AN EMPIRICAL ANALYSIS ABOUT MOTIVATIONS AMONG HOSPITAL VOLUNTEERS

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ABSTRACT

The purpose of this paper is to identify the different types of volunteers' motivations that work in hospitals. We present the literature review about different types of motivations and we collect data from hospital volunteers through a questionnaire.

Four different motivations categories are identified: development and learning, altruism, career recognition and belonging and protection. The main motivations expressed are, first, development and learning, followed by altruism. Belonging and protection, followed by career recognition are the least mentioned motivations. Career recognition is negatively correlated with age and belonging/ protection is negatively correlated with education. That is, younger volunteers present more career recognition motives and less educated volunteers show more protection and belonging purpose.

This paper brings together hospital volunteers and motivations. The paper is useful to policy makers aiming to develop targeted approaches to attract and retain volunteers.

KEY WORDS

Motivations, Volunteers, Hospitals

1. INTRODUCTION

"From the end of the 1970s onwards, the interest in the non-profit (NPO) sector started to grow" (Borzaga and Santuari 2003: 32). The interest in the sector progressively increased, particularly due to its ability to provide new social services, its job creation potential and its capacity to promote social cohesion (Borzaga and Santuari, 2003). Recently the sector has witnessed a spectacular growth, in number and scope, and its organisations are active in an enormous spectrum of activities from welfare services to leisure pursuits, from political pressure groups to arts and hobby groups (Lewis, 2001). "The non-profit sector has transformed itself from the somewhat informal and inchoate world of philanthropy and charities to a more rationalized world where non-profit organisations model themselves on business corporations or government agencies" (Musick and Wilson 2008: 6). There is clearly a growing concern with the management resulting from recent changes in NPO's and in their environment evidenced by the fact that it is increasingly seen as an important area for them, however this does not mean that there are not much resistance on this approach (Ferreira, 2004). In countries in which the non-profit sector is well established it is becoming more entrepreneurial, experimenting innovative ways of raising funds and designing new evaluation tools (OECD, 2003).

The contribution of social or non-profits enterprise has been enormous and diverse and since their existence is being connected to the marketplace becomes important for marketers (Briggs et al., 2010). However the increase in the number of third sector organisations has not been accompanied by an equal growth in the availability of resources, therefore, NPOs are taking a more practical approach and are using techniques and processes which have been more frequently seen in the for-profit sector (Randle and Dolnicar, 2009), sometimes they are less clear about the meaning of marketing connecting it primarily with fundraising and generally not with communications with clients or volunteers (Pope et al., 2009). Because marketing and public policy is a subfield that involves difficult research problems and must be focused on behavioural effects still have some questions to address including the way people can be persuaded through the use of social advertising or other social marketing tools (Bloom, 1997).

NPO's clients can be identified as the final beneficiaries such as homeless or sick people, although in our work we are concentrated in volunteers, the workers, or part of them, of these organisations. These stakeholders might be consider as customers too and we believe that the identification of their motivations create value to NPO's.

Volunteering has long been under estimated, under researched and undervalued and only more recently the importance and value of volunteering as begun to be recognised (Alfansi and Atmaja, 2009). Volunteers make considerable contributions to supporting communities at various levels through an ample variety of activities (e.g. recreational activities in nursing homes, coaching kids in local sport clubs, support networks for the homeless, counselling, assisting major sport and cultural events, etc) (Cuskelly et al., 2006). Nearly 39.5 million people in FTE (full time employment) jobs are employed in the non-profit sector (excluding traditional co-operatives) in the 35 countries studied by the Johns Hopkins Comparative Non-profit Sector Project. The non-profit sector employs 3,6% of the working-age population, representing 7,3% of nonagricultural employment and 46% of public sector employment (OECD, 2003). We can see some data about volunteering in Europe in the work of Marcuello, Marcuello & García (2009), looking for the total population of the European countries we can see that, for example, Sweden has around 56% of volunteers, Holland 49% and Great Britain 42%, the highest values presented in this study, since the average is 27%. On the other side, with the lowest values of volunteering we have Russia with 8%, Ukraine with 13% and Poland with 14%. Also with low values we have Portugal with 16% of volunteers and Spain with 18%. In the U.S.A. these values reach 50% (Wilson & Pimm, 1996). In Portugal, Franco et al (2005) show that the civil society sector is an economic force and it engages nearly a quarter of a million full-time equivalent workers, nearly 70% in paid positions and the remainder as volunteers. According to these authors this represents about 4.2% of the country's economically active population and about 5% of its non-agricultural employment. We can also analyse volunteering according to the sector.

