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Identifying Individual Motivations of Nonprofit Volunteers in the Human Services Field with a Study of the National Red Cross Organization

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IDENTIFYING INDIVIDUAL MOTIVATIONS OF NONPROFIT VOLUNTEERS IN

THE HUMAN SERVICES FIELD WITH A STUDY OF THE NATIONAL RED

CROSS ORGANIZATION

by

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ABSTRACT

The purpose of this paper is to identify individual motivations of volunteers in the human services nonprofit field. A literature review was conducted looking into the main functions of motivation, as well as relationships between demographic characteristics and the likelihood of volunteering. Then, a case study was completed on the local Red Cross branch in Bangor, Maine. Interviews were done within the organization in addition to data collection from their online database. The literature review was then used to predict motivations of volunteers within the Red Cross, as well as to devise predictions and suggestions for better recruitment and retention. However, without accurate data from the Red Cross, it was difficult to determine what motivated volunteers. Assumptions could be made that volunteers were motivated by the values of the organization. The Volunteer Connections database of the Red Cross, if used appropriately, would be a great source of information in understanding what motivates volunteers. With the current Red Cross volunteers being mostly elderly, it is safe to say that are motivated by social needs. The Red Cross will however need to adjust their marketing techniques in the future to better suit millennials and college students.

TABLE OF CONTENTS

LIST OF FIGURES

LITERATURE REVIEW: MOTIVATION TO VOLUNTEER FOR NONPROFIT
ORGANIZATIONS

Introduction

The main purpose of the literature review was to have a broad sense of the
information on volunteer motivation in the nonprofit sector. The hypothesis is that
individuals who volunteer are driven by distinct motivations that are personalized, as
well as innate qualities that also distinguish them from non-volunteers. The literature
review proposes the main determinants of volunteering, as well the main motivation
functions behind pursing a relationship with a volunteer organization. The literature
review also takes a closer look at motivations experienced by those directly in the
human services field, as well as any connections between voluntary membership and
age, as well as education. Nonprofits themselves differ from for profit organizations in
many ways, but mostly by the type of work they do and the value behind it. Nonprofit
organizations rely on their donors and volunteers, who fully uphold the organization. It
is important to consider what motivates these individuals and use this information to
help the organization succeed.

Nonprofit organizations have a few common characteristics that separate them from
for-profit organizations. Nonprofit organizations are still considered to be private,
formal organizations that are self-governing (Schepers et al, 192). Nonprofit
organizations are usually based on voluntary employment, where as they do not
distribute their profits (Schepers et al, 193). These differences between nonprofit and
for-profit organizations create different work environments, leading to different

motivations to pursue a relationship, job, or career in either field (Schepers et al, 193). Nonprofit organizations are also usually seen as less hierarchical than for profit organizations and have often have harder times finding funding (Schepers et al, 193). Employees also differ between for profit and nonprofit organizations, as their environment, rewards and the value of the work also differ (Schepers et al, 193).

A relationship with a nonprofit organization is completely voluntary. An individual begins to feel this need or desire to join an organization that is of interest to them. The individual then deliberately goes out of their way to be part of this group, giving away their free time and or resources. Once the individual has put in some time volunteering with the organization, the individual will then decide if the work is satisfying or not. If it is satisfying, they will prolong the relationship and look to add value to the group. If the work does not satisfy that initial desire or need, they will resign from the group and look elsewhere. The following section aims to identify what these initial motivations are to begin volunteering.

Identifying Motivational Functions to Volunteer for a Nonprofit Organization

Many people volunteer for numerous reasons. While it is difficult to pinpoint every individual motivation, we can identify trends and popular reasons for volunteering. Volunteers may contribute to a nonprofit organization for one specific reason, or they may be motivated by numerous reasons. One type of volunteer project may satisfy a need in one individual, but not another. Many things contribute to a person's likelihood to volunteer, as well as why they volunteer, which will be broken down in the following sections.

<u>Determinants of Volunteering</u>

The four main determinants of volunteerism were proposed by researchers Walter Wymer, Glen Riecken and Ugur Yavas, and published in "Determinants of Volunteerism: A Cross-Disciplinary Review and Research Agenda" Wymer summarized that the four main determinants of volunteerism were the person, their social interactions, efficacy, and context (Wymer, Riecken, Yavas, 5). The first determinant of volunteerism, the person, consists of their personality, values and their attitudes (Wymer, Riecken, Yavas, 6). A person's most important values would have the greatest influence on their actions or motivation to volunteer.

The second determinant of volunteerism was their social interactions, whether that be past, present or future relationships (Wymer, Riecken, Yavas, 7). Throughout life, friends and family can often influence an individual's decision to volunteer. Social relationships while growing up can also be important determinants of how a child will act as an adult. For example, if a parent is active in volunteering and shares this experience with the child, the child will also partake in volunteering as a learned behavior while growing up (Wymer, Riecken, Yavas, 11). Social relationships can also be beneficial in recruiting volunteers, especially since it has been found that people are more likely to volunteer if they are personally asked, or if they have a friend or family member who is already a volunteer with this organization (Wymer, Riecken, Yavas, 11). Social relationships are very important, and often friends decide to join a group together. People in small rural areas are more likely to volunteer than those in cities, and people who receive volunteer services are more likely to volunteer later on as well (Wymer, Riecken, Yavas, 11).

The third determinant of volunteering is efficacy, which consists of an individual's

skills and development (Wymer, Riecken, Yavas, 14). Those who believe their skills will be beneficial to a group are more likely to join the organization and provide their services, versus a volunteer who believes they have nothing to contribute to the cause (Wymer, Riecken, Yavas, 14). One might also join a volunteer group to enhance their skills and be able to practice them in a safe environment.

The fourth determinant of volunteerism is its context, which deals with time available to volunteer and money (Wymer, Riecken, Yavas, 16). Contextual items can often act as barriers to joining volunteer groups. One may not have enough time to volunteer or may need to use that time to work at a place where they will be compensated for their work. Some volunteering environments may be too much handle psychology for someone as well, giving a reason to not volunteer with this organization (Wymer, Riecken, Yavas, 16). A combination of all four of these categories, (person, social, efficacy, and context) lead to the decision to begin volunteering with a nonprofit organization. All four determinants are also important factors in the volunteer process and are key in understanding the motivations behind volunteering.

Functionalist Approach

Many researches have attempted to explain the motivations behind volunteerism, but one of the most popular approaches is the functionalist approach. The functionalist approach, first introduced by E. Clary and Mark Snyder, attempts to explain the motivation behind deliberately volunteering with an organization as well as the conscious decision to continue this relationship (Clary & Snyder, 156). The functionalist approach has three main principles to explain the actions taken by individuals to begin the

volunteering process. First, a need or motivation must be present in the individual, whether it be personal or social (Clary & Snyder, 156). This creates dissonance that can only be solved by satisfying that need or motivation through volunteering. Second, the same act of volunteering can satisfy different needs or motivations in different people (Clary & Snyder, 156). Third, in order to keep the bond between the organization and the volunteer, the volunteer environment or job must satisfy that need or motivation expressed by the individual (Clary & Snyder, 156). If it does not satisfy this need, the volunteer will leave the group in search of another route to fulfil this need.

Clary and Snyder studied the functionalist approach to motivation and wanted to determine which motivations could be fulfilled with volunteering. They arrived at six main functions; values (expressing or acting on values that were important to the volunteer), understanding (learning or developing a new skill), enhancement (growing personally and developing skills), career (obtaining career related experience), social (strengthening social relationships) and protective (reducing any negative feelings such as guilt) (Clary & Snyder, 157). Clary and Snyder then created the Volunteer Functions Inventory, which looks into how each function is satisfied by volunteering. The most popular motivations of volunteering were values, understanding and enhancement, while the least popular were career, social and protective (Clary & Snyder, 157). It is also important to note that an individual can be experiencing more than one function at a time, meaning that one action can be satisfying one or more motivations (Clary & Snyder, 157).

Clary and Snyder researched the functionalist approach further, proposing two hypotheses and presenting their findings in the article, "The Motivations to Volunteer:

5

Theoretical and Practical Considerations". The first hypothesis presented was termed the matching hypothesis, speculating that if an organization's advertisements were catered to the individual's motivations and desires, the volunteer would be more likely to join the organization and provide their services to the cause (Clary & Snyder, 158). To test this hypothesis, Clary and Snyder recorded a few video advertisements that were later shown to participants, some participants being shown advertisements that correlated to their personal motivations, while others were shown advertisements that did not match their motivations (Clary & Snyder, 158). Those who saw an advertisement that matched their needs were more likely to volunteer with the organization than those who watched an advertisement that did not match their needs (Clary & Snyder, 158). The second hypothesis that Clary and Snyder proposed that individuals who had their motivations satisfied through volunteering had greater satisfaction with their volunteer work than those who did not have their motivations satisfied. Interviewing volunteers prior to beginning their volunteer work and having them state what values were important to them and what values were not important tested this hypothesis (Clary & Snyder, 158). Some participants were part of a project that expressed values of importance to them while others were placed on projects that did not have values of importance. After a few months had gone by, those same individuals were interviewed again, and those who had been placed in volunteer projects that provided benefits tailored to them were more satisfied than those who were placed on projects with values that were not important (Clary & Snyder, 158). Satisfaction is also linked to the duration of volunteering, and as the volunteer becomes satisfied with their work, they begin to feel proud and happy with

their work, prolonging their stay with the organization (Clary & Snyder, 158). Therefore, both hypotheses were supported.

Clary and Snyder's research is very beneficial to those attempting to recruit volunteers for their nonprofit organization. As for marketing campaigns, the messages could be tailored to impact a wide array of motivations, creating interest in volunteering for those are watching the advertisements. This would create more buzz around volunteering for the group and help to increase the number of potential recruits. By then identifying what motivates current volunteers, team leaders could ensure that they are matched with a program that would drive these motivations and keep them satisfied with the organization longer. This way the organization reaps the benefits of having a skilled volunteering, and not wasting time and money on training and staffing.

