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Graduate Division**

**&**

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**Human Resources in nonprofit organizations: Factors influencing the volunteering activities**

**A Thesis Submitted in Partial Fulfillment of the  
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International Business (M.I.B.)**

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**Approval Certificate**

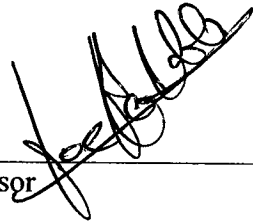
**Human Resources in nonprofit organizations: Factors influencing the volunteering activities**

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## **DECLARATION**

I hereby declare that this Thesis is entirely my own work and that it has not been submitted as an exercise for a degree at any other University.

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## ABSTRACT

In our world today organizations that provide community development programs are becoming more and more essential. With several countries going below poverty lines, and the increase in wars in the last few years along with the absence of government help in more than one country. Thus, the need for help is increasing in order to assist communities in building on the main principle of life which is to preserve humanity, by providing the minimum needed to preserve the human lives and supplying the commodities that are essential for human beings in order to live. These basic commodities include, but are not limited to, clothing, shelter, food and water.

Moreover, these organizations rely heavily on their human resources to function properly and specifically on volunteers. Due to the advantages that volunteers bring on board to the organization, these prove to be an important asset to such organizations.

Our concern in this study was mainly to address the following questions: How will external factors affect the levels of the supply of volunteers? Will economical factors, other than the level of employment, affect the volunteering levels? Will other factors such as the social impact and the political stability have an effect on the volunteering levels and how? As volunteers and nonprofit organizations are distributed worldwide, thus our study had an international perspective and its application therefore will be based on the situation of the country within the organization lies.

In our study we have followed the conceptual framework and by collecting and analyzing data, we were able to devise some important findings. The resulting findings where the assertion that global factors do have implications on the volunteer supply, in fact there is a positive relationship between these and the supply of volunteers. In other words, when economies are in a recession and the country is in an unstable political situation with deteriorating levels of social engagement, the supply of volunteers will decrease and vice versa.

Thus, our findings could prove worthy on the managerial level for those organizations, as managers will understand the dynamics of the affects of the global factors on the level of supply of volunteers and thus they will be able to devise better recruitment plans and strategies, since they will have a better vision of the dynamics within the volunteers market.

**Keywords:** Volunteering, Supply of volunteers, Human Resources, Nonprofit organizations.

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## **Chapter 1**

### **Introduction**

#### **1.1 General Background**

In our world today organizations that provide community development programs are becoming more and more essential. With several countries going below poverty lines, and the increase in wars in the last few years along with the absence of government help in more than one country. Thus, the need for help is increasing in order to assist communities in building on the main principle of life which is to preserve humanity, by providing the minimum needed to preserve the human lives and supplying the commodities that are essential for human beings in order to live. These basic commodities include, but are not limited to, clothing, shelter, food and water.

Nonprofit organizations are organizations that do not distribute their surplus funds to owners or shareholders, but instead they use them to help pursue their goals. Most governments and government agencies meet this definition, but in most countries they are considered a separate type of organization and not counted as NPOs. They are in most countries exempt from income and property taxation.

Whereas for-profit organizations exist to earn and re-distribute taxable wealth to employees and shareholders, the nonprofit corporation exists solely to provide programs and services that are of self-benefit. Often these programs, services and policies are overlooked and not otherwise executed or enforced by the government. While they are able to earn a profit, more accurately called a surplus; such earnings must be retained by the organization for its self-preservation, expansion and future plans.

Earnings may not benefit individuals or stake-holders. While some nonprofit organizations put substantial funds into hiring and rewarding their internal corporate leadership, middle-management personnel and workers, others employ unpaid volunteers and even executives may work for no compensation. However, since the late

1980s there has been a growing consensus that nonprofits can achieve their corporate targets more effectively by using some of the same methods developed in for-profit enterprises. These include effective internal management, ensuring accountability for results, and monitoring the performance of different divisions or projects in order to better benefit from their capital and workers. Those require satisfied management and that, in turn, begins with the organization's mission.

NPOs are often charities or service organizations; they may be organized as a not-for-profit corporation or as a trust, a cooperative, or they may be purely informal.

Sometimes they are also called foundations, or endowments that have large stock funds. A very similar organization called the supporting organization operates like a foundation, but they are more complicated to administer, they are more tax favored, and the public charities that receive grants from them must have a specially determined relationship.

Foundations give out grants to other NPOs, or fellowships and direct grants to participants. However, the name *foundations* may be used by any not-for-profit corporation.

Capacity building is an ongoing problem faced by NPOs for a number of reasons. Most rely on external funding (government funds, grants from charitable foundations, direct donations) to maintain their operations and changes in these sources of revenue may influence the reliability or predictability with which the organization can hire and retain staff, sustain facilities, or create programs. In addition, unreliable funding, long hours and low pay can lead to employee burnout and high turnover rates. In 2009, US nonprofits saw government acknowledge this critical need through the inclusion of the Nonprofit Capacity Building Program in the Serve America Act.

Similar to nonprofits, NGOs are also organizations that provide community services with no aim to generate revenue and distribute it to stakeholders. It is a legally constituted, non-governmental organization created by natural or legal persons with no

participation or representation of any government. In the cases in which NGOs are funded totally or partially by governments, the NGO maintains its non-governmental status by excluding government representatives from membership in the organization.

The number of internationally operating NGOs is estimated at 40,000. National numbers are even higher: Russia has 277,000 NGOs; India is estimated to have around 1-2 million NGOs.

Not all people working for non-governmental organizations are volunteers. The reasons people volunteer are not necessarily purely altruistic, and can provide immediate benefits for themselves as well as those they serve, including skills, experience, and contacts.

There is some dispute as to whether expatriates should be sent to developing countries. Frequently this type of personnel is employed to satisfy a donor who wants to see the supported project managed by someone from an industrialized country. However, the expertise these employees or volunteers may be counterbalanced by a number of factors: the cost of foreigners is typically higher and local expertise is often undervalued.

The NGO sector is an important employer in terms of numbers. For example, by the end of 1995, CONCERN worldwide, an international Northern NGO working against poverty, employed 174 expatriates and just over 5,000 national staff working in ten developing countries in Africa and Asia, and in Haiti.

Volunteering is the practice of people working on behalf of others or a particular cause without payment for their time and services. Volunteering is generally considered an altruistic activity, intended to promote good or improve human quality of life, but people also volunteer for their own skill development, to meet others, to make contacts for possible employment, to have fun, and a variety of other reasons that could be considered self-serving.

Volunteering takes many forms and is performed by a wide range of people. Many volunteers are specifically trained in the areas they work in, such as medicine, education, or emergency rescue. Other volunteers serve on an as-needed basis, such as in response to a natural disaster or for a beach-cleanup.

The *social capital* generated by volunteering plays a key role in economic regeneration. Where poverty is endemic to an area, poor communities lack friends and neighbors able to help. This, voluntary mutual aid or self-help is an important safety net. This model works well within a state because there is a national solidarity in times of adversity and more prosperous groups will usually make sacrifices for the benefit of those in need

There are many types of volunteering such as:

- Skills based volunteering
- Environmental Volunteering
- Volunteering in schools
- Corporate volunteering
- Virtual volunteering

Thus, staffing at NGOs and NPOs is an important operation for the survival of the organization, and since these organizations need a huge amount of personnel, the human resources department plays a big role in the recruitment process and in organizing and developing those resources. Moreover, the primary issue that these organizations face is the funding, and thus volunteers plays an indirect important role in decreasing expenditures in projects, thus allowing the organization to benefit and have an additional surplus where it can invest it in other projects.

However, as the mechanics of our daily lives are changing, individuals are being highly affected by this change and thus this has reflected on volunteering activities and on the human resources. With organizations struggling to keep the pace of volunteering going on and to prolong the life of the volunteers in the organization in order to retain them, there are needs to understand the causes of change and their effects, in order to devise better recruitment plans and better targeting for prospective volunteers, moreover this could set standards and principles for the interviewing processes of such prospects.

## 1.2 Need for the study

The importance of this study lays beneath the importance of the nonprofit organizations itself and the importance of the volunteers that are the vital part of nonprofit organizations.

In order to better understand the importance of the topic we have to explore and understand first the importance of NGOs.

NGOs arosed during the nineties resulting from several factors such as the end of the cold war, the increased role of multilateral institutions such as the United Nations in global governance, ideas on social capital and the success of the big social movements.

This resulted in an increased growth of resources available to NGOs. They became the preferred deliverers of aid and they were expected to promote democracy and to step in during emergency situations, to help wrought regime change and foster social integration of marginalized people and communities, thus playing a huge role in social development among communities.

This is seen in the numbers, as over 90 percent of the European Union's humanitarian funding in the 70s was channeled through governments, today governments account for only 6 percent of the recipients, while NGOs account for 37 percent. These numbers clearly show the increasing accountability on NGOs and the increasing dependency on them in such tasks. Thus, placing a huge responsibility over their shoulders, the responsibility of human lives.

As NGOs grew in numbers, they grew in power and their capacity to influence international relations soon became obvious. NGOs have been playing a vital role in leading out civic protests in order to retain democracy; this has put their work in the spotlight. These organizations have been carrying on work supposedly was the responsibility of governments, however as governments continuously try to neglect their people or in most cases are unable to stand beside their people. NGOs are there to make

sure that people are getting the rights that they are entitled to and which governments are not being able to provide.

NGOs create public goods needed by citizens that are not ordinarily found in the profit oriented market place. It is commonly accepted fact that NGOs form a distinct third sector separate from business and governments. This sector provides essential social services and the profit in this case is primarily social progress.

NGOs are partners in development or should be, especially those operating in developing countries. Many are engaged in development projects, providing technical assistance to help improve the lives of the rural poor. Through the increasing participation of NGOs in the design, consultation, operation and evaluation of projects, they are acting as agents to empower people at lower levels of society to improve their own lives thus reducing poverty. NGOs tend to be more sensitive to the needs and aspirations of the poor communities, minorities, and women thus commanding more legitimacy in their eyes than most governments. It is expected that NGOs with proper coordination to avoid dysfunctional competition will assume many of the conventional mandates that are usually undertaken by governments and specialized UN agencies.

NGOs often tackle issues that governments are unable or unwilling to take up. They provide efficient, innovative and cost effective approaches to difficult social and economic problems. In some cases, they provide leadership and inputs in producing and advocating public policy, and operate in spheres where government officials are constrained by bureaucratic or political considerations.

NGOs play an important role in leveraging communities, helping people preserve their rights, ensuring poverty is being tackled and thus raising economies which in turn will help governments in developing on their international positions.

In addition, to the important role played by NGOs, volunteers serves as the backbone of NGOs and they play an important role within these organizations as they are a valuable resource that will help organizations in achieving its goals.



International volunteers are motivated to willingly offer their services, in a professional manner and regardless of remuneration, in order to make a contribution to another community in a developing country.

Becoming a volunteer involves passion and dedication in helping other people despite lack of monetary rewards, and building trust and effective interpersonal relationships that transcends personal, cultural, and racial differences. In essence, it can be perceived that the role of volunteers is one job that would require a good deal of patience, skills, understanding, empathy, and faith.

Volunteers play an important role in organizations, they serve the community in any kind of model that their role takes, as a learner their capacities of learning is continuously growing and their way of learning allows them to follow the same procedure in disseminating information to the community which they have acquired.

Volunteers take on huge roles and responsibilities inside organizations which makes them develop their skills and thus having the passion that they have, they will start giving the organization in return its needs to achieve its goals in serving the community.

In addition, to having the passion that paid staff does not have and which is vital for organizations to keep on excelling in their work they do. Volunteers play an important role to the organization as they cut costs and budgets and thus NGOs will have the opportunity to invest those saved budgets on developing programs that are important for the societies and communities.

Without volunteers NGOs would have to rely solely on paid staff and thus incurring huge costs since the number of human resources in NGOs is much more bigger than in normal companies, as the projects require a huge amount of work and resources. Thus, through their passion, dedication and the ability for NGOs to cut costs on resources volunteers play an important role in organizations, and not only to organizations themselves but in return to the whole community.

### 1.3 Purpose of the study

This study aims at uncovering the impact that the economic, political and social changing situations have on the volunteers themselves. As NGOs are increasing and their role is continuously becoming more critical to the human condition of life, their importance is increasing as well in terms of preserving human lives and taking on tasks that governments may overlook toward their people.

Moreover, volunteers are considered the back bone of NGOs they form an indispensable part of the NGOs itself and without the volunteers, NGOs will be affected in a way that they will incur heavy costs and they will not be operating smoothly due to the limited number of paid employees that they might be able to hire in accordance with their funds and their capital.

Thus, as this study aims at better understanding how economic, political and social changes and situations affect the volunteering activities. This will allow NGOs to be more proactive in terms of recruiting volunteers, after understanding situations inside a country or within a certain community.

Moreover, this study will allow NGOs to better target volunteers that fit for their recruitment procedures, since NGOs will be more educated in terms of the volunteering activity.

Also, NGOs can set better plans for their recruitment processes, having understood the situation and its impact on the volunteering activity and this will allow them to take better decision as to when it would be an important milestone for the organization to concentrate on retaining its volunteers rather than employing new resources.

#### 1.4 International perspective & application

As the cold war came to a halt the prospect of peace faded away, and the crisis occurred flaring up conflicts in most parts of the world, Europe, Asia and Africa. Thus, unleashing humanitarian catastrophe in an unequal proportion.

This has increased the need for NGOs and increased the importance of the roles that the NGOs play in humanitarian aid and relief. In 1995, it was estimated that around 14 million people were refugees and some 23 million people were internally displaced. However, even for the time being several regions are still experiencing instability like the Middle East and Africa. Moreover, many countries are being exposed to natural disasters such as the tsunami that occurred on the Indian Ocean affecting more than 200,000 people and the last massive earthquake which occurred in Haiti affecting more than 1 million people.

Since the disasters and conflicts do not hit a region, country or continent while preserving another, thus the need for NGOs in most countries had aroused and NGOs started to grow in numbers and in most of the countries, moreover some of the big NGOs went international and started to operate outside of their initial countries.

Thus, NGOs are international entities and organizations, even though some of the NGOs do not operate on an international basis however NGOs are of an international perspective since they are present in most countries of the world. Even where a country is found to be stable, we can still find different types of NGOs that serve certain needs other than humanitarian aid and relief.

Moreover, volunteers are found worldwide in NGOs and NGOs in any country rely heavily on volunteers as a valuable human resource to their organization. Thus, our topic can be applied from an international perspective and the application can be international and can happen worldwide.

Economies differ from a country to the other and political situations may change in the same country within a short period, moreover social situations and cultures are also different. Therefore, our study can be applied internationally according to the situation found at each country and which is specific to it. Thus, allowing us to understand the context and the mechanism of volunteering within a certain situation and specific to one country. This will enable NGOs internationally to take educated actions rather than an educated guess and professional chaos.

Therefore, having each country different from the other in its economic, political and social situation forces us to apply our topic internationally as this topic aims to study the distinct situations at the different international levels.

### 1.5 Brief overview of all chapters

This study consists of five chapters where we will try to cover all the work done in this project. After introducing the general background of the topic in Chapter 1, we moved on to cover the purpose of the study and its importance; moreover Chapter 1 included the international perspective of the topic and its application on an international basis. Chapter 1 concludes with a brief overview of the study organization informing the reader of the content of the chapters found in this study.

In Chapter 2 we will cover the knowledge in the nonprofit area of study, where we will list the theories related to this topic. In addition to that we will cover the features of this market and the background of the organization in study. As important to that, in this chapter we will be also covering all studies that have been done previously on the subject and we will discuss their findings, and we will close this chapter by drawing out the main conclusion and the research questions in study.

Chapter 3 will cover the procedures and methodology of this study. The chapter will start with a small introduction on what have already been covered; following this the chapter will discuss the main hypothesis on which the study was built. We will then clarify our selected dependent and independent variables and we will explain in details

the methodology used, where we will test our hypothesis, decide about the primary and secondary data and the statistical package which will be used. We will also discuss the pilot test and the instrumentation and the framework for analyzing the data at hand, then we will give a brief conclusion on the work done in this chapter.

Following Chapter 3 we will exhibit our findings in Chapter 4, where this chapter will also include a brief introduction, the descriptive statistics along with the main results, the discussion of the findings and the hypothesis and the conclusions that are drawn from this chapter.

Finally, Chapter 5 will present the main conclusions and recommendations of this study. We will discuss the main findings and the analysis done and we will compare our results with previous studies on the topic. Furthermore, we will show the limitations of this study and the managerial implications and end the study with the overall recommendations on the topic.

## Chapter 2

### Literature Review

#### 2.1 Labor Economics

In order for us to understand the dynamics of movement of volunteers, we have to look at the paid workers dynamics, understand the labor market and how interaction within this market takes place. Thus, there should be a difference within the supply of labor and the supply of volunteers. For this reason, we will discuss the labor economics and how paid workers differ from volunteers.

In Labor economics households are the suppliers of labor, the supply of labor comes from the people seeking employment, whereas the demand of labor comes from firms and employers. The demand of labor is a derived demand, thus the need for employment is not occurring for the sake of just employing people but on the other hand it is derived from what the labor can contribute to the production. Therefore, the demand of labor is directly related to the productivity of the labor and the level of demand of the product. Hence, the elasticity of demand for labor is related to the elasticity of demand for the product itself.

At higher wage rates the demand for labor will be less than at lower wage rates, the reason is linked to the marginal productivity theory. According to the Marginal productivity theory workers will be hired up to the point where the Marginal revenue product is equal to the wage rate, because it will not be efficient for a firm to pay its workers more than it will earn in profits. The Marginal revenue product is the addition total revenue received from the sale of an additional unit of output. The marginal physical product is the addition to total product as a result of the employment of an additional unit of labor. Thus, the  $MRP = MPP \times P$  (Where P is the price of the product).

