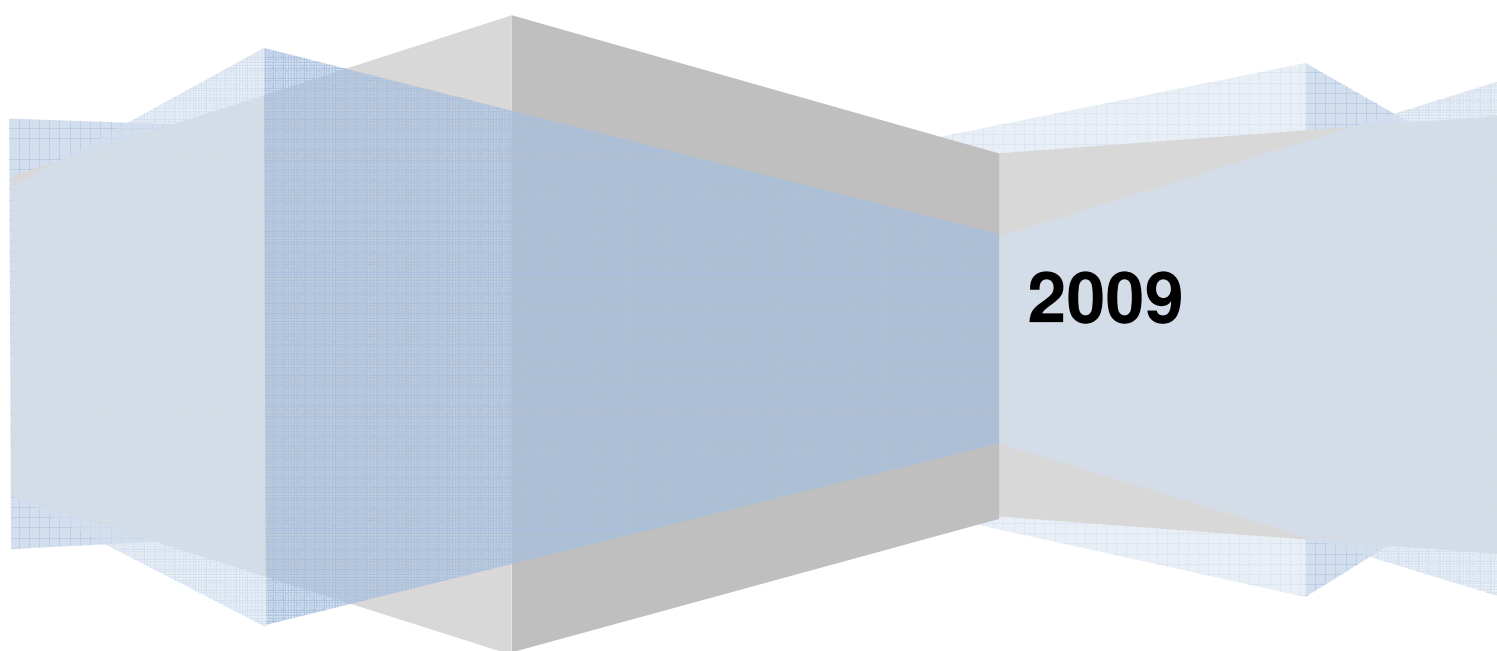


# Psychological Contracts in Volunteers

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## Background

Volunteering is a fundamental part of human society. ABS statistics shows that in 2006 around 5.2 million Australians (35% of the population) formally volunteered their time for an organisation, contributing around 713 million hours of unpaid work (Australian Bureau of Statistics, 2007). Penner (2002) defines volunteering as any service to the community, which is given without payment, through a group or organisation. A critical aspect that defines organisational volunteering is that volunteer work is not remunerated in monetary terms (Wilson, 2000). Many non-for-profit and charity organisations are particularly reliant on volunteer workers to carry out business functions and ensure that their organisations can continue to grow and survive (Finkelstein, 2008a; Greenslade & White, 2005).

Given this reliance on volunteer workers, and the vitality of their work, it is not surprising that the majority of research in this area has focused on the motivations driving volunteers to undertake unpaid work (e.g. Finkelstein & Brannick, 2007; and Van Vianen, Nijstad, & Voskuil, 2008). These motives helped to determine why individuals undertake particular volunteer roles (Finkelstein, Penner, & Brannick, 2005), and how long they were likely to remain in that position (Houle, Sagarin, & Kaplan, 2005).

In order to develop a consistent theoretical structure to support and understand volunteer motivations, Clary, et al. (1998) undertook a series of six studies to test six main motivational driver groups, as determined through a Functional Analysis framework. These six motivations, described by Houle, Sagarin, and Kaplan (2005), are Values (concern for the welfare of others and wanting to make a contribution to society); Understanding (an opportunity to learn, understand, practice and apply learnt skills and abilities); Career (to increase job prospects and enhance chosen career); Social (conform to normative or social pressure or to get along with others in a reference group); Protective (to reduce feelings of guilt about being more fortunate than others); and Enhancement (to enhance your own self esteem or self confidence, or for other means of self improvement).

Van Vianen, Nijstad, and Voskuil (2008) later added a seventh motivation. This motive, 'pastime', is based on responses by individuals that they undertake volunteer tasks as a way of passing their time. They also found that volunteers high on this motive were generally satisfied with their volunteer role.

Research has found that motivations for volunteering vary in strength and importance over time. In particular, career and understanding motives have been found to be stronger amongst young adults, whereas social motivators appear to increase with age (Okun & Schultz, 2003). Similarly, Finkelstein (2008a) found that initial altruistic motivations changed over time to reflect a desire for personal growth.

Volunteer motives such as career, understanding, and values have also been found to predict both number of years spent volunteering and the number of hours spent volunteering per week. For example, Penner and Finkelstein (1998) found that the value motive positively predicted length of service as a volunteer, while Finkelstein, Penner and Brannick (2005) found that the career motive negatively, and the understanding motive positively predicted years spent volunteering. Similarly,

Finkelstein (2008b) found that the value and understanding motives positively predicted time spent volunteering, and Finkelstein, Penner, and Brannick (2005) found that the career motive negatively predicted volunteering time.

Whilst, as yet, no research has specifically focused on the relationship between volunteer motives and intention to remain, it is expected that similar relationships would exist to those found with years and hours spent undertaking volunteer tasks. In other words, the career motive is likely to negatively predict intention to remain, whilst the understanding and value motives are likely to be positive predictors.

Looking at other organisational factors that might influence volunteering, Marta and Pozzi (2008) found that sustained volunteering in young adults was influenced by both dispositional variables, such as role identity as a volunteer, as well as organisational variables, such as perceived support. In particular, volunteers who placed greater importance on their work felt higher levels of pride, and higher levels of perceived organisational support, which correlated with higher perceived respect. In turn, greater pride and perceived respect was related to volunteer intention to remain with the volunteer organisation.

Penner (2002) argued that volunteerism (incorporating both intention to begin and intention to remain) is likely to be influenced by two major organisational variables: The organisation's reputation and personnel practice, and the individuals' psychological contracts, particularly in relation to the individual's perceptions and feelings about how they are treated by their organisation. The term psychological contract was first coined in 1960 by Argyris, and is used to describe the unwritten contract between an employee and an organisation (Schalk & Roe, 2007). Rousseau (1995) defined the psychological contract as an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between themselves and the organisation with whom they identify. The psychological contract is the employee's perception of a set of perceived promises by the organisation to the employee (Coyle-Shapiro & Kessler, 2002), or a series of reciprocal obligations between the two (Schurer Lambert, Edwards, & Cable, 2003). The terms of the contract specify what the employee expects to give and receive in their relationship with the organisation (Arnold, 1996), such as training and development opportunities or trust, respect, and loyalty (De Meuse, Bergmann, & Lester, 2001).

Psychological contracts are malleable, and can be changed or renegotiated over time, depending on circumstances (Paul, Niehoff, & Turnley, 2000). They are also idiosyncratic in that different people may interpret the same events or practices in different ways.

Evaluation of psychological contracts can be future oriented (comparing contracts to expected attributes or dimensions such as quid pro quo exchanges), content oriented (examining specific elements of the psychological contract), or evaluation oriented (examining the fulfilment or breach of the psychological contract) (Freese & Schalk, 2008). Psychological contracts are generally based on the norm of reciprocity, so when the organisation is seen to fail in fulfilling their part of the promised contract, the employee experiences breach (Restubog, Bordia, & Tang, 2006).

Robinson and Morrison (2000) defined breach as the employee's perception of a discrepancy between what they believe they were promised by the organisation, and what they have received. Perceived breach can cause negative emotional reactions. These emotive responses are considered violations of the psychological contract (Morrison & Robinson, 1997). Breach can occur both when the organisation is seen to be deficient in fulfilling a promise, as well as when they are seen to over-fulfil the contract, and an employee's consequent reactions can vary, depending on the nature and direction of perceived breach (Schurer Lambert, Edwards, & Cable, 2003).

Zhao, Wayne, Glibkowski, and Bravo (2007) found that perceived breach was positively related to violation, mistrust, and turnover intentions, and negatively correlated with job satisfaction, organisational commitment, organisational citizenship behaviours, and in-role performances. The authors also noted some mediated relationships, for example, managerial support has been found to mediate the relationship between psychological contract breach and absenteeism (Deery, 2003).

Much of the psychological contract research literature has focussed on the perceptions of paid employees. A review of the research literature did not identify any empirical studies that investigated the perceptions of volunteer workers in relation to the psychological contract. Wade-Benzoni and Rousseau (1998) argued that psychological contracts could exist in other settings besides the normal employment context. Similarly Shore et al. (2004) maintained that individuals could simultaneously develop multiple psychological contracts. As such, it is expected that volunteers will have a psychological contract with their volunteer organisation and that, similar to paid employees, various organisational factors will also influence perceptions of psychological contract breach.

