

Portuguese Catholic Scout Association - motivations of adult volunteers

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Abstract

When somebody starts analyzing the volunteering phenomenon, the question of why do people volunteer immediately arises. What reasons make people give away their time for helping others? What motivates volunteers? Volunteering is a great way to become involved in the community. Through volunteering an individual becomes part of the solution. He is able to demonstrate community commitment, to gain community contacts and to support many social causes. The World Organization of the Scout Movement and its National Scout Associations play a very important role by contributing to the education of young people in order to help them have a constructive role in society. The Portuguese Catholic Scout Association (CNE) counts more than 71.000 members in c.1100 local groups, including c.13.000 adult volunteers, which makes CNE the largest youth association in the country. Almost all the work in the Portuguese Catholic Scout Association is done by permanent volunteers, many of them giving more than 200 volunteer hours per year. The most important work consists in education and tutoring of young girls and boys from 6 to 22 years old.

The motivation for volunteering for so many hours is a very interesting study. It is also critical for CNE leaders to understand how to motivate volunteers to join and to retain those adult volunteers. The objective of this work is to try to understand the motivation of the adults who volunteer in the Portuguese Catholic Scout Association. This organization, as many others, is facing the problem of insufficient number of volunteers, comparing with the increasing necessity of intervention.

In this work we present the findings of the research developed in the Portuguese Catholic Scout Association about the volunteering involvement in this organization, especially the motivation of adults. This is a unique study about volunteering motivations developed in Portugal based on empiric data of one of the most important and influent youth organization.

Key words: scout association, volunteering, motivation for volunteering

Introduction

The motivation for volunteering is a very interesting issue in volunteering research. Even most interesting is to find why people volunteer during so many years and for so many hours. In CNE, based on the very recent census (2012) we found out that individuals volunteer in average about 10 years offering more than 9 hours of volunteer work weekly. In this paper we study the motivation for volunteering of people who works in CNE, by exploring two different issues. The first issue is to validate the Volunteer Motivation Inventory (VMI) a methodology developed by Esmond and Dunlop (2004). The second issue analyzed in the paper is the identification of latent motivations. Using main component analysis we identify two latent motivations for volunteering socially-oriented and personal-oriented. In the end we identify correlations between some variables and motivation.

"Motivation is a difficult concept in general because to large extent, it is subconsciously contracted....if we do not asked people what motivates them to volunteer, we will never know the answer", Cann and Goldberg-Glen (1991). In early 70's (Pitterman, 1973, Tapp and Spanier (1973) presented first studies which examines volunteerism and motivation. Howarth (1976) concluded in his study that volunteers are "impelled by conscience as a form of anxiety, and volunteer work as anxiety reducing". Gidean (1978), following Herzberg Motivational-Hygiene Theory, concluded that

volunteers are motivated by both intrinsic and extrinsic hygiene factors in people's motivations unpaid work. He also concluded that motivations can differ with age.

Later on, there was a lot of studies that were focused on or included understanding of volunteer motivations in their research. In some literature we may find rather extensive research about the motivation to volunteering. Cann and Goldberg-Glen (1991) have done a wide-ranging identification of the most important reasons which were pointed out in the previous literature as reasons for doing volunteer work. Benson et al. (1989) and Frish and Gerrard (1981) identify the reason to doing volunteering work as "God expect that people helps others"; Guillepie and King (1985) and Latting (1990) studied the interest on specific volunteer organizations goals and time availability. Freeman (1981) and Guillepie and King (1985) pointed out the interest to gain some experience; and the need to feel better about himself was identified by Adams (1980) and Fitch (1983). Research of Copp (1980) and Crose et al. (1987) recognized the motivation for the creation of a better society as a motivation to volunteering. Another reason for volunteering is that this is an excellent opportunity to live educational experiences, as concluded by the Crose et al. (1987) and Fitch (1983) in their research.