From Clary and Snyder's research, it can be predicted that by tailoring advertisements to targeted audiences with similar motivations, those being subjected to the advertisement will be more likely to join the organization. With the highest ranked motivations being values, understanding, and enhancement, it would be highly recommended to have ad campaigns that depict the message of the organization, how one can begin to learn with the organization, as well as grow personally (Clary & Snyder, 159). It can also be concluded that those individuals placed on volunteering projects that allow them to express their values and satisfy their motivations will in return have the individual stay with the organization and continue volunteering. Following with the three most popular motivations, it would be wise to create volunteer opportunities that fulfilled value expression, learning and development. While Clary and Snyder were widely known for their functionalist approach, they also further developed a questionnaire called the

Volunteer Functions Inventory, that helped to better understand an individual's

motivations upon completion.

Volunteer Functions Inventory

   The Volunteer Functions Inventory was first created by Clary and Snyder but has been

used by many other researchers in their work to identify motivation amongst volunteers.

The Volunteer Functions Inventory is a questionnaire that is 30 questions long and is

divided into six sections (Chacon, Perez, Flores, Vecina, 49). The six sections are the six

main functions of volunteering that Clary and Snyder discovered; values, understanding,

social, career, protective and enhancement (Chacon, Perez, Flores, Vecina, 49). Each

section then has five statements, asking the participant to choose a statement, ranging

from totally disagree to totally agree (Chacon, Perez, Flores, Vecina, 50). The answers

are then compiled to give the individual's breakdowns of motivational functions that are

most important to them and least important (Chacon, Perez, Flores, Vecina, 50). The

Volunteer Functions Inventory consists of premade statements that have been a staple in

the questionnaire. Researchers have also tweaked the questionnaire to better fit their

studies from time to time. Attached in Appendix A is a copy of the Volunteer Functions

Inventory questionnaire (Clary & Snyder, 57). The attached copy of the Volunteer

Functions Inventory depicts all 30 questions that are asked of the individual, a 7-point

Likert scale, as well as a breakdown of which questions align with which motivation

function (Clary & Snyder, 57).

   At the University of Madrid, four researchers, Fernando Chacon, Tania Perez, Jerome

Flores and Maria Luisa Vecina became interested in studying how the type of interview

or questionnaire impacted the answers of the individual when surveying for motivations to volunteer. The team proposed that open ended questions led the participant to have much more honest and concise answers compared to questions that came alone with premade answers to select from, such as those found in the Volunteer Functions Inventory questionnaire (Chacon, Perez, Flores, Vecina, 49). The hypothesis was that questionnaires over estimated the number of motives an individual would have to volunteer and underestimated the variety in motivation (Chacon, Perez, Flores, Vecina, 49). A major problem with questionnaires is that the participant may feel obliged to put down what they think the right answer is, or what they believe society thinks should be a motivation to volunteer, even if it does not apply to them (Chacon, Perez, Flores, Vecina, 49). They may see the list of premade motivational answers and think that certain ones should apply or that people expect these answers, making it confusing and difficult to pinpoint what truly motivates the volunteer. Open ended questions provide the participant with more freedom in their answer, as well as the opportunity to really think about what exactly motivates them (Chacon, Perez, Flores, Vecina, 49). This way the researcher gets a better picture of what the motivations are and less confusion for the participant. However open-ended questionnaires can become costly and offer a lot of subjectivity which is why they are scarce (Chacon, Perez, Flores, Vecina, 49).

The researchers began their interviews, starting with 132 aid and ecological organizations, interviewing 1,515 volunteers (Chacon, Perez, Flores, Vecina, 49). The sample consisted of 60% women, 40% men, with a mean age of 31 and mostly individuals with some form of higher education (Chacon, Perez, Flores, Vecina, 50). The survey's open-ended question was, "List in order of importance the reason or reasons

why you decided to become a volunteer" with numbered lines below for the participant to write in their answers (Chacon et al. 50). The results were published in the article, "Motives for Volunteering: Categorization of Volunteers' Motivations Using Open-Ended Questions". When compared to the Volunteer Functions Inventory, Chacon's survey has much more flexibility for the participant. Answers were then given to two judges, who had previously formulated a list of potential answers based of the Volunteer Functions Inventory (Chacon, Perez, Flores, Vecina, 50). This list had the six main motivations of the Volunteer Functions Inventory; values, understanding, enhancement, career, protective, and social and while analyzing the answers from the survey, two new categories were added to the list, interest in the activity and organizational commitment (Chacon, Perez, Flores, Vecina, 50). Since the questions were open ended, there were a variety of answers, and the two judges created sub categories for some of the main motivations. Values by far had the most subcategories, including religious, social transformation reciprocity, community concerns, and helping a specific group (Chacon, Perez, Flores, Vecina, 50). Understanding had a subset for self-knowledge while enhancement had categories of personal growth, social relations and enjoyment (Chacon, Perez, Flores, Vecina, 52). Organizational commitment was broken down into institutional commitment and commitment to the group while interest in the activity was separated into interest in the specific act and interest in acting with people (Chacon, Perez, Flores, Vecina, 52). Chacon et al. noted that only 17% gave one motive for their answer, and 30% gave two. Less than 1% gave five or more motivations for their answers, which is much different than what had been found in close ended question questionnaires previously (Chacon, Perez, Flores, Vecina, 54). The most frequently

answered motivation was values and was also considered the most important motivation which is consistent with previous findings (Chacon, Perez, Flores, Vecina, 54). Chacon et al. determined that when given open ended questions regarding personal motivation to volunteer, individuals gave an average of 2 less motivations in their answer compared to when they are given a list to choose from.

While the Volunteer Function Inventory offers stability and consistent results with participants, an open-ended questionnaire, such as Chacon's, provides more honest feedback. While using the Volunteer Function Inventory to determine what motivates volunteers is the easiest route to take, it may be beneficial to implement an open-ended questionnaire if time and money allows an organization to do so. This will however allow more subjectivity in the analysis of the results. While these questionnaires can be used to determine motivations for a wide variety of volunteer organizations, the focus of this paper is on the human services field, and the motivations of individuals in that sector of the nonprofit world.

Identifying Motivational Factors to Volunteer in the Human Services Field

Jerry Marx's researched revolved around the health and human services field, specifically what motivating characteristics could distinguish volunteers in these sectors and their likelihood to begin volunteering with groups in these sectors. In Marx's article, "Motivational Characteristics Associated with Health and Human Service Fields", the aim was to analyze data collected by the Independent Sector by the Gallup Organization for a national survey. From this data it would be determined if there were distinguishing motivational characteristics of those likely to volunteer in the human or health services

(Marx, 55). In 1995, human services only accounted for 8.4% of volunteering assignments, possibly because volunteers usually joined groups that affected individuals with similar characteristics as themselves, making a bit harder to recruit volunteers (Marx, 55).

The survey had 2,719 participants 18 years and older, and it was conducted through home interviews (Marx, 55). The interview consisted of 82 questions to be asked about donating and volunteering in health and human services (Marx, 55). Participants were also asked if they volunteered for a health or human service organization in the past (Marx, 55). Health services were considered programs that helped with mental health, substance abuse, nursing homes, and counseling, while human services were for things like child care, homeless services, food, housing and emergency relief (Marx, 55). Of the 2,719 participants, 51.5% were female and 48.5% male, with an average age of 46.5 (Marx, 57). Only 12% had volunteered in a health service organization while even less, 11%, had volunteered in the human services field (Marx, 57). Participants were also asked to rate the importance of a few motivations that Marx had summarized from previous research such as peer recognition, altruism, career development, new perspective, feel needed, and coping (Marx, 58).

Altruism was the highest rated motivation as the most important (Marx, 59). Strictly in health services, participants were more likely to be motivated by gaining a new perspective and were 25% more likely to volunteer if they found this motivation important compared to those who did not value this motivation (Marx, 59). Health service volunteers were more likely to be female, older and have higher education (Marx, 59). Health service volunteers were also less likely to be part of a religious volunteer

organization (Marx, 58). In the human services field, volunteers were more likely to be

motivated by altruism and to gain a new perspective (Marx, 58). Individuals were 32%

more likely to volunteer in the human services if they found altruism to be an important

motivator, and 25% more likely to volunteer if gaining a new perspective was important.

Human service volunteers tended to be highly educated and have fewer social

relationships (Marx, 58).

Marx's findings can be beneficial to those who are recruiting volunteers in the human

and health service sector. In considering the two most important motivations for these

groups, altruism and gaining a new perspective, a few suggestions can be made in

marketing (Marx, 63). It would be advised to showcase the positive outcomes that

volunteering for the organization has on the community. It should also be shown how

much personal learning and growth can be accomplished through volunteering with the

organization. Once one has have determined the main motivations, it would also be smart

to spend less time working on tasks related to motivations that do not matter to the

volunteers and focus more on the impactful ones. This would have positive impacts on

the nonprofit organization as well as the volunteer, as their work would seem meaningful

and beneficial. While volunteers in the human and health services have specific volunteer

motivations, many other characteristics may pre-determine what motivates one to

volunteer. Demographic qualities also come into play in identifying motivations to

volunteer with a nonprofit organization.

<u>Relationships Between Motivations and Demographic Characteristics</u>

Most volunteer motivation surveys not only focus on questions pertaining to motivation, but also collect information on the participant, such as their demographics. This information could consist of sex, age, marital status, education level, income, etc. The following sections delve into the relationships between these demographic characteristics and the likelihood to volunteer with a nonprofit organization. The two main demographics focused on here are age and education level. Education level has a positive relationship with volunteering while age has more of a curvilinear relationship.