Our research intends to understand volunteers' motivations in order to persuade and retain them. We review the various motivations associated with volunteer work, main models, frameworks

and tools used to explain and measure those motivations. We use 304 volunteers from 19 different Portuguese organisations that work with hospitals to check the kind of motivations they have. The results of the study are presented and we conclude by taking into consideration implications for volunteers' organisations and outlining paths for future research.

2. BACKGROUND

Motivations

To better comprehend how to attract and retain volunteers, it is crucial to identify key motives of individual volunteers (Bussell and Forbes 2002) and at this time, additional research is required to identify primary reasons and motives for volunteering, (Briggs et al., 2010). Theories on volunteer motives have been a central point in recent research (Briggs et al., 2010). According to Esmond & Dunlop (2004) the first research in volunteer work appears in the seventies and altruism is one of the firsts referred aspects (Tapp and Spanier, 1973). In the eighties the number of research about volunteers motivations grows (Esmond and Dunlop, 2004) and come up the distinction between altruistic and egoistic motivations (Horton-Smith, 1981; Phillips, 1982). Some researchers contend that people have more than one reason for volunteering (Okun et al., 1998). The bipartite model (Frisch and Gerrard, 1981) posits that people are motivated to volunteer by concerns for others (altruistic motives) and self (egoistic motives). So they consider motives dealing with the expression of personal values (e.g. help those less fortunate) as altruistic motives, while other motives (e.g. develop social contacts) as self-serving motives. Until this moment the literature categorizes motivations based on models with two or three factors.
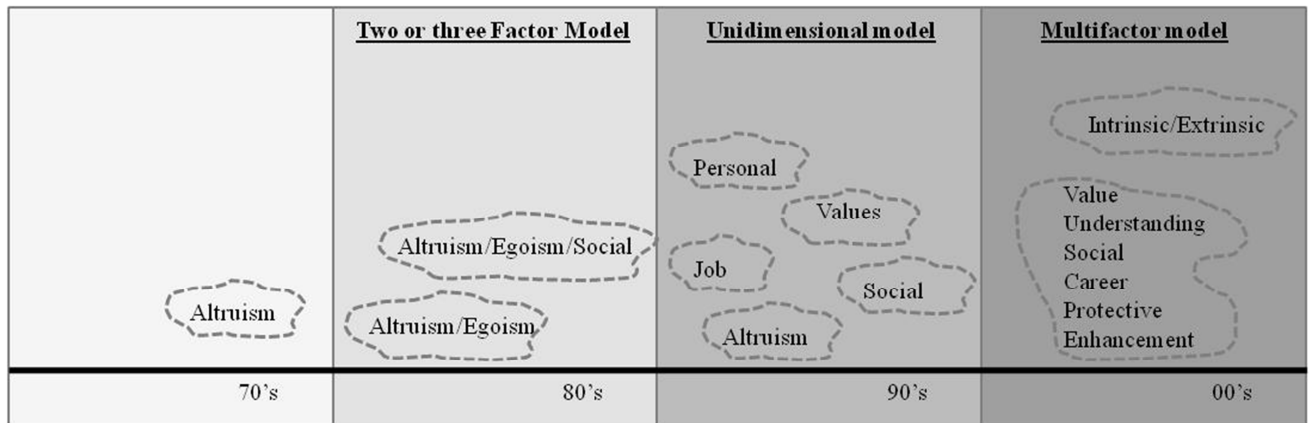
In 1991 Cnaan & Goldberg-Glen show a number of gaps in the volunteers' motivations literature, referring its descriptive prevalence and the absence of relationships between the different motivations. These authors consider that a one-dimensional model will be most appropriate to explain volunteers' motivations (Cnaan & Goldberg-Glen, 1991; Farrell, Johnston & Twynam, 1998).

The multi-factorial model is developed by Clary and his colleagues (1998) and has the main objective of understand the reasons, purposes, plans and goals that characterize the phenomenon of volunteering (Clary et al., 1998). They follow a functionalist approach of motivation and classify motivations as follows: *value*, i.e. the chances for a volunteer to express his or her own values, knowledge and abilities; *social*, i.e. the possibility to be with friends or to make new friends; *career*, related to the improvement of professional career through the voluntary work; *protective,* offering an alternative to negative feelings; and, finally, *enhancement*, related to their self esteem and ego. This is, perhaps, one of the most complete categorisation that appears in the literature (Ferreira et al., 2008).