"Many models have been proposed, but only a few have been tested empirically and even then the findings have supported competing models. One question is whether there is really single-category model, a two category model a three category model or a more complex model of motivation for volunteering." Cann and Goldberg-Glen (1991). Considering the two dimension model we can find two basic distinctions that have been used to explain volunteering activity: the distinction between intrinsic and extrinsic motivations (Deci and Ryan, 1985; Frey, 1992; Maier and Stutzer, 2004) and the distinction between egoistic and altruistic motivations for volunteering (Smith, 1981; Latting, 1990; Shye, 2010).

Intrinsic motivation refers to doing an activity because it is inherently interesting or enjoyable whereas extrinsic motivation refers to doing this activity for a separable outcome that it leads to. Frey (1992) concludes that "one is said to be intrinsically motivated when one receives no apparent reward except the activity itself. In this case, behavior is based on the moral and ethical considerations which forms part of people preferences". Intrinsic motivation is defined in opposition to extrinsic motivation: an extrinsically motivated individual (*homo economicus*) requires explicit compensation to

modify his behavior. However the ideas that intrinsic motivation is necessarily related with ethical considerations and that extrinsic motivations correspond to explicit compensation are debatable. For instance, if an individual enjoys the volunteering activity per se, then he is intrinsically motivated but behavior is not ethically oriented.

Maier and Stutzer (2004) also suggest intrinsic motivation and extrinsic motivation for explaining the decision to be a volunteer, but contrary to Frey (1992) they consider the possibility of non-monetary rewards on both types of motivations. Maier and Stutzer (2004) distinguish three types of intrinsic rewards: (i) volunteers benefit from intrinsic work enjoyment (e.g. Deci, 1975; Frey, 1997); (ii) people care about the recipient's utility, that is, people's utility increases either if other people are better off as a result or if inequality between people diminishes; (iii) the act of helping others gives enjoyment per se, in other words, people receive a 'warm glow' (Andreoni, 1990) from contributing time to the provision of public goods. Similarly, Maier and Stutzer (2004) also distinguish two types of extrinsic rewards, which include non-monetary payoffs: (i) volunteering can be undertaken as an investment in human capital (Menchik and Weisbrod, 1987); (ii) people can volunteer in order to invest in their social network (Prouteau and Wolff 2004).

On the other hand, the distinction between egoistic and altruistic is the core of the model proposed by Smith (1981) who defines altruistic motives as those that are associated with the satisfaction or psychic reward derived from increasing the satisfaction of other persons without the expectation of reciprocity. Note that this definition of altruistic motivation recognizes that the individual may get self-satisfying rewards from the altruistic act but the basic motivation for that comes from satisfying others. Shye (2010) also emphasizes the distinction between egoistic and altruistic motives. According to Shye (2010), altruism should be understood as an urge to sacrifice for the good of others. On the other hand, the motivations for volunteering are egoistic if "voluntarism is practiced in order to promote one's own interest, needs or wants." Latting (1990) provides an empirical test of this conceptual duality.

In economics literature there are two types of models that have been used to explain the volunteering decision and which can be related with the two previous distinctions: consumption models and investment models. In the consumption models, the volunteering decision affects the utility of the individual. In the investment models the

individual sacrifices time in the present with the expectation of receiving future benefits, so the decision to volunteer comes mainly through the intertemporal budget constraint. Following Andreoni (1990) there are three types of consumption models, depending on the way volunteering influences the utility function. If the volunteer only cares with the utility of the recipient, then we have a pure altruistic individual. On the other hand, if the individual only enjoys volunteering work per se or gets a warm glow from the act of helping other but without caring about the level of the public good, we have a pure egoistic individual. Finally, if the individual cares about the level of the recipient utility but also enjoys the act of volunteering in itself we have an impure altruistic individual.

It should be highlighted that the previous dichotomies (intrinsic-extrinsic, egoistic-altruistic and consumption-investment) are related but distinct. For instance, the investment model is quite related with the extrinsic rewards mentioned by Maier and Stutzer (2004) and it is an egoistic motivation for volunteering. On the other hand, the consumption model is related with the intrinsic motivations defined by Maier and Stutzer (2004) but it can include both altruistic and egoistic motivations.