In two separate studies on personal care workers, both Graffam, Noblet, Crosbie, and Lavelle (2005) and Stone (2004) found that employees who felt they received higher amounts of support from their direct supervisors would be less likely to report an intention to leave the organisation. Dormann and Zapf (1999) found that supervisor support was perceived to be more important than collegial support in overcoming workplace stressors, and Weinert and Tilden (1990) found that social support could help to mediate negative mood states, such as the disillusionment that might accompany perceived breach of psychological contracts. Investigating the role of management support, Deery (2003) found that lack of perceived support from management was closely associated with breach of psychological contracts, which in turn was related to lower organisational trust and higher absenteeism.

This research aims to investigate the psychological contract of volunteers and to determine whether organisational outcomes associated with psychological contract breach for volunteers are similar to that established in the research literature for paid employees. The relationship between psychological contract breach and intention to remain with the volunteer organisation will be examined. The impact of three types of perceived support (organisational, supervisor, and co-worker) will be investigated, as will the influence of volunteer motives. Based on previous psychological contract research it is hypothesised that:

*Hypothesis 1:* A significant positive relationship will exist between the three types of perceived support (organisational, supervisor, and co-worker) and intention to remain with the volunteer organisation.

*Hypothesis 2:* A significant negative relationship will exist between the three types of perceived support (organisational, supervisor, and co-worker) and psychological breach.

*Hypothesis 3:* A significant negative relationship will exist between psychological contract breach and intention to remain with the volunteer organisation.

*Hypothesis 4:* Perceived organisational support will mediate the relationship between psychological contract breach and intention to remain with the volunteer organisation.

*Hypothesis 5:* Perceived supervisor support will mediate the relationship between psychological contract breach and intention to remain with the volunteer organisation.

The relationship between volunteer motives, psychological contract breach, and intention to remain with the volunteer organisation has not been previously explored. Nevertheless, Finkelstein and colleagues found that three volunteer motives (values, career, and understanding) were more likely to predict outcomes such as tenure and hours spent volunteering per week. Based on these findings, it is hypothesised that:

*Hypothesis 6:* A significant negative relationship will exist between the volunteer motive career and intention to remain, and a significant positive relationship will exist between the volunteer motives of values and understanding and intention to remain with the volunteer organisation.

*Hypothesis 7:* A significant positive relationship will exist between the volunteer motive of career and psychological contract breach, values and understanding and psychological contract breach.

## Methodology

### *Measures*

The research project consisted of an online survey. An identical hardcopy version of the survey was also available to volunteers. A copy of the survey is included in Appendix A. The survey consisted of demographic questions, 3 support scales measuring organisational, supervisor, and co-worker support, an inventory measuring psychological contract fulfilment, an intention to remain scale, and the adapted VFI as used in Van Vianen, Nijstad, and Voskuil (2008).

### *Procedure*

Once ethical clearance was granted from Deakin University, over 1,500 volunteer organisations were contacted via email. The email provided an explanation of the research, and requested that organisations forward the email to their volunteers if they wished to be involved. The email also contained a link to an online survey and an identical hardcopy duplicate. The hardcopy was provided both in response to requests from organisations, and as a means of increasing response rates, particularly amongst older or less technologically savvy volunteers.

### *Participants*

Over 1,500 Australian organisations that “employ” volunteers were invited to participate in the research through an email invitation, requesting organisations to pass details of the survey along to their volunteers. From those organisations, 817 volunteers participated in the research. The majority of the participants (67%) were female, which is in line with previous research (e.g. Gibelman & Sweifach, 2008; Gillath, Shaver, Mijulincer, Nitzberg, Erez, & Van Ijendoorn, 2005; and Penner & Finkelstein, 1998). The most common group of participants were aged between 55 and 65 (23%). The average tenure was 5 years, and the average length of time spent volunteering each week was 8.6 hours.

Respondents were predominantly from the Health and Community Service (46%), Animal Welfare (17%), or Environmental (12%) sectors. Most volunteers that participated in this study were based in Victoria, NSW, or QLD, although all states were represented.

## Results

### *Organisational Variables*

#### ***Support and Intention to Remain***

Hypothesis 1 predicted a significant positive relationship between the three types of perceived support (organisational, supervisor and co-worker) and intention to remain with the volunteer organisation. The three demographic variables (age, gender, and tenure) were entered at Step 1, explaining 2% of the total variance in intention to remain,  $R^2=.02$ ,  $F(3,693)=4.18$ ,  $p<.01$ . Age and gender were significant, positive predictors indicating that females and older individuals were more likely to want to remain with the volunteer organisation than were males or younger individuals.

The three support variables (organisational, supervisor, and co-worker) were entered at Step 2 and explained 26% of the variance,  $R^2=.26$ ,  $F(3,690)=74.35$ ,  $p<.01$ . Hypothesis 1 was partially supported. Organisational support and co-worker support, but not supervisor support, were found to influence intention to remain with the volunteer organisation with the significant predictors explaining 8% and 1% of the unique variance respectively.

#### ***Support and Psychological Contract Breach***

Hypothesis 2, which predicted a significant negative relationship between the three measures of perceived support (organisational, supervisor and co-worker) and perceived psychological breach was fully supported. The demographic variables (age, gender, and tenure) were entered at Step 1 and accounted for 1% of the total variance of perceived psychological contract breach,  $R^2=.01$ ,  $F(3,694)=3.83$ ,  $p<.01$ . Age was a significant negative predictor of contract breach, and tenure a significant positive predictor, indicating that younger people were more likely to perceive a breach in their psychological contract, as were volunteers who had been with their organisation for a long time.

With the three support variables (organisational, supervisor, and co-worker) entered at Step 2, 59% of the total variance in psychological contract breach was explained,  $R^2=.59$ ,  $F(3,691)=323.54$ ,  $p<.01$ . Tenure remained a significant predictor of breach at Step 2, accounting for 1% of the total variance. The three significant support variables (organisational, supervisor and co-worker) contributed 15%, 1%, and 3% of the unique variance in perceived psychological contract breach respectively.

#### ***Psychological Contract Breach and Intention to Remain***

Hypothesis 3, predicted a significant negative relationship between perceived psychological contract breach and intention to remain with the volunteer organisation. The three demographic variables (age, gender and tenure) were entered at Step 1 and perceived psychological contract breach was entered at Step 2, explaining 26% of the total variance,  $R^2=.26$ ,  $F(1,713)=231.36$ ,  $p<.01$ . At Step 2, turnover uniquely predicted 1% of the total variance. This was a significant positive relationship. Perceived psychological contract breach significantly and negatively predicted 24% of the unique variance of intention to remain, indicating that the more

an individual perceives a breach in their psychological contract, the less likely they are to remain with the volunteer organisation and vice versa. Hypothesis 3 was supported.

### ***Support as a Mediator between Psychological Contract Breach and Intention to Remain***

Hierarchical regressions analyses were conducted to test the expected mediations for Hypotheses 4 and 5, which predicted that organisational support and supervisor support would respectively mediate the perceived psychological breach intention to remain relationship. For mediation to be established, three conditions need to be met (Baron & Kenny, 1986). Firstly, a significant relationship must exist between the predictor variable (breach) and the outcome variable (intention to remain). Secondly, there has to be a correlation between the predictor variable and the mediator(s) (organisational and supervisor support). Finally, the outcome variable must be influenced by the mediator(s).

To investigate whether organisational supported mediated the relationship between breach and intention to remain, psychological contract breach was entered at Step 1. At step 2, both breach and organisational support were entered into the model. At Step 1, breach was found to be a significant predictor of intention to remain, explaining 24% of the variance,  $R^2=.24$ ,  $F(1,736)=225.620$ ,  $p<.01$ . When the mediating variable, organisational support, was added in Step 2 breach remained a significant predictor of intention to remain. However, the beta was reduced from  $-.48$  in Step 1 to  $-.28$  in Step 2. In addition, the unique variance explained by breach in Step 1 (23%) was reduced to 4% in Step 2. As such, a partial mediation was obtained and Hypothesis 4 was partially supported. Figure 1 shows an illustration of the partial mediation model.

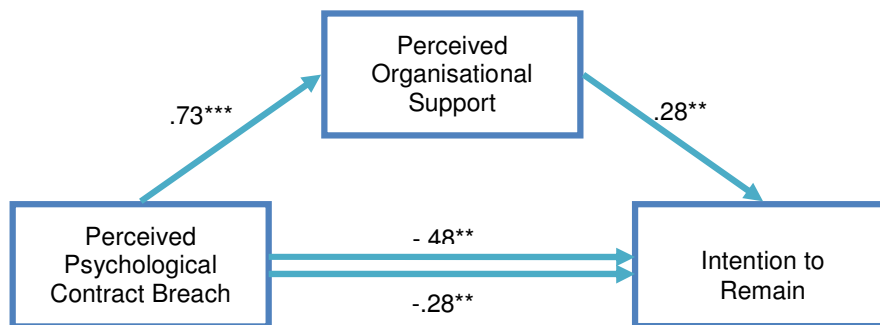


Figure 1. *Graphical illustration of the significant relationships between all variables and the significant mediated pathway between perceived psychological contract breach, perceived organisational support, and intention to remain.*

Hypothesis 5 predicted that supervisor support would mediate the relationship between breach and intention to remain. To test this mediation, breach was entered at Step 1. At Step 2, both breach and supervisor support were entered into the model.

At Step 1, breach was found to be a significant predictor of intention to remain with the volunteer organisation,  $R^2=.23$ ,  $F(1,728)=222.587$ ,  $p<.01$ . When the mediating variable, supervisor support was added in Step 2, breach remained a significant predictor of intention to remain. However, the beta was reduced from  $-.48$  in Step 1 to  $-.39$  in Step 2. In addition, the unique variance explained by breach in Step 1 (23%) was reduced to 9% in Step 2. As such, a partial mediation was obtained and Hypothesis 5 was partially supported. An illustration of the mediation is shown in Figure 2.