Researchers David Gillespie and Anthony King became interested in determining if there was a correlation between reasoning for volunteering and demographic characteristics of the volunteer. Gillespie and King sampled a National Red Cross Organization in the Midwest to test out this proposal and published their findings, "Demographic Understanding of Volunteerism". The two researchers created a survey that was mailed to 5,000 participants, with 1,346 responses to use for their study (Gillespie & King, 799). The survey consisted of one question; "What finally made you decide to volunteer for the American Red Cross?", followed by 12 pre-written answers and one option for other (Gillespie & King, 799). Participants could check as many answers that they felt applied but were also asked to mark the most important reason as well (Gillespie & King, 799). The three most frequently checked answers were, in this order, "to help others", "to contribute to the community" and "to obtain training skills" (Gillespie & King, 801). When asked what the most important reason was, the lineup changed a bit, the top three being ranked as "to help others", "to obtain training and

skills", and "to contribute to the community" (Gillespie & King, 803). The following options were mostly based on personal needs and motives (Gillespie & King, 803).

Gillespie and King also asked questions pertaining to age, sex, and marital status, and focused on the reasoning behind volunteering within these three categories. Age was the first to be analyzed. It was shown that respondents over the age of 38 stated more often that their reasoning for volunteering with the Red Cross was "to help others", while those ages 18 to 25 states more often that they chose to volunteer "to obtain job training and skills" (Gillespie & King, 804). One reason behind this may be that those who are younger are still beginning their career and are looking for job enhancing skills to better market themselves in the job search. Those aged 38 and older also answered with the following reasons more than any other age group for reasons to volunteer, "to be needed", "to make friends," and "to be around others" (Gillespie & King, 804). It could be inferred that individuals in this age group are trying to reconnect socially and build relationships that they no longer have. Those in this age group also stated that they "had time available" as a reason to volunteer, also implying that they are moving towards the end of their career path, and looking for a time filler (Gillespie & King, 804).

The next item that Gillespie and King analyzed was sex. There was only one significant difference between the sexes, that being that almost twice as many selected "obtaining training and skills" as a reasoning for volunteering versus women (Gillespie & King, 806). This could be due to the fact that this research was conducted before 1990, when the workforce was predominately male.

The last demographic that Gillespie and King took interest in was marital status, breaking it down into single/never married, married, divorced, and widowed. Those who

were widowed marked "to help other" more than any other group (Gillespie & King, 808). Those who were single marked "to obtain job training and skills" and divorced participants chose "career exploration" most frequently (Gillespie & King, 808). Age seemed to be the most diverse independent variable against volunteer motivation (Gillespie & King, 808).

Relationship Between Age and Voluntary Membership

Many researchers have been interested in the relationship between age and voluntary membership. Identifying a trend could be very beneficial to nonprofit organizations, and also important to know for recruitment tactics. Numerous studies have shown that there is a relationship between age and volunteering relationships. This relationship is not necessarily positive or negative, but more curvilinear.

Stephen Cutler and Jon Hendricks began studying this area of volunteer motivation in 2000, proposing that age was a very important independent variable of volunteering. Cutler and Hendricks hypothesized that there was a curvilinear relationship between age and volunteering, arguing that while both sides of the age spectrum volunteered, the most active volunteer was middle aged. Cutler and Hendricks retrieved data from the National Opinion Research Center's General Social Survey in order to test their hypothesis. The data consisted of 12 different surveys held between 1974 and 1994, with a total of 18,295 responses (Cutler & Hendricks, 101). The survey consisted of questions regarding what type of volunteer group the individual was involved with, the individual's age, level of education, employment status, gender, marital status, race, and if they had dependent children living in their household (Cutler & Hendricks, 102).

After the data was collected, a multiple classification analysis was used to determine the relationship between the predicting variables (age, sex, education, etc.) and the dependent variable (voluntary association) (Cutler & Hendricks, 103). Cutler and Hendricks shared their findings in the article, "Age Differences in Voluntary Association Memberships: Fact or Artifact", where it was shown that their hypothesis on a curvilinear relationship between age and volunteering was supported. It was shown that while participants do volunteer in their younger and older ages, the age group peaked in the 40 to 44 age category (Cutler & Hendricks, 104). While this was the high point of the curve, the category with the lowest rates of participation was the 85 and older ages (Cutler & Hendricks, 104).

Cutler and Hendricks also found a few other demographic characteristics that provided a significant positive relationship to volunteering. It was discovered that there was a positive relationship between occupation level and volunteering, meaning that the increased work title also indicated that the individual was more likely to volunteer versus someone lower in the chain of command (Cutler & Hendricks, 105). Education also had a positive relationship with volunteer, meaning that the higher the degree obtained, the more likely the individual would be to volunteer (Cutler & Hendricks, 105). If one was married and had children living in the household, they were more likely to volunteer, partially due to the fact that they may join organizations that are beneficial to their children (Cutler & Hendricks, 105). The last two positive relationships discovered were for income and health (Cutler & Hendricks, 105). These positive relationships also help begin to explain the curvilinear relationship between age and volunteering. The older

aged groups however in this study were found to be more consistent with their volunteering versus the younger groups (Cutler & Hendricks, 105).

Volunteer organizations and groups were beginning to see an influx of elderly volunteers, starting with only 11% of volunteers being 65 years or older of age in 1965, jumping to 41% in 1990 (Okun & Barr, 608). With a majority of volunteers being middle aged or elderly, more research was needed to see if there was any connection between this demographic variable and their reasoning for volunteering (Okun & Barr, 608). Researches Morris Okun and Alicia Barr began to examine these relationships between demographics and volunteer motivation, collecting data from a volunteer health care facility as well as a retired and senior volunteer program. The sample of participants were mostly female, with an average age of 70 to 79 years, having attended some college, claiming good health, as well as being married and retired (Okun & Barr, 611). Okun and Barr also decided that this was a perfect opportunity to also test out four models for analyzing this data, and published their findings in the article, "Motivation to Volunteer by Older Adults: A Test of Competing Measurement Models". The four models that were used in this study consisted of the one-dimensional factor model, the two-factor model, a multifactor model and the second order factor model (Okun & Barr, 611).

Okun and Barr drafted a questionnaire that was delivered to the volunteers at the two facilities, which asked participants to list how many hours they volunteered with the organization, their reasons for volunteering, as well as basic demographic questions. In order to determine their reasoning for volunteering with the organizations, Okun and Barr enforced the Volunteer Functions Inventory, created by Clary. The Volunteer Functions Inventory claims that there are six main functions or motivations for volunteering, those

being values (expressing or acting on values that were important to the volunteer), understanding (learning or developing a new skill) , enhancement (growing personally and developing skills), career (obtaining career related experience), social (strengthening social relationships) and protective (reducing any negative feelings such as guilt) (Okun & Barr, 609). Each motivation had a few subset statements that participants could check off as pertaining to their own motivations. It was found that the most frequently cited motivational statements selected by the elderly were "to help others", "to feel useful or productive", and "to fulfill moral responsibility" (Okun & Barr, 610). This could be explained by the idea that if most elderly volunteers were retired, they would have more free time than those who worked full time and needed to find an activity to fill this void. It could also be hypothesized that they wanted to feel important to society and make a difference, relieving any feelings of burden they had for being elderly. It was also discovered that age was positively related to the social motive, while at the same time it was negatively related to the career motive (Okun & Barr, 610). This relationship shows that creating and maintaining relationships was important to the elderly, while expanding their career experience was not necessary. The social motive was also more popular among older volunteers versus younger volunteers, most likely due to the fact that younger volunteers could satisfy these social needs in other environments (Okun & Barr, 610). Those who were retired scored lower than those were employed in the social and values motivations as well (Okun & Barr, 610). Females were also shown to score higher than men on the protective motive while married participants often scored lower than single or divorced individuals for the protective motive (Okun & Barr, 610).

The findings presented by Okun and Barr in the journal, *Psychology and Aging*, could be beneficial to nonprofit organizations that are looking to increase their volunteer group. Marketing campaigns and ads could be tailored to display messages relating to the motivations most highly exhibited by the elderly. These advertisements could show how fulfilling the volunteer position was, how many connections the volunteer could make, and how the volunteer could create an impact on their community.

Another set of researchers, David Knoke and Randall Thomson, also wanted to investigate their hypothesis of the curvilinear relationship between age and volunteering, however, they put a twist on things. They were more interested in the number of organizations that the individual was volunteering for, instead of the likelihood to volunteer. They also created a family life cycle for the age categories, describing the life cycle through the following steps, being young and attempting to establish a career, marrying and entering the workforce, having children and sending them off to school, having one's children become independent, and aging (Knoke & Thomson, 49). The five categories in the life cycle presented by Knoke and Thomson in the article, "Voluntary Association Membership and the Family Life Cycle" were young single, young married, young parents, older parents, older couples, and older singles.

Knoke and Thomson's second hypothesis was also that men were more likely to have more memberships, as well as the higher their education the more memberships (Knoke & Thomson, 53). Knoke and Thomson collected data from two national surveys by the National Opinion Research Center. One survey was distributed in 1967, the other in 1974 (Knoke & Thomson, 52). In total there were a little over 4,000 interviews for this research (Knoke & Thomson, 52). Some of the questions asked in the interview were

about what types of organizations the participants had joined and there were 16 options they could choose from (Knoke & Thomson, 52). Other questions were about age, marital status, number of children, sex, race, education, occupation, and income (Knoke & Thomson, 52). Upon looking at the data collected, there was jump from 1967 to 1974 in the number of organizations the individuals were part of, specifically in the three or more group (Knoke & Thomson, 60). Young singles had the higher mean memberships over young married (Knoke & Thomson, 60). Parents with school aged children belonged to the highest mean number of organizations, but this dropped drastically once children left the household (Knoke & Thomson, 60). It was also confirmed that men belonged to more memberships than women, and that the more education one had, the more organizations they were part of (Knoke & Thomson, 60). The curvilinear relationship between the family cycle and the number of organizations was also supported (Knoke & Thomson, 61). There was a drop off in membership after the middle of the life cycle (Knoke & Thomson, 61). It was also discovered that fraternal groups were most popular among older parents and civic groups peaked with the middle-aged group (Knoke & Thomson, 61).