In Caan and Goldberg-Glenin (1991) presented the one-dimensional model based on the empirical research (258 volunteers and 104 non volunteers) related to volunteer motivation, after an extensive review of all the literature. They concluded that volunteers have both altruistic and egoistic motivations for volunteering and in addition they found a different perspective that volunteers did not distinguish between these different types of motivations and do not act on just one motive or a single category of motives. These researchers concluded that it is a combination of these motivations that are part of the whole volunteering experience and therefore it is a one-dimensional model that explains the motivations of those who volunteer.

A different approach, a multi factor model, has been followed by Clary et al. (1998) and Omoto and Snyder (1995) who developed functional models for volunteering motivations. The idea is that volunteering behavior can serve different psychological functions for different people. Clary et al. (1998) identify six functions that may be achieved through volunteering: value-expression; understanding; social-adjustive; career; protective function; and personal enhancement. A similar approach is followed

by Omoto and Snyder (1995) who identified five primary motivations: values; understanding; personal development; community concern; and esteem enhancement.

It is interesting to note that the two previous works include social-oriented motivations in their primary motivations for volunteering (social-adjustive and community concern). The engagement increases the volunteers' social standing within their reference group. Not only might this increase their expected future (material) rewards, but also social approval and prestige can be valuable by themselves. Empirical evidence for charitable giving supports the notion that prestige considerations partly motivate people to behave pro-socially (Harbaugh, 1998). Another reason for volunteering is the social interaction function (Esmond and Dunlop, 2004).

In our work we decided to adopt the multi factor model for volunteer motivation developed by Clary, Snyder et al. (1998) and expanded Esmond and Dunlop (2004). We based our inquiry on the Volunteer Motivation Inventory to Assess the Underlying Motivational Drives of Volunteers in Western Australia elaborated by Esmond and Dunlop (2004).

Methodology

The data belongs to the national inquiry on adult population concerning the characterization of volunteers in the Portuguese Catholic Scout Association conducted in Portugal during 2011. CNE was founded on May 27, 1923, in Braga. The first election in CNE took place only after 25th April, 1974, one of the milestones of the recent Portuguese history. In that time new statutes and regulations were also approved and with them the girls could finally enter in the association as full members. At national level, CNE was declared Public Utility Institution in 1983. CNE is a founding member of the National Youth Council and of the Portuguese Confederation of Associations of Environmental Protection and also a member of the Portuguese Confederation of Volunteering.

Among the many actions that the c. 1.100 local groups undertake, there are the environmental education and nature conservation (monitoring of fires, tree planting, recycling campaigns, "Blue Flag", studies in risk areas, "Coast-Watch," "Clean up the World. Clean Portugal"), to raise awareness for the conservation of historical and cultural heritage (census of mills and furnaces, cleaning of monuments), the activities of youth work (music, folk dances, amateur radio, etc.), the sports and the outdoors

(camping, caving, mountaineering, canoeing, sailing, windsurfing, cycling), the activities of solidarity and social services (services in homes and hospitals, first aid, collaboration with institutions of civil defense, fire brigade, the Shipwreck Rescue), the integration of disabled young people, the actions of community development, international exchange and cooperation in a dynamic Education for Peace.

Members of CNE are spread in c. 1.100 local groups, supported by regional structures animation, coordination and training in all districts and autonomous regions. 13.134 adult volunteers give their free time in animation tasks and educational management.

CNE is a full member, through the Portuguese Scout Federation, of the World Organization of the Scout Movement (WOSM), which represents more than 28 million Scouts both gender, scattered by 216 countries and territories.

Along with all Scout associations of all Portuguese-speaking countries, CNE is a member of CEL - Community of Lusophone Scouting, which aims to create a space and opportunities for international dialogue in the context of Scouting.

The survey was delivered to the 20 training responsible of each of the twenty regions and the procedure explained. After filled, they were returned in person and by mail. We sent out 4.000 questionnaires and obtained till the end of the May 900 answers (22.5%) We are still receiving the questionnaire which will be used to the second part of the research dedicated to the economic value of volunteering in CNE.