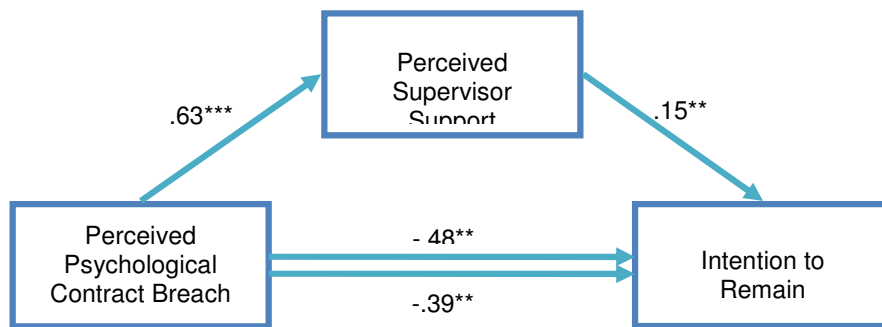


Figure 2. Graphical illustration of the significant relationships between all variables and the significant mediated pathway between perceived psychological contract breach, perceived supervisor support, and intention to remain.

## Volunteering

### Volunteer Motivation Factor Analysis

In order to test the seventh motive of time (as identified by Van Vianen, Nijstad, and Voskuil (2008)), varimax rotated factor analysis was run on the items from the Volunteer Function Inventory. As expected, seven factors emerged, generally matching the seven volunteer motives described in Van Vianen, Nijstad, and Voskuil (2008). The Kaiser-Meyer-Olkin measure of sampling adequacy was  $.92$ , and Bartlett's test of sphericity was significant ( $\chi^2(595)=9113.55$ ,  $p<.01$ ).

Two items cross-loaded onto two factors and were subsequently removed from the analyses. These were item 17 *volunteering allows me to gain a new perspective on things* and item 11 *by volunteering I feel less lonely*. Two additional items loaded onto the understanding factor, item 34 *volunteering is a way to make new friends*, and item 16 *I like being active*. These two items did not appear to fit with the underlying theme of the understanding factor and were subsequently removed from the analyses. Hierarchical regression analyses were then conducted to test the hypotheses.

### Volunteer Motivation and Intention to Remain

Hypothesis 6 predicted a relationship between three volunteer motives (career, values, and understanding) and intention to remain with the volunteer organisation, with career predicted to have a significant negative relationship and values and understanding a significant positive relationship. Step 1 of the hierarchical

regression analysis showed that the demographic variables (age, gender, and tenure) accounted for 2% of the total variance of intention to remain,  $R^2=.02$ ,  $F(3,709)=4.138$ ,  $p<.01$ . When the seven volunteer motives were entered at Step 2, the model accounted for 10% of the total variance,  $R^2=.10$ ,  $F(3,702)=9.07$ ,  $p<.01$ , and the demographic variables no longer predicted intention to remain. Results showed that the career motive significantly and negatively predicted intention to remain and explained 1% of the unique variance. The values and protective motives were also found to significantly and positively predict intention to remain, explaining 2% and 1% of the unique variance respectively. Hypothesis 6 was partially supported in that the volunteer motives, career and values, but not understanding, were found to predict intention to remain with the volunteer organisation.

### ***Volunteer Motivation and Psychological Contract Breach***

Hypothesis 7 predicted a relationship between three volunteer motives (career, values, and understanding) and perceived psychological contract breach. Career was predicted to have a significant positive relationship, and values and understanding a significant negative relationship with psychological contract breach. Hierarchical regression analysis showed that at Step 1, the control variables (age, gender, and tenure) accounted for 2% of the total variance,  $R^2=.02$ ,  $F(3, 710)=3.88$ ,  $p<.01$ . The addition of the volunteer motives in Step 2 increased the total variance explained by the model to 16%,  $R^2=.16$ ,  $F(7,703)=17.759$ ,  $p<.01$ . The results showed that the volunteer motives understanding, values, time, and protective were significant predictors of psychological contract breach. The understanding, values, and protective motives were negative predictors, each contributing 2% of the unique variance explained. The time motive positively predicted psychological contract breach and explained 1% of the unique variance. Hypothesis 7 was partially supported in that values and understanding but not career were found to significantly predict psychological contract breach.

## Discussion of Results

### *General Discussion*

The aims of this study were to determine the nature of the relationships between psychological contracts, perceived support (organisational, supervisor, and co-worker), motivation to volunteer, and intention to remain with the volunteer organisation. Data was analysed to determine the extent of both direct and mediated relationships.

Hypothesis 1 was partially supported, as although supervisor support did not predict intention to remain, both organisational and co-worker support were significant positive predictors of volunteers' intention to remain with their volunteer agencies. This shows that the more an individual feels they are supported by the organisation they volunteer for and the volunteers they work with, the more likely they will be to wish to remain within that organisation. These findings support those of Cooper, Dewe, and O'Driscoll (2001) who found that low perceptions of support would be more likely to lead to turnover intentions.

Conversely, the results of this study contrast with those of Graffam, Noblet, Crosbie, and Lavelle (2005) and Stone (2004) who found that high supervisor support was closely associated with an increased intention to remain in personal care attendants. This difference in relation to the effect of supervisor support may be due to the different natures of paid and unpaid employment, or may reflect a particular relationship between personal care workers and their direct supervisors, which is not relevant to other employee groups including volunteers.

Additionally, as volunteers generally do not undergo the same performance appraisal processes as paid workers, and appreciate a different reward and recognition structure, the way in which they experience their role may not be as dependent on their relationship with their supervisor as it would be for paid employees. Consequently, they may place more emphasis on the perception of support from the organisation as a whole, and the volunteers with whom they work alongside, allowing their co-worker relationship to help reinforce a volunteer personality, which in turn reinforces their desire to continue volunteering (Finkelstein & Brannick, 2007; Finkelstein, Penner, & Brannick, 2005; Van Vianen, Nijstad, & Voskuil, 2008).

Results indicated that Hypothesis 2 was fully supported. All three measures of support (organisational, supervisor, and co-worker) maintained a significant negative relationship with psychological contract breach. This indicates that the less supported a volunteer felt by their organisation, supervisor, or co-worker, the more likely they were to perceive a breach in their psychological contract. This finding supports previous research by Deery (2003), who found that lack of managerial or supervisor support was closely linked to instances of psychological contract breach. These results show that, as with paid employees, volunteer workers' psychological contracts are closely associated with their experiences and relationships developed within the organisations for which they work.

As expected in Hypothesis 3 there was a significant negative relationship between psychological contract breach and intention to remain. This indicates that as with

paid workers, an individual would be less likely to indicate an intention to remain with their organisation if they were experiencing a breach in their psychological contract (e.g. Zhao, Wayne, Glibkowski, and Bravo, 2007). The implication of these results for organisations that hire volunteers is that volunteers will be more likely to remain if they perceive that their psychological contracts are being met. This can be achieved through ensuring that contracts are discussed and made explicit when a volunteer first starts, and that contractual elements are discussed and updated on a regular basis (Paul, Niehoff, & Turnley, 2000).

Hypotheses 4 and 5 assumed that organisational support (Hypothesis 4) and supervisor support (Hypothesis 5) would mediate the relationship between contract breach and intention to remain. Both Hypotheses were partially mediated as results showed that the two support measures partially mediated the relationship between breach and intention to remain. These results support the expectations of Weinert and Tilden (1990) that support would mediate the negative emotions associated with psychological breach.

Implications for volunteer organisations are that ensuring direct supervisors and the organisation as a whole are supportive of volunteers and their contribution may help to ameliorate the effects of perceived psychological contract breach. However, the partial mediation indicates that it is still important to ensure that psychological contracts are as transparent as possible in order to ensure volunteers will wish to remain with their organisations.

The last two Hypotheses focused on volunteer motives, and their relationship to intention to remain and psychological contract breach. As hypothesised, the career motive had a significant negative relationship with intention to remain, and the value and understanding motives had significant positive relationships with intention to remain. These results show that the more a volunteer is motivated by their career, and see their volunteer role as a 'stepping stone' to future positions, the less likely they will be to indicate a desire to remain within their organisation.

Conversely, volunteers who are highly motivated by the understanding and value motives—that is the more they feel they are helping to improve someone's life through their unpaid work, and the more they feel volunteering is a means of improving their understanding of the world, the more likely they will be to want to remain with their organisation. This research partially supports findings by Finkelstein and colleagues who found that career was a negative predictor, and values and understanding were positive predictors of the length of time an individual spent within their organisation (see Finkelstein, 2008b; Finkelstein, Penner, & Brannick (2005); and Penner & Finkelstein, 1998).

The relationship between volunteer motivation and psychological breach has not been previously examined, however it was expected that a similar relationship would exist between motivations and breach as existed between motives and intention to remain, although it was expected that the relationships would be in the opposite directions. As predicted, the value and understanding motives did significantly predict psychological contract breach, with the relationship in the expected negative directions. Unexpectedly, the time and protective motives also predicted breach, with the protective motive negatively predicting, and the time motive positively

predicting psychological breach. There was no direct effect between breach and the career motive.

As such, these results show that individual who were highly driven by value (a concern for others' welfare), understanding (a desire to learn new skills and apply their abilities), and protective (wanting to reduce the feelings of guilt about being more fortunate than others are) motives were less likely to recognise and experience psychological contract breach. This may be because their motives are generally externally focused, and they consider their role within the context of the people they help more so than other, more internally focused motives. As such, the psychological contracts of these individuals may be more closely linked with work outcomes than organisational experience. Whilst this was not examined in this study, future research could examine different types of contracts, and how they relate to the different types of motivations.