It was supported that age did have a curvilinear relationship with voluntary membership, peaking in middle aged volunteers. With an increase of elderly volunteers, it is safe to say that age is an important factor of volunteering. Older volunteers were more consistent with their volunteering, and often acted as a stable source of help within the nonprofit organization. Older volunteers often had the benefit of flexible schedules and limited constraints, as well as previous work experience and a desire to contribute to society. Education level was also an important demographic to consider as a determinant

21

of volunteerism. While there was a curvilinear relationship with age and volunteering, education had a more positive relationship.

Relationship Between Education and Voluntary Membership

Volunteering in college is encouraged by community programs based from campus (Gage & Thapa, 410). If students had volunteered in high school, they were likely to volunteer in college. In addition to the age factor, those enrolled in college are twice as likely to volunteer versus those who are not enrolled in college (Gage & Thapa, 411). Volunteering in college also led to higher grades, disciplined knowledge and helping with advanced degrees (Gage & Thapa, 411). Those who volunteered also spent more time on homework and studying for exams (Gage & Thapa, 411). College can be a place to begin activism, especially through volunteer organizations. The purpose of this study by Gage and Thapa was to examine the motivational factors of college students as well as their characteristics, what type of volunteering they did, and what type of contributions they made, as well as constraints to volunteering and if there was any link between their motivations and these constraints.

Richard Gage and Brijesh Thapa decided to research motivation to volunteer but focused on college students as well as the constraints placed on college students that hindered their ability to volunteer. Their findings were published in the article, "Volunteer Motivations and Constraints Among College Students: Analysis of the Volunteer Function Inventory and Leisure Constraints Models". Higher education has previously been stated to be linked to the likelihood of volunteering, and 43% of college graduations had volunteered, compared to only 19% of high school graduation (Gage &

Thapa, 407). Interestingly, the group least likely to volunteer were those in their early

20s, with only 19% involved in volunteering (Gage & Thapa, 407). There must be some

form of constraint then holding these people back at this time. Motivations that connect

with the individual are seen as the most important because these are the motivations that

will keep them around for a longer period of time (Gage & Thapa, 407). This is why it is

important to know one's volunteers. One way to measure motivation was to use the

Motivational Model, which consisted of four sections, the need, behavior, satisfaction

and feedback (Gage & Thapa, 408). Another is the functional approach, which has six

main functions that help to determine what is the most important to the individual

regarding motivation (Gage & Thapa, 408). This approach tries to explain what each

function means to the individual and can have different meanings for the same individual

and same activity (Gage & Thapa, 408).

One's reasons to volunteer are just as important as the reasons why someone may not

volunteer, or constraints. Volunteering often takes a lot of an individual's personal time,

and in order to determine these constraints, leisure models are often put into place. A

leisure model categorizes constraints into three types, intrapersonal, interpersonal and

structural, intrapersonal being the first constraint usually encountered and the hardest to

get past (Gage & Thapa, 409). College students are worthy of researching because while

they may be the smallest group of volunteers, people with a college degree are 4 times as

likely to volunteer (Gage & Thapa, 410). Plus 90% of college students have volunteered

at some point in their lives (Gage & Thapa, 410).

A survey was drafted by Gage and Thapa with the help of a tech professor at the

University with which they studied. The survey addressed participation in volunteering,

motivation, constraints, and some demographic characteristics (Gage & Thapa, 412). They received 270 responses (Gage & Thapa, 412). Volunteerism was measured through three approaches. The Scope of Volunteerism addressed range, amount, and length of the volunteering (Gage & Thapa, 413). Volunteer Segment had six predefined categories, political, environmental, recreational, cultural, human services and educational (Gage & Thapa, 413). The Type of Contribution addressed how supportive the volunteering was, whether it be time, money, leadership, resources or skills (Gage & Thapa, 413). Motivation was measured by using the Volunteer Function Inventory proposed by Clary, which had six standard motivations, values, understanding, social, protective, career and enhancement. In the survey there would be statements regarding each type of motivation, and based upon the answers, motivation by each function could be measured (Gage & Thapa, 413). Constraints were measured using 15 item statements that were based on the interpersonal, intrapersonal and structural constraints (Gage & Thapa, 413).

Around 60% of the respondents were women, and more than 70% of the respondents were 21 years old or younger (Gage & Thapa, 414). The results from their volunteering characteristics were as follows, 80% had volunteered before, and 97% had volunteered in high school, 88.7% required to in high school to fulfill community service hours (Gage & Thapa, 414). Still, 82.6% served even after this requirement had been met (Gage & Thapa, 414). Around 60% of participants who had volunteered gave one to five hours each week (Gage & Thapa, 414). The most important type of organization to volunteer for was voted to be human services, which 41% of participants chose (Gage & Thapa, 414). Respondents also said that their highest contribution was their time (Gage & Thapa, 414).

For measuring motivation, values and understanding scored the highest among respondents (Gage & Thapa, 418). The strength however between career and motivation was still stronger for this group of college students than it normally is for the average population (Gage & Thapa, 418). This would make sense as they are trying to build their resume and gain valuable job skills, or there may just be more opportunities for them on campus. One of the highest constraints picked by participants was "I have too many other commitments" and "I have no time to volunteer" (Gage & Thapa, 418). Gage and Thapa did find some relationships between motivations and constraints. One hint of tension was between interpersonal constraints and values, saying that as more interpersonal constraints such as family and friend obligations arise, they seemed to be less motivated to help the community, even though values was the strongest motivator amongst college students (Gage & Thapa, 418). Also, as there appears to be more structural constraints, such as time and money, they were less motivated by values, showing that they must satisfy their own needs before others (Gage & Thapa, 418).

Volunteer managers should use these findings to their advantage, and promote recognition, learning, socialization and networking. Motivation is often a better predictor of long term relationships with the organization instead of behaviors due to constraints (Gage & Thapa, 422).

Extracurricular activities are large part of one's college career, often where one makes friends, connections, network and many reasons why people stay in college. There many types of extracurricular activities students can join in college, such as volunteering, and if they do not have club that one wants to join, one can even make their own. At the University of Georgia, Thomas Fitch decided to determine what characteristics student

volunteers had compared to students who part of non-volunteer groups, and those who were not part of any groups. Fitch even stated that students who were involved in activities were more likely to stay in school and enjoy their schooling versus those who did not take part in activities. While many students had volunteered in high school and before college, and even in their first year at school, only 14% thought to keep volunteering throughout college (Fitch, 535). A survey was drafted to determine if there were distinguishing characteristics between the different types of college students, and a sample of students were selected from 10 different classes at the University, ranging from psychology to physical education classes (Fitch, 535). A total of 285 students participated in the survey and the three groups of students were grouped together, and they were compared by demographics and values (Fitch, 535). Fitch used The Survey of Interpersonal Values, as well as asked questions about sex, ethnicity, resident, year, major, political affiliation, work information, marital status, and information about their activities and volunteer work. The survey of Interpersonal Values is a set of 30 items that have three statements for each item, and the participant would select the statement that is most important to their own relationships (Fitch, 535). The Survey of Interpersonal Values has three values that the participants answers are measured against, support, conformity, recognition, independence, benevolence, and leadership (Fitch, 535).

The hypothesis for this study, found in the article, "Differences Among Community Service Volunteers, Extracurricular Volunteers, and Nonvolunteers on the College Campus" was that there would be no differences among students between the three categories. In the sample of 285, 36% were no involved in any activities, 48% were part of non-service groups, and 16% were part of service groups as well as other

26

extracurricular activities (Fitch, 536). The service group was dominated by women, but the other two groups had equal parts male and female (Fitch, 536). The mean number of volunteer hours was 7, with individuals partaking in service organizations, social fraternities and sororities, and religious groups (Fitch, 536). On the scale for conformity, the service group scored much higher than the other two, but there was no difference between the other two (Fitch, 536). For the Independence Scale, the noninvolved group scored the highest, then the extracurricular group, and then the service group (Fitch, 538). The service group scored the highest on the benevolence scale as well (Fitch, 538). It was found that sex, employment, and class standing did not seem to be associated with any one of the groups significantly (Fitch, 538).

While students often face barriers to volunteering, it is quite important that they do begin a little while still in school. It has been shown that those who begin volunteering in high school and college are more likely to continue volunteering throughout the rest of their life (Smith et al, 68). So, while it is beneficial to the school and community to have students volunteer, it is also beneficial to the student because they are learning prosocial behaviors that if pushed on them numerous times will have a lasting impact (Smith et al, 68). A group of researchers from New Zealand, Australia and the United States, decided to study student volunteering, and published their findings in the article, "Motivations and Benefits of Student Volunteering: Comparing Regular, Occasional, and Non-Volunteers in Five Countries". The aim of this article was to examine which university's students volunteered and the motivations and benefits that came along with volunteering (Smith et al, 67). It was also of interest to see how these motivations and benefits linked up with the frequency of volunteering (Smith et al, 67). This study was done in five

countries, including Australia, Canada, New Zealand, the United Kingdom and the

United States (Smith et al, 70). A major motivation for college students to volunteer is to

develop and gain skills that could be used for their career later on (Smith et al, 70).