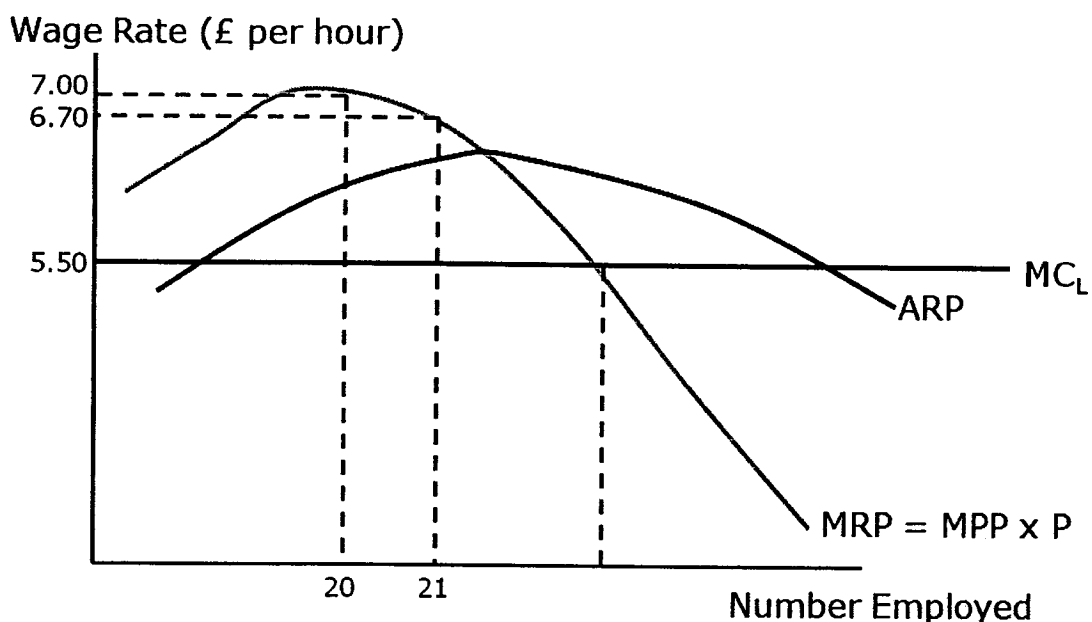


Figure 1: Marginal Productivity Theory

According to the law of diminishing returns as successive units of labour are employed, the addition to total product will rise at first but then decline. The MRP represents the value added to total output by successive workers. The ARP is the average revenue product – the average value added to total output through hiring successive workers. The MRP curve intersects the MC<sub>L</sub> curve at its highest point.

In a competitive labour market, the individual firm is not big enough to influence the wage rate. The marginal cost of labour is a horizontal line at the existing market wage rate. Employing the 20<sup>th</sup> unit of labour costs the firm \$5.50 per hour but that labour adds \$7.00 per hour to total revenue through their work. It is worth employing that extra unit of labour. The 21<sup>st</sup> unit of labour adds slightly less to total revenue (\$6.70) but still costs \$5.50 and so is worth employing. There will thus be an incentive for the firm to continue to employ additional units of labour until the MRP = Wage rate. For the employer to be persuaded to employ additional workers, therefore, the wage rate must be lower to compensate for the fact that the extra worker adds less to total revenue than the previous one and to sell extra units, the firm must accept a lower price.

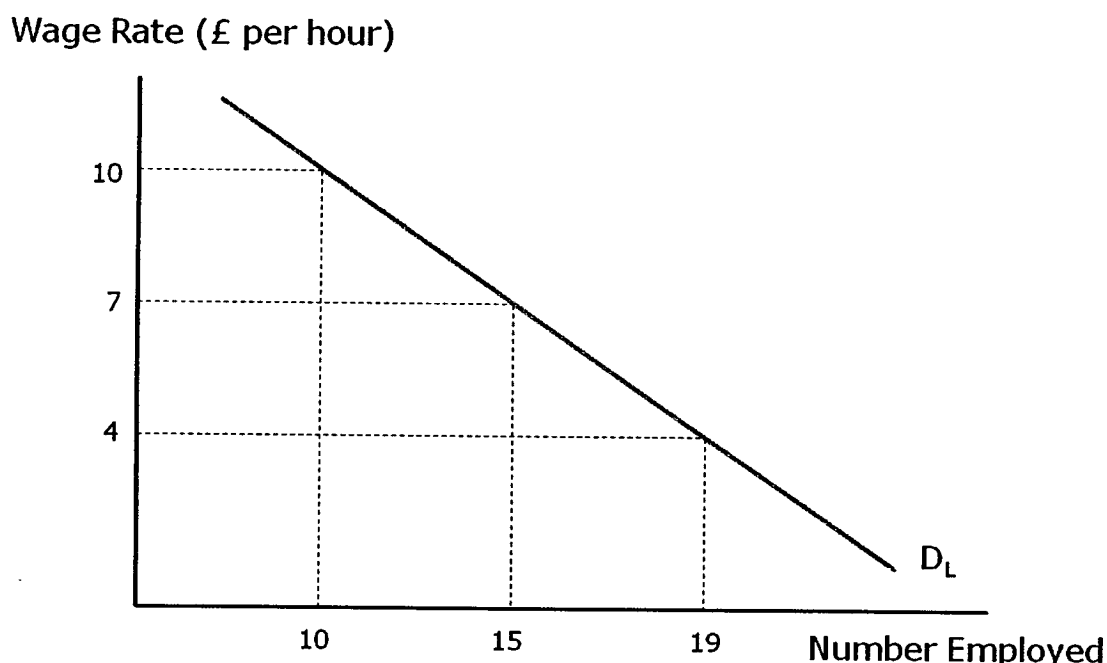


Figure 2: The demand for labor

The MRP curve therefore represents the demand curve for labour illustrating the derived demand relationship. Therefore, there is an inverse relationship between the wage rate and the number of people employed by the firm.

So far we have discussed the dynamics of the demand of labor; however we also need to know the dynamics of the supply of labor within the labor market.

The supply of labor is determined by the people who are willing to offer their labor at different wage rates. This involves an opportunity cost of work versus leisure to the individual labor. In this case, the wage rates play an important role in determining the supply of labor, since the wage rates should be sufficient enough to overcome the opportunity cost of leisure for the individual labor.

There are several theories for the raise of wages, according to the income effect of the rise of wages theory, as wages rise people feel better off and therefore may not feel a need to work as many hours. However, according to the substitution effect of the rise in wages theory, as wages rise the opportunity cost of leisure rises, thus the substitution



effect may lead to an increase in number of hours worked. In conclusion, to the theories discussed, the net effect depends on the relative strengths of the income and substitution effects. However still in both cases, the wage rates play a major role in determining the number of hours worked and thus affecting the supply of labor.

The elasticity of the demand of labor depends on the elasticity of the demand on the product itself. However, the elasticity of supply of labor depends on a number of other factors; these factors can be divided into two main groups, the geographical mobility of labor and the occupational mobility of labor.

The geographical mobility of labor includes, the willingness of people to move, the cost and availability of housing in different areas, the extent of social, cultural and family ties, the cost of relocation and the anxiety of the people of the idea of relocation. All these determine the elasticity of the supply of demand as related to the geographical mobility of the labor.

As for the occupational mobility of labor these depend on the information of available jobs in other occupations, the extent and quality of remuneration packages, the extent of skills and qualifications to do the job and the anxiety to change jobs. Again these factors add to the determinants of the elasticity of the supply of labor.

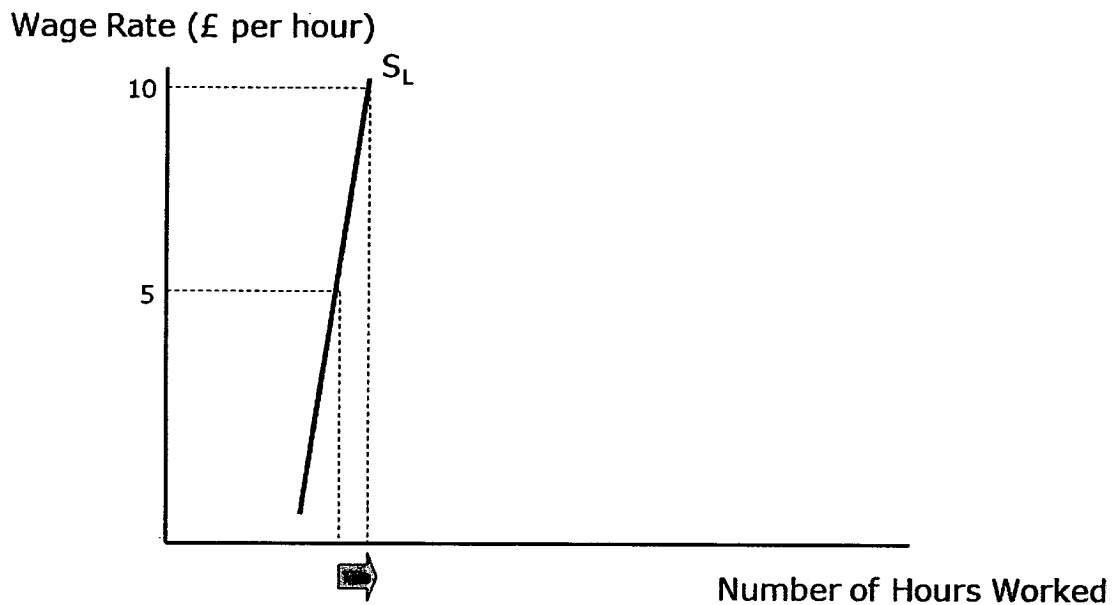


Figure 3: The inelastic supply of labor

As shown in figure 3, as the supply of labor is inelastic a substantial rise in the wage rate will only bring forth a small increase in the amount of people willing and able to do such work. The reason may be the number with those particular skills and qualifications, the time it takes to get those skills. Thus, as previously discussed the major reasons will be those related to geographical and occupational mobility of the labour force.

On the other hand, as shown in figure 4 as the supply of labor becomes more and more elastic a small rise in the wage rate is sufficient to encourage more people to offer their labour. Again, the geographical and occupational mobility play a big role in determining the elasticity of the supply of labour. Where in this case the geographical and occupational mobility of the supply of labour are likely to be high and there are likely to be many substitutes.

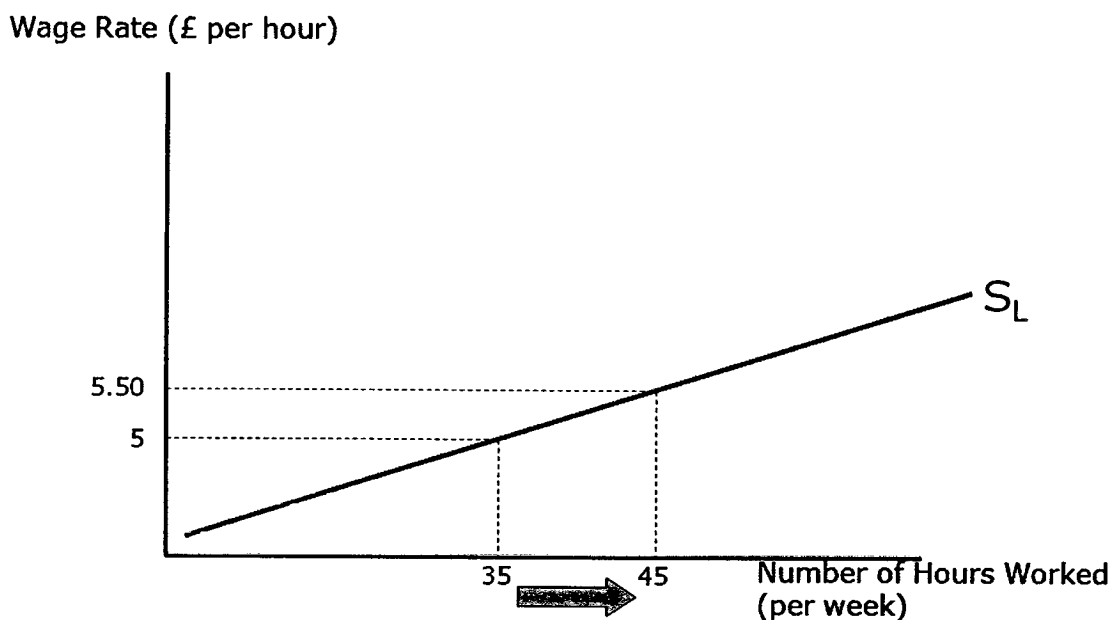


Figure 4: The elastic supply of labor

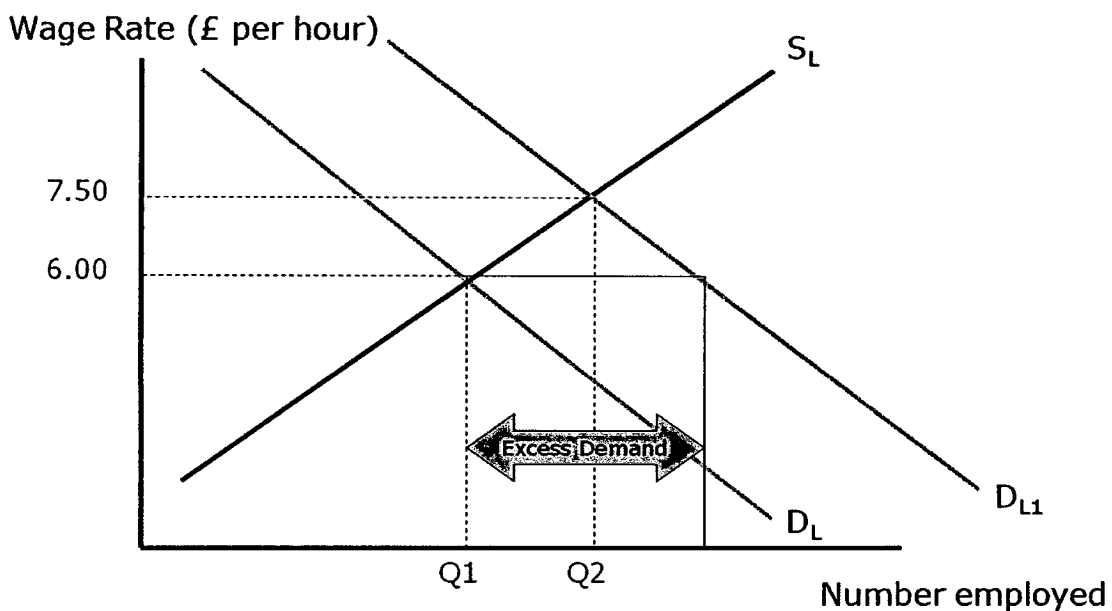


Figure 5: Demand and supply of labor – Increase of demand

As displayed in Figure 5, the market wage rate for a particular occupation therefore will occur at the intersection of the demand and supply of labour. The wage rate will alter if

there is a shift in either or both the demand and supply of labour. As the demand increases, this forces the wage rate to increase since there will be excess demand and the supply and demand will not be in equilibrium unless the wage rate increases.

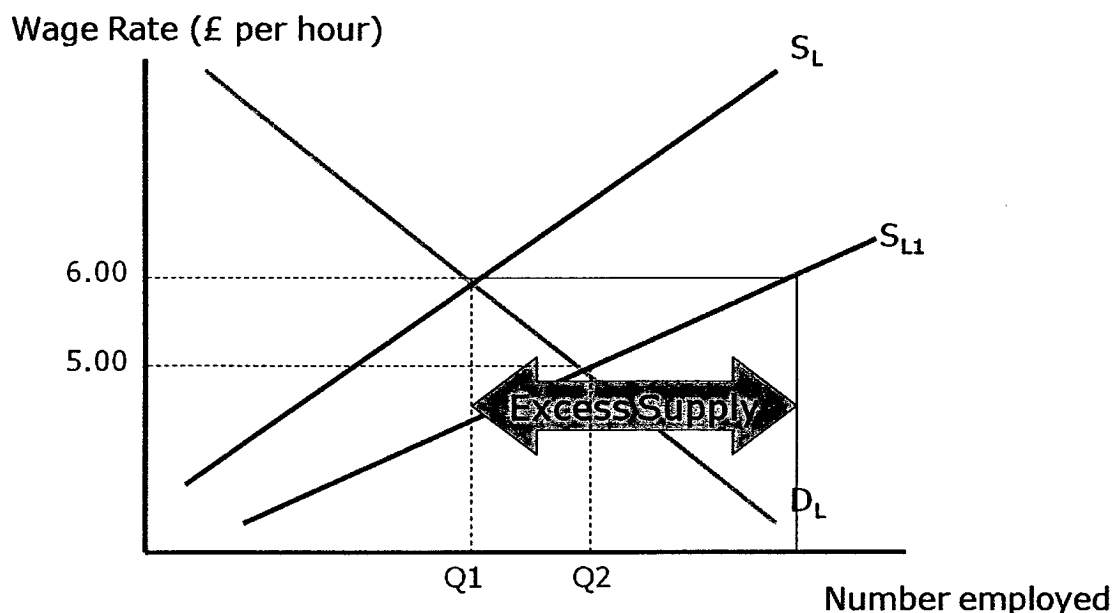


Figure 6: Demand and supply of labor – Increase in supply

On the other hand, as the supply for labor increases this will force the wage rates to decrease since there will be an excess in supply and the demand and supply will not be in equilibrium unless there is a decrease in wage rates.

As it has been discussed so far the wage rate plays an important role in the labor market and it is a notable factor that could affect the dynamics of the labor market. Another very important theory which is related to the wage rate is the theory of economic rent. The economic rent is the value of the wage earned over and above that necessary, to keep a factor in its current employment.