The questionnaire is organized in three different parts. The first part concerns the characterization of the adult volunteering of CNE. In addition, it also includes some general information like: gender, number of children, marital and professional status; we also asked particular questions concerning the participation of the volunteers in CNE such as number of years as volunteers or in which level they volunteer (national regional or local).

The second part of the questionnaire concerns the volunteer motivation. We used the questionnaire based on a research conducted by Judy Esmonod, developing the Volunteer Motivation Inventory to Assess the Underlying Motivational Drives of Volunteers in Western Australia. We used 44 short statements identifies of VMI, to

which volunteers respond using a 5-point 'Strongly Disagree' to 'Strongly Agree' Likert scale.

The third part of the questionnaire is dedicated to the research of the economic value of volunteering in CNE. In order to find out this data we used the methodology indicated by the International Labour Organization (ILO), tested in a Red Cross study and adapted to the Portuguese CNE reality.

As we said in this study we have 900 participants, 54.3% of them are male. Considering the age variable, the biggest group (62, 8%) is between 26 and 45 years old. 71, 3% of the respondents have a full regularly job. A large number of respondents, about 45%, don't have children and 26, 9% have 2 kids.

Our volunteers have higher educational levels compared to the general Portuguese population educational levels. Percentage of volunteers in CNE who have at least 12 years of education (upper secondary level) is almost 85% (for a Portuguese average about 28%) 54,5% of our respondents live in urban areas town and 18,6% live in small villages.

About 25, 8% of CNE volunteers work in CNE for three or less years, 38,9% for between four and ten and 35,3% for more than 10 years.

The results

The objective of this work is to analyse the motivation of CNE volunteers. As we said we decided to use the multifactor model for volunteer motivation developed by Clary, Snyder et al. (1998) and Esmond and Dunlop (2004). We based our inquiry on the Volunteer Motivation Inventory to Assess the Underlying Motivational Drives of Volunteers in Western Australia elaborated by Esmond and Dunlop (2004). This inventory identified ten key motivation categories: Values (VA), Recognition (RN), social interaction (SA), Reciprocity (RP), Reactivity (RC), Self- Esteem (SE), Social (SO), Career Development (CD), Understating (UN), Protective (PR).

We found out some very interesting results which we hope will be useful for future action of the Portuguese Catholic Scout Association, especially for the recruitment and management of the volunteer force of this organization.

Table nº1 – Correlations between key motivation categories

Key categories (Spearman's rho)	VA	RN	SI	RP	RC	SE	SO	CD	UN	PR
VA	1,000	,263	,286	,287	,255	,356	,142	,140	,431	,166
RN	,263	1,000	,354	,235	,186	,313	,231	,187	,234	,212
Si	,286	,354	1,000	,314	,366	,449	,426	,377	,505	,376
RP	,287	,235	,314	1,000	,178	,281	,224	,131	,294	,116
RC	,255	,186	,366	,178	1,000	,364	,459	,408	,294	,593
SE	,356	,313	,449	,281	,364	1,000	,471	,344	,390	,481
SO	,142	,231	,426	,224	,459	,471	1,000	,443	,268	,570
CD	,140	,187	,377	,131	,408	,344	,443	1,000	,258	,476
UN	,431	,234	,505	,294	,294	,390	,268	,258	1,000	,252
PR	,166	,212	,376	,116	,593	,481	,570	,476	,252	1,000
All variables are correlated at the 0.01 level (two tailed);										

Considering the ten key motivational categories we verify that they all are strongly and positively correlated.

After the identification of the ten key motivational categories of the volunteer motivation we decided to analyse the similarities and differences between them and through PCA method we've grouped them into two factors (latent construct): **socially oriented motives and personal-oriented motives**. The first factor **social-oriented motives (SOM)** - groups the followings key categories of volunteer motivations: values, recognition, social interaction, reciprocity and understanding. The second factor - **Personal oriented motives (POM)** – groups the following key categories: reactivity; self esteem, social, career development and protective.

Alfa Cronbach's measure of the internal consistency or reliability indicates acceptable or good internal consistency [(0,714 for (POM) and 0,834 for (SOM)]. The explained variance is almost 55%.