Results for Hypothesis 7 also found a significant positive direct effect between the time motive and contract breach. This means that more a volunteer was motivated by a need to 'pass the time', the more likely they were to experience a breach in their psychological contract. This seems to contradict work by Van Vianen, Nijstad, and Voskuil (2008) who found that time motivated volunteers were generally more satisfied with their role than others. This difference may again stem from the type of breach examined in this research, as time motivated volunteers are more concerned about having an enjoyable way of passing their time than they are about the type relationship they have formed with the organisation for which they work.

### ***Limitations***

The limitations of this study should be considered when interpreting these results, particularly given that the cross-sectional design of the study makes casual inferences difficult. Additionally, the survey was a self-report measure and relied upon volunteers to provide honest answers. Due to social desirability biases, some participants may have overstated their goodwill intentions, particularly in relation to other oriented motives.

### ***Research Implications and Future Directions***

The current research has provided a valuable contribution to the psychological contract literature, by examining how psychological contracts function within a volunteer population. As with paid employees, there was a strong link between volunteer psychological contracts and their intentions to remain with their organisations. Similarly, measures of support (organisational, supervisor, and co-worker) were seen to contribute to psychological contract breach and intention to remain either directly or through a partially mediated pathway. Furthermore, volunteer motivations were seen to contribute to both breach and intention to remain, particularly in relation to the value and understanding motives. Future research could examine different types of psychological contract elements, in order to better determine the underlying expectations of volunteer workers, and how these contractual elements relate to their initial drives for volunteering.

## Analysis of Results by Agency Sector

### *Index Scores*

For each of the organisational variable discussed throughout the results (organisation support, supervisor support, coworker support, psychological contract breach, intention to remain), and for each of the seven volunteer motivations (career, enhancement, protection, social, time, values, and understanding), an index score has been constructed. The index for a variable is the average of individual question indices for questions that complete that variable.

The index for a question is the mean (average) response for the question across all respondents (using the numerical score from the 5 point response scales) transformed to a 0 to 100 point scale.

The aggregate indices have the following properties that make them a powerful presentational tool:

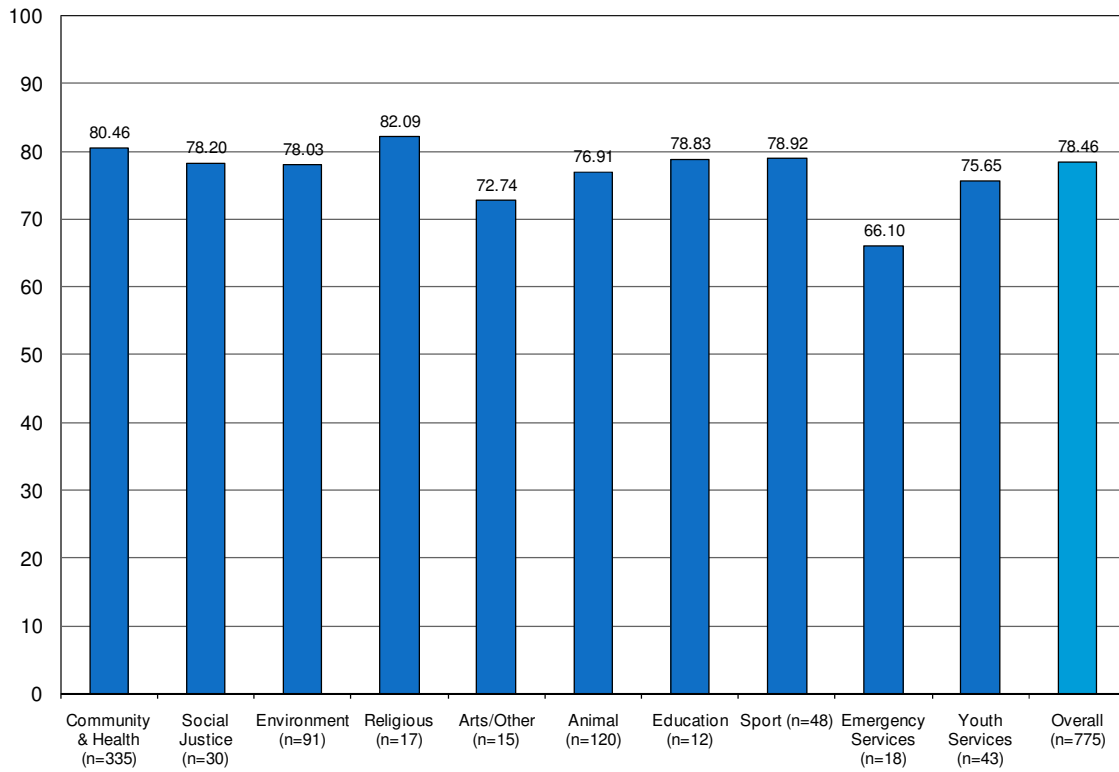
- ❑ index scores of 0-49 indicate that, on average, respondents provided low scores for the given variables (i.e. they had low perceptions of support, they were generally not driven by career motives, they had few experiences of perceived breach);
- ❑ an index score of 50 indicates that, on average, respondents have provided a neutral scores to the variables;
- ❑ index scores of 51-100 indicate that, on average, respondents provided high scores for the given variables (i.e. they had a high intention of remaining with the organisation, they were highly driven by the enhancement motive);
- ❑ the higher the index score, the more important the motivation, positive the experiences of support, higher the intention to remain with their organisation, or more frequent their experiences of breach;
- ❑ if (after adjusting for reverse scored items) all respondents stated that they strongly agreed with all the statements presented in the questions covering a variable, the index score would be 100; and
- ❑ if (after adjusting for reverse scored items) all respondents stated that they strongly disagreed with all the statements presented in the questions covering a variable, the index score would be 0.

Please note that for organisation variables, higher index scores generally show positive organisational experiences, except for the psychological contract breach variable, where lower scores would be indicative of fewer experiences of breach, and should be preferred.

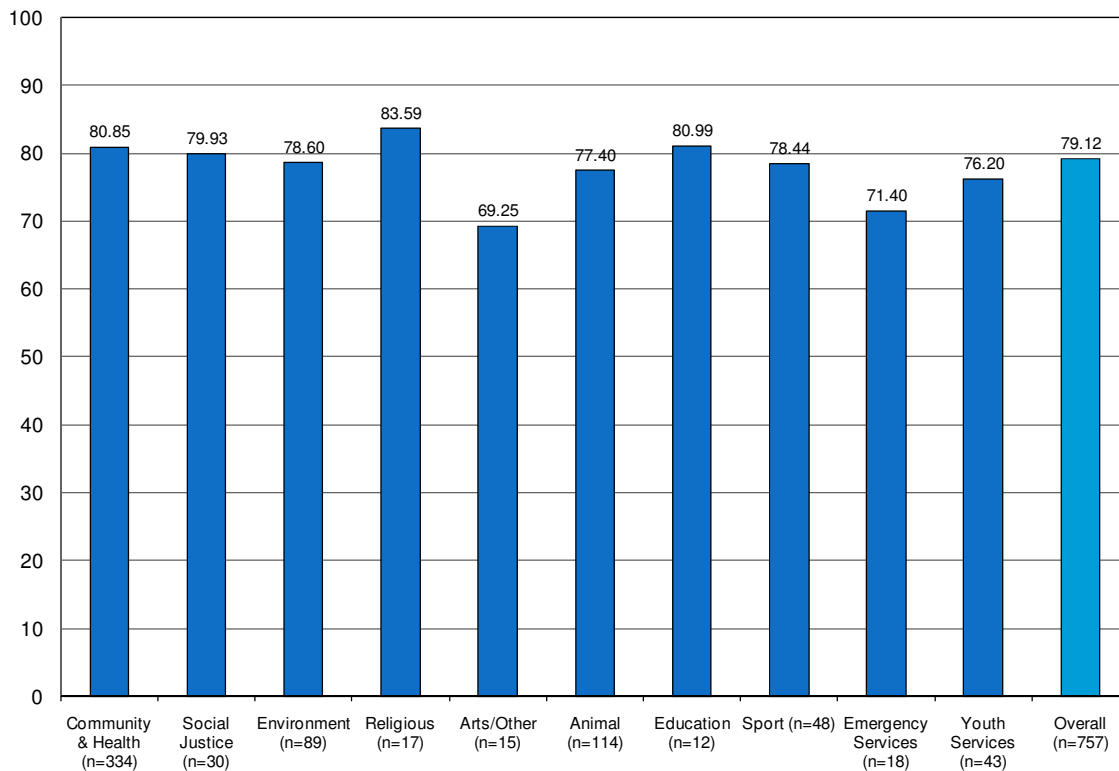
For the volunteer motives, higher index scores show that motive to be more important to respondents.