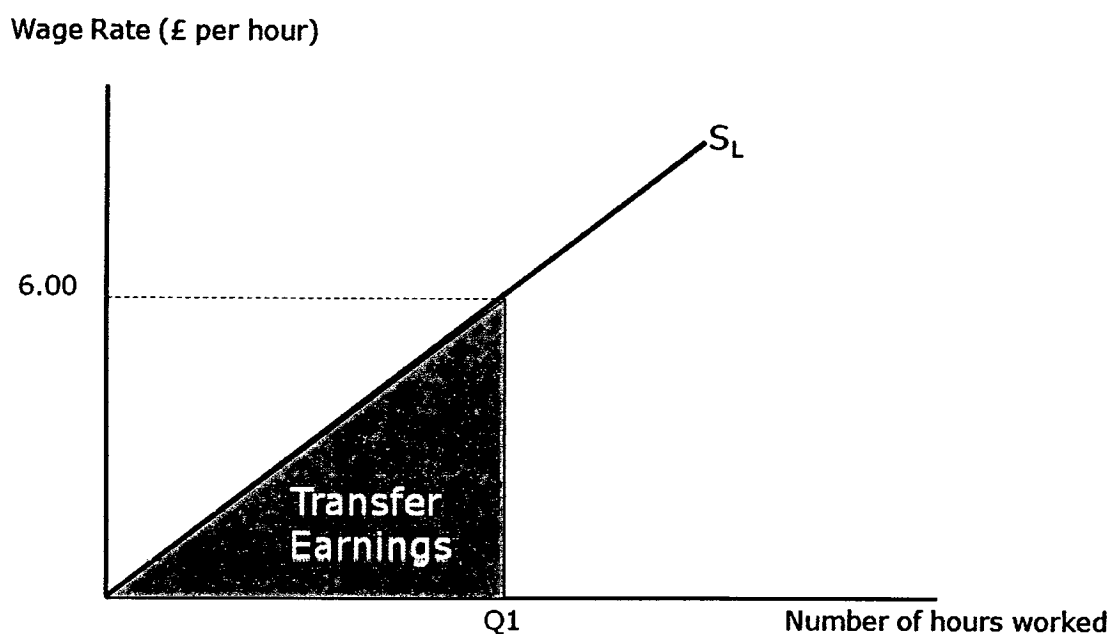


Figure 7: Transfer earnings

The supply of labour curve shows the relationship between the wage rate and the number of people offering their labour in terms of the number of hours worked.

At a wage rate of \$6.00 per hour, employees are willing to offer  $Q_1$  hours. Some in the market are not willing to work for any less than that and some would be willing to work for less than \$5.00.

The area under the supply curve is referred to as the 'Transfer Earnings' of the factor.

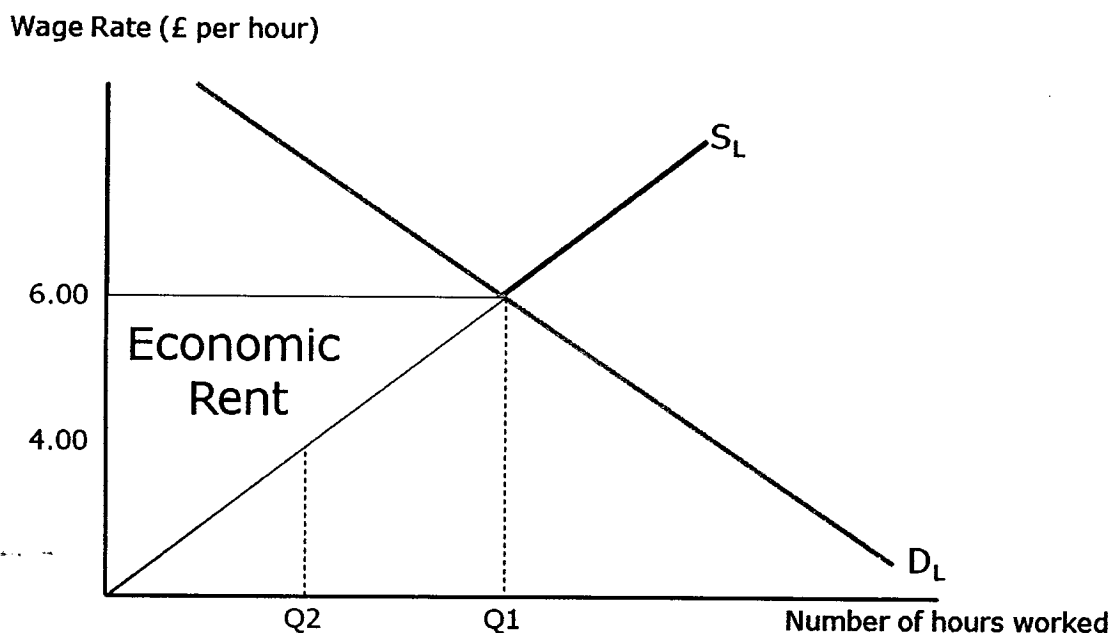


Figure 8: Economic rent

On the other hand, some individuals would have been prepared to work  $Q_2$  hours for \$4.00 per hour.

Assume that \$6.00 per hour is the current market wage rate for this factor. Those individuals earn \$6.00 per hour – they therefore earn an amount in excess than they were prepared to offer their services for – this is termed '**Economic Rent**'.

In figure 7, the total value of economic rent is shown by the yellow shaded area.

Wage Rate (£ per hour)

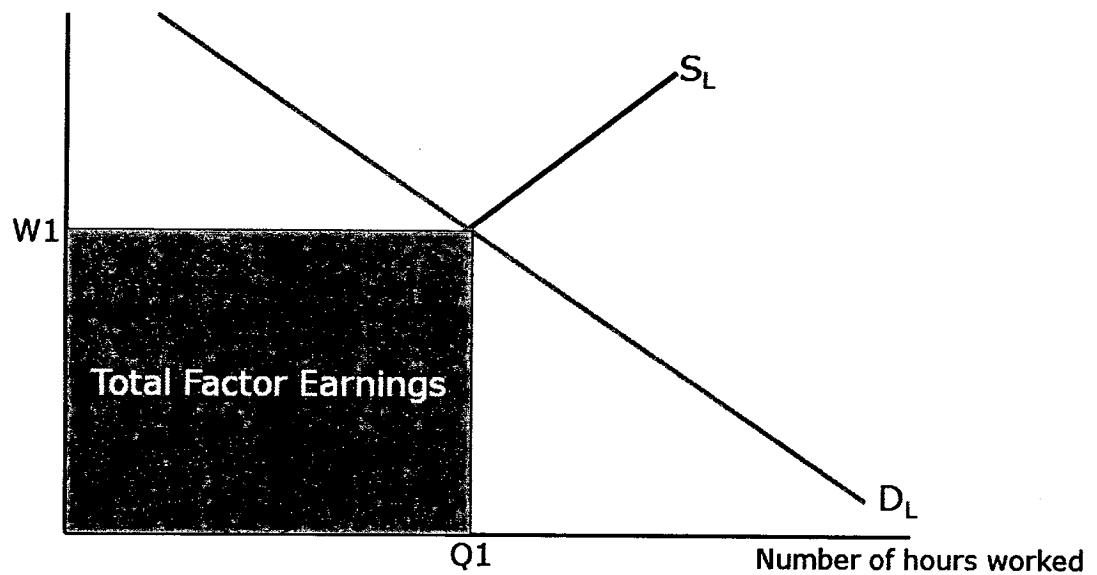


Figure 9: Total factor earnings

The total earnings of the factor is the wage rate  $x$ , the hours worked indicated by the grey rectangle. These earnings are made up of an element of transfer earnings and an element of economic rent.

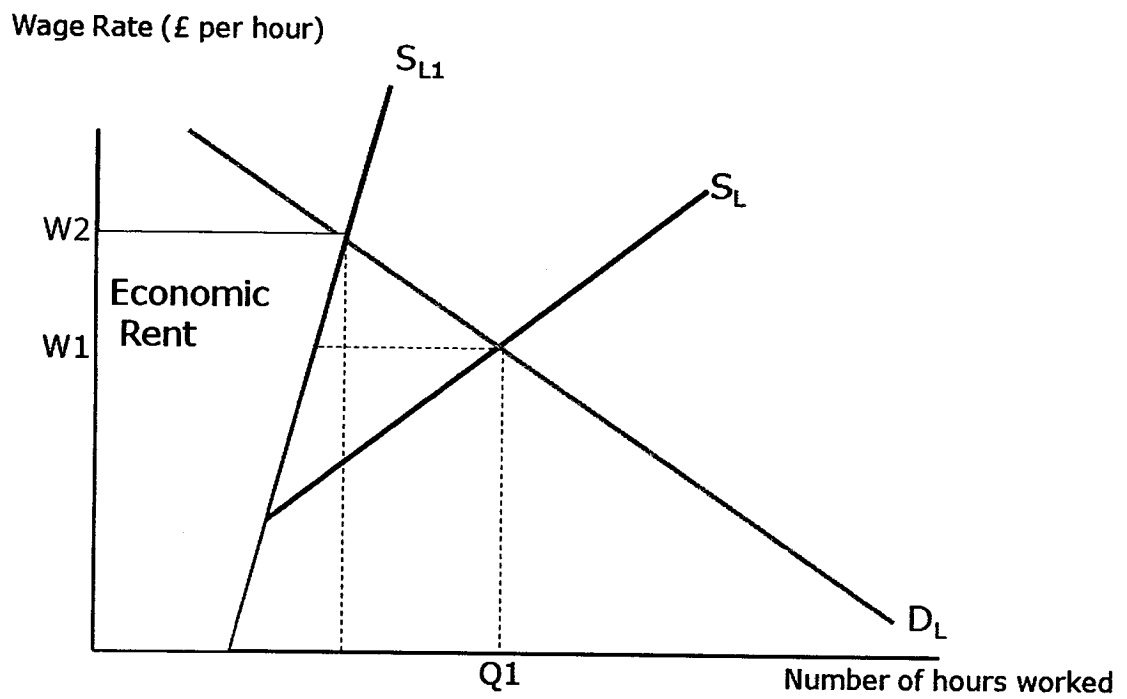


Figure 10: Economic rent and the elasticity of supply

And hence, the lower the elasticity of the supply of labour would be the greater economic rent we have as seen in Figure 9.



## 2.2 Operations in Non Profit Organizations

To understand our object of study in a better way, we will have to understand the business of these organizations and how they are run. We will narrow our study to the main subject which is the Non Profit organizations and we will discuss more about their history, the advantages that the volunteers bring with them to such organizations, the motivations behind volunteering and a quick look at the volunteers market.

### 2.2.1 History and Emergence of NGOs

To begin with we will have a quick look at the history of the Non Profit organizations; Non Profit organizations have a history dating back to at least 1839. It has been estimated that by 1914 there were 1083 NGOs. International NGOs were important in the anti-slavery movement and the movement for women's suffrage, and reached a peak at the time of the World Disarmament Conference. However, the phrase "non-governmental organization" only came into popular use with the establishment of the United Nations Organization in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations which are neither governments nor member states. The definition of "international NGO" (INGO) is first given in resolution 288 (X) of ECOSOC on February 27, 1950: it is defined as "any international organization that is not founded by an international treaty". The vital role of NGOs and other "major groups" in sustainable development was recognized in Chapter 27 of Agenda 21, leading to intense arrangements for a consultative relationship between the United Nations and non-governmental organizations.

Rapid development of the non-governmental sector occurred in western countries as a result of the processes of restructuring of the welfare state. Further globalization of that process occurred after the fall of the communist system and was an important part of the Washington consensus.

Globalization during the 20th century gave rise to the importance of NGOs. Many problems could not be solved within a nation. International treaties and international

organizations such as the World Trade Organization were perceived as being too centered on the interests of capitalist enterprises. Some argued that in an attempt to counterbalance this trend, NGOs have developed to emphasize humanitarian issues, developmental aid and sustainable development.

One of the important NGOs of our time is the International Red Cross and Red Crescent movement; we will briefly discuss their history and evolution. The International Red Cross and Red Crescent movement emerged in June 1859 when its founder, the Swiss businessman Henry Dunant was travelling on a business trip to Italy to meet the French Emperor Napoleon the third witnessed the battle of Solferino at that time there was no organized nursing army and he decided to cancel his trip and aid in treating the injured in the battle, he also succeeded in organizing an overwhelming level of relief assistance by motivating the local population to aid without discrimination. After that and in 1863 Henry Dunant along with four of his colleagues founded the committee of five, their aim was to organize a conference to discuss issues that he witnessed during the Solferino battle and to improve the system of nursing during war times. The conference was attended by 14 European countries, among the proposals written in the final resolutions of the conference were:

- The foundation of national relief societies for wounded soldiers;
- Neutrality and protection for wounded soldiers;
- The utilization of volunteer forces for relief assistance on the battlefield;
- The organization of additional conferences to enact these concepts in legally binding international treaties;
- The introduction of a common distinctive protection symbol for medical personnel in the field, namely a white armlet bearing a red cross.

Only one year later, the Swiss government invited the governments of all European countries, as well as the United States, Brazil, and Mexico, to attend an official diplomatic conference. Sixteen countries sent a total of twenty-six delegates to Geneva. On August 22, 1864, the conference adopted the first Geneva Convention "for the

Amelioration of the Condition of the Wounded in Armies in the Field". The convention contained ten articles, establishing for the first time legally binding rules guaranteeing neutrality and protection for wounded soldiers, field medical personnel, and specific humanitarian institutions in an armed conflict. Furthermore, the convention defined two specific requirements for recognition of a national relief society by the International Committee:

- The national society must be recognized by its own national government as a relief society according to the convention, and
- The national government of the respective country must be a state party to the Geneva Convention.

Directly following the establishment of the Geneva Convention, the first national societies were founded in Belgium, Denmark, France, Oldenburg, Prussia, Spain, and Württemberg. Also in 1864, Louis Appia and Charles van de Velde, a captain of the Dutch Army, became the first independent and neutral delegates to work under the symbol of the Red Cross in an armed conflict.

In the following years, national societies were founded in nearly every country in Europe. In 1876, the committee adopted the name "International Committee of the Red Cross" (ICRC), which is still its official designation today.

Our study will exploit numbers from this organization since this movement has approximately 97 million volunteers worldwide, and as volunteers for this organization play a vital role, it will be important for the study to exploit theories and numbers based around this organization.

In order to understand more the volunteering systems in this organization I have asked more about the operations of the movement and especially those involved with volunteering. The movement has national societies in the countries where the treaty has been signed. In Lebanon, the movement has the Lebanese Red Cross which is a national society working under the principles of the movement itself. One of the services that the

Lebanese Red Cross provides is the emergency medical services on the Lebanese grounds. Since Lebanon is still considered in a state of war this service has been expanded further and has found the support of the international community.

The Emergency medical providers at the Lebanese Red Cross comprise of only volunteers, who have decided to give up a certain amount of time to provide medical services to those in need. Today, the number of volunteers in the Lebanese Red Cross – Emergency response service is around 2,400 volunteers, these volunteers are spread over 42 first aid centres throughout Lebanon. Moreover, these centres recruit annually around 800 volunteers for the emergency medical services only and they interview around 2000 volunteers during the recruitment process.

The volunteering activity within this association is vital for its operations, had there been a shortage in the volunteering activity within this organization, this will affect millions of lives of people within the country itself.

### 2.2.2 Advantages and disadvantages of volunteer involvement

As we are discussing the baseline importance of the volunteers within these organizations, we will discuss below the advantages and disadvantages that volunteers bring with them to such organizations.

Studies have shown that there are relevant advantages to employing volunteers, however on the other hand and on the contrary of some conceptions. Employing volunteers also poses some disadvantages to the organizations.

According to studies, the participation of volunteers in the delivery of services promises broad advantages that can enhance organizations productivity. By most accounts, the chief advantage of the approach is the cost savings that employing volunteers give.

Another advantage is that volunteers may lead to expansion of organizations capability. Those who support employing volunteers believe that this enables organizations to provide services that would otherwise not be possible, increase the level or the kinds of services or programs offered, and assist paid staff during emergencies and peak load periods. In addition, volunteers may bolster agency capability to do more with available resources.

Also, volunteers can contribute to the quality of the services provided. For example, they may bring to the public workplace specialized skills not possessed by employees (for example, legal, computer, or technical skills) that yield improvements in services or programs. Moreover, many volunteers find personal contact with service recipients rewarding; in national surveys the motivation expressed most frequently for volunteering is to do something useful to help other people. By devoting detailed attention to agency clients, volunteers may personalize and enhance the delivery of public services.

Volunteers may yield further benefits to agencies through providing advice and guidance on programs and activities, and by increasing public support for them. To the degree that

organizations realize these anticipated advantages of volunteer involvement, productivity would be enhanced.

An approach that combines cost savings, higher levels of service, greater skills and responsiveness in service delivery, and improvements in community relations would have clear payoff by this criterion.

On the other hand, volunteer involvement may entail drawbacks or liabilities that jeopardize attainment of these benefits, negate them, or raise challenges for public management.

Funding the volunteer effort constitutes the first such obstacle. The labor donated by citizens to public agencies is not compensated monetarily, but the support structure essential to the operations of the organizations does require expenditures. Although the approach may yield productivity gains, agencies and jurisdictions may not be prepared to underwrite necessary program obligations, such as reimbursement of volunteers' work-related expenses and provision of liability insurance protection, especially for ostensibly free services. In addition, paid staff time, nearly always at a premium, must normally be allocated to training and supervising volunteers for the tasks assigned.

Another drawback would be the concerns of presumed failings of volunteers as workers. Familiar criticisms accuse volunteers of poor work, high levels of absenteeism and turnover, and unreliability in meeting work commitments. With the growing dependence of the public and nonprofit sectors on volunteers, recruitment may well constitute the most serious obstacle to effective application of this mode of service delivery.

Finally, Lack of organizational support or direction can exacerbate natural differences between paid and unpaid staff; threaten working relationships crucial to program success. For organizations to reap the advantages of volunteer involvement, strong public management skills are required to surmount potential problems of funding the program, recruiting volunteers and ensuring high work quality and commitment from them, and alleviating the political and labor tensions these programs can create.

However, studies have shown that the drawbacks imposed from recruiting volunteers barely do occur and the negative impacts are somewhat exaggerated. According to most organizations the advantages outweigh the disadvantages especially for organizations that require a great number of workforce, where these organizations cut expenditures through recruiting volunteers and instead they use the funding for a rather operational use and by funding the operations of their volunteers. This has proved successful and thus empowers the vital role that volunteers play within these organizations, moreover this explains the heavy accountability that organizations have on its volunteers and thus continuity of such systems is essential for the operations of such organizations.

### 2.2.3 Motivations behind volunteering

We will go further in our study of the Non Profit organizations and list the motives behind the volunteer involvement. According to many studies previously conducted, there are many forms of motivation that drives volunteers to be involved, some of these motives are listed below:

- 1- Altruistic: motivated by the desire to be useful, helpful to those in need, and wanting to contribute to society.
- 2- Social Relations: motivated by the desire to interact with others, socialize, and make new friends.
- 3- Ideological: motivated by a specific cause the individual believes is highly important.
- 4- Status reward: motivated by indirect rewards, such as publicity, goodwill and status in the community.
- 5- Material reward: motivated by tangible benefits such as prizes, free passes and awards offering exclusive privileges.
- 6- Time: motivated because the individual has the needed time.