The authors, Smith et. al, had many hypotheses for this study. Smith et. al

hypothesized that students who volunteer will be involved in more occasional

volunteering than regular volunteering and that students will perceive a variety of

motivations and benefits of volunteering, with instrumental motivations being most

important. Another hypothesis of Smith et al. was that regular student volunteers will

perceive altruistic motivations and benefits as more important than occasional student

volunteers and non-volunteer students. The third hypothesis was that occasional student

volunteers will perceive social motivations and benefits as more important than regular

student volunteers and non-volunteer students (Smith et al, 70). The last hypothesis

proposed was that non-volunteer students would perceive instrumental motivations and

benefits as more important than regular and occasional student volunteers (Smith et al,

70). To test out these hypotheses they collected data from a survey from over 4,000

college students amongst the five countries. These surveys were distributed in 2006, 2007

and 2008 (Smith et al, 72). The survey's main focus on formal volunteering and

participants were asked if they had volunteered within the last year and if so what type of

organization they were members of (Smith et al, 72). The students were then asked how

often they volunteered and why they volunteered (Smith et al, 73). Even if the student

was not a volunteer, they were still asked why they think others may volunteer.

Participants were given 15 statements pulled from the Volunteer Function Inventory

created by Clary and were asked to either agree or disagree with the statement (Smith et

al, 72). First there were career related motivations such as to build a resume or to help their career later on, value motivations which were about helping others or learning about a cause, and social relating to making new friends or volunteering with friends (Smith et al, 72). Participants also rated a pre-made list of benefits of volunteering, including things like self-satisfaction and leadership skills (Smith et al, 72).

Smith's research resulted in 4,081 responses, with the most respondents being from the United States, female, and having a median age of 21. The student volunteering rate from this study was 70%, the highest rates being found in Canada and the United States (Smith et al, 73). The highest activity that students volunteered for was for youth, either as a mentor, tutor, coach or counsellor (Smith et al, 73). It was also found that almost two thirds of students were considered occasional volunteers, supporting Smith et .al first hypothesis. As for motivations to volunteer, the highest rated career related motivation was to put on a resume when applying for a job (Smith et al, 73). With regard to values, the highest ranked motivation was to help others and for social motivation, it was to make new friends (Smith et al, 74). This was consistent amongst regular, occasional and non-volunteers (Smith et al, 74). For career related benefits, job experience was ranked the highest, self-satisfaction was ranked the highest for altruistic benefits, and social contacts was highest for social benefits (Smith et al, 74). The second hypothesis was partially supported, stating that students do have a variety of motivations and benefits for volunteering, as well as that regular volunteers believe altruism motivations and benefits as more important than occasional volunteers (Smith et al, 74). It was also partially supported that occasional volunteers believe social motivations and benefits to be more important than other volunteers (Smith et al, 75).

Literature Review Conclusion

When beginning to understand what motivates an individual to begin volunteering in the first place, it is important to take a step back and first understand the four main determinants of volunteering. The person's values and attitudes, their social relationships, their skills as well as contextual items such as time and money, all play a role in determining if an individual will volunteer (Wymer, Riecken, Yavas, 5). If an individual does decide to volunteer with a nonprofit organization, it is important to understand the motivation behind this action. Clary and Snyder have adopted a functionalist approach to explaining motivation, breaking motivation down into six main categories; values, social, enhancement, career, understanding, and protective. Clary and Snyder also created the Volunteer Functions Inventory questionnaire that can be used to measure each one of these motivations within an individual. The most popular motivations amongst volunteers are values, understanding and enhancement (Clary & Snyder, 74).

There have also been established relationships between age and volunteerism as well as education and volunteerism. Age had a curvilinear relationship with volunteerism, with middle aged individuals peaking with the highest amount of volunteerism and membership (Cutler & Hendricks, 105). At the younger side of the age spectrum, volunteers identified the most with the career motivation, and as they reach the older side of the age spectrum they identified with the social motivation (Gillespie & King, 805). Elderly volunteers wanted to help and seem useful to their community, as well as be part of a social group once again (Okun & Barr, 610). Education has more of a positive relationship with volunteerism, specifically in college students (Gage & Thapa, 410). While college students are the least likely to volunteer, they are the most active group

(Gage & Thapa, 410). College students are two times as likely to volunteer as those not in college, and people with a college degree are four times as likely to volunteer as those who did not graduate (Gage & Thapa, 410). For college students, the career motivation is the main driver for volunteering, allowing the students to build valuable skills and have experiences to put on their resume (Smith et al.).

The following section summarizes the collection of a broad base of information on the Red Cross, a leading nonprofit organization in the human services world. A brief history of the Red Cross, as well as data and a personal interview with a leader of a local unit, has provided an overview of the organization. Further on, the main themes of the lit review will act as guidelines for suggestions for the local Bangor, Maine Red Cross in volunteer recruitment.

Using the information from the literature review on volunteer motivation in the human services field, and completely a case study on the Red Cross, recommendations can be made in order to retain volunteers and further their relationship with the Red Cross. The following section begins with a brief history of the Red Cross, as well as public data held on their financials and volunteers. A personal interview was also completed with the Executive Director of the Northern and Eastern Chapter of the American Red Cross in Bangor, helping to understand a more local unit of the organization. Using the information from the interview and research, the literature review can be used as a backbone to help reinforce recommendations for the Red Cross at a local level. While the interview with Caroline brings light to much of the local Bangor unit, it is also important to know a brief history of the Red Cross globally.

National Red Cross History

The American Red Cross was founded by Clara Barton in 1881 after she was inspired by a local unit of the Red Cross in Switzerland (Red Cross). Barton decided to found a branch of the Red Cross in Washington DC, of which she ran for 23 years (Red Cross). Barton and her team were helping with disasters in other countries, the military, and protesting for peace (Red Cross). Receiving its first charter in 1900 and its most recent in 2007, the Red Cross prides itself in providing relief and communication for those serving our country and their families, as well as helping to clean up after worldwide disasters (Red Cross).

The Red Cross grew the most during World War I, with not only local chapters

growing but also membership (Red Cross). The Red Cross was able to teach first aid,

water safety and provide health services with the help of the $400 million dollars donated

(Red Cross). Once the war ended, the Red Cross focused more on helping veterans with

programs for safety training, accident prevention, home care and nutrition (Red Cross).

When World War II started the Red Cross prepared 300,000 tons of supplies for prisoners

of war and started their famous blood drive (Red Cross). The blood drive program

became a popular part of the Red Cross, with donations compiling about 40 percent of the

total blood donations in the country (Red Cross).

As of today, the Red Cross has five main areas that they focus their programs around;

disaster relief, supporting the military, blood collection, health and safety, and

international relief (Red Cross). The follow section collects data from a recent database

of the national red cross and has been focused in on the American Red Cross.

Federation-Wide Databank and Reporting System

The Federation-Wide Databank and Reporting System (FRDS) is public online site

that collects data worldwide on the International Federation of Red Cross and Red

Crescent Societies. According to the FRDS, the Red Cross is the world's largest

humanitarian organization, and has close to 200 hundred locations in different countries.

Each site or society has its own section on the FRDS, where spreadsheets are kept with

information such as locations, Gross Domestic Production (GDP) of the country,

population of the country, number of employees, number of volunteers, number of blood

donors, number of those impacted by the Red Cross services, and much more. Each

location is responsible for updating their own information, and they use their annual reports, accounts and strategic plans to update this data (FRDS). For this study, data was taken only from the American Red Cross Society from 2009 to 2016. The data pertinent to this study was extracted from the FRDS and displayed in the throughout the following line charts.

The American Red Cross peaked in the year 2009, having over 500,000 volunteers nationwide (FDRS). This number was steady mostly, until it sharply drops in 2013 to 392,000 (FDRS). The American Red Cross greatly relies on their volunteers for their added contributions, but also has, in comparison, a small number of paid employees. The number of paid employees also peaked in 2009, having close to 34,000 employees on payroll (FDRS). This amount did decrease over the years at a much steadier rate than the number of volunteers, the last count being in 2016 with close to 21,000 paid employees (FDRS). The following line graph depicts the relationships between the paid employees of the Red Cross and the unpaid employees, or volunteers (FDRS).
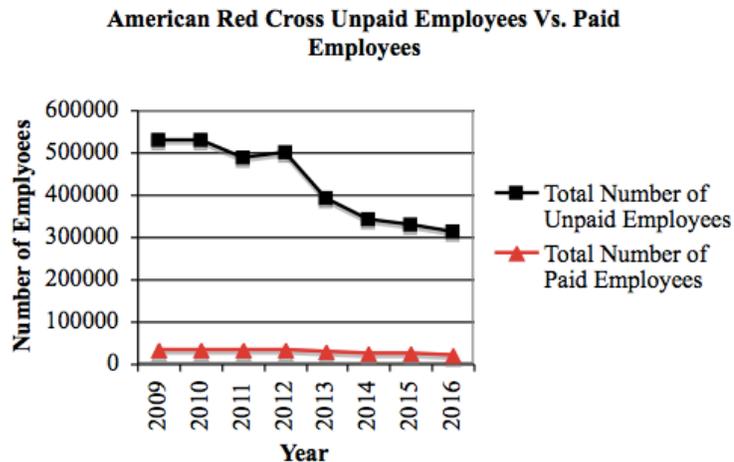
The above chart depicts the total of number of paid employees employed the Red Cross, shown in red, versus the total number of unpaid employees of the Red Cross, shown in black.

34

As the total number of paid and unpaid employees decreases over the year, the number of local Red Cross Units across the United States also decreased (FDRS). This decrease appears to be more drastic than the shortening of employees. Starting in 2009, there were 1500 local units, but, as of 2016, there only remain 264 locations, with one being in Portland, Maine (FDRS). While there are offices throughout the state, these are not considered local units. While the number of locations dropped by 1,236, the number of paid employees only decreased by close to 6,000, and the number of unpaid employees dropped by 187,000 (FDRS). It could be hypothesized that the drop in local units had more of an impact on community member's ability to volunteer compared to those employed with the Red Cross. The following scatter plot shows the decrease in local Red Cross units starting in 2009 and ending in 2016 (FDRS).

