOverschelde <keri.vanoverschelde2@waldenu.edu>

Dear Keri,

Thank you for writing about your interest in the Volunteer Functions Inventory (VFI).

You have our permission to use the VFI in your dissertation research.

I wish you well in your research, and look forward to learning about your findings.

Sincerely,

Mark Snyder

[Quoted text hidden]

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*Mark Snyder**McKnight Presidential Chair in Psychology**Director, Center for the Study of the Individual and Society**University of Minnesota**75 East River Road**Minneapolis, MN 55455**(612) 625-1507 (voice)**(612) 626-2079 (fax)**msnyder@umn.edu (e-mail)*

Appendix B: IRB Approved Written Communication

E-mail #1: Introductory E-mail

Youth Performance Volunteers,

You are invited to take part in a research study about how individual traits relate to your experiences as a volunteer. I, Keri VanOverschelde, is an active volunteer and board member at the **Youth Performance Company (YPC)**, and a Walden University PhD candidate, will be providing a survey within the next 2-3 days.

Please watch for this e-mail and if you are unable to participate electronically the **Youth Performance Company** will also have physical copies at the **YPC** office for your convenience.

Keri VanOverschelde
Walden University, PhD Candidate

E-mail #2: Survey Request

Youth Performance Company Volunteers,

You are invited to take part in a research study about how active volunteer demographics relate to personal and social motivations. The researcher, Keri VanOverschelde, is inviting all active volunteers over the age of 18 at the **Youth Performance Company** to participate in the study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Keri VanOverschelde, who is a PhD candidate at Walden University. You might already know the researcher as an active volunteer and/or board member, but this study is separate from that role.

Background Information:

The purpose of this study to better understand how individual traits relate to your experiences as a volunteer.

Procedures:

If you agree to be in this study, you will be asked to:

- Complete a Voluntary Functional Inventory which will approximately take 15 minutes to complete. The survey consists of 30-items which measures motivations to volunteer. For each item, participants will indicate, “How important or accurate each of the 30 possible reasons for volunteering

were/are for you in doing volunteer work.” Each item is on a 7-point scale ranging from 1 (not at all important/accurate) to 7 (extremely important/accurate).

- In addition, you will be asked about your individual demographics which will consist of the following: gender, age, race/ ethnicity, and socioeconomic status and also the volunteer role you play within the **Youth Performance Company**.

Here are some sample questions/statements:

1. Volunteering makes me feel important.
2. Volunteering lets me learn things through direct, hands on experience.
3. I can learn how to deal with a variety of people.

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at the **Youth Performance Company** will treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind later. You may stop at any time. Declining or discontinuing will not negatively impact your relationship with the researcher, Keri VanOverschelde, or anyone else associated with the **Youth Performance Company**, nor any access to services.

Risks and Benefits of Being in the Study:

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as confidential information about your ethnic/racial background and annual household income. Being in this study would not pose risk to your safety or wellbeing.

The benefit of this study is that it would help volunteer managers understand what motivates volunteers. The value of understanding volunteer motivation is an asset to volunteer management fundamental to positive functioning of the **Youth Performance Company**. It is critical for nonprofit organizations, such as **Youth Performance Company**, to remain and provide good service to volunteers and make necessary adjustments in the volunteer structure

Privacy:

Any information you provide will be anonymous. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure by password protected survey database. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher, Keri VanOverschelde, via e-mail at XXXXXXXXXX. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is

the Walden University representative who can discuss this with you. Her phone number is XXXXXXXXX. Walden University's approval number for this study is 01-11-17-0405009 and it expires on January 10, 2018.

Please keep this consent form for your records.

Obtaining Your Consent

If you feel you understand the study well enough to make a decision about it, please indicate your consent by clicking the link below.

[-XXXXXXXX](#)

Thank you.

Keri VanOverschelde

Walden University, PhD Candidate

E-mail 3: Follow-up e-mail

Youth Performance Company Volunteers,

As a reminder, you were invited to take part in a research study about how individual traits relate to your experiences as a volunteer. If you haven't had an opportunity please take the time by clicking on the link below.