While one might think that the motivation is the sole argument behind the person's decision to volunteer, however this is a big misconception done by some people. The motivation could be the primary factor for people to provide their time to participate in voluntary services. However, one must not neglect the fact that there are more factors behind that adds up to make the decision on whether to volunteer or not. These factors have been undermined in previous studies and we will discuss those in the next section, when we refer to the previous studies done on the topic.

However, one must keep in mind that the motivation along with the other factors are the most important determinant which the person takes into consideration while making up the decision on whether to volunteer or not. This has a big impact on the supply of the volunteers and will allow us to construct our study on how external factors such as political, economical and social factors play a major role in the decision a person takes



on whether to volunteer or not to volunteer as these have consequences that will clearly affect the primary decision.

### 2.3 The supply and demand of volunteers

To refer back to previous studies done on the supply of volunteers, in one of the previous studies titled, “The supply and demand of volunteers in the Not for profit sector of New South Wales” the authors Frew, Stafford and Morgan discuss their research findings on the supply and demand of volunteers.

According to the authors there are many factors affecting the demand and supply of volunteers, these factors include the ageing of the population, the trend towards early retirement, decline in the number of women having children, a declining rural population, and the number of people undertaking tertiary education.

Moreover, the authors of the study believe that each sector within volunteering has different participation levels, volunteer motivations and diverse barriers and constraints. However, one needs to understand the different factors that will affect the demand and supply across different sectors.

We list the factors found in this study below:

#### Geography

Volunteering differs by State and is lower in terms of both participation and hours in NSW than the rest of Australia. Volunteering is lower in city areas than in the country. However, rural volunteering is mainly centered around sports (39.2%) and education (24.5%) and is strongest in Emergency Services.

## Age

Flick et al state that there is a trend towards increasing volunteering and that the predicted hours of voluntary work between 2011 and 2021 are likely to grow faster than the projected increase in the population. The authors made this assertion on the basis of the changing age structure of Australian society, as this is leading to increased growth in the over 55 year age group. This age segment has the greatest level of hours per volunteer spent in voluntary work. This is also the group displaying the most pronounced increases in per capita hours during the last decade. If this tendency toward increased commitment to volunteering were to continue among this age group, the supply of hours of voluntary work would increase.

Levels of volunteering are highest among the 35-54 age group but much of this activity is centered around family/children's schooling and sporting activities and this is demonstrated by the fact that the demographic profile is different for Sport and Recreation versus other NFP sectors that utilize volunteers.

“- Many older non-volunteers are reconsidering volunteering, as retirement is viewed by most as a time to begin a new chapter.

- More than half of 55+ non-volunteers report some interest in volunteering (professionals and women aged 55-64 are the most likely to be interested)

- Many older non-volunteers aren't volunteering because they haven't found the right opportunity

- Among the non-volunteers 55+ most interested in volunteering, two in five report they don't volunteer because they haven't found the right opportunity

- Older non-volunteers are particularly interested in learning new skills and exploring new interests

- 32% of non-volunteers 55+ would prefer a volunteer activity that helps them learn new skills or explore new interests.”

### Gender

Women are consistently more likely to participate in volunteering 37.8% versus 32.4% of males in 2006 regardless of birthplace, family status, labor force status or geography.

They are also more likely to be “regular volunteers” 22% in 2006, and the 35-54 female age group represents the highest percentage of volunteers. Males are more likely to be involved in sports and recreation and emergency services volunteering, but females predominate in all other sectors.

However, increased levels of employment by women over recent decades have affected their availability for voluntary work and the type of voluntary contributions they are prepared to make. Given the greater propensity of women to volunteer, this is a trend which could have a serious impact over time. This trend should be closely monitored.

### Education

Volunteers tend to come from the more educated members of the population, 45% of volunteers are educated to diploma level or above. Rising educational levels may assist the volume of supply, over time.

### Ethnicity

Volunteering by people from English speaking countries seems to be more pronounced. Only 7.7% of non-sport organizations’ volunteers come from a non-English speaking country.

## Income

Volunteering is highest among higher income groups, 39% of highest income groups volunteer. Increasing prosperity should assist volunteer supply therefore.

## Health

Participation is highest among those who report having “good health” (38%). Health issues may constrain volunteering, particularly amongst older age groups. However there is evidence that volunteering can improve physical and mental health. More could perhaps be done to promote the mental and physical health benefits of volunteering more widely. (Flick, 2002)

## Life stage/family status/household type

The type of volunteering undertaken is heavily influenced by lifecycle stage. Whilst sports organizations have the highest participation rate, this is biased towards couples with dependent children. Couples with no dependent children are more likely to have a non-sports oriented voluntary activity.

## Employment Status and Trends

Volunteers are more likely to be employed fulltime (34%) or part-time (44%). However, the average number of volunteer hours is highest for retired people.

## Average Hours per Week

- Employed males 2.2 - Employed females 2.4
- Unemployed males 3.4 - Unemployed females 2
- Retired males 5.9 - Retired Females 3.5

As postulated earlier, trends towards earlier retirement could, if appropriately promoted increase the potential supply of volunteers.

Most volunteers in sports organizations work full-time, reflecting their status as couples with children. On the other hand volunteers in other organizations are equally likely to be employed or not in the labor force.

#### Motivational Factors

In 2006, around three-fifths of volunteers working in the Cultural sector reported personal satisfaction (60%) and the desire to help others and the community (61%) as the main reasons for undertaking voluntary work, compared to 44% and 57% of total volunteers respectively. The desire to undertake something worthwhile (43%) was also commonly reported by cultural volunteers.

#### Economic factors

Anecdotal evidence and press reports in countries such as the US and UK suggest that recent rising levels of unemployment as a result of reduced economic activity and recession are proving beneficial to organizations seeking skilled volunteers.

#### Time required

Sports volunteers tend to do more hours of volunteering than their counterparts in other organizations. More than half (51.7%) of all sports volunteers volunteered 80 or more hours during 2006 compared to only 41.6% of volunteers in other organizations.

## 2.4 Conclusion

As a conclusion to the literature review chapter, we have reviewed the labor economics, where we have discussed the dynamics of this market in relation to the economic world. We have discussed the determinants of the supply and demand of the labor workforce. Moreover, we have seen that the wage rate is the main factor that affects the demand and supply of the labor workforce, as the wage rate clearly affects the MRP of the firms. Therefore, firms take into consideration the wage rates of the labor to demand labor. Equally, the wage rate plays is an important determinant of the supply of labor, as people weigh take their opportunity cost of work vs. labor while looking forward to work or not. In addition to that there are other factors that affect the supply of labor and these are the operational and geographical mobility of the labor workforce.

In relation to our study, reviewing the labor economics is an important factor in understanding the dynamics of the labor market as we compare and refer to the dynamics of this market while studying the volunteers. A huge difference between the paid workforce and volunteers is that while workers get paid for the services that they offer, volunteers do not get compensated for the work that they offer. Thus, the wage rate which is an important factor in determining the supply and demand in the labor market is inexistent in the volunteer market.

Thus, our research question that we will draw here will be related to the wage rate. In the absence of the wage rate in the volunteering market, what is the primary determinant that affects the supply of the volunteers?

While we draw our answers to this question, this will help us study how the external factors affect the primary determinant and the consequences that it will bring to the supply of the volunteers.

In the second part of the literature review, we have reviewed the history of the NGOs and their development to play the role which is a vital role in developing the communities worldwide. Moreover, we have discussed the importance of volunteers to

these organizations, since most of these organizations rely heavily on volunteers as their workforce. Following the history we have discussed the motivations behind volunteering and the advantage and disadvantages that volunteers bring about to their organizations.

Another important research question that we can draw from this review would be whether a shift in volunteering levels would affect the organizations themselves? As volunteers are the backbone of some of these organizations and after we have discussed their importance of such organizations and the advantages that they bring to such organizations.

Finally, in this chapter we have referred back to previous studies that were conducted on the subject. In this study the authors tackled the issue of the factors that determine the supply and demand of the volunteers. In our chapter we have listed the factors that according to the authors are the determinants of the level of supply of volunteers. However, the study has some limitations as it addresses some factors which are directly related to the state of New South Wales in Australia. Also, according to the study each sector within the NGO activity differs in the factors that may determine the supply of volunteers and the authors believe that the quality and the consistency of the data should be improved.

However, according to the study listed above there are a number of factors that determine the supply of volunteers. However, a number of research questions could be drawn from the literature above. Are there any global external factors that might affect the supply level of volunteers? And how will these external factors affect the levels of the supply of volunteers?

In the study above the authors, hinted that the economical factors have an effect of the volunteering levels; will other economical factors affect the volunteering levels?

And what about other factors such as the social impact and the political stability or instability will these have an effect on the volunteering levels and how?

## **Chapter 3**

### **Procedures and methodology**

#### **3.1 Introduction**

This chapter aims to provide an overview of the procedures and methodology used in this study. In our exploration of the operations of NGOs we have noted the heavy dependency of such organizations on the volunteer involvement, where these organizations employ a huge number of volunteers. According to these organizations, the volunteers play a vital role in the operations of these organizations, whereby we have discussed in the previous chapter the advantages and disadvantages that these volunteers bring along while providing their services in such organizations. Also, in the previous chapter we explored the motivations that are behind volunteering actions. And according to many studies that have been previously conducted, there are many factors other than the motivations and that will affect the volunteering decision and thus the supply of volunteering.

In the previous chapter, we reviewed the labor economics and the dynamics of the labor market and we have seen how the supply and demand occur in this market, and the effects of the wage rate on the supply and demand. Moreover, we have explored the facts of the shift of the demand or supply and how the equilibrium in this market will shift, thus forcing other factors to shift as well in order to attain the new points of equilibrium within this market.

The literature review in the previous chapter, gave us an insight on important facts for this study and thus we have raised several research questions as a conclusion of the literature review. These research questions are the following:



- In the absence of the wage rate in the volunteering market, what is the primary determinant that affects the supply of the volunteers?
- Will a shift in volunteering levels affect heavily the operations of these organizations themselves?
- Are there any global external factors that might affect the supply level of volunteers?
- How will external factors affect the levels of the supply of volunteers?
- Will economical factors, other than the level of employment, affect the volunteering levels?
- Will other factors such as the social impact and the political stability have an effect on the volunteering levels and how?

All of these research questions form an integral part of this study; they will lead us to form the study by which we will achieve the objective entailed for this study.

As our study aims at understanding the effects of external factors on the supply of volunteers and the volunteering activities, this will give the organizations a better insight on how to be proactive in terms of their human resources in times where the external factors could affect their supply of volunteers. In addition to that, organizations will be able to better target volunteers based on the situation at hand and it will help them set better plans on their recruitment strategies.

In determining the primary factors that will affect the volunteering levels and the consequences of the change in external aspects, this will give us a better understanding on how will these external aspects affect other primary factors and thus volunteering levels and will help in reaching our objectives that we have set for the study that we are conducting.

### 3.2 Hypotheses

As we have listed our research questions in the previous section of this study, we will list the hypotheses that the study will revolve around them.

In reference to our research questions, the hypotheses for our study are the following:

H1 – Economical factors other than the level of employment will affect the supply of volunteers.

H2 – Other factors such as the social impact and the political stability have an effect on the volunteering levels.

H3 – There is a positive relationship between the factors listed in the previous hypotheses and the supply of volunteers.

In the next sections of our study we will test and prove the listed hypotheses as this will allow us to undermine unanswered questions related to the topic and will thus help us in achieving the objective of the study and will enable organizations to benefit from the study.

However, before we accept or negate our hypotheses we will be discussing and giving more information on the procedures and methodologies used in achieving the aims of this study.

### 3.3 Selected Variables

The variables that will be tested are those that are related to economical, social and political issues. Our variables will be those that are affected by a change in the factors listed above.

As global situations change in a certain country, some factors would be affected thus reflecting consequences on individuals themselves; in this section we will be listing our variables, where we will list those independent variables and the variables that are dependent and affected by other factors.

#### 3.3.1 Independent Variables

Our independent variables are the variables that will be tested for their consequences on the other dependent variables. In our study and as we are studying the effects of global aspects, such as the economy, political and social issues, on the supply of volunteers, thus our independent variables will be those directly affected by these global aspects and that will affect the supply of volunteers.

As economical situations within a country change there are factors that affect individuals themselves. In our study we tend to test the following two variables that are of individual value and at the same time they are affected by the global change in the economy, these independent variables are the Income and the employment.

#### **Income**

The income variable is an indicator of human capital because, in association with education, it indicates "dominant status" (Smith 1994:247), which "qualifies" the individual for volunteer work. Income also measures a person's stake in community stability (Sundeen 1988:548).

We use a measure of family income rather than the respondent's personal income to assess the impact of earnings on volunteer work because we believe family income is a better indicator of social status. This is a different way of thinking about the impact of earnings on volunteer work than is customary among economists, who assume that people with higher earnings will volunteer less because their opportunity costs are higher (Iannaccone 1990; Steinberg 1990; Weisbrod 1988:134). Contrary to these expectations, sociologists have consistently found a positive relation between income and volunteering (Clary and Snyder 1991:128; Hayghe 1991:20; Hodgkinson and Weitzman 1992:59; Pearce 1993:65; Smith 1994:248).

### **Employment**

Employment is another indicator which is affected by the economy, the levels shift with the economy status. The employment indicator is important to be studied as it adds to the income of the individual and it will improve the individual's rank to the "dominant status".

The employment indicator will be measured to assess its impact on the volunteering activities. Also, this indicator will be tested globally to measure the impact of global employment levels on the volunteer supply.

In addition, to the economical independent variables we will test those variables that are associated with the social impact and that we believe will affect other individual factors. The individual factors that could be associated with the social impact are divided into three groups, those that determine the social involvement of an individual and that indicates whether the individual is active socially. The second group will be those factors that determine the level of the person within the society and the last group will include factors that determine the society trends.

We believe that the factors associated with social impacts are the ones listed below; these independent factors will be tested to study the impact of social changes on the level of volunteer supply and involvement.

### **Social connections**

According to many studies that have been conducted previously individuals who spend more time socializing and have more social connections are more likely to volunteer (Smith, 1994; Wilson and Musick, 1997).

We expect social interaction to have an effect on volunteering because such interaction indicates the individual's involvement in a network of friends and acquaintances. Those willing to volunteer usually enclose ethical considerations behind their willingness to help; according to those people they feel an obligation towards their community. Moreover, we believe that the involvement in the society and those who express opinions about people's obligation to society and how confident they are of being able to meet those obligations do affect the levels of volunteering and its supply.

Our objective is to assess the relative contributions of social practice and assess social connections of the individual in relation to the volunteering activity. For this reason, our variable will reflect social involvement and connections of the individual which will be tested against the effects on volunteering.

### **Age**

Studies suggest that volunteerism generally increases with age until an individual's health begins to limit his or her ability to participate in volunteer activities (Midlarsky and Kahana, 1994; Wilson and Musick, 1997). Age may also be related to the primary motive for volunteering. Studies have found that younger adults are more likely to be motivated by material and status rewards than older adults (Frisch and Gerrard, 1981; Gidron, 1978; Independent Sector, 1990). Conversely, research shows that as individuals grow older they are more likely to volunteer for altruistic reasons (Frisch and Gerrard, 1981; Herzog and House, 1991; Omoto et al., 2000). In addition, older adults are also more likely to be motivated by social relationships (Fischer and Schaefer, 1993; Okun, 1994; Okun et al., 1998) and for ideological reasons (Cohen-Mansfield, 1989; Independent Sector, 1990).

As our study focuses on the external factors that affect the supply of volunteers, we will be testing this variable to understand its impact on the volunteer and whether this variable is affected by the external factors that we have been discussing, thus we need to understand the relationship between this factor and volunteering and its relationship with external factors.

### **Gender**

Previous studies on the relationship between gender and volunteerism has produced mixed results. Some studies suggest females are more likely to volunteer (Hodgkinson and Weitzman, 1992), while others report that males are more likely to volunteer (Wymer and Samu, 2002). However, most studies have reported no differences between male and female participation in volunteer programs (Chambre, 1989; Penner, 2002; Smith, 1994; Sundeen, 1990). The conflicting results may be partially attributed to how volunteerism is measured. For example, Gallagher (1994) observed that men belong to more voluntary organizations, but they do not devote any more time to volunteer activities than women. Thus, it might be expected that males would be more likely to participate in a corporate volunteer program, but not necessary devote any more time to the volunteer activities.

As the results from previous studies are mixed we will test this variable and similar to the age variable, we will be looking at the relationship between this factor and volunteering and its relationship with external factors. This will enable us to test whether this variable has other consequences on the volunteer involvement and supply.

### **Education**

The education variable is an indicator of human capital as it is combined with the income, it indicates "dominant status" (Smith 1994:247), which "qualifies" the individual for volunteer work. Education also measures a person's level in the social community.

We will measure the education indicator to weigh the impact of education on volunteer work because we believe that education can be affected by external factors and in turn affect the individual himself. This will allow us to assess the level of volunteers that might be affected by this indicator.

### **Marital Status**

The marital status variable could be another indicator of the person's involvement in the society as it also indicates a person's status in the community. The marital status of a person also would indicate the effects that other factors would have on this indicator and how would this indicator itself in turn affect the volunteering supplies.

As we measure the marital status indicator to its impact on volunteer work, this will enable us to assess the effects of this indicator and will allow us to better understand how the volunteer supply could be affected by this indicator.

### **Religiosity**

While neither differences in religious beliefs or strength of convictions are related to volunteerism, religious behavior or frequency of church attendance is positively related to volunteerism (Penner, 2002; Wilson and Musick, 1997). In addition, it has been reported that church members are more likely to volunteer than nonmembers (Fischer and Schaffer, 1993).

Religiosity prepares people for participation in volunteer work, It may be that participation in these behaviors is influenced by a desire for individual salvation rather than (or in addition to) desires for collective benefit. Consequently, it is important to consider the effect of religiosity in predicting civic engagement (Batson, 1991; Legee & Kellstedt, 1993; Wald, 1996).