Number of Local American Red Cross Units
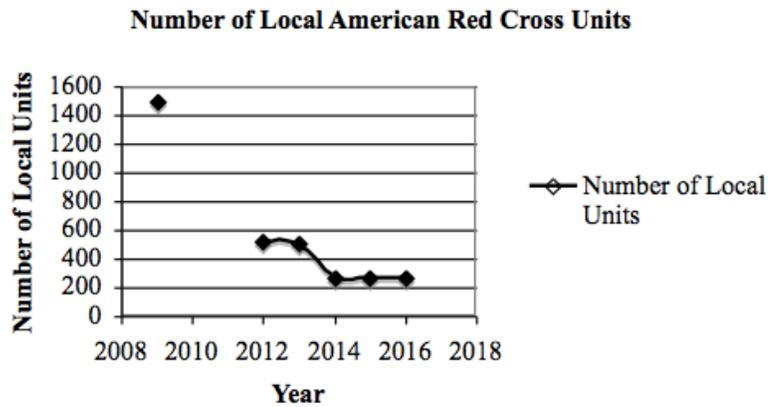
The above chart depicts the number of local Red Cross units in the United States from 2008 to 2016.

The Red Cross has services for many different types of needs, however the FRDS only collected quality data for those reached by disaster relief services, health services and social services (FDRS). The following chart depicts the relationship the number of people

reached by these three services, as well as the total number of people reached by the Red Cross between 2009 and 2016.

Number of People Reached by the American Red Cross per Service
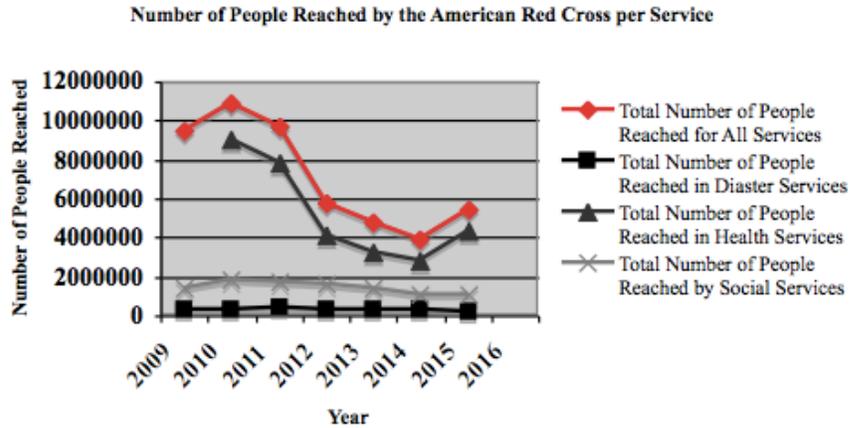
The chart above depicts the number of people reached by the American Red Cross. The total number reached in disaster services is in black, the total for health services in dark gray, the total for social services in light gray, and the total over for all services in red.

Health services were the most widely used services each year, its lowest point being in 2014, reaching only 1,000,000 people, which is still more than the other categories at any point in time (FDRS). There is a negative slop between the years 2010 and 2014, most visible in the total number of people reached, but also in the health services and social services area as well (FDRS). This could be related to the drop in paid and unpaid employees of the Red Cross, having less individuals to contribute and offer these services to the community. Or it could be that less people needed these services or were unaware that these services were available to them at this time. It could also be related to the amount of income the Red Cross was receiving at this time. Their annual income did decrease each year, starting in 2009 with $3.6 billion dollars, and ending in 2016 with $2.6 billion (FDRS). As their income did decrease however, their expenses also did decrease, ranging from $3.3 billion in 2009 to $2.7 billion in 2016 (FDRS).

American Red Cross Annual Report for 2016

Data was also collected from the American Red Cross's Annual Report for 2016, which is available online to the public. The Report goes through the year's highlights, as well as an overview of the financials. It also lists out all major donors for the year, as well as their leadership, and their mission statement. The mission statement for the Red Cross in 2016 is as follows, "The American Red Cross prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors" (American Red Cross). From this statement it can be seen that volunteers are of high importance to the Red Cross, and that their actions truly make the differences seen in the communities that they work in. The Red Cross highlighted many areas of their core programs in their Annual Review including topics like fire and safety, worldwide disaster relief, health training, blood donation, and veteran services.

Fire recovery is a main focus of the Red Cross, with 94% of the disasters they responded to being home fires (American Red Cross). They hope to reduce fire related injuries by 25% in 2020 and had been making strides to help make this goal a reality (American Red Cross). The Red Cross installed over 350,000 some alarms in households, taught over 270,000 children how to detect and stay safe during a fire, worked to make 140,00 homes safer from home fires by delivering fire extinguishers or making repairs (American Red Cross). The Red Cross also made strides in helping those who leaving their homes due to violence or persecution, as well as responded to these disasters and helping families reunite (American Red Cross). The Red Cross also took the opportunity

to help prevent disease with vaccines when responding to a large disaster, vaccinating over 170 million children for measles in 2016 (American Red Cross). The Red Cross was also able to help over 4 million after a disaster, helping to connect 23,000 families after the conflict (American Red Cross). The Red Cross also offered lifesaving trainings to the public, in order to ensure safety such as swimming lessons, first aid and CPR (American Red Cross).

Another large service provided by the Red Cross is collecting blood for those in need. In the year 2016, 4.8 million units of blood was donated, which helped patients at over 2,600 hospitals across the country (American Red Cross). The Red Cross also provides services to veterans and their military families, offering emergency services, coping strategies, and providing therapy items for veteran hospitals (American Red Cross).

Below is also the Red Cross's financial statement for the 2016 year (American Red Cross). This includes items like net assets, operating revenues, contributions, and expenses.

Fiscal Year 2016 (7/1/2015 – 6/30/2016)

Net Assets (in millions):	$985.6

Operating Revenues & Gains (in millions)

■ Products & Services	$ 1,878.9	70.6%
■ Contributions	602.5	22.6%
■ Investment Income & Other	178.7	6.7%

Total $2,660.1

Contributions (in millions)

■ Corporate, Foundation & Individual Giving	$ 378.4	63.0%
■ Legacies & Bequests	96.8	16.0%
■ United Way & Combined Federated Campaign	65.9	11.0%
■ Donated Materials & Services	61.4	10.0%

Total $602.5
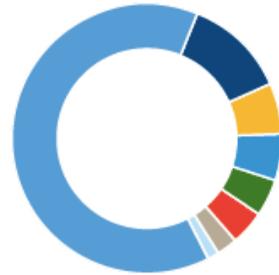
Operating Expenses (in millions)

■ Biomedical Services	$ 1,736.3	63.8%
■ Domestic Disaster Services	332.7	12.2%
■ Fundraising	169.7	6.2%
■ Health and Safety Services	148.3	5.4%
■ International Relief and Development Services	119.7	4.4%
■ Management and General	116.4	4.3%
■ Service to the Armed Forces	65.2	2.5%
■ Community Services (other local programs)	33.2	1.2%

Total $ 2,721.5

The above chart shows the Red Cross's financial statements for the year of 2016. It is broken down into net assets, operating revenue and gains, contributions and operating expenses.

As shown, the highest contribution donors are corporations, foundations and individual giving (American Red Cross). The highest expense that the Red Cross has is biomedical services followed by disaster relief (American Red Cross). It is interesting to point out that management expenses are not the lowest expense on this list, as services to armed forces and communities are below, however management expenses only take up about 4% of total expenses (American Red Cross).

39

Executive Director of the Northern and Eastern Maine Chapter Interview

An interview was conducted with Caroline King, the Executive Director of the Northern and Eastern Chapter of the American Red Cross in Bangor, Maine. King was promoted into this position after starting as a college intern with the Red Cross and climbing the career ladder (King). King has been part of volunteer projects such as Services to the Armed Forces, Disaster Services, as well as being an Officer responsible for managing Maine's grant programs (King). As the Executive Director of the Northern and Eastern Chapter, King has a wide variety of roles, including community awareness, increasing volunteer participation, and promoting the mission of the Red Cross (Red Cross). The interview took place in May of 2018, with Taylor Tyrrell conducting the interview. Questions mainly consisted of volunteer tracking, volunteer programs, volunteer value, and volunteer motivation.

King explained how there are five main program areas that volunteers can help out with at the Red Cross. First, there is Disaster Relief, which can be a small or large task (King). This type of program deals with preventing and preparing for disasters as well as responding to local or potential national calls (King). It also deals with education for children and seniors on how to prevent disasters such as house fires (King). The second area is health and safety, where volunteers can work with the community to learn first aid skills, CPR, swimming and lifeguarding (King). The third is services to the armed forces (King). In the past this area use to be much larger, as the Red Cross was one of the main certified communication links between armed force members and their family or loved ones (King). The Red Cross would deliver messages to military members from the United States, such as letters letting them a loved one has passed, or their wife was in labor

(King). The Red Cross would also help them make the accommodations to return to home (King). Currently, this area dealt with helping veterans as they returned home and those who are getting ready to leave, along with their families (King). Fourth are biomedical services, such as blood donation. Lastly is international and social services, which helps other red crosses worldwide (King).