To put names on the factors we followed the finding of Kahle (1983) and Florence (1988), which identified the existence of personal or social orientations in their studies on motivations. Bernardo (2008) refers the same differentiations within the social and individual-oriented motivations, in his research with Philippine students. His results suggest that “*there are fine distinctions that can be made within the categories of social and individual orientation*”. The results of the main components analysis suggest that for Philippine students, the individual and social-oriented motivations can be further decomposed (Bernardo, 2008).

In order to confirm our results and to find out the correlation between this two factors we used the SEM methodology.

SEM confirmatory model of volunteering motivations

A structural equation modelling (SEM) analysis of volunteer’s motivations was undertaken using the AMOS (version 19.0) statistical programme. There are usually two main parts to SEM: the structural model showing potential causal dependencies between endogenous and exogenous variables, and the measurement model showing the relations between the latent variables and their indicators. Confirmatory factor analysis models contain only the measurement part while path diagrams (to be distinct from linear regression) can be seen as a SEM that only has the structural part.

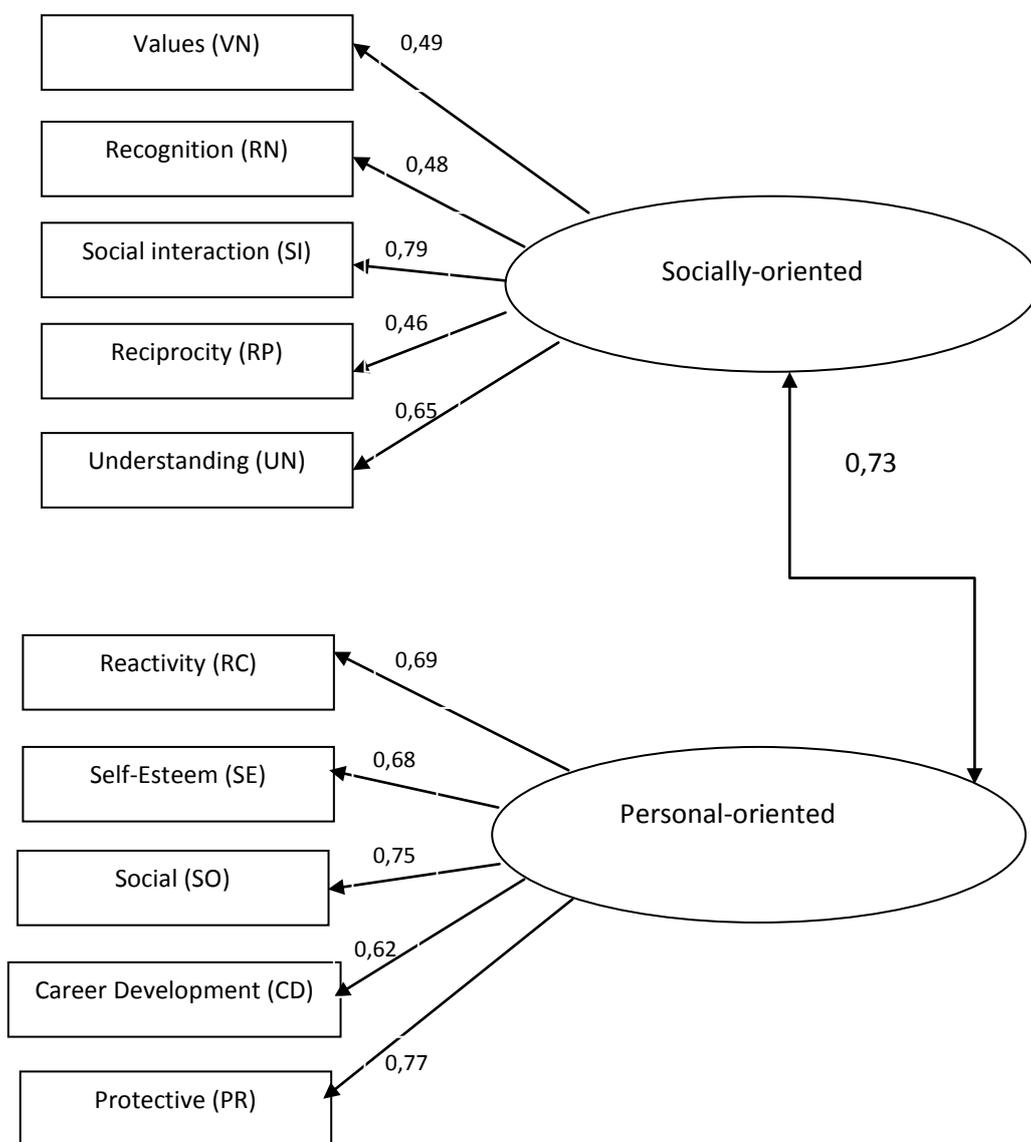
Using a SEM analysis programme, one can compare the estimated matrices representing the relationships between variables in the model to the actual matrices. Formal statistical tests and fit indices were developed for these purposes. Individual parameters of the model can also be examined within the estimated model in order to see how well the proposed model fits the driving theory. Most, though not all, estimation methods make such tests of the model possible.