Studies of religion and volunteering find marked differences between religious and nonreligious respondents (Wilson and Janoski 1995). However, neither differences in

intensity of beliefs nor theological differences have been found to determine how much volunteer work is done (Cnaan, Kasternakis, and Wineberg 1993).

### **Time**

As important as other factors, the time available to a person would indicate the opportunity cost of a person and would allow us to evaluate the availability of time for people to volunteer.

We will measure the time indicator to weigh its impact on volunteer work and to assess whether this indicator could affect the people willing to volunteer while affected by other external factors. Moreover, this will allow us to evaluate the propensity at which this indicator could affect the volunteering supply.

### **Motivational factors**

The motivational factors are those factors that determine the level of motivation for the volunteer himself and the level of motivation that people accrue in to perform the volunteering act. We believe that this is an important indicator as motivation plays a vital role in determining the people that are willing to volunteer.

We will measure the motivation indicator to assess its impact on volunteering. Moreover, we need to understand whether this indicator is an exclusive determinant of the supply of volunteers. As we conduct our measures we will try to identify if this is a sole factor or if other factors could diminish the effects of this indicator with regards to the volunteer supply.

Finally, In addition to the factors that are already listed the global political factors could affect several indicators that are related to the individual himself. Some of these indicators have already been listed. One other indicator which is the political participation could be affected by the global political situation; this indicator has been listed below.



### **Political participation**

Consistent with many theories on lifespan development, as people enter middle age they show a greater interest in ideological issues. Although interest in political and social causes often develops in early adult hood, younger adults are often too preoccupied with the achievement of personal goals to devote time to ideological causes (Berk, 1998).

Once issues relating to material rewards are resolved, individuals often become more interested in pursuing ideological issues. Thus specific causes that are viewed as highly important by middle aged and older adults become a primary motive for volunteering (Fischer and Schaffer, 1993).

However, within countries that are without political stability the political participation by people could have some affects on the volunteer supply. Even where political stability is found, we need to understand the effects of this indicator on determining the level of supply of volunteers. This will be our measure for this indicator.

Finally, it is not our goal to attempt a complete explanation of volunteering. In our study we could have omitted other factors related to volunteering. Our objective is to assess the level that external factors could affect the volunteer supply and the involvement.

#### **3.3.2 Dependent variables**

The dependent variables are a set of measures corresponding to our study. One measure would to identify whether the individual have ever participated in a volunteering work. This measure would allow us to indicate the number of people that have done previous volunteering work.

Another measure would be to identify for how long the person had been participating in volunteering activities. This is a measure of range and of how extensive a person's involvement in volunteer is. Moreover, this measure will also allow to understand what factors affected his decision of quitting volunteer work and how the same factors have managed to determine the length of his volunteer work that the participant had provided.

### 3.4 Methodology used

In this section we will be describing the methodology used in this study and we will give information on the design of the procedures used in order to reach an understanding to what could be the external effects on the volunteer supply and thus will allow us to attain the objectives set for this study.

#### 3.4.1 Research methodology

The research methodology outlines the procedural rules for the evaluation of the research questions and the validation of the hypotheses in accordance with the data gathered.

Moreover, the research methodology may be defined as the academic framework for the collection and evaluation of the existent knowledge for the purpose of arriving at the purpose intended for this study.

To determine the research methodology is an important as it will direct the research to the needed paths in order to reach the preset goals. Essentially, the research activity is resource based and it must make sure that the purpose is shielded through the justification of its resources. That is, as research is a constructive process, the data used must fulfill the purposes of the study and it must be useful to the analysis processes.

Research methodology is vital in the success of the study. The methodology not only provides a framework to the study but it also identifies the research tools and strategies. Moreover, it defines the activity of the research, its procedural methods and strategies, for progress measurement. It also sets the criteria for the research success.

Within the context of the research methodology, each research poses a set of unique questions and articulates a specified group of objectives. The research design serves to connect the research questions to the data and communicate the means by which the research hypothesis shall be tested and the research objectives satisfied.

In order to satisfy what we have stated above, in our sections below we will be discussing the following in relation to the research methodology, the identification of the relevant data, the determination of data collection focus and the selection of the method by which the data will be analyzed and verified.

### 3.4.2 Data collection and sampling

#### **Sampling**

The selected sample for the quantitative analysis has been selected to be large enough in order to be credible and serve the purpose of evaluation; however at the same time it should have some depth and detail properties.

Our data will not be selected randomly but rather we will target volunteers, specifically those in the Lebanese Red Cross – Emergency services. Thus, our population will be made up of volunteers specifically those in the emergency services.

The population is formed up of about 2400 volunteers; of those volunteers we will select a representative sample which will be 450 volunteers or approximately 19%. We consider this sample to be sufficient since a sample of 19% is sufficient enough to represent the population.

Moreover, this sample would allow us to correctly analyze the data since it will give us in depth information on the areas of the research interest, and in this case would be the global effects that will affect the volunteering supply. For this reason and since these volunteers do stay for a while performing this activity we need to understand what drives them to quit or stay. Also, the decision to select respondents that are already volunteering was taken, in order for us to be able to understand the characteristics of volunteers, thus allowing us later to analyze how the global factors will affect those characteristics or variables.

## **Data collection**

The data which will be collected will be divided into two sections our primary and secondary data.

In order to collect our primary data we have created a questionnaire to be filled by the volunteers themselves and in which we will be able to collect the necessary data, related to the independent and dependent variables that have been listed above and with which they will be of interest to our study.

Moreover, where we have condemned this necessary we have conducted a structured interview to a small sample which was extracted from the above defined sample. This data collection method will allow us to acquire more targeted information that will be of help to serve the purpose of the study.

In addition, to that we have collected information on the number of volunteers and the changes in these numbers on a yearly basis from an emergency service center which belongs to the national society of the Lebanese Red Cross. This data will allow us to compare the external factors and the respective numbers of the volunteers and their changes as the external factors change.

As we might need to assess situations within different countries, we have decided to collect secondary data related to the variables that have been listed above. The decision to collect this secondary rather than primary data is due to the fact that it will not be feasible to travel to other countries in order to collect primary data. For this reason all of the data related to other countries will be secondary data.

### 3.4.3 Research approach and strategy

As we tend to discuss our research approach, we believe that the selection of the research approach is another important step for our study. The research approach clearly indicates the direction that our research will take to serve the purpose of the study. This will allow us to design an approach will serve the research's requirements.

The deductive approach is usually described as a testing of theories, the research will proceed with a set of theories and conceptual models and then the study's hypotheses will be formulated on their basis. After that the research proceeds to test the proposed hypotheses. On the other hand, the inductive approach follows from the collection of empirical data and proceeds to create the concepts and theories according to the data collected.

In our study, we will follow the deductive approach, that is starting from top to bottom, and as we have examined conceptual models and theories to note our hypotheses, we will proceed to test the data collected and in return test our hypotheses.

Moreover, we will confine to the quantitative tools of collecting data, as it have been indicated in the data collection section of our study. And, thus we will use our quantitative tools to produce statistical data from the sample of data collected. Moreover, use statistical techniques which are explained in the next section we will transform the crude collected data into a set of statistical representation from which we will draw our main conclusions and conceptual models.

#### 3.4.4 Instrumentation

One of our instruments used for this study was the questionnaire. The questionnaire has been prepared to supply us with sufficient data on the variables listed, which are of relevance to our study. Items included in the questionnaire relevant to this study are presented in the appendix.

To ensure honest responses and reduce potential biases from socially desirable response tendencies, this study ensured the anonymity of the respondents. The survey was handed over by hand to the respondents; it clearly indicated that the respondents' identity will remain anonymous. Moreover, we have described how the respondents were randomly selected, and stressed that no markings were used to identify the respondents.

In addition to the above instrument, we have used another instrument to collect global data related to volunteering from one of the Lebanese Red Cross- emergency services center.

The data that was collected was preselected in accordance with the purpose of the study, the items in this data collection instrument can be found in the appendix of this study. The data collected was selected over a spread of several years in order to serve the purpose of studying the effects of global factors on the volunteering activity.

#### Coding

We will list below our variables and how they were coded, as the coding will allow us to transform our collected data into a more comprehensible and manageable data, which will make it feasible for the statistical tests and presentations. Below is a list of variables along with their coding.

**Income**

This variable measures the yearly family income of the respondent coded in increments of \$4,000 until "\$35,000 and above."

**Employment**

This variable measures the respondent's employment status, coded into 3 results, employed, not employed and retired. It will be important for us to identify if the respondent is unemployed for how long has he been unemployed as a respondent might be unemployed for a short period during the time of the survey this will be insignificant to the study, therefore we need to know the unemployment length. These results were coded into a yes or no answer to the question, have you been unemployed for more than two months?

**Social connections**

This variable measures the social connections of the respondent; we have used a direct method to measure this variable, where the respondents indicated their weekly number of hours in which they spend socializing. Thus, this variable was coded into the number of socializing hours within a week.

**Age**

This variable measures the age of the respondent, the age was coded into intervals of years, ranging from "0-17 years of age" until "55 and more years of age".

**Gender**

The gender variable was coded into M or F indicating whether the respondent is a male or female.

**Education**

This variable was measured according to the last attained degree, if the respondent was already a volunteer, he was asked to give his education level at the time of starting the volunteer work as well. These were coded into degrees of education for example, high school diploma, bachelors, etc... Moreover, it was important for us to determine whether a respondent who is volunteering is still participating in educational means. These answers were coded into a yes or no answer to the question, are you still performing any educational activity?

**Marital Status**

This variable was measured to indicate the marital status of the respondent; these were coded according to the status itself, single, married, etc...

**Religiosity**

This variable measures frequency of church attendance, reverse coded to make higher numbers equal more frequent attendance (one = never, two = a few times a year, three = once or twice a month, four = almost every week, five = weekly).

**Time**

This variable was measured in terms of the number of weekly spare time hours for the respondent. Therefore, we have coded this variable into the number of weekly hours.



**Motivational factors**

This variable was measured to determine whether correspondents have ever felt motivated about volunteering. Respondents were asked whether they feel that they have an obligation towards their community by providing their services. Moreover, respondents were asked if they believe that their volunteering would make a difference in the society. The answers were coded into 2 for answering yes on both questions, 1 for answering on one question and 0 for answering no on both questions.

**Political participation**

This variable was measured to test the political participation of the respondent. Respondents were asked if they have ever been active in political parties, and their number of weekly hours participating in political events. These were coded into yes or no and number of weekly hours respectively.

**Number of volunteer hours**

This dependent variable will be measured to indicate the number of hours volunteered by each person, since we are interested in the total number of hours provided by the respondent.

### 3.4.5 Statistical package and techniques

In our analysis that will serve the purposes of this study, we will do some statistical techniques to study the effects of the factors on the volunteer supply. Thus, through our statistical techniques we will study the effects of the changes in the independent variables on the dependent ones.

The first level of techniques that will be used includes, means, standard deviations and frequency distribution these will allow us to transform close ended questionnaire into a more straightforward statistical data, which will represent the average and variability of responses along with the frequency distribution which will serve as a graphical representation of the number of times that particular responses were given. Thus, the first technique will reduce our data to a more comprehensible and manageable set of graphic representations of data.

The second technique will include scatter gram and correlation coefficients, these techniques will allow us to draw conclusions on the relationship between the variables.

The last technique which will be used is the difference tests, this technique will allow us to measure one sample group against a baseline, as we tend to examine the differences between specific variables over a specific time.

In our tests we might use other techniques, if it deemed necessary, some of these techniques and their definitions have been listed below.

**Analysis of variance**

The analysis of variance will allow us to test on whether or not the means of three or more independent variables are all equal.

**Correlation**

Tests of correlation will allow us to understand the relation between two or more variables. That is the relation between the independent variables and the volunteer supply which is the dependent variable and the relation between the independent variables themselves

**Regression analysis**

The regression analysis will allow us to understand how will allow us to understand how the typical value of the dependent variable changes when the other independent variables change. That is this will allow us to understand how the volunteer supply will change when any of the independent variables change.

These tests will be conducted using statistical software which is SPSS; this software was used for its ease of use and which will help in conducting the tests over a huge sample. Moreover, this software will enable us to acquire quick and accurate test results that will serve a reliable statistical study.

### 3.4.6 Conceptual framework

The current research shall adopt the conceptual model approach, since conceptual models are particularly useful for the collection of well-defined information and its later discussion and analysis.

Since the conceptual models are widely used while two phenomenon are being compared and contrasted, and in this case the volunteer supply and the external factors.

The resultant conceptual model will be built on the basis of the collected primary data, which will be prepared for analysis in a modular format and this will enable us to map the phenomenon and to devise the theoretical analysis.

In other words this approach allows us to explain the resulting facts through theory; moreover we will expand our knowledge through the clarification of the relation between the actual reality and the theory devised.

The nature of our research has led to the decision behind using the conceptual model approach. The research shall focus on the critique and examination of the relation between the external factors and the volunteer supply, and it will compare the changes in these factors with the changes of the volunteer levels. This will be done by analyzing the data which was collected through primary research.

### 3.5 Conclusion

To conclude this chapter, we will remind of the importance of the research methodology which is one of the most important steps in our research in order to determine the whole direction of the study and thus allowing it to attain its purpose that was intended for it.

In this chapter, we have listed our hypotheses which will be tested in order to formulate our knowledge. Moreover, we have selected variables which will be tested in order to verify or refute the hypotheses thus formulated.

Moreover, in order to be able to test our hypotheses we have defined our research methodology and approach and we have defined the conceptual framework for the study, as this study will follow the conceptual model in order to formulate our models after we have studied and tested our variables.

Also, we have defined the instruments that will be used to collect the data and which are the questionnaire and the data gathering. Following this as have already been discussed, we will use some statistical techniques and tools in order to analyze our data and devise the descriptive statistics from which we will draw our findings and conclusions.

## **Chapter 4**

### **Findings**

#### **4.1 Introduction**

On the basis of the questionnaires conducted conceptual findings and models are to be devised. The models and findings will be the topic of this chapter.

As may be inferred from the above, this chapter presents the results of the questionnaires conducted. The purpose of this chapter is to clarify the resulting findings of our study. Moreover, we will test the earlier stated theoretical assumptions pertaining to the effects of the external factors on the volunteering supply.

We will also determine whether or not, as earlier hypothesized, these external factors have direct effects on the level of supply of volunteering and the changes that it will have on the supply. Furthermore, we will evaluate the validity of the earlier stated hypothesis pertaining to the positive relation that these effects have on the supply.

Following the presentation of the descriptive statistics, the main results of the questionnaires will be presented alongside a discussion of the main findings and the validity of the hypotheses that have been already presented within the parameters of the chapter's stated purposes.

#### **4.2 Descriptive statistics and Main Results**

In this section we will display our descriptive statistics which was attained following the results of the statistical techniques described in the previous chapter. We have used SPSS as our statistical software through which we have calculated our main results.

In the tables below we will display the means, frequencies and standard deviations of the dependent and independent variables. Moreover, we will then display the results of the correlation tests and the analysis of the variance results.

Following this section we will discuss our findings by using the results thus attained along with other theories in order for us to be able to accept or negate the hypotheses that were proposed.

### Frequencies

As our tables display, we have tested our independent variables for their frequencies, those who responded on the questionnaires were volunteers as we needed to understand the independent variables in relation to those volunteers and the changes in the dependent variable which is the volunteering hours provided by these volunteers.

		<b>Age</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	273	60.3	60.7	60.7
	26-39	172	38.0	38.2	98.9
	40-54	5	1.1	1.1	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 1: Frequency of the Age variable

**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	.7	.7	.7
Female	248	54.7	54.7	55.4
Male	202	44.6	44.6	100.0
Total	453	100.0	100.0	

Table 2: Frequency of the Gender variable

The respondents were mostly adults were 60% of them were between the ages of 18-25, along a slight advantage of 54% to females.

**Marital**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	363	80.1	80.7	80.7
Married	31	6.8	6.9	87.6
Engaged	56	12.4	12.4	100.0
Total	450	99.3	100.0	
Missing System	3	.7		
Total	453	100.0		

Table 3: Frequency of the marital status variable

**Education**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not Educated	9	2.0	2.0	2.0
High school diploma	33	7.3	7.3	9.3
Bachelor's degree	365	80.6	81.1	90.4
Master's degree	18	4.0	4.0	94.4
Doctoral degree	25	5.5	5.6	100.0
Total	450	99.3	100.0	
Missing System	3	.7		
Total	453	100.0		

Table 4: Frequency of the Education variable



**Still studying?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	.7	.7	.7
No	330	72.8	72.8	73.5
Yes	120	26.5	26.5	100.0
Total	453	100.0	100.0	

Table 5: Frequency of those who are still studying

Moreover, most of the respondents were mostly educated our statistics showed a rising level of education between the volunteers were most of them are educated to the university level. Of the approximately 98% of educated people, 26% of these were continuing their studies to attain higher levels of diplomas. As for the marital status only 20% of the respondents were married or engaged along with a leading population in the single volunteers.

**Employment**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	426	94.0	94.7	94.7
Employed	24	5.3	5.3	100.0
Not employed	450	99.3	100.0	
Total	3	.7		
Missing	453	100.0		
System				
Total				

Table 6: Frequency of the Employment status variable

**unemployed for more than 2 months**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	.7	.7	.7
a	426	94.0	94.0	94.7
No	23	5.1	5.1	99.8
Yes	1	.2	.2	100.0
Total	453	100.0	100.0	

Table 7: Frequency of those who have been unemployed for more than 2 months

The above figures show the percentage of volunteers who are also employed, in our sample of respondents. 94% of the respondents were volunteers and 6% only were unemployed, of those 6% only 1% were unemployed for more than 2 months and due to the restriction of privacy we preferred not to include any question that will denote the reason behind this prolonged period of unemployment furthermore this information has no relevance to our study.

**Income**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5000 - 30000	73	16.1	16.2	16.2
	30001 - 50000	347	76.6	77.1	93.3
	50001 or more	30	6.6	6.7	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 8: Frequency of the Family yearly income variable

The Income variable indicated an average family income of the volunteers with 77 % of them lying in the average yearly income scheme of 30,000 – 50,000 USD.