King also explained how the Red Cross tracks their volunteer's activities and hours. The Red Cross had implemented a relatively new system, which kept all information online instead of locked away in filing cabinets around the office (King). King stated that this had actually created a challenge for some volunteers, as many did not have a computer or computer skills. The accuracy of this online database was be low, and it was very time consuming to transfer all of the paper data over to the site. The system is called Volunteer Connection and would be very helpful in the future. Volunteer connections sets up an account for each volunteer, and keeps track of their address, phone number, birthday, any trainings they have received, the numbers of hours they have volunteered, what activities they are part of, their preferences for work, education, if they have a spouse, previous assignments, how long they have been a volunteer, awards, certifications, recognition, if they are a veteran, their contributions, their language, if they have a passport, their resume, skills and experiences, which airport they prefer to use, any communication that has been had with them, if they part of any other organizations, and a place to say when they are available to volunteer (King).

The Red Cross focuses on personal relationships with their volunteers, especially when they are first becoming interested as a volunteer. If an individual decides that they want to become a volunteer with the Red Cross, all they need to do is register as a

perspective volunteer on their website (King). The perspective recruit will then be asked to fill out an application in order to gain some information and see where they might fit best in (King). Once the application has been completed, the new recruit will be referred to another volunteer who has been with the organization (King). This creates a mentor and mentee relationship between the two volunteers, and often the mentor is someone in the same field of volunteer interest (King). The two volunteers can then meet in person and discuss how they could help the Red Cross (King). So far there over 1,000 volunteers in Maine with over 42,000 logged hours of volunteerism (King.) King also explained that number of hours is probably even much more, due to the fact that many volunteers may not log their hours correctly, or their hours may count towards another Red Cross if they are helping in a different state or country.

King believes that the volunteers of the Red Cross take to heart the mission statement and try to implement this into their communities. King knows that the volunteers have something to give to the organization, whether that be money, time, or skills. Many volunteers are excited to come into the center and want to give what they can, whether that be high end knowledgeable skills, or even just taking the trash out. King also stated that many volunteers may need something from the organization. They may need to fill volunteer hours for school, or they may just want to be part of a social group to make some friends. King also believes that the longer the volunteer stays with the organization, the more invested they are with the group, as well as gaining more skills and training which in return make them a more valuable volunteer. King stated that the Red Cross in Maine alone has about 1,100 volunteers and 20 paid employees. King is always looking for more volunteers, and her goal is to have one volunteer be located in every town or

city in Maine. Right now, there are Red Cross volunteers in every county, but there is always room for improvement (King). King measures the value of her volunteers based on the national average of volunteer service provided by United Way. United Way typically has an average wage per hours of volunteer contribution that they have posted (King).

One challenge that King still faced was engaging volunteers in cities and towns that the did not have offices in, like Bangor. It was difficult for the Red Cross to make a prescience in this towns if there is no central location (King). There are only five building locations in the State of Maine, and their largest concentration of volunteers are around those building (King). King had tried a few things previously in other cities, but was still trying to create a way to engage virtually with these areas that they could not be physically present in. Northern towns posed an issue for King, as community members were often spread out. King had originally thought that these small rural towns would be easier, since the community was tight knit.

While finding volunteers in rural towns has been a little difficult, the Bangor Red Cross has been adapting their marketing tactics to recruit new volunteers. The best marketing that the Red Cross relies on is word of mouth, but they also take part in using flyers, online websites, and social media (King). The Red Cross even pairs up with larger organizations such as United Ways and 211 which help connect volunteers to programs in their local areas (King). The Bangor Red Cross is also implementing a new style of marketing soon. Representatives from the Red Cross will visit local coffee shops and hold office hours in the coffee shop, allowing people from the community to stop by and chat, ask questions, or start their volunteer relationship with the Red Cross (King). This

seems like a promising tactic; however, it is new, and results have not been discovered yet. King was very excited to start these open office hours, especially since it allowed the Red Cross to make more of a presence in smaller towns where they do not have a local office. This will hopefully bridge the gap between the Red Cross and areas they have not been able to reach out to effectively yet. These coffee shop community events will be focused on areas that need more volunteer recruitment (King).

With recent changes in the Red Cross's filing system of volunteers, it is difficult to determine if there has been a decrease or an increase in the number of volunteers recently in Bangor (King). King had explained how previously they had paper files of volunteer portfolios and it was not until recently that all of this information was transferred to their online volunteer database. The Red Cross is doing better now at staying on top of their volunteers and with this new system they will be able to know how many volunteers they have logged, the last time they heard from the volunteer, or even the last time that they say the volunteer (King). Volunteering with the Red Cross also goes in waves and follows with what is happening in the world at the time (King). If there are a lot of disasters that require volunteer aid, or local fires, or blood drives, volunteerism may increase drastically until the issue is resolved. There many volunteers though who do follow a strict schedule of when they will arrive to help, and some even visit every day to lend a helping hand (King). The Red Cross does have regular volunteers but also hosts many episodic volunteers for a variety of reasons (King). Individuals may come to the Red Cross when they are between jobs. By volunteering they may develop a new skill to help them land a new job or may just be filing in time until they get a job. Once they have anchored down a new job, their

volunteerism may reduce or even top.

The Bangor Red Cross hosts around one to two college students each year, acting as a mentorship program (King). The college student can either work directly in the office hands on, or often most of the training and other volunteer work can be done remotely (King). These students may use this time as an internship, possibly for college credit. The student's partner with the Red Cross and their school, and there is often communication between the professors as well, making sure that the resident is getting the value out of the experience that they need. The Red Cross also sponsors clubs within high schools and colleges for students to become volunteers with the Red Cross (King). While the students are true Red Cross volunteers, their club brings them together as a unit, having the individuals gain knowledge and experience by working on group projects for the Red Cross (King). The club acts as the main structure for the volunteering, and even offers up as a home base for the students (King).

Most of the volunteers at the Bangor Red Cross are middle aged or older (King). Many volunteers come to join after their career is over or they have retired (King). King said that a lot of their senior volunteers just are not ready to be done with working quite yet, and they would like to fill up their time with something meaningful, so they do not get bored. Older volunteers offer quite a few benefits to the Red Cross as well. King mentioned that older volunteers have much more flexibility than those with a full-time job. This allows them to be available to help at times that are needed without having to worry about conflicting schedules. Elderly volunteers often are able to go to another Red Cross that needs help, whether that be in another state or country, since they do not have many commitments here (King). King also mentioned that an elderly

volunteer is beneficial because they can also help at all times of the day if a disaster occurs, especially overnight. They do not have to worry about waking up early for work or anything like that.

Conclusion

The literature review brought many interesting insights to the topic of volunteer motivation in the human services field of the nonprofit sector. The literature review concluded that there were four main determinants of volunteerism; person, social interactions, efficacy, and context. The literature review proposed one major approach, the functionalist approach, to understanding volunteer motivation. The functionalist approach was first introduced by Clary and Snyder, who stated that volunteers can have individual motivations for volunteering as well as satisfy different motivations when completing the same type of work. The volunteer must also receive satisfaction for their motivation from their volunteer work in order to continue their relationship. Clary and Snyder claimed there were six main motivations of volunteerism; values, understanding, enhancement, career, social and protective. The most popular motivations were values, understanding, and enhancement, while the least popular motivations were career, social and protective. Clary and Snyder used the Volunteer Functions Inventory, a 30-question questionnaire based on the six main functions of motivation, to measure individual motivations. It was also concluded that advertisements tailoring towards an individual's motivations were more likely to attract and retain volunteers.

Per the literature review, it was discovered that open ended questionnaires were more likely to provide honest, concise feedback. Questionnaires that provided

statements to choose from often led the participant to over choose. Volunteers in the human services field were more likely to be motivated by altruism and the opportunity to gain a new experience. Human service volunteers also tended to be highly educated and have few social relationships. Red Cross volunteers specifically wanted to help others, contribute to their community, and to gain new training skills in their field.

One topic from the literature review was the curvilinear relationship between age and volunteerism. The most active age group was between age 40 and 44, with it decreasing on both sides of the age spectrum. Older volunteers were motivated to volunteer in order to feel needed by their community and to make social connections. Elderly volunteers experienced a positive relationship with the social motive to volunteer, and a negative relationship with the career motive. A few other positive relationships that were found in the literature review were occupation level, education, marital status, having children, income and health. Parents with children were actually the group that was involved in the most volunteer groups.

The literature review also looked into college students and their relationship with volunteering. Young volunteers were often concerned with gaining job skills that could be used later on in their career. While college students were one of the smallest groups of volunteering, there was a steep relationship between being in college and volunteering, as well as having a college degree and volunteering. College students also thought that most important field to volunteer for was the human services field. College students still prioritized the values and understanding motivation to volunteer, but they also had the strongest relationship between the career motivation and volunteering compared to any other group. The literature review also discovered that student

volunteers were more likely to be occasional volunteers, since they had many other time constraints.

After reflecting upon the literature review, it has been shown that it is very important to know what motivates your volunteers. In order to determine what motivates your volunteers, at the minimum, the Volunteer Functions Inventory questionnaire should be administered. If time allows, an open-ended questionnaire could also be sent to volunteers after they have been with the organization for a bit. It also important to collect basic demographic data on the volunteer, as well as education and career history. By collecting this information, managers and team leaders may be able to better understand what the volunteer is looking to get out of their volunteer experience. By knowing their education history, a team leader may be able to determine what skills or knowledge they have in specialized areas and be able to fit them with a project that would benefit their motivation to add value to their career. Those who are already in their career or retired, should be matched with programs that allow them to still contribute to their community effectively, as well as maintain social relationships with those around them. While time is often scarce in the nonprofit field, it could also be beneficial for managers and leaders to spend one on one time with volunteers, observing and communicating about what actually does motivate an individual. Sacrificing a little bit of time to focus on volunteer motivation will be beneficial in the end for retention of volunteers for the organization. It will also save the organization time in recruiting and training of new volunteers to replace those that were not being satisfied with the work.