We should, also, mention the existence of intrinsic and extrinsic motivations (Meier and Stutzer, 2004a; Raman and Pashupati, 2002). Volunteers receive an internal reward as direct result of their activity and because they enjoy helping others do not expect other (material) reward and this is the intrinsic motivation; on the other side we have the extrinsic motivation where helping others is secondary, since volunteers expect external benefits or payoffs (Meier and Stutzer, 2004b) meaning that they are doing an activity for instrumental reasons (Meyer and Gagné, 2008). Some consider the prime motivation as a sense of duty or responsibility to a local community and, very often, this prototype might be embedded in a religious tradition of benevolence and altruism (Hustinx and Lammertyn, 2003).

Figure 1 shows the just mentioned evolution of motivations categories, colour gradation illustrates this evolution and its rising. Dashed lines around the concepts show that they are not completely closed, rigid, they are permeable and can be applied in different contexts.

FIGURE 1
Models on volunteers' motivations

	Two or three Factor Model	Unidimensional model	Multifactor model
Altruism	Altruism/Egoism/Social Altruism/Egoism	Personal Values Job Social Altruism	Intrinsic/Extrinsic Value Understanding Social Career Protective Enhancement
70's	80's	90's	00's

Measuring volunteers' motivations

Recent research has focused on the identification of the voluntarism functions or on the reasons that lead individuals to voluntarism. There have been plenty of tools used to determine and to explain these motivations (Trogdon, 2005). In some cases researchers have adapted or have created specific tools for the area such as *Volunteer Functions Inventory* (VFI), which allow a motivation profile of six different functions - *value, understanding, social, career, protective and enhancement* (Allison et al., 2002; Celdrán and Villar, 2007; Chacón and Vecina, 1999; Clary et al., 1998; Okun et al., 1998; Okun and Schultz, 2003; Papadakis et al., 2004; Trogdon, 2005; Yoshioka et al., 2007). This functional analysis considers that the acts of voluntarism may seem fairly similar and respondents rate the importance of each listed reason for volunteering. However, there may be important differences in the motivational processes and these functions will be able to reflect the differences (Clary et *al*., 1998).

Another tool - the *Recreation Experience Preference Scale* (REP) - was used by Cuskelly & Harrington (1997) allowing capturing the benefits of being a volunteer and (in the original version) identifies leisure motivations (Manfredo, Driver & Tarrant, 1996). We also have the *Special Events Volunteer Motivation Scale* (SEVMS), which studies special events and considers four motivation components - *purposive, solidary, external traditions* and *commitments* (Farrell, Johnston & Twynam, 1998). The first component states the desire to make something useful and contribute to the community and the event; the second component involves incentives related to social interaction; the third component expresses motivations related to family traditions and the use of free time; finally, the last component accumulates incentives that relate external expectations and personal abilities to volunteering commitment (Farrell, Johnston & Twynam, 1998; Slaughter & Home, 2004). And in the work of Grano et *al* (2008) we can see the tool *Motivational to Volunteer Scale* (MVS) which each item represents possible motives for volunteering and can be grouped in six different categories: intrinsic motivation, integrated regulation, identified regulation, introjected regulation, external regulation and amotivation.

The key reason for this research is to examine the configuration of volunteers' motivation. Our differentiating elements are connected to volunteers' working area and their nationality, i. e we want to evaluate the motivations of Portuguese volunteers that work only in the health area (particularly in hospitals) and check if their motivations are similar or different from the motivations identified in the literature, above all the ones identified by Clary and his colleagues (1998). We seek to achieve a better understanding of hospital volunteers, especially those who have some interaction with patients and their families, what kind of motivations do they have and in the end we will check whether any significant differences can be identified on the basis of demographic attributes (namely age, participation in years, hours/week, income and education).