For each measure of fit, rules of thumb have evolved regarding what represents good fit between model and data. These rules of thumb often need to be updated based on contextual factors such as the sample size, the ratio of indicators to factors, and the overall size of the model. Measures of fit differ in several ways. Because different measures of fit capture different elements of the fit of the model, it is appropriate to report a selection of different fit measures.

When a SEM is used as a confirmatory technique, it is very important to specify the model correctly based on the “theory” that one is attempting to confirm. Figure 1 illustrates graphically our confirmatory SEM.

Our two latent variables are personal-oriented motivations and social-oriented motivations. The measurement variables are the 10 key categories motivations to do volunteer work. Our model also estimates the correlation between the latent variables.

Figure 1- SEM Model motivation of volunteers in CNE Portugal



Chi-Square: $\chi^2(34df) = 227,668; p < .001$; RMSEA = 0,083 and CFI=0.92;

We verify that the two latent variables in the model are strongly and positively correlated. The influence of the latent variable "Socially - oriented motives" on the indicator variables confirms the findings of the initial factorial analysis. The strongest connection we found out between the latent variable socially- oriented motives, which explain 79% of the standard deviation of the motivations: "Social interaction". Socially-oriented motives explain also 65% of standard deviation of key category understanding. All others key categories presented lower level of connections below 50%.

The latent variable personal-oriented motivations present even stronger connections – all explained variables which represented five key categories of motivation are influenced by personal-oriented motivations over 60%. The weakest one represented 62% (career development) of influences and stronger one represented 77% of connections (protective motivation).

In conclusion, we can say, based on our analysis, that the ten key categories motivations identified by McEdwin and Jacobsen (2002) can be grouped into two macro categories strongly correlated (personal and socially -oriented motivations), and each individual who make volunteering at the CNE are driven by two of them simultaneously.

In order to answer the necessity of CNE leaders to give some answers about what motivate different people in CNE organization considering their socioeconomic and demographic characteristics we run some correlation in order to verify the relation about some variables and the ten key categories motivation identified in the previous model.

The purpose was to identify the characteristics and the motivations of the volunteers in CNE and the relation between them.

One of the biggest problems of CNE is the retaining of about $\frac{1}{4}$ of the membership of volunteers. This study will allow analysing how to better motivate volunteers in CNE in order to keep them in the organization.

The objective of this analysis is to verify some key motivations which may be related to some characteristics of CNE volunteers. We used in our analysis some socio-demographic variables, like gender, age, place of living or education and one specific variable number of years of volunteering in CNE.

Considering the last variable, it was particularly important to answer the question if the key motivations of volunteers CNE change with more years of work in the organization.

Analyzing the correlation between gender variable and key category motivation for volunteering we identified the positive correlation for female volunteer in the key category Recognition and Understanding.