## Organisational Variables

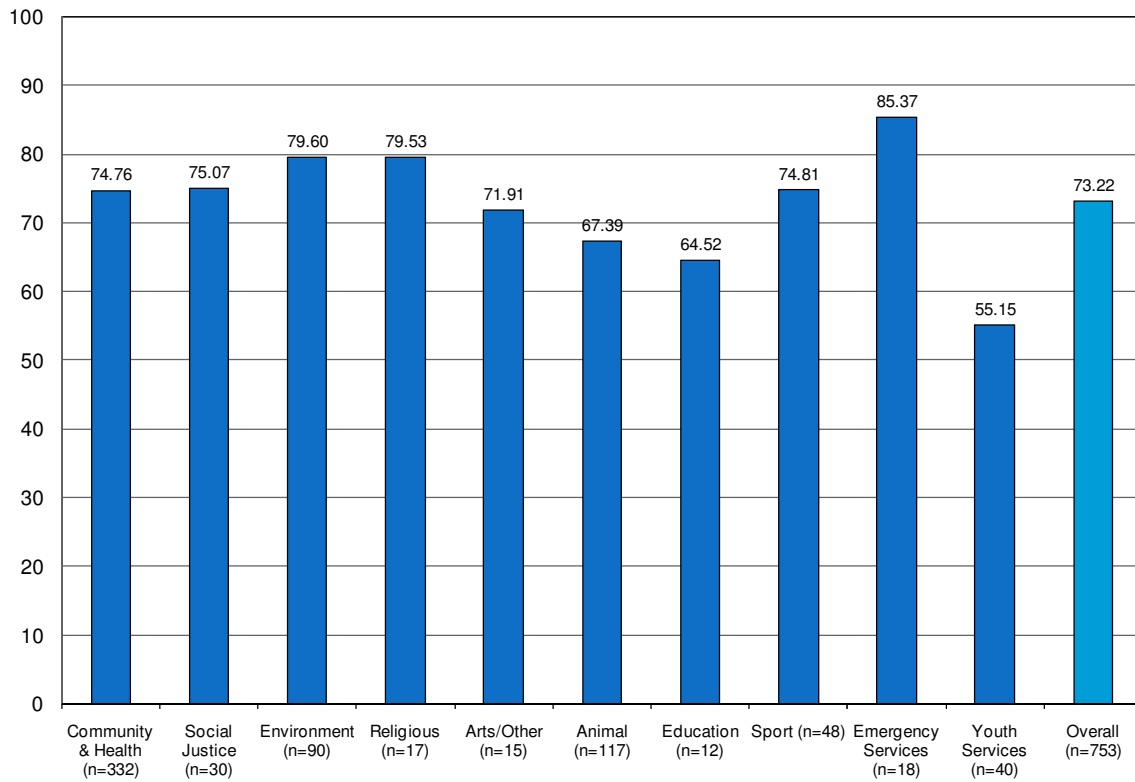
### Perceived Organisational Support



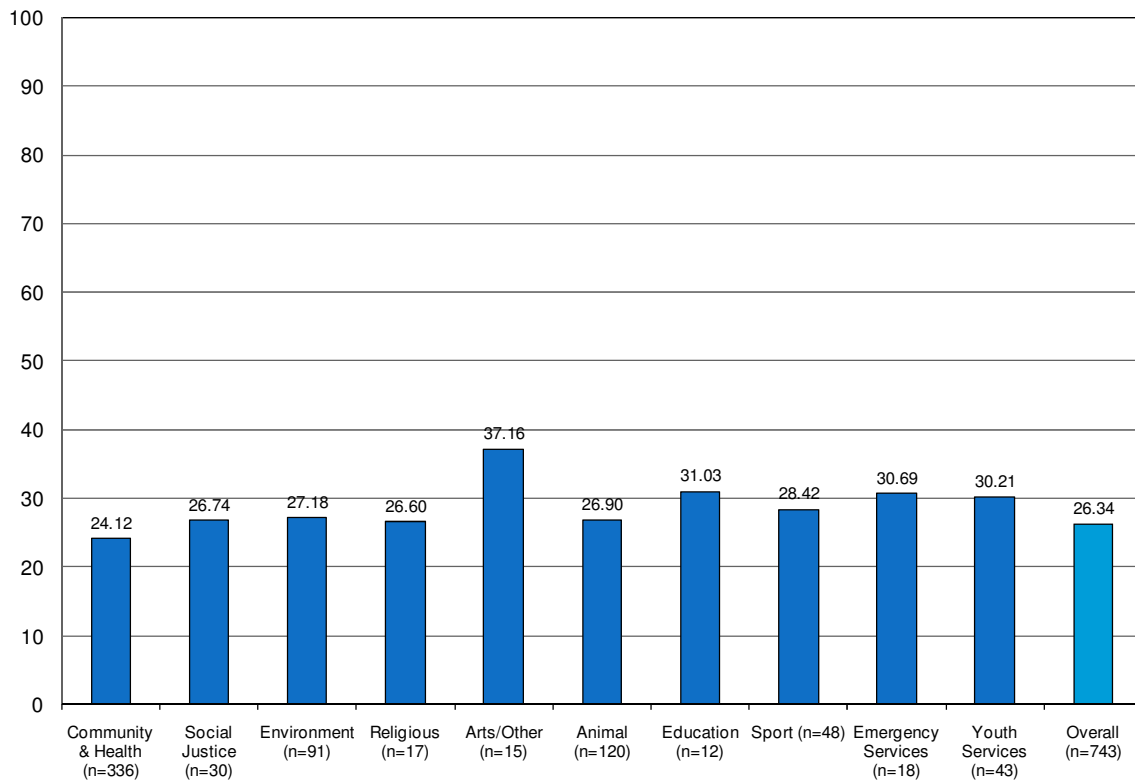
### Perceived Supervisor Support



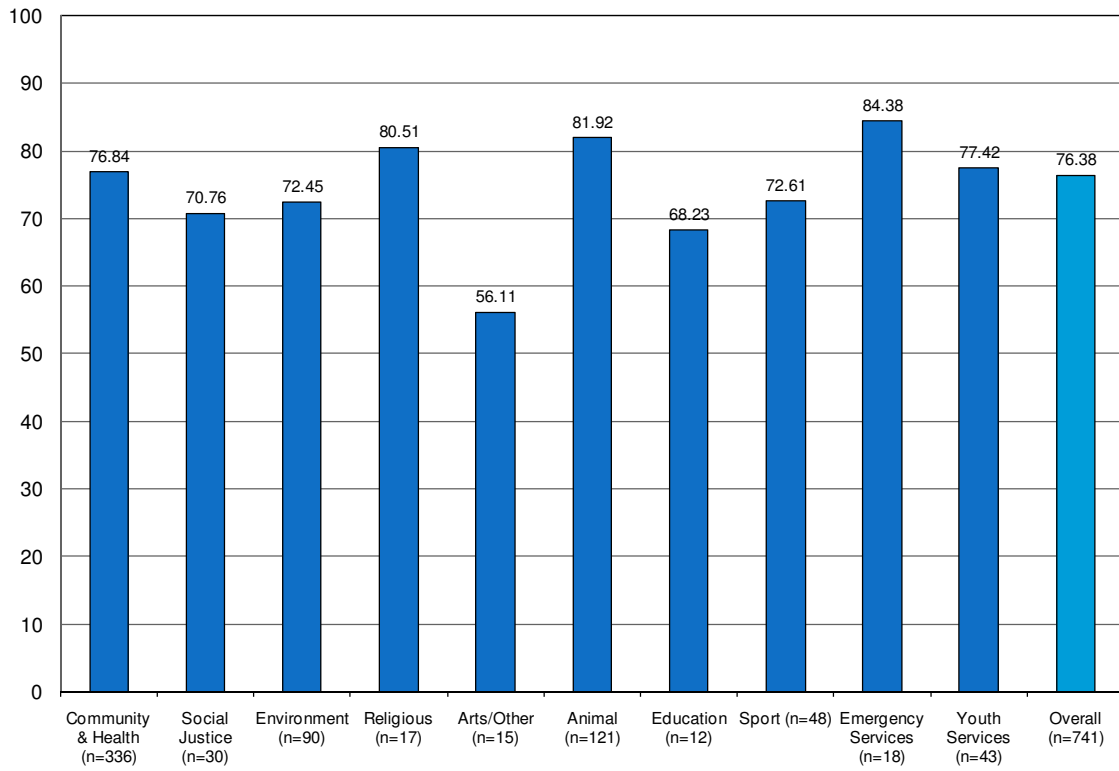
### Perceived Co-Worker Support



### Psychological Contract Breach

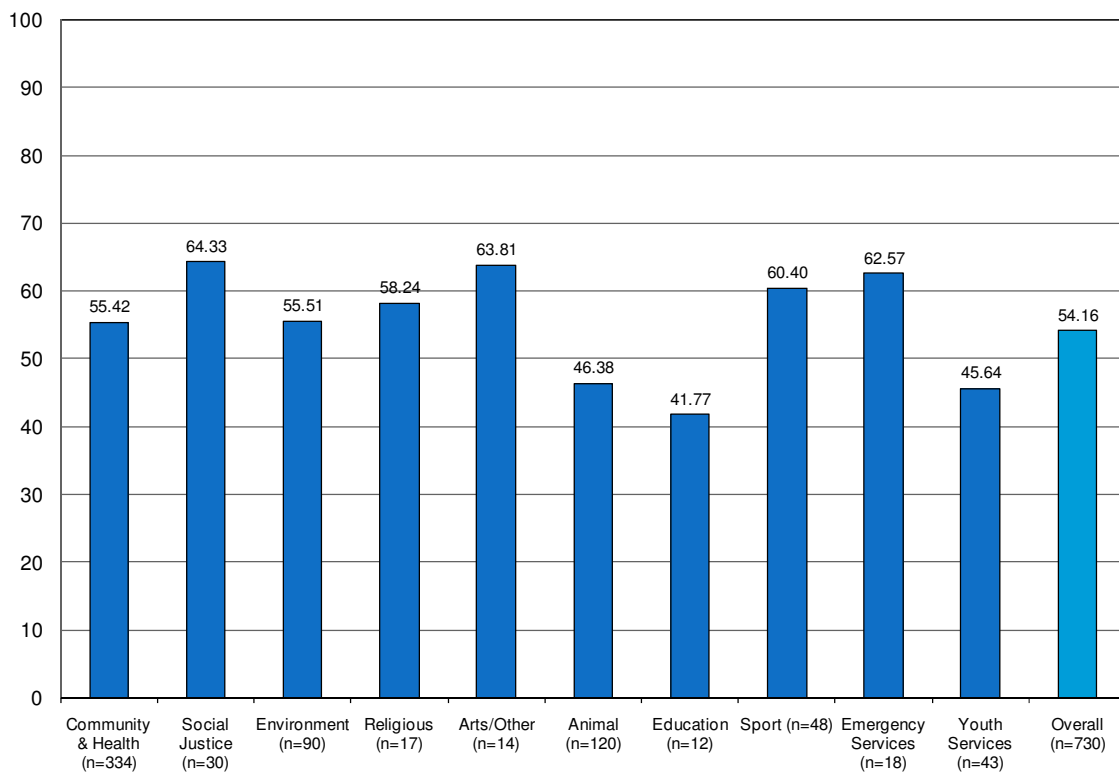


### Intention to Remain

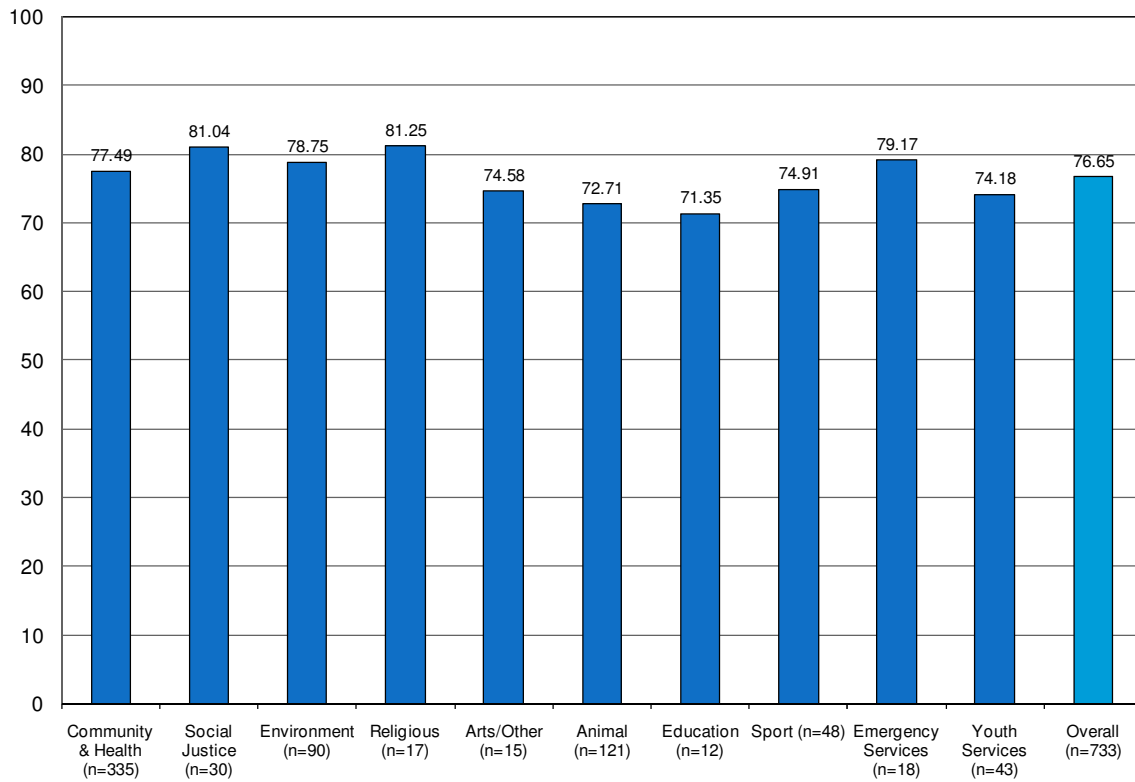


### Volunteer Motives

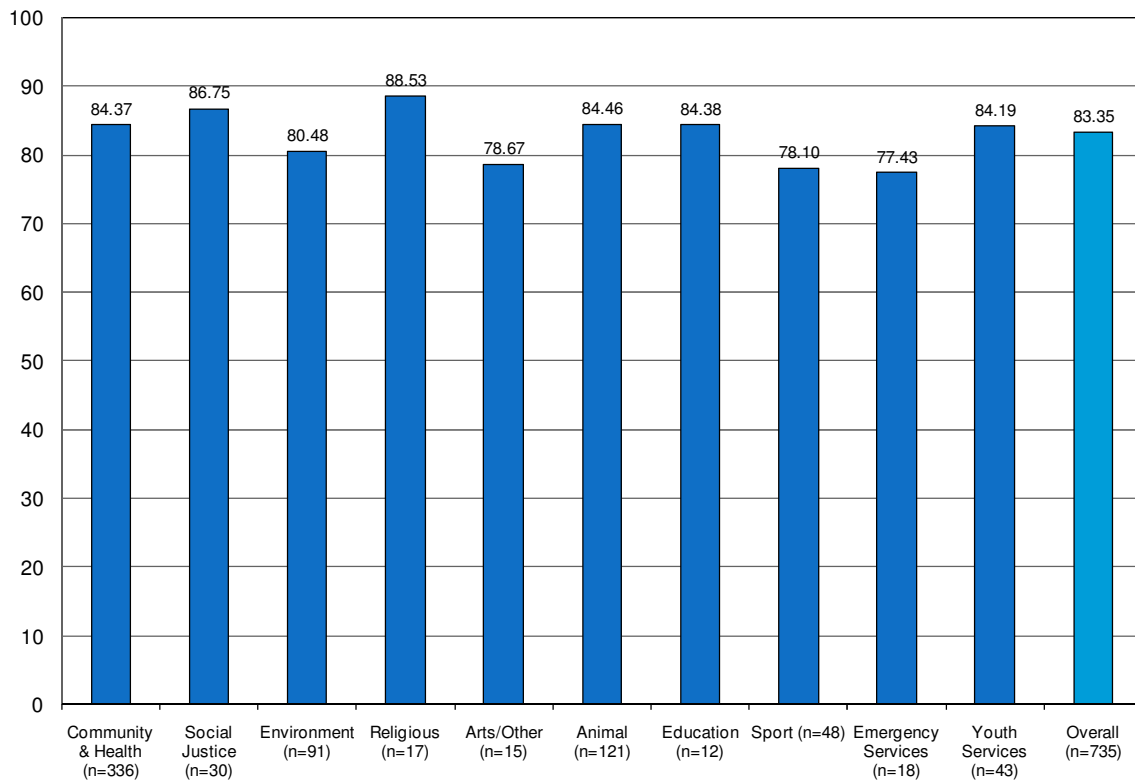
#### Career Motive



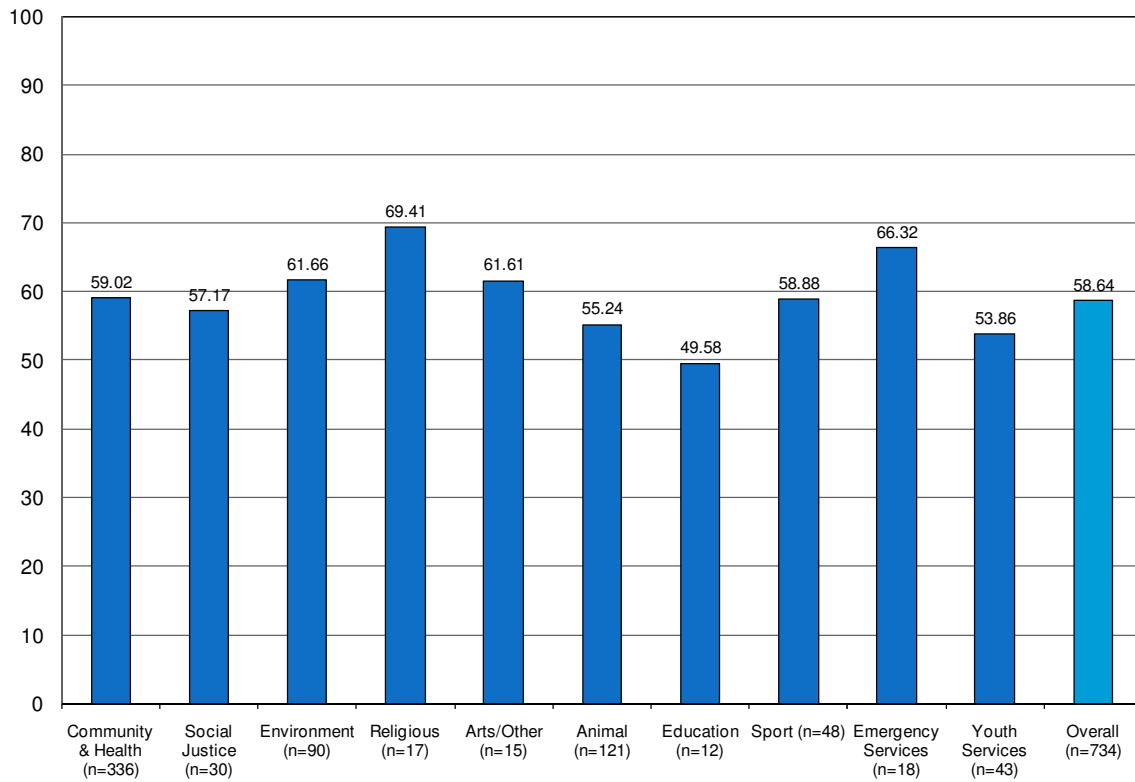
### Understanding Motive



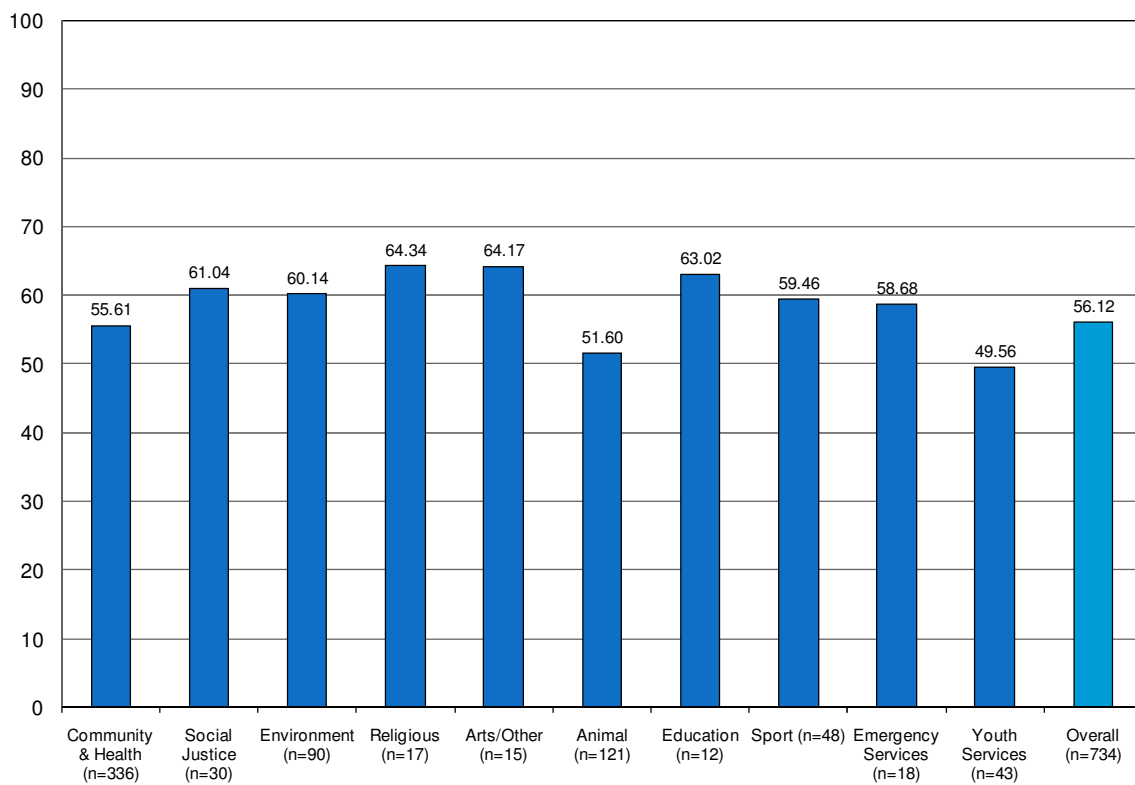
### Value Motive



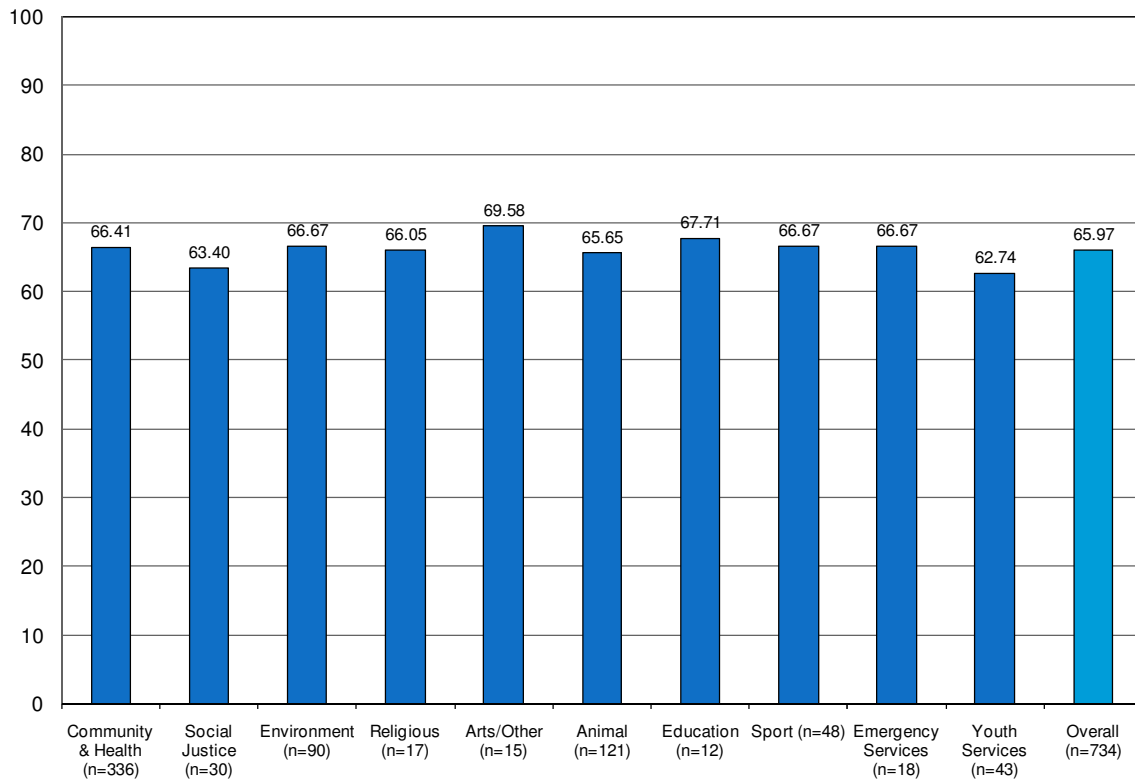
### Social Motive



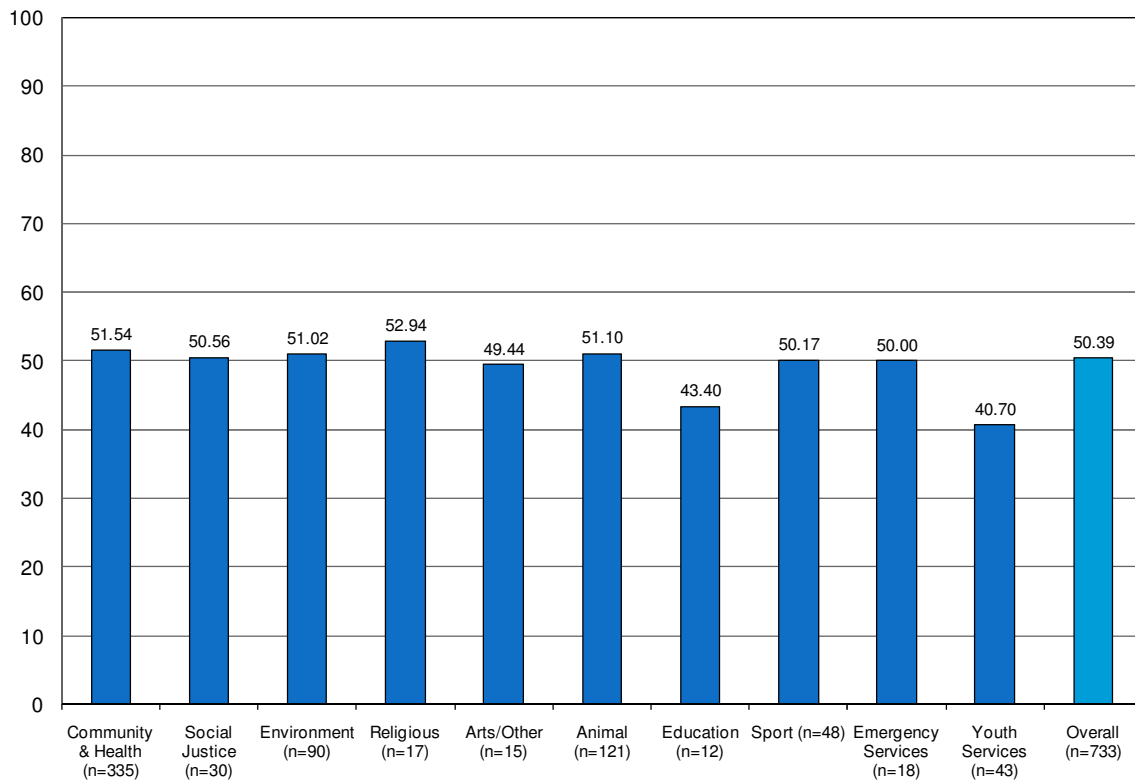
### Time Motive



### Enhancement Motive



### Protective Motive



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*[please note that if your agencies name does not appear in this list we either