3. THE RESEARCH

Sample

We considered the set of volunteers that perform their activities in hospitals as one group. These volunteers had to belong to an organisation and have direct contact with the final beneficiaries of the organisation, in this case patients and/or their familiars. Using data from INE (2001) and National Health Department we compiled a list of the 108 public hospitals in Portugal, which have diverse legal configurations and are spread throughout the country. At this point we did not know which hospitals had any auxiliary volunteers. We contacted all the hospitals by telephone and learned that 14 of them do not have volunteers. We did not get any information from 25 hospitals, leaving a total of 69 hospitals we could identify as having volunteers. In this paper we present data from 19 different NPO's working in 19 hospitals. The participants belong to 19 organisations that work voluntarily with hospitals, supporting patients and their families. In total, 327 volunteers participated in the survey. In the end we get 304 responses since some of the questionnaires were not complete.

The majority of the participants are part time volunteers and dedicate, in average, 6 hours per week to their volunteer work. Participants ranged in age from 18 to 85 years ($M = 57$, $SD = 15$) but mainly they have 52 or more years; are essentially woman (84%) and retired (52.6%). In Table 1 we can see data related to monthly income, work situation, gender, civil state, education and age. We can also see that the monthly income is fundamentally around two categories (between 1000 and 2000 euros). If we take a look to recent data about education in Portuguese residents with 55 years or more (INE, 2008), we can see that 62% have basic education, 5% have earned a college degree and 4% have finish high school, so volunteers in this study clearly present higher levels of education, since 25% gets a college degree and 20% finished high school, which makes sense since education is a strong predictor of volunteering (Musick and Wilson, 2008). According to the same authors education raises consciousness of social problems, encourages people to be more analytical and more critical about social conditions, and give more information about the world around them.

TABLE 1
Monthly income, Work Situation, Gender, Civil State, Education and Age

		Frequency	Percent			Frequency	Percent
Monthly income	until 1000€	68	22,4	Civil state	Single	40	13,2
	]1000€ - 2000€]	73	24,0		Married	162	53,3
	]2000€ - 3000€]	30	9,9		Divorced	29	9,5
	more than 3000€	4	1,3		Widowed	48	15,8
	Missing	129	42,4		Missing	25	8,2
	TOTAL	304	100,0		**TOTAL**	304	100,0
Work Situation	Full time	40	13,2	Education	Basic education	67	22,0
	Part-time	8	2,6		9º to 11º grade	34	11,2
	Unemployed	25	8,2		High school	62	20,4
	Student	15	4,9		College degree	76	25,0
	Retired	160	52,6		Pos-grad	12	3,9
	Other	21	6,9		Missing	53	17,4
	Missing	35	11,5		**TOTAL**	304	100,0
	TOTAL	304	100,0				
Gender	Masculine	34	11,2	Age	18-34 years	26	8,6
	Feminine	256	84,2		35-51 years	38	12,5
	Missing	14	4,6		52-68 years	145	47,7
	TOTAL	304	100,0		69-85 years	60	19,7
					Missing	35	11,5
					TOTAL	304	100,0

Measures and procedures

The survey instrument was prepared to measure volunteers' motivations. Questions were rated in a seven point Likert scale. The issues covered in the scales emerged as a result of the literature review, we used an adapted version of the Volunteer Function Inventory (VFI)[1], an instrument designed to measure the functions served by volunteerism created by Clary and his colleagues (1998). The VFI is an inventory that includes a set of items that reflects the psychological and social functions of volunteerism identified by the conceptual analysis identified by the authors. They follow a functionalist approach of motivation and classify motivations as : *value, understanding*, *social*, *career*, *protective* and *enhancement* (Clary et al., 1998).

4. RESULTS

We were interested to see whether volunteers' motivations could be reduced and grouped into a smaller number of factors. The first step was to do a factor analysis applied to the dataset of 30 items that belong to VFI. "Prior to the extraction of factors, Bartlett test of Sphericity and the KMO measure of sampling adequacy confirmed that there was sufficient correlation among the variables to warrant the application of factor analysis. In order to simplify the factor pattern, a varimax rotation was conducted" (Alfansi and Atmaja 2009: 314). The following step in a factor analysis is to decide the number of factors to extract and for that we consider as criterions eigenvalues greater than 1, factor loadings greater than 0,5 and values for Kaiser-Meyer-Olkin (KMO) greater than 0,7 (Hair et al., 1998). We will use Cronbach's alpha as the measure of internal consistency reliability and values greater than 0,8 indicate a very good internal consistency (Pestana and Gageiro, 2003).