A case study on the Red Cross of Bangor, Maine was accomplished through two

interviews with Caroline King, the Executive Director of the Northern and Eastern

Chapter of the American Red Cross of Maine. King explained the five areas of the Red

Cross; disaster relief, health and safety, armed forces, biomedical services, international

and social services. King's Red Cross office also recently updated their volunteer

tracking with the online system, Volunteer Connection. Volunteer Connection allows

the volunteer to create their own volunteering profile, as well as update things like their

personal information, trainings, volunteer hours, education, and skills. However, with

the system being relatively new, it has been a struggle to update all volunteer profiles.

Volunteers now have to log their own hours as well, which poses a problem with

accuracy.

The Red Cross also works closely with their volunteers during the recruitment stage.

When an individual expresses interest in becoming a volunteer, a local volunteer

becomes their mentor, joining up with them in the community and introducing them to

the Red Cross. King believes that the Red Cross's volunteers are motivated by the

mission statement of the Red Cross, and work towards upholding the values of the

organization. While the Red Cross in Maine struggles with recruiting volunteers in

rural towns, they are working towards improving their marketing techniques. Before,

the Red Cross utilized flyers, online sites, and social media, but have now turned to

hosting open houses in local businesses in the community. King also shared in the

interview that while most of their current volunteers are elderly, they do host two

college students each year in their office. These students may be volunteering to gain

job experience or may be acting as an intern and having their work applied as college

credit.

An issue with volunteer recruitment was found in rural areas of Maine. Areas without a local office struggled to spike interest in community members to join. New advertising techniques were needed, with more face to face interaction. An interesting circumstance dealing with Maine could be that those in rural areas have a harder time accessing the internet, meaning that they may have harder time reaching out to the Red Cross, contacting via social media, or even being able to stay in touch with other volunteers. Red Cross locations in areas that do not have rural towns, and are more centered around large cities, may not run into this problem. Geography may deal with volunteerism. King also stated that many of their volunteers are elderly, which may also be a unique circumstance to Maine, especially northern Maine. With a more elderly population and volunteer base, many volunteers may still be having trouble using the new online system, Volunteer Connection. Many elderly volunteers may not have a computer or may have limited access. The Volunteer Connection data base does collect all pertinent information and would be extremely helpful, however the information that is currently stored in the system may not be incredibly accurate, since many volunteers do not log their hours or key in their information. Other Red Cross branches may not have this problem if their volunteer base if younger or more apt to use technology.

The information from Volunteer Connection was unavailable and could not be studied for privacy issues. It is difficult to say how much information is currently even store in the program. The Red Cross had just switched from paper files to the online profiles, and volunteers themselves were still getting adjusted to the change. Volunteers needed to log into their account and update their information as well as log their own

hours. It is unlikely that all volunteers have accurately updated their information. For this reason we cannot make any concrete inquiries about the Red Cross volunteers based off of the literature review. The data that the system does collect is endless, and once collected would be extremely helpful in understanding more about the volunteers and their motivations. For further research on the individual motivations experienced by Red Cross volunteers, a Volunteer Functions Inventory Questionnaire should be distributed to all new volunteers. Also, when a new volunteer joins the organization and meets up with a current volunteer, a discussion should be had on what the volunteer hopes to get out of the experience. This would be a great time to really discover what motivates an individual and have an open conversation about motivation. The current volunteer could then report back to the office or make suggestions as to what type of work they may benefit from. It would also be beneficial to the organization to help all incoming volunteers set up their profile on Volunteer Connections. A common area computer could be used for volunteers to log their hours before leaving, or be available if they do not have a computer at home. For those who have trouble with using a computer or may not have a computer, they could call the office and have another volunteer or the secretary make the log. Accurate data would be extremely helpful to determine the motivations behind volunteerism for the American Red Cross.

Collecting accurate data is often timely though, and many nonprofit organizations do not have the time to keep on top of these things. This is most likely why the organization has put this task on the volunteer, trusting them to log their hours and update their volunteer profile. It seems that many nonprofit organizations are so

focused on their mission, they often do not have time to really build personal relationships with all of their volunteers. Throughout this study, it was even difficult to have nonprofit organizations respond to e-mails or calls. This could be due to staffing issues within the organization. If volunteer feel as if a connection lacks between them and the organization, they may be more apt to leave and look elsewhere, especially if the volunteer is socially motivated. While it is time consuming, it would be beneficial for team leaders or managers to take the time to get to know volunteers. If this is not a feasible task, perhaps a volunteer themselves could be designated as someone who connects with new volunteers and makes sure that current volunteers are still be satisfied.

It may also be beneficial to track how well the Red Cross' advertisements are being received. Currently the Red Cross is using flyers, which can also be a costly form of advertisements. The cost of physically printing the flyers themselves can become costly. As well as the time it takes for a volunteer for to create, print, and distribute flyers. If the flyers are not a great recruitment tool, it may be better to spend more time elsewhere advertising. For older volunteers, flyers may be a great way to reach those in the community, by for younger members it may not be a great tactic. Social media may be a better form of marketing for younger volunteers, and the Red Cross may need to revamp their social media accounts in order to attract more student volunteers in the area.

The Red Cross could benefit greatly from using the college students in the area, including those students from the University of Maine, Husson and Eastern Maine College. College students are driven by the career motive, and while they are more

likely to be occasional volunteers, they are extremely active and diligent. For example, at The University of Maine, the Red Cross could benefit from collaborating with the Management Information Systems Club. This club could help teach volunteers how to use the database, and also help the Red Cross better understand the data they are collecting. The American Marketing Association Club at The University could also help the Red Cross spice up their advertising tactics, as well as upgrade their social media. The Red Cross should utilize the one or two college students they have interning with them to connect them with the University. This individual could be the messenger between the two groups and could help lead the student group on their Red Cross mission. The student could also make sure that campus resources and clubs are being utilized to the Red Cross's advantage. While college students are primarily motivated by career related objectives and only in the area for their college career, it would soon become a cycle of new college students filling in the spots for the graduating students. If the college student working with the Red Cross even promoted themselves to groups around campus or at campus events, the Red Cross could gain many volunteers.

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1. Volunteering can help me to get my foot in the door at a place where I would like to work.	1	2	3	4	5	6	7
2. My friends volunteer.	1	2	3	4	5	6	7
3. I am concerned about those less fortunate than myself.	1	2	3	4	5	6	7
4. People I'm close to want me to volunteer.	1	2	3	4	5	6	7
5. Volunteering makes me feel important.	1	2	3	4	5	6	7
6. People I know share an interest in community service.	1	2	3	4	5	6	7
	1	2	3	4	5	6	7
7. No matter how bad I've been feeling, volunteering helps me to forget about it.	1	2	3	4	5	6	7
8. I am genuinely concerned about the particular group I am serving.	1	2	3	4	5	6	7
9. By volunteering I feel less lonely.	1	2	3	4	5	6	7
10. I can make new contacts that might help my business or career.	1	2	3	4	5	6	7
11. Doing volunteer work relieves me of some of the guilt over being more fortunate than others.	1	2	3	4	5	6	7
12. I can learn more about the cause for which I am working.	1	2	3	4	5	6	7
13. Volunteering increases my self-esteem.	1	2	3	4	5	6	7
14. Volunteering allows me to gain a new perspective on things.	1	2	3	4	5	6	7
15. Volunteering allows me to explore different career options.	1	2	3	4	5	6	7
16. I feel compassion toward people in need.	1	2	3	4	5	6	7
17. Others with whom I am close place a high value on community service.	1	2	3	4	5	6	7
18. Volunteering lets me learn things through direct, hands on experience.	1	2	3	4	5	6	7
19. I feel it is important to help others.	1	2	3	4	5	6	7
20. Volunteering helps me work through by own personal problems.	1	2	3	4	5	6	7
21. Volunteering will help me to succeed in my chosen profession.	1	2	3	4	5	6	7
22. I can do something for a cause that is important to me.	1	2	3	4	5	6	7
23. Volunteering is an important activity to the people I know best.	1	2	3	4	5	6	7
24. Volunteering is a good escape from my own troubles.	1	2	3	4	5	6	7
25. I can learn how to deal with a variety of people.	1	2	3	4	5	6	7
26. Volunteering makes me feel needed.	1	2	3	4	5	6	7
27: Volunteering makes me feel better about myself.	1	2	3	4	5	6	7
28. Volunteering experience will look good on my rrsum&	1	2	3	4	5	6	7
29. Volunteering is a way to make new friends.	1	2	3	4	5	6	7
30. I can explore my own strengths.	1	2	3	4	5	6	7

Scoring:
Items 7, 9, 11, 20, 24 make up the Protective factor.
Items 3, 8, 16, 19, 22 make up the Values factor.
Items 1, 10, 15, 21, 28 make up the Career factor.
Items 2, 4, 6, 17, 23 make up the Social factor.
Items 12, 14, 18, 25, 30 make up the Understanding factor
Items 5, 13, 26, 27, 29 make up the Enhancement factor.
Scoring is kept at the factor level and kept continuous.

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AUTHOR'S BIOGRAPHY

Taylor Jordan Tyrrell was born in Lewiston, Maine in 1995. Taylor grew up primarily in Auburn, Maine with her mother, but also visited her father in Fryeburg, Maine. Taylor graduated from Edward Little High School in 2014, and moved to Greene, Maine to live on Sabattus Lake. At the University of Maine, Taylor majored in Finance and Management, with a concentration in Entrepreneurship. Taylor was a Lead Resident Assistant, the Vice President of the MBS Corps, a Student Ambassador, and was also a member of the Betta Gamma Sigma Honors Society.

After graduation, Taylor will be working as an assistant bookkeeper for The Avenue at Orono, where she had also worked as a Community Assistant during her senior year of college. In the future, Taylor would like to work for a nonprofit in her community as well as continue volunteering. She would also like to pursue her MBA as well later on.