**Volunteered**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	.7	.7	.7
	Yes	450	99.3	99.3	100.0
	Total	453	100.0	100.0	

Table 9: Frequency of those who have volunteered

**Hours**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	650 or less	55	12.1	12.2	12.2
	651 - 1500	118	26.0	26.2	38.4
	1501 - 2500	146	32.2	32.4	70.9
	2501 - 4000	52	11.5	11.6	82.4
	4001 - 7500	45	9.9	10.0	92.4
	7501 or more	34	7.5	7.6	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 10: Frequency of the Volunteering hours variable

**volunteerAge**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17 or less	18	4.0	4.0	4.0
	18 - 25	282	62.3	62.7	66.7
	26 - 30	145	32.0	32.2	98.9
	31 or more	5	1.1	1.1	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 11: Frequency of the Volunteer age variable

As we have indicated our respondents were all volunteers and this reflected a percentage of 100% for those who volunteered. The volunteering hours indicator was distributed along a big interval were there was no notably dominant interval of hours; however 32% of the volunteers specified that they have volunteered a total of 1500 – 2500 hour so far, and about 26% indicated a total volunteer hours of 650 – 1500 so far. When asked at what age did they volunteer, 62% responded indicating between 18 and 25, were 32% were 26-30 years of age, 4 % were 17 or less and only 1% above 31 and more.

**spareHours**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	40 or less	85	18.8	18.9	18.9
	41 - 50	62	13.7	13.8	32.7
	51 - 60	128	28.3	28.4	61.1
	61 - 80	118	26.0	26.2	87.3
	80 or more	57	12.6	12.7	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 12: Frequency of the Spare hours variable

**socialization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 or less	27	6.0	6.0	6.0
	6 - 10	120	26.5	26.7	32.7
	11 - 15	143	31.6	31.8	64.4
	16 - 20	80	17.7	17.8	82.2
	21 or more	80	17.7	17.8	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 13: Frequency of the Socialization hours variable

Volunteer were asked how many spare hours do they have a week, 28% indicated 50 to 60 hours a week and the smallest was 12% for 80 or more hours. As for the socialization, respondents indicated an increasing interest in socialization and 31.6% of them stated that they spend around 11 to 15 hours a week socializing.

**Motivation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	13	2.9	2.9	2.9
	1	115	25.4	25.6	28.4
	2	322	71.1	71.6	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 14: Frequency of the Motivation variable

Approximately 70% of the respondents indicated that they believe that they can make a difference in their community when they volunteer to help and they believe that they have an obligation towards their community. Only 3% answered no to both questions. This shows that the volunteers have a dedicated motivation to help others.

**Religiosity**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	.7	.7	.7
No	158	34.9	34.9	35.5
Yes	292	64.5	64.5	100.0
Total	453	100.0	100.0	

Table 15: Frequency of the Religiosity variable

**Church**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	33	7.3	7.3	7.3
	A few times a year	190	41.9	42.2	49.6
	Once or twice a month	170	37.5	37.8	87.3
	Almost every week	38	8.4	8.4	95.8
	Weekly	19	4.2	4.2	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 16: Frequency of the Church attendance variable

To measure the religious beliefs of respondents they were asked whether they consider themselves as religious people 35% of them indicated that they do not see themselves as religious people. Of the 65% that believe themselves as religious, 42% attend the mass at the church a few times a year, while 37% of them attend the mass once or twice a month.

**politics**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	.7	.7	.7
No	345	76.2	76.2	76.8
Yes	105	23.2	23.2	100.0
Total	453	100.0	100.0	

Table 17: Frequency of the Political engagement variable

**politicalHours**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	345	76.2	76.7	76.7
	0-5	45	9.9	10.0	86.7
	6-10	39	8.6	8.7	95.3
	11-15	12	2.6	2.7	98.0
	16-20	5	1.1	1.1	99.1
	5	4	.9	.9	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

Table 18: Frequency of the hours of participation in political activities

The political affiliation of these volunteers showed that only 23% of them had participated in political activities in the past, where among these the highest percentage of hours participating in political activities was 10% giving between 1-5 hours.

### Means and standard deviations

The means and standard deviations were computed for these independent variables as opposed to the dependent variable which is the total hours of volunteering provided by the respondents.

The means and standard deviations could be found in the appendix at the end of this study. However, means were higher for the respondents who were bigger in age and for those who are single, and educated to the bachelor's level among others. More reference to the means and standard deviations will be made in the discussion section, other means and standard deviations will be listed in the appendix area as noted earlier.



## Correlation

		Correlations											
		Age	Hours	Marital	Education	Employment	Income	volunteerAge	spareHours	socialization	Church	Motivation	politicalHours
Age	Pearson Correlation	1	.067	-.139**	.041	-.033	.078	.809	-.050	-.058	.201	.050	.200
	Sig. (2-tailed)		.157	.003	.383	.486	.100	.000	.286	.219	.000	.290	.000
	N	450	450	450	450	450	450	450	450	450	450	450	450
Hours	Pearson Correlation	.067	1	-.031	.209	.136	.466	.134	.566	.306	.293	.134	-.125
	Sig. (2-tailed)	.157		.518	.850	.440	.181	.004	.000	.901	.049	.477	.590
	N	450	450	450	450	450	450	450	450	450	450	450	450
Marital	Pearson Correlation	-.139**	-.031	1	-.174**	-.111	-.079	-.172	.015	-.061	-.064	-.057	-.218*
	Sig. (2-tailed)	.003	.518		.000	.019	.095	.000	.749	.196	.172	.225	.000
	N	450	450	450	450	450	450	450	450	450	450	450	450
Education	Pearson Correlation	.041	.209	-.174**	1	.001	-.032	.036	-.011	.013	.099	.042	.130
	Sig. (2-tailed)	.383	.650	.000		.976	.495	.448	.821	.779	.038	.378	.006
	N	450	450	450	450	450	450	450	450	450	450	450	450
Employment	Pearson Correlation	-.033	.136	-.111	.001	1	.091	-.005	-.046	-.148**	-.257*	-.482**	-.111
	Sig. (2-tailed)	.486	.440	.019	.976		.055	.909	.330	.002	.000	.000	.018
	N	450	450	450	450	450	450	450	450	450	450	450	450
Income	Pearson Correlation	.078	.466	-.079	-.032	.091	1	.088	.092	-.015	-.112	-.159*	.070
	Sig. (2-tailed)	.100	.181	.095	.495	.065		.147	.051	.752	.018	.001	.136
	N	450	450	450	450	450	450	450	450	450	450	450	450
volunteerAge	Pearson Correlation	.809	.134	-.172**	.036	-.005	.068	1	-.092	-.038	.211	.075	.107
	Sig. (2-tailed)	.000	.004	.000	.448	.909	.147		.050	.427	.000	.110	.023
	N	450	450	450	450	450	450	450	450	450	450	450	450
spareHours	Pearson Correlation	-.050	.566	.015	-.011	-.046	.092	-.092	1	.000	-.092	-.016	.020
	Sig. (2-tailed)	.286	.000	.749	.821	.330	.051	.050		1.000	.051	.727	.671
	N	450	450	450	450	450	450	450	450	450	450	450	450
socialization	Pearson Correlation	-.058	.306	-.061	.013	-.148**	-.015	-.038	.000	1	.062	.061	.050
	Sig. (2-tailed)	.219	.901	.196	.779	.002	.752	.427	1.000		.189	.200	.292
	N	450	450	450	450	450	450	450	450	450	450	450	450
Church	Pearson Correlation	.201	.293	-.064	.099	-.257*	-.112	.211	-.092	.062	1	.618	.248*
	Sig. (2-tailed)	.000	.049	.172	.036	.000	.018	.000	.051	.189		.000	.000
	N	450	450	450	450	450	450	450	450	450	450	450	450
Motivation	Pearson Correlation	.050	.134	-.057	.042	-.482**	-.159*	.075	-.016	.061	.618	1	.213*
	Sig. (2-tailed)	.290	.477	.225	.376	.000	.001	.110	.727	.200	.000	.000	.000
	N	450	450	450	450	450	450	450	450	450	450	450	450
politicalHours	Pearson Correlation	.200	-.125	-.218*	.130	-.111	.070	.107	.020	.050	.248*	.213*	1
	Sig. (2-tailed)	.000	.590	.000	.006	.018	.136	.023	.671	.292	.000	.000	
	N	450	450	450	450	450	450	450	450	450	450	450	450

\*\* . Correlation is significant at the 0.01 level (2-tailed).

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

Table 19: Correlations of variables

Correlations among variables are shown above the results of the correlation analysis indicated that there are some positive and negative relationships between variables. Moreover, some variables indicate a high relationship and dependency on other variables while others are not that related.

The tests of the correlation will help us identify were the hours of volunteering are directly related to some of the independent variables and the relationships with these

variables, this will enable us to identify how changes in external factors that occur and that might affect some of these variables will have their consequences on the volunteering hours itself.

Regressions along with the analysis of variance have been calculated also and they are available along with statistical analysis in the appendix which is attached at the end of this study. Discussions of the findings of these calculations and tests will be discussed in the next sections where we will devise our findings and results.

### 4.3 Discussion of findings

In this section we will be analyzing our findings subsequently to the analysis of the data and the outcome of our main results. In order to discuss our findings after we had done our analysis, we will group our findings into 3 groups, mainly the groups that are of interest to our study, these are the economical, social and political effects. Thus, grouping the findings related to each variable under the effects of the proper category.

In our analysis we will follow the top bottom strategy, or in other words analyzing effects from the global and narrowing down to the more specific in order to reach our findings.

#### Economical findings

We will start by discussing the economical side of the study, as economies change within countries they do affect several variables that have been analyzed in our study. The variables that are relevant to the economy in our study are mainly the Income and employment.

To start with we need to analyze how changes in the economy would affect these variables. As economy worsens and recessions occur, production is widely affected in a negative way within a country; firms might start cutting on employees and this would lead to people losing their jobs, thus lower incomes. As economies deteriorate, average income for people will fall down.

For those people that are not employees and that do have their own companies, again there income will fall as their companies turnovers and profits deteriorate.

On the other hand, some people might be lucky and stay at their jobs within these hard times, although their income might not drop however their income will be limited and their position would be sensitive within the company. Thus, another issue would arise here and they would have a time constraint instead. These people for their fear of losing

their jobs they would be working harder, thus they would spend much more time at work as they will be afraid that not working hard within the company would lead them to being expelled. In this situation, the opportunity cost of time would rise and it would have its effects, this will be discussed in details.

However, nearly all possible scenarios of a deterioration of the economy would lead to a decline in the Income of the person or at least limiting it.

Moreover, in some countries where there is a big difference in incomes as compared to living expenditures due to the bad economies. This will decrease the nominal value of the income itself rather than its real value and this will have the same effect of a decrease in the income of the person.

Similarly for the employment, those who are not employed have low incomes of course except in rare cases where people are so rich that they do not have the need to be employed or in cases where the person is retired thus he is not working anymore however his income is not affected, these cases have little significance in our study as they are rare cases.

In our analysis we have seen a positive relationship between the income and the volunteer hours and another positive relationship between employment and the volunteer hours. Thus, whenever income of a person decreases his volunteer hours will decrease as well. On the other hand, as people become more and more unemployed the volunteering hours decreases as well.

In our analysis of the data, we have found that there are a big percentage of those who volunteer that lie within the average family income and above. Also, of all the volunteers 95% are employed.

The numbers thus are within the accordance of our claims; this will thus prove our claims of the relationship between the hours of volunteering and the employment and Income of the individual.

As an example in Lebanon, we are suffering from an unhealthy economy; young professionals who are receiving a low income in this country will start to look for alternatives in order to increase their income as the cost of living is increasing. Thus, several options to increase their income arise, some prefer to leave the country and search for other countries where they could increase their income, others work in 2 jobs in order to be paid two wages and others decide to try and open their own business hoping they would raise more income. All of these do not impose a direct effect on volunteering, however these affect the time of the individual and the cost of opportunity for the time of the individual thus rises, and this will have an effect on the volunteering hours itself.

Thus, economy has several effects on the volunteering be it direct such as affecting incomes in many negative ways or affecting it in an indirect way which in turn will affect another notion and variable which will increase the opportunity cost of the person. Thus, inducing heavy negative effects on the volunteering hours.

As both variables which in our study are related to economy do have a relationship between them and the volunteering hours. Thus, when these variables change due to effects of global economy they will affect the volunteering hours and thus in turn the economy is affecting the volunteering hours.

Volunteer hours

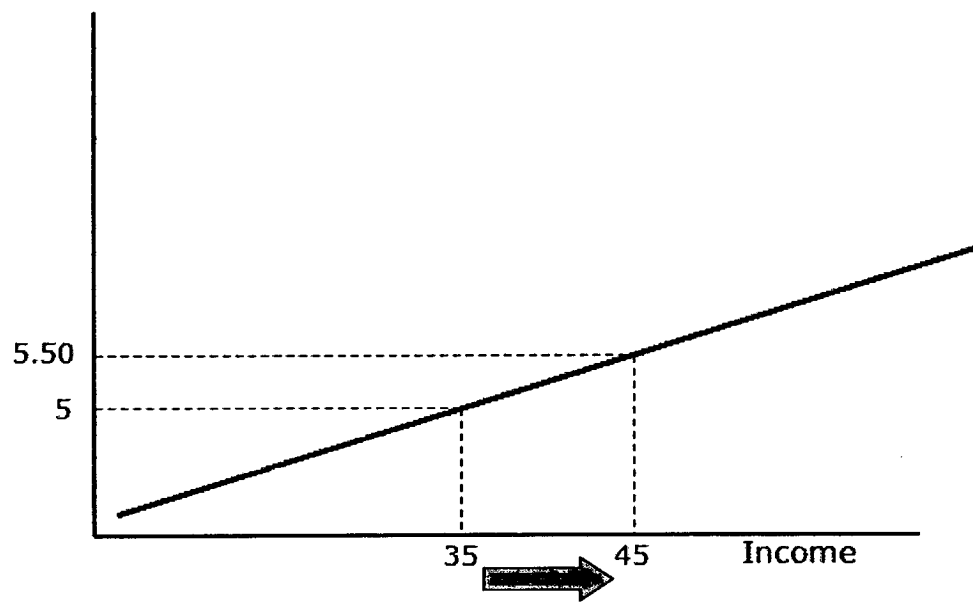


Figure 11: Relationship of income vs. volunteer hours

Volunteer hours

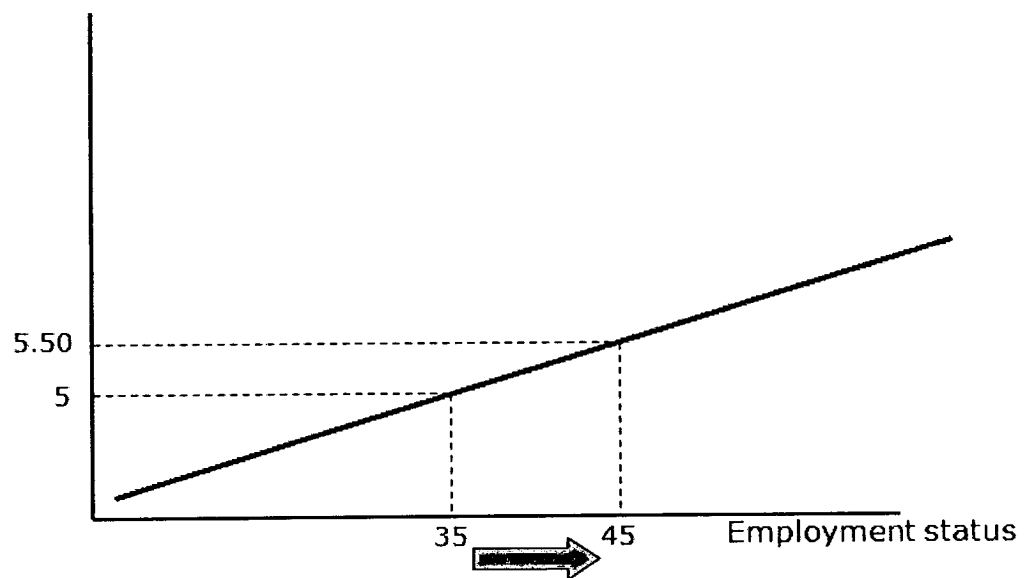


Figure 12: Relationship of employment status vs. volunteer hours

As indicated above the figures, thus shows the positive relationships between volunteering hours, income and employment. As the latter tend to rise, the dependent variable therefore which is the volunteering hours tend to increase as well.

However, although the increased economy will have a positive relationship on the volunteering levels, a very good economy will tend to affect the volunteering levels as well, in terms of the Income we believe that the correct representation of the income vs. volunteering hours would be as displayed in Fig 13.

Volunteer hours

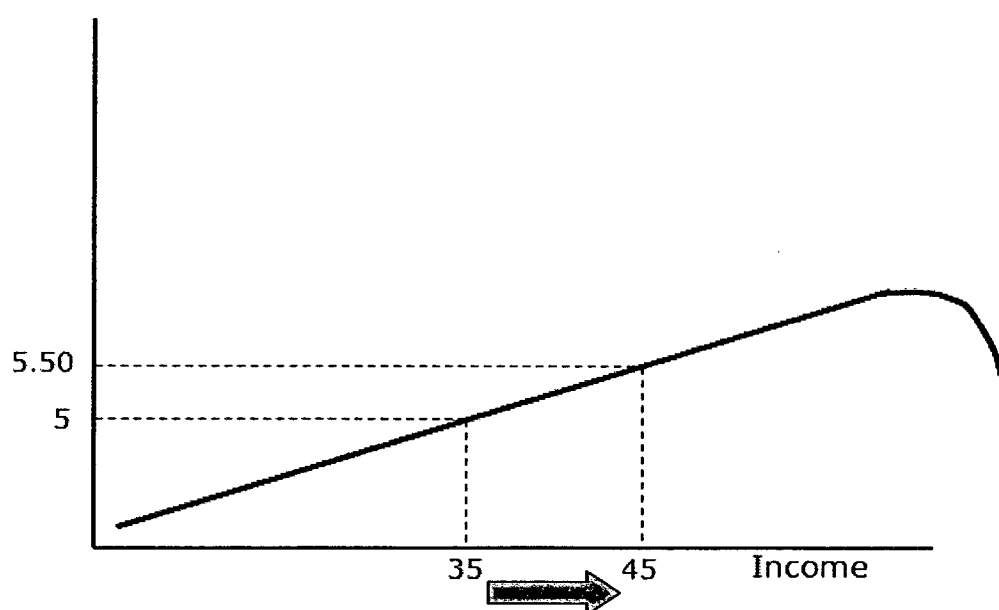


Figure 13: Real relationship of income vs. volunteer hours

Since there is a limitation of hours, the curve level will reach a limit where it cannot go any further above this limit; therefore we believe that there is a limit which is the 24-hour in terms of the volunteer hours.