Our initial analysis showed that a small number of items had unsatisfactory loadings, either because they were too low or because loadings were spread across more than one factor. An iterative process not including unsatisfactory items in different combinations yielded a more satisfactory pattern of loadings and more meaningful factors. This optimal solution was achieved after taking out five items from the analysis (loadings less than 0.5): volunteering makes me feel important (item 5), doing volunteer work relieves me of some of the guilt over being more fortunate than others (item 11), I feel compassion toward people in need (item 16), volunteering makes me know more people (item 17) and I can do something for a cause that is important to me (item 22).

In Table 2 we have the new rotated matrix and the eigenvalues suggests a four-factor solution. The end of Table 1 presents the percentage of variance in the full set of the items that can be attributed to the four factors. The cumulative value of total variance explained by the four-factor solution is 57,7% and the value for KMO is also good (0,9). Thus, a model with four factors was considered to be adequate to represent the data. In Table 3 (Appendix 1) we can see that the value for Cronbach Alpha is very good (0,909) indicating high homogeneity and internal consistency. The values of the internal consistency of each component are 0,896 for component 1; 0,867 for component 2; 0,851 for component 3 which means that these components have a good internal consistency, although component 4 has a value of 0,601 which means that its internal consistency is weak.

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[1] We changed items 17 and 23 because we considered that the original text was not very adequate for the Portuguese reality.

TABLE 2
Rotated Component Matrix

	Component			
	1	2	3	4
12. I can learn more about the cause for which I am working	,796			
14. Volunteering allows me to gain a new perspective on things	,729			
25. I can learn how to deal with a variety of people	,718			
27. Volunteering makes me feel better about myself	,713			
26. Volunteering makes me feel needed	,702			
18. Volunteering let me learn things through direct hands on experience	,637			
30. I can explore my own strengths	,615			
19. I feel it is important to help others	,611			
13. Volunteering increases my self-esteem	,597			
9. By volunteering I feel less lonely		,755		
7. No matter how bad I've been feeling, volunteering helps me to forget about it		,701		
20. Volunteering helps me work through by own personal problems		,637		
24. Volunteering is a good escape from my own troubles		,617		
23. Volunteering makes me have more friends		,611		
2. My friends volunteer		,611		
29. Volunteering is a way to make new friends		,595		
6. People I know share an interest in community service		,589		
4. People I'm close to want me to volunteer		,532		
10. I can make new contacts that might help my business or career			,814	
28. Volunteering experience will look good on my résumé			,778	
15. Volunteering allows me to explore different career options			,771	
21. Volunteering will help me to succeed in my chosen profession			,770	
1. Volunteering can help me to get my foot in the door at a place where I would like to work			,712	
3. I am concerned about those less fortunate than myself				,678
8. I am genuinely concerned about the particular group I am serving				,667
Eigenvalue	8,125	3,220	1,784	1,297
Variance Explained in %	32,499	12,880	7,136	5,188
Total Variance Explained in %				57,7
KMO				0,9
Bartlett's Test Approx. Chi-Square				2843,1
df				300,0
Sig.				0,0

The first component, comprising 9 items in total, has loadings that vary from 0,597 to 0,796. The second component has 9 items and loadings are similar to component 1. The third component includes 5 items with strong loadings ranging from 0,712 to 0,814. The fourth component comprising 2 items has also powerful loadings.

In the light of the factor loadings presented in Table 2, the functionalist approach of motivations (Clary et al., 1998) and Maslow theory of human needs (1943, 1987) we decided to build a four-fold codification scheme. The four categories are: development and learning (component 1), belonging and protection (component 2), career recognition (component 3) and altruism (component 4)

Summary descriptive statistics for the 4 motivations categories are presented in Table 4. The highest motivation scores were recorded for development and learning (5,5 points on the 0-7 point scale) and altruism (5,2 points). The career recognition motivation fall below the scale midpoint while belonging and protection is near the scale midpoint.

TABLE 4
Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Component 1 - M1	1,0	7,0	5,5	1,1
Component 2 – M2	1,0	7,0	3,7	1,4
Component 3 – M3	1,0	7,0	2,0	1,4
Component 4 – M4	1,0	7,0	5,2	1,6

Finally, Table 5 presents relationships between the different types of motivations and some demographic attributes, namely age, participation in the organisation (in years), hours dedicated to the organisation by week, income and education. The first striking feature of these results is the uniformity, only a small number of correlations are statistically significant and those that are significant reflect mostly weak correlations, one of them less than 0,2 in magnitude and the other one a tad greater than 0,2. The highest correlation is only -0,277. We can also see a negative correlation between education and belonging and protection motivation, which means that volunteers with higher levels of education have a negative correlation with the belonging and protection motivation.