received surveys from your agency after the cutoff date to be included as a part of this report, or any respondents from your organisation did not identify where they volunteered their time]*

139 Club	Bentleigh Bayside Community Health
2MBS-FM	Best Buddies Australia
Adults Surviving Child Abuse (ASCA)	Bicycle SA
AID/WATCH	Big Brothers Big Sisters
Al Zahra Muslim Women's Association	Biology Society of South Australia
Anam Cara House Geelong	Blue Care
Anglican Retirement Village	BMFS
Anglicare	Brisbane City Council
Animal Liberation	Brisbane Writers Festival
ANTaR	Brotherhood of St Laurence
Anxiety Disorders Association of Victoria	Bulimba Creek Catchment
ARAFMI TAS	Bundoora Presbyterian Church
Ardoch	Burwood Community Centre
Armidale Organic Food Cooperative	Bush for Life
Armidale Women District Centre	Bushcare Group
Artability Forestville	C4 Plant Nursery
Arthritis Victoria	Cagliero Project (Salesian missionary)
ARV aged care organisation	Cambooya Landcare Association Inc
Assylum Seeker Resource Centre	Camcare
Australasian Association for Volunteer Administrators	CAN Victoria
Australian Conservation Volunteers	Cancer Council Queensland (Barcaldine Branch)
Australian Fellowship of Evangelical Students	Canterbury Football Club
Australian Koala Foundation	Cardiomyopathy Association of Australia
Australians for Native Title and Reconciliation	Carer Support & Respite Centre
Australians for Uganda	Carers WA
Bagster Road Community Centre	Casa Care
Ballarat Volunteer Resource Centre	Cat Haven
Balmoral Uniting Community Centre	Cat Protection Society
Barwon Health	Catechesis of the Good Shepherd
Bathurst Christian Broadcasters	Catholic Church
Bayside Community Information & Support	Central Bayside Community Health Service
Bayswater ECHO	Central Victoria Hockey Association
Benetas	Centre for Multicultural Pastoral Care Challenge
	Cleland Wildlife Park