Table nº 2 Correlation between key motivation and socio-economic variables

variable/ motivation	VA	RN	SI	RP	RC	SE	SO	CD	UN	PR
Gender: female (Spearman's rho)	,000	,158**	,037	,060	-,104**	,029	-,096**	,000	,067*	,002
Gender: male (Spearman's rho)	-,004	-,162**	-,039	-,064	,105**	-,032	,097**	-,001	-,071*	-,006
AGE till 30 years old	,045	,163**	,121**	-,049	,024	,078*	,096**	,154**	,129**	,109**
AGE between 31 till 40 years old	,045	-,016	,024	,045	,013	,008	-,035	-,089*	,033	-,031
AGE more than 41 years old	-,087*	-,146**	-,144**	,005	-,037	-,085*	-,062	-,066	-,159**	-,079*
Place of living: town	-,023	,010	-,079*	-,011	-,108**	-,084**	-,067	-,042	,029	-,110**
Place of living: small town	,053	-,006	,039	-,002	,047	,038	,026	,002	-,027	,028
Place of living: village	-,029	-,010	,058	,013	,085**	,066	,060	,047	-,009	,111**
Educational level: till 9 years of school	-,052	-,065	-,012	-,015	,083*	-,006	,070*	,051	-,073*	,090*
Educational level: 12 years of school	,036	-,078*	,040	,009	,052	,057	,005	,006	,016	,015
Educational level: more than 12 years of school	,003	,120**	-,030	,003	-,109**	-,050	-,055	-,042	,036	-,078*
Nº of years in CNE Till 3 years	,066	,100**	,051	-,062	,076*	,083*	,017	,147**	,102**	,066
Nº of years in CNE form 3–10 years	,033	,011	-,012	,056	-,039	,021	,065	-,061	,001	,063
Nº of years in CNE More than 10 years	-,091*	-,101**	-,033	-,002	-,029	-,094*	-,083*	-,070	-,092*	-,126**
** Significant at the 0.01 level (two tailed-)										
* Significant at the 0.05 level (two tailed)										

These results suggest that female volunteer in CNE need to be recognized by the organization because of the work they do and they want-to learn from their volunteer experiences. Those two key categories belong to latent variable socially-oriented motivation which is consistent with some findings of other researchers like Wymer (2012) “female tend to be more concerned with a reciprocal and socially stable system of interpersonal relationship” (Geary 2010 cross Wymer). Wymer concluded that “since females tend to have a greater preference for volunteering with friends, they are bringing social support with them which may lead to more successful early socialization in the organization.”

Still considering female volunteers, we identified a negative correlation considering Reactivity and Social key motivations which seems to indicate that females do not volunteer in CNE because they want “to heal or address her own past issues” nor because they “seek to conform to normative influences of significant others” (WMI, Esmond and Dunlop (2004).

The most interesting finding is that the reasons that do not motivate women to volunteer in CNE are those that motivate men, in opposition (statically significant), and vice-versa.

Ibrahim and Brannen (1997) concluded the same in their work about the differences on the motivation to volunteer in hospital: “the factors that motivate male volunteers are significantly different from those that motivate female volunteers.” In our work males present the positive correlation with key motivations reactivity and social which belong to latent variable **personal-oriented motivations** for volunteer. “Males are more consistently instrumental, manifesting more concern for establishment of dominance, control of group activities, task orientation, and greater risk taking.” (Baron-Cohen 2004; Eagly 1987; Geary 2010, Krause and Keith 1989- cross Wymer 2012).

According to the results of our research, younger volunteers want to be recognized, meaning that they want social interaction, to increase their self-esteem, to understand and learn new things to help in their career development. On the other hand, concerning older volunteers (over 41) we found no evidence statistically significant to clearly conclude about their reasons for volunteer in CNE.

Another variable we wanted to compare with motivation was the place where individuals live.

We found out that people living in small villages (rural areas), volunteered because they wanted to heal their own past issues and to escape or forget the negative feeling about him/herself (reactivity and protective key motivation). These are not reasons for volunteer in urban areas. We are not able to confirm the **community-concern volunteering** referred by Omoto & Snyder (2002) who indicated that some people volunteer to express their personal values or to satisfy felt humanitarian obligations to help others in their community, probably because of the very specific type of volunteering work done in CNE.