TABLE 5
Pearson Correlations

	M1	M2	M3	M4
Age	-0,106	0,112	-0,277**	0,021
Participation (years)	-0,079	0,088	-0,107	0,072
Hours/Week	-0,052	0,055	-0,069	0,054
Income	-0,107	-0,095	-0,128	0,069
Education	-0,076	-0,182**	0,090	0,067

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

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

5. DISCUSSION

In this research we are concerned with volunteers' motivations, upon analysing the quantitative data, the results of this empirical research allow us to clearly identify and label four motivational factors for volunteering. What follows is a discussion of each of these motivations and of the correlations previously identified.

Many individuals consider that voluntarism will have a positive impact in their learning process, enrichment and broadening horizons (Trogdon, 2005) and they consider that the capacity to learn increases their knowledge about society and develops social skills (Kemp, 2002), as well as learn more about a specific cause and gain new perspectives. They believe that they will get an opportunity to use their skills, pass their skills to others (Rhoden et al., 2009) and gain substantial amount of experience (Kemp, 2002). At the same time volunteers want to increase their self-esteem and feel better about themselves (Edwards, 2005); Rhoden, Ineson & Ralson

(2009) refer that volunteers expect to keep themselves mentally and physically active, expect to "recharge batteries" and be able to switch off from daily life. These reasons belong to component 1 and we classify them as the **Development and Learning** category.

Component 2 is classified as the **Belonging and Protection** category since includes motivations related with social interaction, friendship, affection and love (Latham, 2007), with active involvement and the acquisition of positive experience (Rhoden et al., 2009). Our research find out elements such as making new friends, meeting people (Anderson & Shaw, 1999), interact with others (Edwards, 2005). In a way we can talk about motives related to factors outside of volunteers' immediate control, including being appreciated by family and friends, in some cases they might be asked to volunteer by family or friends or they did so because their family or friends were also volunteering (Edwards, 2005). We can refer relational objectives and motivations might express a need to compensate a deficiency or loss of relations (Prouteau and Wolff, 2008). For example, according to Prouteau & Wolff (2008), widowed persons more frequently report this kind of motivations because the loss of a spouse impels them to develop new personal relationships.

Volunteers may also have expectations of tangible rewards or benefits associated with voluntarism, meaning that they want to increase their own welfare (Batson et al., 2002). Rewards and benefits assume different forms, and may be related to **Career Recognition** – component 3. Volunteers aim to make business contacts and improve their CV/ résumé in order to increase their employability, gaining experience beneficial to a full time work (Rhoden et al., 2009). Others see an opportunity to continue their connection to the previous activity, for example according to Kim, Chelladurai & Trail (2007) many former players turn to volunteering in order to continue their involvement with sport.

Motivations related to **Altruism** – component 4 are the most frequently cited in the literature. There is a remarkable lack of agreement over what is meant by altruism (Monroe, 1996). According to Monroe (1996) altruism is a behaviour that will benefit other, even when this brings eventual sacrifices for the welfare of the actor. According to Batson, Ahmad & Tsang (2002) altruism ultimate goal is to increase welfare of one or more individuals. One important source of altruism is empathic emotion and empathy means other oriented feelings congruent with the perceived welfare of another person (Batson et al., 2002). Often altruism is at the centre of volunteer motivations research and has sparked controversy both for and against (Trogdon, 2005). Altruism is one of the primary impetus for voluntary behaviour (Soupourmas and Ironmonger, 2002), and concern with others materialise this category.

Although we can see that there is a negative correlation between age and motivation three which means that older volunteers tend to not be motivated by career recognition. Studying the relation between age and volunteer motives (using VFI), Okun & Schultz (2003) find that age was positively related to social volunteer motivation and inversely related with career and understanding volunteer motivation. If we look closely to Table 1 we can notice that the age group with the largest representation is the one that lies between 52 and 68 years (47,7%) followed by the age group that lies between 69 and 85 years (19,7%), while the work situation most referred is retired (52,6%) so it seems clear that this group of volunteers is not close to career recognition motivation because for these volunteers the career has ended or is very near the end so the motivations of these volunteers will be of other nature as stated previously. "It is likely that more schooling means people will be more self-confident, more secure, more knowledgeable about social issues, more aware of social problems and ways of tackling them, and so on, all attributes that could influence why they volunteer (Musick and Wilson 2008: 75).