As for the decline in volunteering hours, we believe that as the income has positive effects and thus when the income increases too much it will reach a maximum, whereby after this maximum the volunteering hours will start to decline. This is caused by the fact

that for people who have a very big income, their privileges to access top leisure services will be much more available than when their incomes are low. For this reason another opportunity cost rises which is the leisure time as their leisure becomes much more than cheap and their opportunity cost towards the leisure increases compared with the volunteer time.

However, this might be applicable to adults more than older people. Since younger people tend to be distracted with materialistic matters, however for the older people who have accomplished material goals, they become much more interested in their ideological beliefs and thus might not be affected. However, as our study consists of a big sample of adults we will thus devise the corrected graph for the income.

Therefore, as the economy represents the accumulation of its variables. We believe that the economy would be represented in a curve similar to that of the income. Therefore, as indicated in the below figure, we expect the representation of the economy to be the following.

Volunteer hours

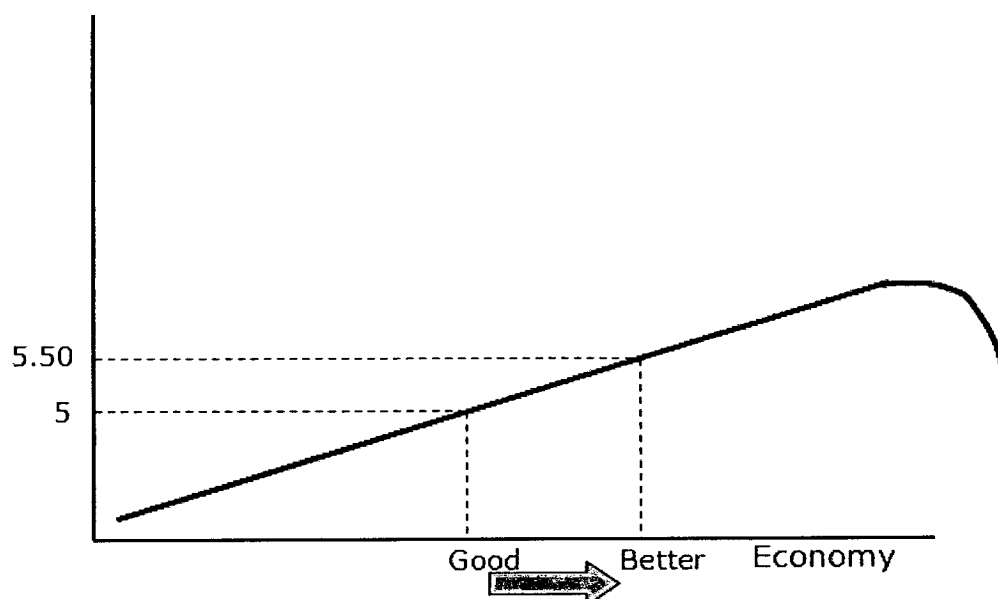


Figure 14: Relationship of economy vs. volunteer hours



And therefore as the economy becomes better and individuals are practicing a better of condition of life, the volunteering supply would increase until it reaches the 24 hour limit and until the opportunity cost of leisure becomes significant and people have easy access to it, by then the volunteering hours will to decrease again.

### Political Factors

In relevance to our study we believe that the variables that might be affected with political factors are those that dictate the individual's participation in political activities. Analysis done over this variable in our studies indicates that most people who volunteer do not show interest to political affiliations and thus in our study of the people who volunteered only 23% have participated in political activities in the past.

A political instability within a country could affect the economy which in turn will affect the volunteer supply as shown previously. In addition to that within times of political instability people who are politically engaged do feel a greater obligation towards serving their political parties as they believe that this is an obligation towards their better being of their country.

For this reason in times of political unrest individuals that have an interest towards politics do offer a huge amount of time participating in political activities as they feel that this is an obligation towards serving their political parties, thus on the other hand their will to offer volunteer hours decrease. Moreover, at these times these people who have a great interest in political activities prioritize their political activities over other activities.

This will create a huge opportunity cost of time for those individuals as their interests will shift towards the political activities. Moreover, in times of political stability people will be ensured over their political situations, the interests of these people will shift towards putting their efforts to help their communities in other parts and this comes as a form of volunteering, moreover people with political rest in their countries do enjoy a better quality of life with no worries over the political speculation of their countries.

Thus, we devise a model for the political factor that will be an upward curve characterized by a positive slope, indicating the positive relationship between the political situation of a country and the volunteering supply. Thus, for those countries with political unrest their volunteering supplies are affected negatively and vice versa.

### Social factors

Contrary to what people might think social factors do have a great impact on the levels of volunteering. In the end the beliefs of people do matter in helping their societies and thus social factors play a major and important role in determining the level of volunteer supplies.

The social factors might affect several variables those that have been analyzed and that are of interest to our study are the following, the motivation, religiosity and their socialization which indicates their engagement within their community.

The results of the analysis of these variables have shown the following people who volunteer tend to have a feeling of engagement within their community. In determining the level of motivation, we have asked our respondents the following two questions: Do you consider that you have an obligation towards helping your community? Do you think that if you volunteer you will be making a difference towards your community? Where respondents have answered yes to both question this showed a good level of motivation. In our study of those who volunteered approximately 70% have answered yes to both questions. Our analysis and the calculations down show a positive relationship between the motivation and the volunteer hours.

As for the religiosity, we did not aim at analyzing the beliefs, religion or sect of the respondent, however we were more concerned in the level of religiousness of the person since we believe that most religions encourage their followers to perform activities that would help others and that would help build a good community this will be attained by the act of volunteering. In other words they encourage people to play the role of the

Good Samaritan of offering without expecting anything in return which indicates the act of volunteering.

In our study, the analysis of this variable showed again a positive relationship with volunteering and the volunteering hours where most of the respondents considered themselves religious.

This is significant in countries where religion still plays a big role in the societies and it is thus important within these countries that do not have a great proportion of atheist people, in which those people do not have any motivation or background towards helping the other. However, still those countries do have volunteers due to the fact of the ideological ideas that people do have and the other social factors that even in the absence of the religious factor do still play a role in affecting the volunteer supply.

As for the third variable, which is the engagement in the society and the foreseen importance of socialization, people who tend to have an increasing interest in socialization are believed to be caring to their communities and to their social surroundings thus again indicating that these people do believe that volunteering is an important act towards their societies and this is shown in the analysis of this variable where people who are volunteered showed an interest in socialization where 58% perform socializing activities ranging between 6 and 15 hours a week and only 6% showed a decreasing level of interest in socialization where they dedicated 5 or less hours to socialization activities.

Again and in accordance with the statistical analysis that we have performed we believe that there is a positive relationship between socialization and volunteering hours. Thus, we believe that each of the three variables will be represented with an upward curve in relation to the volunteer hours.

### Volunteer hours

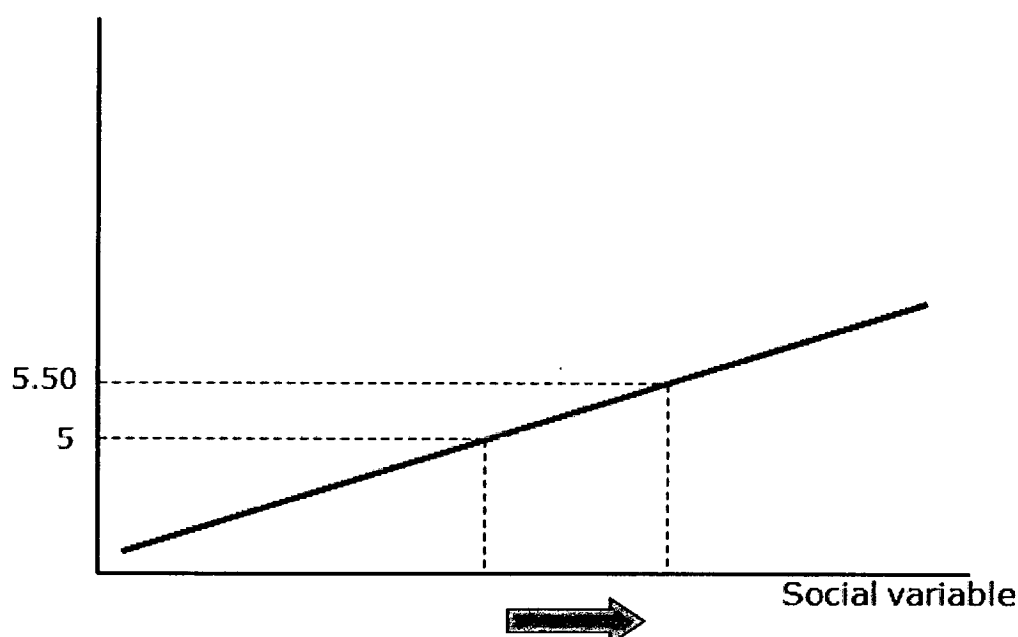


Figure 13: Relationship of social variables vs. volunteer hours

As the figure might depict there is a positive relationship between the social factors and the volunteer hours. As the number of people who are engaged in the society increase, this will lead to an increase also in the supply of volunteers.

Again, however as the engagement towards the society increases within any of these social variables the level of volunteering start to decline, due to the constrain of the 24 – hour limit where people having an increased level of engagement towards social events will prioritize time to attend religious activities and do more socialization, thus increasing their opportunity cost of social hours as opposed to volunteer hours.

Thus, we believe again that the real curve will be similar to the economy level where volunteer hours will reach a max before it starts to drop again.

Since all social factors tend to have a positive relationship with the volunteering level of supply, we thus believe that social factors will increase as the level of awareness towards the society increase and vice versa.

### The time factor

We have mentioned several times in our findings above the importance of the constraint of the 24-hour limit. The person enjoys a 24 hours a day, which will be divided according to his interests, priorities and the activities that he prefers over the other.

As a person dedicates time to activities other than volunteering, the time that will be dedicated to volunteering activities thus will decrease. This shows in some of the variables that have been collected and analyzed.

Those variables are the marital status where the person will have more obligations towards his family and he will thus allocate more time to his family, which will decrease the availability of hours for the respondent to volunteer.

Other variables such as the age and whether the respondent is still studying and the spare hours also do have implications over the number of hours that can be offered towards volunteering activities. During several stages of the life of a person and as he passes through several age stages his goals, ambitions, priorities and interests do change and this will reflect on the time that he will have and to which activities that he will allocate. We will not attempt to analyze this, as this requires another study.

Therefore, the opportunity cost of time does play a big role also in the volunteering hours that these respondents provide. Thus, as the opportunity cost of performing other activities that require the time of the respondent increase as opposed to providing volunteer hours, respondents tend to decrease the volunteer hours according to their priorities in favor of their other important activities. However, we will not do a full analysis of this point as it is out of scope for this study and it will require a separate study.

#### 4.4 Discussion of the hypotheses

According to our discussion of findings we believe that the results came strongly in favor of our hypotheses and thus our hypotheses do hold and thus are valid.

It has been clearly shown that there are several factors that will affect the level of volunteering and the supplies of volunteers, thus employment is not the only factor that will determine the supply of volunteer. In our findings and as dictated by the analysis of our data, other factors such as the income level can affect also the supply volunteer, whereby there is a positive relationship between income and the volunteer hours and as income increases people tend to provide more volunteer hours.

Thus, our first hypothesis H1 – Economical factors other than the level of employment will affect the supply of volunteers do hold and we count it as valid.

Other global factors such as political and economical factors also proved to have effects on the level of volunteer hours. Since these global factors do affect factors that are related to individuals themselves and this in turn will have an effect over the volunteer hours provided by individuals. Thus, this depicts an indirect effect on the volunteer hours but however is important to determine the volunteer supplies.

These findings did prove that the global factors can be factors that are determinants of the volunteer supply due to their effects that they impose as changes occur on the global levels. Therefore, our second hypothesis H2 – Other factors such as the social impact and the political stability have an effect on the volunteering levels is valid.

Finally, it has been clearly shown that due to the relationships that individual variables have on the volunteer hours and which are of positive relationships, this implied a positive relationship among the global factors and the supply of volunteer and thus our third hypothesis H3 – There is a positive relationship between the factors listed in the previous hypotheses and the supply of volunteers also holds. As political situation are at

unrest, economical situation deteriorate and social engagement decreases the supply of volunteers decrease and vice versa.

#### 4.5 Conclusion

In conclusion to this chapter, as we have analyzed the collected data and then drawn from it our findings we were able to validate our hypotheses through the studying of each of the variables along with their relationships among them. This has provided the understanding of the affects that these variables hold toward volunteering hours. Moreover, changes in global factors do affect directly these variables. Thus, there will be an indirect effect resulting from these global changes on the volunteering participation, supply of volunteers and their hours that they provide.

Indeed economical, political and social factors are global factors that affect the variables that are related to each person and therefore will in turn affect the volunteering hours and the volunteer supply as well. The relationship of the global factors along with the volunteer supply is a positive relationship, thus as these factors move towards the better the volunteers will increase and as they move towards the worst the volunteers will decrease within the same country where these changes are occurring.

## **Chapter 5**

### **Conclusion and recommendations**

#### **5.1 Introduction**

The results of our study will allow us to conclude the research with certainty that global factors do affect the volunteer supply. Our findings throughout this study have been based upon a series of analysis of the data collected along thus leading us to some critical and important findings.

The findings that are of importance to the study and which were devised from the validity of our hypotheses are the effect of global factors such as the global changes in political and social situations. Moreover, we have found out that these global factors do affect other individual variables and thus have the change on the volunteering levels. Thus, there are more variables other than the employment which will affect the volunteering levels when economical changes occur. Moreover, these global factors have a positive relationship on the volunteer supply, thus when these factors are in good shape the supply of volunteers increase and as they start to deteriorate the supply decreases.

In brief our findings do lets us understand the global factors that affect the supply of volunteer and how it affects it. There might be other factors, however in our study we did not aim at revealing each and every factor, instead we have limited our study do the effects of those three global factors which are the economy, the politics and the society of a country.

However, still we were able to benefit from the study as our concerns were more those of understanding and ensuring that global factors do have an effect on the supply volunteers, thus giving insights on these important issues for human resources departments in those organizations. Moreover, by limiting our scope of study we were able to do a more thorough analysis rather than having a very wide scope of study.



## 5.2 Main contributions

Chapter two of the study was devoted to an in-depth review of the literature on the nonprofit organizations, their history and importance. We have also discussed the advantages and disadvantages of the volunteers, and reviewed the labor market. Following that we have presented the previous studies done on the topic. The literature review had allowed us to frame the research's focus and provide the readers with an overview of the nonprofit organizations and their work. In addition, to that the literature review chapters brought us directly to the question of the research contribution to the field. This research has made several contributions to the field of human resources in the nonprofit organizations; these contributions will be listed below.

The first contribution lays in the uncovering of the global factors that will affect the supply of volunteers; this has contributed to the field whereby it has raised awareness on the changing levels of supply of volunteers for those concerned organizations. As global factors within a country changes, organizations will have a better understanding how these changes will affect their volunteers. Thus, human resources departments will have a better view on situations within their organizations. Moreover, this will allow them to be more proactive in preparing the right actions as global changes are about to take place.

Furthermore, this study has contributed to human resources departments in a way that as these organizations tend to recruit volunteers they will thus be aware of the levels of volunteers supply that they will thus receive. Moreover, as these organizations tend to recruit their volunteers, referring to this study they will have a better insight on who will be fit for their positions and will avoid thus volunteers that might be affected heavily with global changes that might take place.

Thus, as we refer to the contributions of this study to the field. At a global view this study has contributed in a way such that human resources departments become much

more knowledgeable in this area and therefore human resources departments can set better plans towards their recruitment of volunteers having understood how these are affected by the global factors that have been aforementioned. This will allow them to take better decision as to when they should concentrate on retaining their volunteers as it would be very valuable in hard times as opposed to employing new volunteers.

### 5.3 Limitations of the research

Similar to the importance of this study, the limitations of the research do impose a huge importance as well. As we discuss the limitations of our study, it will make it easier to understand the framework and scope that was set for this study. This will allow us to set the baseline on which this study will be judged and this will validate the previously stated recommendations for future research.

Accordingly, one need to take note that the study has not suggested a model for the affects of the global factors but rather an understanding of their effects and relation with the level of volunteers supply and how the latter are affected while these factors are exposed to global change. Moreover, we did not intend to explore every factor that could affect the volunteering but rather we were limited to the study of these only three global factors. Given available time and resources it would have been nearly impossible to study all the factors and thus we believe that these can be proposed as future research opportunities.

Other weaknesses stem from the research's methodological approach and its data collection strategy. As related to the methodological approach, the research concentrated on quantitative data, rather than a qualitative approach, we believe that adding a qualitative feature to the quantitative could have allowed us better to analyze results. Moreover, in our study we were limited to the type of volunteers respondents which were mainly volunteering in emergency services and this resulted in a limitation to our study which is that the findings of our study could thus only be referenced to the volunteering type where emergency or medical services is incurred.

Finally, and considering reliance on secondary sources, the research was further limited by the availability of literature and the information contained there.

#### 5.4 Managerial Implications

As for our managerial implications we have clearly identified important implications that will be of use to the managerial operations level.

This study has explored the important considerations that should be taken while recruiting volunteers, moreover the understanding of the findings would allow managers to be much more knowledgeable and prepared with a better vision while choosing their recruitment strategies.

Based on the findings and on the country's situations managers can better make use of this information when recruiting volunteers as this will prepare them and let them be more proactive.

Due to changes in such global factors the supply of volunteers may rise or may decline, thus managers need to be prepared and need to understand how these global factors affect their human resources, this will allow them to be better prepared for future events.