The educational level of the volunteer is the strongest determinant factor for volunteering. We decided to study if the higher educational levels of the volunteers in CNE are correlated to the key categories of motivation. We found out that volunteers with higher levels of education want to be recognized by the organization. They do not volunteer to heal their own past issues and to escape or forget the negative feeling about him/her. This key category is a motivation for individuals with lower levels of education to volunteer in CNE. They also volunteer because they want to influence others (social key category). This finding is very interesting and we hope that it will be useful on the management activity of CNE volunteers, especially because this type of volunteering requires a lot of dedication and a lot of time.

People get involved in volunteering when that behavior suits their motivations and keep doing it, sometimes for a very long time, when they recognize that their motivations are being fulfilled (Clary *et al* , 1998; Williamson, Snyder & Omoto, 2000).The effect of education on volunteering seems to be indirect on the amount they will volunteer (Matsuba et al., 2007; Wilson, 2000).

We wanted to know if the motivation of CNE volunteers change with the passage of years working in the organization. We split our variable number of years in CNE into three categories: till 3 years in the organization (25, 2%), from 3 to 10 years (38, 7%) and more than 10 years (36, 1%) volunteering in CNE.

We found out that people (beginners) joined the organization because they wanted to be recognized, to increase their self-esteem, to improve their opportunity of career

development and to increase their understanding and they need to heal their past issues. Long time CNE volunteers do not have the same motivation. Actually they referred that those motivations (the beginners' ones) are not motivating them to continuous work in CNE. We found out that all key categories of motivation have a negative correlation with the number of years working in CNE. We think that it is very important to find what motivates these volunteers; what makes them to be satisfied with their volunteer work done during for so many years.

The sense of satisfaction gained in previous volunteering experiences could serve as a motivational force for future voluntary activities. Many other researches indeed found such significant correlation between volunteer satisfaction and volunteer motivation (Millete & Gagné, 2008), suggesting that volunteer satisfaction, volunteer motivation and volunteer experiences are related to one another. Therefore, through continual assessment of the levels of positive feelings, agencies will be better able to formulate strategies to motivate further volunteering. This, in turn, could reduce the high dropout rates (Wong et al., 2010).

Future research is needed to verify the motivation of long term CNE volunteers.

Conclusions

In this paper we studied the motivation of CNE volunteers. We decided to test the VMI methodology which identified ten key categories of motivation.

We concluded, based on our sample, that all that key categories are positively statistically significant correlated. In order to test that correlation we identified two latent variables social-oriented and personal-oriented motives. Yet these two variables are still strongly and positively correlated. We may conclude that besides some individuals may volunteer more because of social-oriented motivations the personal-oriented motivations also play a very important role on their decision.

The next step was to identify the correlations between the characteristics of volunteers and key categories of motivations for volunteering. We decided to use the VMI methodology in order to draw conclusions for the purposes of managing volunteers in CNE, namely what should be done to motivate the volunteers to stay longer in CNE. In volunteer service management, the major challenge agencies face is not recruitment but

retention (Hidalgo & Moreno, 2009; Grimm et al., 2006). Phillips (1982) concluded the same in his research “the successful utilization of volunteers dependent upon administrators and human resources managers clearly understanding both their demographic make-up and their motivations for giving of their services. Indeed, unless the relationship between these two sets of factors is clearly understood, the recruitment, managing, and retention of hospital volunteers will be less than optimal. Increasingly, programmes are being identified in terms of how they help the volunteer, and paid professionals are including self-interest as an aspect in their recruitment procedures”

We found out that women want to be recognized and want to learn something new when they volunteer while men want to influence others.

Younger volunteers in CNE have volunteered for a much different reason, while older CNE volunteers do not consider that reason important to doing their unpaid job.

In conclusion, these findings can assist administrators in leveraging their volunteer activities to benefit their organizations and the communities they serve. Understanding what motivates different demographic groups to offer free assistance is essential. Volunteer organizations should be able to use this knowledge to appeal more persuasively to potential volunteers, as well as to better manage them and enhance their retention rates.

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