Just to finalise we would like to refer that "the field in which one operates is determined by a self-evident affinity with shared ideologies, religious convictions, and collective identities" (Hustinx & Lammertyn, 2003: 177) and it is significant to mention that all these volunteers work in hospitals supporting patients and their families.

6. CONCLUSION

The paper discussed the motivations of volunteer work. If volunteers have no monetary reason for joining or staying with an organisation, it is important for the organisation to be aware of their main motives. Lately the role of social or non-profits organisations has been huge and since they are in the marketplace become significant for marketers. Despite the resistance that organisations have to apply management and marketing tools to their quotidian the truth is that they have a key role. Looking to volunteers as important NPO's stakeholders might be imperative since will allow the creation of value to the organisation through the identification and comprehension of their motivations and these materialise the adoption of marketing practices from business in the non-profit sector. Whether practices as market orientation or customer relationship management, result in enhanced societal outcomes is now a concern because non-profit organisations with more effective marketing efforts might actually be diverting resources from organisations that have much more impact and many more stakeholders (Briggs et al., 2010).

As illustrated in this study, volunteers are seeking for development and learning since it was the motivation with the greatest importance. By tailoring volunteer projects to include some form of "learn about the cause", "learn through direct hands on experience" or demonstrating that volunteers are needed increasing their self-esteem, managers will best meet this motivation. Also important is the motivation related with altruism, so managers can rely on a behaviour that will benefit others. On the opposite side we have career recognition motivation with a mean below the scale midpoint showing that most of the volunteers are not worried with their "résumé", with "career options" or "new contacts that might help business or career".

It is through this research that volunteers' sustained commitment will be better understood and fostered through adequate support in order that they maintain their contribution to the society, so managers should consider all these motivations without forgetting that not every motivation will be met always, but by incorporating different objectives through time and acknowledging volunteers and the work they do is possible to provide a positive and satisfying experience (Bruyere and Rappe, 2007).

In terms of future research the study population could be expanded in order to include other organisations that work in the health area (e.g. organisations that focus on specific illnesses like mental illness or epilepsy) or even to volunteers that work in different areas because we believe it would be interesting to verify whether volunteers' motivations are identical or diverse according to the subfield they work. It also would be interesting to study the relationship between different types of motivations and volunteers' satisfaction because when a volunteer is satisfied with his experience, the probability of continuing to collaborate with a certain organisation is higher (Cnaan & Goldberg-Glen, 1991).

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APPENDICES

Appendix 1 – Internal Consistency

TABLE 3
Internal Consistency

Item - Total Statistics	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1. Volunteering can help me to get my foot in the door at a place where I would like to work	,465	,906
2. My friends volunteer	,490	,906
3. I am concerned about those less fortunate than myself	,204	,910
4. People I'm close to want me to volunteer	,504	,905
6. People I know share an interest in community service	,501	,905
7. No matter how bad I've been feeling, volunteering helps me to forget about it	,562	,904
8. I am genuinely concerned about the particular group I am serving	,358	,909
9. By volunteering I feel less lonely	,504	,906
10. I can make new contacts that might help my business or career	,350	,908
12. I can learn more about the cause for which I am working	,574	,904
13. Volunteering increases my self-esteem	,667	,902
14. Volunteering allows me to gain a new perspective on things	,574	,904
15. Volunteering allows me to explore different career options	,496	,906
18. Volunteering let me learn things through direct hands on experience	,541	,905
19. I feel it is important to help others	,360	,908
20. Volunteering helps me work through by own personal problems	,609	,903
21. Volunteering will help me to succeed in my chosen profession	,480	,906
23. Volunteering makes me have more friends	,699	,901
24. Volunteering is a good escape from my own troubles	,581	,904
25. I can learn how to deal with a variety of people	,616	,903
26. Volunteering makes me feel needed	,399	,907
27. Volunteering makes me feel better about myself	,488	,906
28. Volunteering experience will look good on my résumé	,384	,908
29. Volunteering is a way to make new friends	,689	,901
30. I can explore my own strengths	,638	,903
Cronbach's Alpha		,909