Moreover, global factors do affect the volunteers that are already participating in volunteering activities by having implications on the volunteering hours. For this reason managers need to understand such issues as these changes are crucial in terms of functioning of their volunteers and in terms of their human resources being able to provide the organization with what is needed of volunteer hours.

Finally, Managers need to foresee global situations and the future trends of volunteering supply. As in most cases while situations are not up to the desired, it would be a better strategy to devise formulas and plans that will allow them to retain their volunteers as opposed to what might be a costly procedure of recruiting new volunteers that might be willing to give enough hours of what is needed.

## 5.5 Recommendations

As a recommendation following our study's findings, we believe thus that in cases where the global factors of a country are all imposing a negative effect on the supply of volunteers, organizations are affected negatively and thus this create a need for organizations to devise solutions to such problems. In such cases, human resources do have a big responsibility on their shoulders to attract resources that will allow the organizations proper functioning and continuity throughout attaining their goals.

We believe thus that our study has contributed in such situations where solutions are needed. Our study not only will serve as a basis that has contributed to the organizations but however it will contribute to the community itself. The act of volunteering is a very important action and vital in terms of societies. As volunteering will help build better communities and will help improve social ties inside countries. Moreover, the development programs that such organizations carry are of great importance to countries which are under developed.

As our main results have indicated in our study, the global factors have a relationship with the supply of volunteers, thus when the country's economy is suffering and the political situation is unstable and there is a low social engagement among citizens, the supply of the volunteers will decrease, due to the fact that we have explored in our study and which is that global factors do affect individual characteristics of the volunteers, specifically, those characteristics that will not allow the volunteers to have less time and motivation to participate in volunteering activities.

In order to overcome such hard times where volunteers' supplies are low, we believe that organizations have little or no control over the economy of a country nor over its political situation. The only factor that the organization itself can affect is the social factor and therefore the level of engagement of the people towards their society.

For this reason, we recommend that whenever countries suffer from these symptoms, human resources departments have a very important role to play, as the solution thus is in their hands. The role that the human resources of such organizations should play is the role of the motivator within the society.

Human resources departments should set plans on motivating people to volunteer, increasing awareness of the importance of volunteering and create an atmosphere where people will feel more engaged towards their society. In order to reach these goals human resources department could count on some tools and strategies that we might feel could be of a great value to them and that might help them create a positive supply of volunteers within the environment of the organization.

One of these strategies is the social marketing for volunteers. Based on the variables and characteristics that have been discussed throughout our chapters and on the understanding of the effects of global factors, managers should now have a better understanding of what could determine a better volunteering contribution and thus human resources departments through social marketing should target the right places where those volunteers will be found. They should set strategies on the targeting of volunteering, based on their understanding this will allow them to get a higher return of volunteers. Thus, exploring markets and targeting them where they can recruit volunteers that will give the maximum volunteering hours.

Another strategy can be through the advertising to capture potential volunteers attention, where potential volunteers will be knowledgeable on how they can help, also through advertising organizations can raise awareness on the importance of volunteering towards building better communities and towards the importance of the work that these volunteers are providing. Advertising campaigns should be set to reach goals where they can motivate people to volunteer and to increase engagement of the people in their societies. These campaigns could be done through several ways, some of which are open houses where people can visit organizations, get introduced to their work, missions and goals and thus people can capture the understanding of the role that they will be playing

within the organization and within their society. Moreover, they will get all the information needed that will help them know how to participate in volunteer programs.

Other campaigns could be done through spreading the word, whereby this technique has proven to be the best method of advertising. Organizations should motivate their current volunteers to spread the word about their volunteer projects and engagement. Also, this could be done through traditional advertising techniques such as billboards, banners, etc... as prospective volunteers need to be informed that there is an opportunity for them to help. Not only this but these campaigns should have a concept of communicating the importance that the prospective volunteer will be adding to his community when volunteering.

Moreover, organizations can collaborate with companies, firms and other social societies such as schools, scouts, etc... to encourage social volunteering programs and corporate volunteering programs. Corporate volunteering programs could prove successful especially in firms that demonstrate the importance of corporate social responsibility. Through, creating a mutual partnership both parties would be benefiting as firms will be demonstrating a good level of corporate social responsibility and helping its community by supplying volunteers, and on the other hand the organizations will be benefiting from the increasing supply of volunteers.

As importantly, organizations need to communicate the benefits that volunteers will gain from their engagement in those activities, such as the improved interpersonal skills, better social connections, etc...this will motivate volunteers and will allow them to fully understand what to expect when participating in volunteering programs and projects.

Although our study had been exposed to some limitations, however it has been clearly proved that the study attained its set goals and served its purposes as the hypotheses were validated and the objectives reached.

The final position that was taken by this study was that there are global factors that do determine the level of supply of volunteers and that have effects on this supply; the three tested factors were the economy, the politics and the society. Thus, volunteer supply is not only determined by the individuals themselves but also by global factors that might be out of control. Therefore, our study thus indicates that in countries where the economy is enriched, and where there is political stability along with a rising social engagement this could lead to more prospering supply of volunteers.

Our analysis of the data has supported our statements, findings and thus allowed us to validate the hypotheses proposed.

Finally and in order to conclude our study, as our literature review has discussed the importance of volunteers we believe that we have contributed to this field by creating advantages which were clearly mentioned and enlisted in the section managerial implications. However, it will be up to the managers to assess their levels of such needs and to the possibility that such global factors could be controllable. In any case we believe that volunteering is an important act which should be continued and studies should continue to help in such field in order to help increasing participating in volunteering levels which will empower and help our community.

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## Appendix A

### Questionnaire

The purpose of this questionnaire is to help understand the external global factors such as the change in the economy, politics or societies on the volunteering levels and supplies. By filling out the information below, you will be helping us to attain the purpose of this study and will provide us with valuable information and data, which will be analyzed and studied carefully to deduct our findings and formulate our results. Thank you.

- 1 – Age:  0 – 17 years  
 18 – 25 years  
 26 – 39 years  
 40 – 54 years  
 55 years and above
- 2 - Gender:  Male  Female
- 3 – Marital Status:  Single  Married  Engaged  Divorced
- 4 – Are you currently employed?  Employed  Not Employed  Retired
- 5 – Please indicate the last attained level of education:  Not educated  
 High school diploma  
 Bachelor’s Degree  
 Master’s Degree  
 Doctoral Degree  
 Technical diploma
- 6 – Are you currently still studying?  Yes  No
- 7 – If you are not currently employed, have you been unemployed for more than two months?  Yes  No

8 – Please state your family early income:  \$5,000 or less

\$5,001 - \$30,000

\$30,001 - \$50,000

\$50,001 or more

9 – Have you ever volunteered?  Yes  No

10 – Approximately, how many total volunteer hours have you provided? \_\_\_\_\_

11 – At what age did you volunteer? \_\_\_\_\_

12 – How many weekly spare hours do you consider yourself to have? \_\_\_\_\_

13 – How many hours do you spend a week for socialization? \_\_\_\_\_

14 – Do you consider yourself to be a religious person?  Yes  No

15 – How many times a month do you attend the church mass?  Never

A few times a year

Once or twice a month

Almost every week

Weekly

16 – Do you consider that you have an obligation towards helping your community?  Yes  
 No

17 – Do you think that if you volunteer you will be making a difference towards your community?  Yes  No

18 – Have you ever been active within a political party?  Yes  No

19 – If yes, please indicate the number of hours dedicated to those political activities \_\_\_\_\_

Please note that the anonymity of the respondent is preserved within this questionnaire, we will not in any way distribute the information collected, and these are only to serve the purpose of this study. Moreover, there will not be any attempt for the identification of the respondent through the data provided.

## Appendix B

### Descriptive Statistics

#### Means and Frequencies

##### Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	273	60.3	60.7	60.7
	26-39	172	38.0	38.2	98.9
	40-54	5	1.1	1.1	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

##### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	.7	.7	.7
	Female	248	54.7	54.7	55.4
	Male	202	44.6	44.6	100.0
	Total	453	100.0	100.0	

##### Marital

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	363	80.1	80.7	80.7
	Married	31	6.8	6.9	87.6
	Engaged	56	12.4	12.4	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Educated	9	2.0	2.0	2.0
	High school diploma	33	7.3	7.3	9.3
	Bachelor's degree	365	80.6	81.1	90.4
	Master's degree	18	4.0	4.0	94.4
	Doctoral degree	25	5.5	5.6	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**Employment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed	426	94.0	94.7	94.7
	Not employed	24	5.3	5.3	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**Still studying?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	.7	.7	.7
	No	330	72.8	72.8	73.5
	Yes	120	26.5	26.5	100.0
	Total	453	100.0	100.0	

**unemployed for more than 2 months**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	.7	.7	.7
	a	426	94.0	94.0	94.7
	No	23	5.1	5.1	99.8
	Yes	1	.2	.2	100.0
	Total	453	100.0	100.0	

**Income**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5000 - 30000	73	16.1	16.2	16.2
	30001 - 50000	347	76.6	77.1	93.3
	50001 or more	30	6.6	6.7	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**Volunteered**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	.7	.7	.7
	Yes	450	99.3	99.3	100.0
Total		453	100.0	100.0	

**Hours**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	650 or less	55	12.1	12.2	12.2
	651 - 1500	118	26.0	26.2	38.4
	1501 - 2500	146	32.2	32.4	70.9
	2501 - 4000	52	11.5	11.6	82.4
	4001 - 7500	45	9.9	10.0	92.4
	7501 or more	34	7.5	7.6	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**volunteerAge**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17 or less	18	4.0	4.0	4.0
	18 - 25	282	62.3	62.7	66.7
	26 - 30	145	32.0	32.2	98.9
	31 or more	5	1.1	1.1	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		



**spareHours**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	40 or less	85	18.8	18.9	18.9
	41 - 50	62	13.7	13.8	32.7
	51 - 60	128	28.3	28.4	61.1
	61 - 80	118	26.0	26.2	87.3
	80 or more	57	12.6	12.7	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**socialization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 or less	27	6.0	6.0	6.0
	6 - 10	120	26.5	26.7	32.7
	11 - 15	143	31.6	31.8	64.4
	16 - 20	80	17.7	17.8	82.2
	21 or more	80	17.7	17.8	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**Religiosity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		3	.7	.7	.7
	No	158	34.9	34.9	35.5
	Yes	292	64.5	64.5	100.0
	Total	453	100.0	100.0	

**Church**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	33	7.3	7.3	7.3
	A few times a year	190	41.9	42.2	49.6
	Once or twice a month	170	37.5	37.8	87.3
	Almost every week	38	8.4	8.4	95.8
	Weekly	19	4.2	4.2	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**Motivation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	13	2.9	2.9	2.9
	1	115	25.4	25.6	28.4
	2	322	71.1	71.6	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**politics**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	345	76.2	76.2	76.8
	Yes	105	23.2	23.2	100.0
	Total	453	100.0	100.0	
Total		453	100.0		

**politicalHours**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N/A	345	76.2	76.7	76.7
	0-5	45	9.9	10.0	86.7
	6-10	39	8.6	8.7	95.3
	11-15	12	2.6	2.7	98.0
	16-20	5	1.1	1.1	99.1
	5	4	.9	.9	100.0
	Total	450	99.3	100.0	
Missing	System	3	.7		
Total		453	100.0		

**Means and Standard deviations**

**Hours \* Age**

**Hours**

Age	Mean	N	Std. Deviation
18-25	2.96	273	1.390
26-39	3.14	172	1.411
40-54	3.40	5	1.140
Total	3.04	450	1.396

### Hours \* Gender

Hours

Gender	Mean	N	Std. Deviation
Female	2.98	248	1.400
Male	3.10	202	1.393
Total	3.04	450	1.396

### Hours \* Marital

Hours

Marital	Mean	N	Std. Deviation
Single	3.04	363	1.410
Married	3.26	31	1.341
Engaged	2.86	56	1.341
Total	3.04	450	1.396

### Hours \* Education

Hours

Education	Mean	N	Std. Deviation
Not Educated	2.89	9	1.364
High school diploma	3.00	33	1.061
Bachelor's degree	3.06	365	1.439
Master's degree	2.83	18	1.383
Doctoral degree	2.96	25	1.241
Total	3.04	450	1.396

### Hours \* Employment

Hours

Employment	Mean	N	Std. Deviation
Employed	3.02	426	1.394
Not employed	3.25	24	1.452
Total	3.04	450	1.396

### Hours \* Still studying?

Hours

Still studying?	Mean	N	Std. Deviation
No	2.98	330	1.362
Yes	3.18	120	1.484
Total	3.04	450	1.396

**Hours \* unemployed for more than 2 months**

Hours

unemployed for more than 2 months	Mean	N	Std. Deviation
a	3.02	426	1.394
No	3.30	23	1.460
Yes	2.00	1	.
Total	3.04	450	1.396

**Hours \* Income**

Hours

Income	Mean	N	Std. Deviation
5000 - 30000	3.27	73	1.326
30001 - 50000	2.99	347	1.409
50001 or more	2.97	30	1.402
Total	3.04	450	1.396

**Hours \* Volunteered**

Hours

Volunteered	Mean	N	Std. Deviation
Yes	3.04	450	1.396
Total	3.04	450	1.396

**Hours \* volunteerAge**

Hours

volunteerAge	Mean	N	Std. Deviation
17 or less	2.94	18	1.305
18 - 25	2.89	282	1.400
26 - 30	3.32	145	1.374
31 or more	3.40	5	1.140
Total	3.04	450	1.396

**Hours \* spareHours**

Hours

spareHours	Mean	N	Std. Deviation
40 or less	5.02	85	1.035
41 - 50	3.82	62	.967
51 - 60	2.98	128	.355
61 - 80	2.12	118	.557
80 or more	1.23	57	.535
Total	3.04	450	1.396

### Hours \* socialization

Hours

socialization	Mean	N	Std. Deviation
5 or less	2.93	27	1.357
6 - 10	3.05	120	1.544
11 - 15	3.10	143	1.269
16 - 20	2.95	80	1.517
21 or more	3.02	80	1.292
Total	3.04	450	1.396

### Hours \* Religiosity

Hours

Religiosity	Mean	N	Std. Deviation
No	3.11	158	1.523
Yes	2.99	292	1.324
Total	3.04	450	1.396

### Hours \* Church

Hours

Church	Mean	N	Std. Deviation
Never	2.58	33	1.370
A few times a year	3.09	190	1.473
Once or twice a month	2.94	170	1.292
Almost every week	3.26	38	1.201
Weekly	3.68	19	1.668
Total	3.04	450	1.396

### Hours \* Motivation

Hours

Motivation	Mean	N	Std. Deviation
0	2.31	13	1.182
1	3.10	115	1.495
2	3.04	322	1.363
Total	3.04	450	1.396

**Hours \* politics**

Hours

politics	Mean	N	Std. Deviation
No	3.06	345	1.395
Yes	2.95	105	1.403
Total	3.04	450	1.396

**Hours \* politicalHours**

Hours

politicalHours	Mean	N	Std. Deviation
N/A	3.06	345	1.395
0-5	2.89	45	1.229
6-10	3.03	39	1.630
11-15	3.08	12	1.240
16-20	2.60	5	1.140
5	3.00	4	2.160
Total	3.04	450	1.396

**Regression**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 <sup>a</sup>	.756	.750	.699

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	661.542	11	60.140	123.154	.000 <sup>a</sup>
	Residual	213.890	438	.488		
	Total	875.431	449			

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.632	.463		12.176	.000
	Age	-.150	.112	-.055	-1.337	.182
	Marital	-.026	.052	-.013	-.511	.609
	Education	-.044	.052	-.020	-.832	.406
	Employment	.004	.173	.001	.023	.981
	Income	.038	.072	.013	.527	.599
	volunteerAge	.241	.102	.097	2.359	.019
	spareHours	-.931	.026	-.861	-35.890	.000
	socialization	-.007	.029	-.006	-.259	.795
	Church	-.005	.049	-.003	-.105	.916
	Motivation	.060	.090	.022	.658	.511
	politicalHours	-.018	.038	-.012	-.471	.638

Correlations

	Age	Hours	Marital	Education	Employment	Income	volunteerAge	spareHours	socialization	Church	Motivation	politicalHours
Age	Pearson Correlation Sig. (2-tailed) N	1 .067 450	-.139** .003 450	.041 .383 450	-.033 .486 450	.078 .100 450	.809** .000 450	-.050 .286 450	-.058 .219 450	.201** .000 450	.050 .290 450	.200** .000 450
Hours	Pearson Correlation Sig. (2-tailed) N	.067 .157 450	-.031 .518 450	.209 .650 450	.136 .440 450	.466 .161 450	.134** .004 450	.566** .000 450	.306 .901 450	.293* .049 450	.134 .477 450	-.125 .590 450
Marital	Pearson Correlation Sig. (2-tailed) N	-.139** .003 450	1 450	-.174** .000 450	-.111* .019 450	-.079 .095 450	-.172** .000 450	.015 .749 450	-.061 .196 450	-.064 .172 450	-.057 .225 450	-.218** .000 450
Education	Pearson Correlation Sig. (2-tailed) N	.041 .383 450	-.174** .000 450	1 450	.001 .976 450	-.032 .495 450	.036 .448 450	-.011 .821 450	.013 .779 450	.099* .036 450	.042 .376 450	.130** .006 450
Employment	Pearson Correlation Sig. (2-tailed) N	-.033 .486 450	-.111* .019 450	.001 .976 450	1 450	.091 .055 450	-.005 .909 450	-.046 .330 450	-.148** .002 450	-.257** .000 450	-.482** .000 450	-.111* .018 450
Income	Pearson Correlation Sig. (2-tailed) N	.078 .100 450	-.079 .095 450	-.032 .495 450	.091 .055 450	1 450	.068 .147 450	.092 .051 450	-.015 .752 450	-.112* .018 450	-.159** .001 450	.070 .136 450
volunteerAge	Pearson Correlation Sig. (2-tailed) N	.809** .000 450	-.172** .000 450	.036 .448 450	-.005 .909 450	.068 .147 450	1 450	-.092 .050 450	-.038 .427 450	.211** .000 450	.075 .110 450	.107* .023 450
spareHours	Pearson Correlation Sig. (2-tailed)	-.050 .286	.566** .000	.015 .821	-.046 .330	.092 .051	-.092 .050	1 450	.000 1.000	-.092 .051	-.016 .727	.020 .671