XXXXXXXXXX

As a reminder, if you are unable to participate electronically we also have physical copies at Youth Performance Company office for your convenience.

Thank you.

Keri VanOverschelde

Walden University, PhD Candidate

E-mail #1: Introductory Email

Clare Housing Volunteers,

You are invited to take part in a research study about how individual traits relate to your experiences as a volunteer. I, Keri VanOverschelde, is an active volunteer at **Clare Housing** and a Walden University PhD candidate, will be providing a survey within the next 2-3 days.

Please watch for this email and if you are unable to participate electronically **Clare Housing** will also have physical copies at the **YPC** office for your convenience.

Keri VanOverschelde
Walden University, PhD Candidate

E-mail #2: Survey Request

Clare Housing Volunteers,

You are invited to take part in a research study about how active volunteer demographics relate to personal and social motivations. The researcher, Keri VanOverschelde, is inviting all active volunteers over the age of 18 at the Youth Performance Company to participate in the study. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study is being conducted by a researcher named Keri VanOverschelde, who is a PhD candidate at Walden University. You might already know the researcher as an active volunteer, but this study is separate from that role.

Background Information:

The purpose of this study to better understand how individual traits relate to your experiences as a volunteer.

Procedures:

If you agree to be in this study, you will be asked to:

- Complete a Voluntary Functional Inventory which will approximately take 15 minutes to complete. The survey consists of 30-items which measures motivations to volunteer. For each item, participants will indicate, “How important or accurate each of the 30 possible reasons for volunteering were/are for you in doing volunteer work.” Each item is on a 7-point scale ranging from 1 (not at all important/accurate) to 7 (extremely important/accurate).
- In addition, you will be asked about your individual demographics which will consist of the following: gender, age, race/ ethnicity, and socioeconomic status and also the volunteer role you play within the Youth Performance Company.

Here are some sample questions/statements:

1. Volunteering makes me feel important.
2. Volunteering lets me learn things through direct, hands on experience.
3. I can learn how to deal with a variety of people.

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at Clare Housing will treat you differently if you decide

not to be in the study. If you decide to join the study now, you can still change your mind later. You may stop at any time. Declining or discontinuing will not negatively impact your relationship with the researcher, Keri VanOverschelde, or anyone else associated with **Clare Housing**, nor any access to services.

Risks and Benefits of Being in the Study:

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as confidential information about your ethnic/racial background and annual household income. Being in this study would not pose risk to your safety or wellbeing.

The benefit of this study is that it would help volunteer managers understand what motivates volunteers. The value of understanding volunteer motivation is an asset to volunteer management fundamental to positive functioning of the **Youth Performance Company**. It is critical for nonprofit organizations, such as **Clare Housing**, to remain and provide good service to volunteers and make necessary adjustments in the volunteer structure

Privacy:

Any information you provide will be anonymous. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure by password protected survey database. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:

You may ask any questions you have now. Or if you have questions later, you may contact the researcher, Keri VanOverschelde, via e-mail at XXXXXXXXXX. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is XXXXXXXXX. Walden University's approval number for this study is 01-11-17-0405009 and it expires on January 10, 2018.

Please keep this consent form for your records.

Obtaining Your Consent

If you feel you understand the study well enough to make a decision about it, please indicate your consent by clicking the link below.

XXXXXXXXXX

Thank you.

Keri VanOverschelde

Walden University, PhD Candidate

E-mail #3: Follow-up e-mail

Clare Housing Volunteers,

As a reminder, you were invited to take part in a research study about how individual traits relate to your experiences as a volunteer. If you haven't had an opportunity please take the time by clicking on the link below.

XXXXXXXX

As a reminder, if you are unable to participate electronically we also have physical copies at **Clare Housing** office for your convenience.

Thank you.

Keri VanOverschelde
Walden University, PhD Candidate