College of Organisational Psychologists  
Communities @ Work  
Community Information Glen Eira  
Compeer  
Computer Pals for Seniors - Holroyd Inc.  
Condamine Catchment Management Association  
Conservation Volunteers Australia  
Council on the Ageing Queensland  
Country Fire Service  
Crib Point Community House  
Croydon State Emergency Service  
CVA  
Dandenong Eisteddfod of Dance  
Delta  
Dial-A-Mum Inc  
Districts Landcare Group  
Domestic and Family Violence prevention service  
Don Bosco Opportunity Shop  
Douglas Vale Heritage Vinyard  
Downfall Creek Environment Centre  
DPI Fishcare project  
Dulwich Basketball Club  
EASE  
Eczema Association  
Edirisa  
Eltham Baptist Church  
Endeavour Sporting Club  
Environment Victoria  
Family Drug Help (SHARC)  
Family Drug Support  
Field Naturalists Society  
Frankston Community Support & Information Service  
Friends of Para Wirra Recreation Park  
Friends of Peacehaven Botanic Park  
Friends of The (Sydney) Botanic Gardens  
Friends of the Hound  
Friends of the Long Lost Phasmid Inc  
Friends of the Lower Field River  
Gecko: Gold Coast and Hinterland Environment Council  
Girl Guides  
Global Lead Advice  
Gosnells Hawks Junior Football Club  
Greening Australia  
Greens  
Greyhound Adoption program  
Habitat Brisbane  
Hahndorf Interim Animal Shelter  
Hindmarsh Greening  
Householders' Options to Protect the Environment Inc.  
Hunters Hill Council  
Interchange  
Kanyana Wildlife Rehabilitation Centre  
Kidney Health Australia  
Kingston Council  
Kuringai Police & Community Safety Committee  
Landare  
Lane Cove Council  
LEAD Group  
Legacy  
Life Goes On  
Lifeline  
Lifes Little Treasures  
Lifestream Foundation  
Lions Club  
Macleod Netball Club  
Madison Park Primary and Junior Primary Schools  
Mandurah Water Rescue Group Inc.  
Meals on Wheels  
Midnight Basketball Australia  
Moir  
Mosman Council Bushcare  
Motor Nuerone Disease Association  
Mount Hawthorn Baptist Church  
Mowll Village, Castle Hill  
MS Society  
New Hope Foundation Inc  
North Adelaide Football Club  
North Richmond Community Health  
North Sydney Council  
North Sydney Demonstration School  
Northcliffe SLSC  
Northern Volunteering  
Northside Baptist Church/Crowies Craft  
NSW Animal Rescue  
NSW Volunteers  
Oaktree Foundation  
Operation Flinders Foundation  
Oz Child  
Pakenham Lions Junior Football Club  
PANDA

Parentline  
People Outdoors  
Poowong Football & Netball Club  
Port Adelaide Netball Association  
Port Lincoln City Band  
Port Macquarie Landcare Inc  
Post and Ante Natal Depression Association  
Presbyterian Church of Australia in NSW  
Primary Club of Australia  
Pymont Ultimo Landcare  
QLD Association for Gifted & Talented Children  
QLS Fish Care  
Red Cross  
Redlands Committee on the Ageing  
Riding for the Disabled  
Riverkeepers  
Riverview Church  
RMIT  
Rockingham Volunteer Resource Centre  
Roma Mitchell Community Legal Centre  
Romero Centre  
Ronald McDonald House  
Rotary  
Royal Botanic Gardens Cranbourne  
Royal Easter Show  
Royal Flying Dr Service  
Rural Fire Service  
SA Country Fire Service  
Salisbury Family Church  
Salvation Army  
Sandridge Life Saving Club  
Save the Mary River Coordinating Group  
Scouts  
Scuba Diving Club / Reef Watch  
SES  
Shenton Park Cat Haven  
Shire of Yarra Ranges  
Skilled Migrants Mentoring Program  
Smith Family  
Special Olympics Ballarat  
Sporting Spectrum  
SSAA Hunting and Conservation Branch SA Inc  
St David's Uniting Church  
St Francis Xavier Tennis Club  
St John Ambulance  
St Luke South Melbourne  
St Vincent de Paul  
Surf Lifesaving  
Swimming Australia  
Sydney 2009 World Masters Games  
Sydney Basketball Association  
Sydney Metropolitan Wildlife Services (Sydney Wildlife)  
Technical Aid to the Disabled  
Tennis NSW  
The Hut Environmental & Community Association  
Thorndale  
Tourette Syndrome Association of Victoria  
Townsville Multicultural Support Group, Migrant resource Center, COTA  
Transaccess  
Trees For Life Inc  
Two Wells, Lewiston  
University of Notre Dame Australia  
University of the Third Age Armidale Inc  
VCC  
Very Special Kids  
VGC  
Volunteer Human Rights Service  
Volunteer Network  
Volunteering Gold Coast  
Volunteering NSW  
Volunteering SA & NT Inc.  
WA Carers  
Wandana Community Centre  
WDCS  
Whale and Dolphin Conservation Society  
Wheelchair Sports NSW  
Wide Bay Volunteers  
WIRES  
Women's Health Loddon Mallee  
World Education Program  
World Vision Australia  
Young Lions (Leos)  
Youth Referral Independent Person Program

## Appendix A: Psychological Contracts in Volunteers Questionnaire

### *Perceived Organisational Support*

Please select the number that best represents the extent to which you agree with the following statements. The higher the number selected, the more you agree with that statement. There are no right or wrong answers. Please respond to each question.

	Strongly Disagree				Strongly Agree
1. The volunteer organisation values my contribution to its well-being	1	2	3	4	5
2. The volunteer organisation fails to appreciate any extra effort from me	1	2	3	4	5
3. The volunteer organisation would ignore any complaint from me	1	2	3	4	5
4. The volunteer organisation really cares about me	1	2	3	4	5
5. Even if I did the best job possible, the volunteer organisation would fail to notice	1	2	3	4	5
6. The volunteer organisation cares about my general satisfaction	1	2	3	4	5
7. The volunteer organisation shows very little concern for me	1	2	3	4	5
8. The volunteer organisation takes pride in my accomplishments at work	1	2	3	4	5

### *Perceived Supervisor Support*

Please select the number that best represents the extent to which you agree with the following statements. The higher the number selected, the more you agree with that statement. There are no right or wrong answers. Please respond to each question.

	Strongly Disagree				Strongly Agree
1. My supervisor values my contribution to the volunteer organisation	1	2	3	4	5
2. My supervisor fails to appreciate any extra effort from me	1	2	3	4	5
3. My supervisor ignores any complaints I make	1	2	3	4	5
4. My supervisor really cares about me	1	2	3	4	5
5. Even if I did the best job possible, my supervisor would fail to notice	1	2	3	4	5
6. My supervisor cares about my general satisfaction	1	2	3	4	5
7. My supervisor shows very little concern for me	1	2	3	4	5
8. My supervisor takes pride in my accomplishments at work	1	2	3	4	5

### *Perceived Peer Support*

Please select the number that best represents the extent to which you agree with the following statements. The higher the number selected, the more you agree with that statement. There are no right or wrong answers. Please respond to each question.

	Strongly Disagree				Strongly Agree
1. My volunteer colleagues really care about me	1	2	3	4	5
2. I feel close to my volunteer colleagues	1	2	3	4	5
3. My volunteer colleagues take a personal interest in me	1	2	3	4	5
4. I feel appreciated by my volunteer colleagues	1	2	3	4	5
5. My volunteer colleagues are friendly to me	1	2	3	4	5
6. My volunteer colleagues would fill in while I was absent	1	2	3	4	5
7. My volunteer colleagues are helpful in getting the job done	1	2	3	4	5
8. My volunteer colleagues give useful advice on job problems	1	2	3	4	5
9. My volunteer colleagues assist with unusual work problems	1	2	3	4	5
10. My volunteer colleagues will pitch in and help	1	2	3	4	5

### *Employer Obligations*

Rate the extent to which you believe your volunteer organisation has met the following obligations or commitments to you. The higher the number selected, the more you agree with that statement. There are no right or wrong answers. Please respond to each question.

	Strongly Disagree				Strongly Agree
1. Talk with me about matters which affect me	1	2	3	4	5
2. Help me develop my volunteer career	1	2	3	4	5
3. Be particularly considerate of long-serving volunteers	1	2	3	4	5
4. Give me support with personal problems	1	2	3	4	5
5. Provide the resources required to do my volunteer work	1	2	3	4	5
6. Make sure I am given tasks I like	1	2	3	4	5
7. Make sure my performance appraisal is fair	1	2	3	4	5
8. Treat me the same as everyone with respect to rules and discipline	1	2	3	4	5
9. Help me gain new opportunities	1	2	3	4	5
10. Give me adequate training for the volunteer job	1	2	3	4	5
11. Allow me time off to meet personal or family needs	1	2	3	4	5
12. Act in a supportive way of me	1	2	3	4	5

### *Intention to Remain*

Please select the number that best represents the extent to which you agree with the following statements. The higher the number selected, the more you agree with that statement. There are no right or wrong answers. Please respond to each question.

	Strongly Disagree				Strongly Agree
1. I would prefer another volunteer role to the one I am in	1	2	3	4	5
2. I have thought about changing volunteer organisations since I began to volunteer for this organisation	1	2	3	4	5
3. If I had my way, I will be volunteering for this organisation 3 years from now	1	2	3	4	5
4. I intend to remain with this volunteer organisation	1	2	3	4	5

### *Volunteer Motivations*

Please select the number that best represents how important the following statements are to you. The higher the number selected, the greater its importance. There are no right or wrong answers. Please respond to each question.

	Strongly Disagree				Strongly Agree
1. Volunteering can help me to get my foot in the door at a place where I would like to work	1	2	3	4	5
2. My friends volunteer	1	2	3	4	5
3. I am concerned about those less fortunate than myself	1	2	3	4	5
4. Through volunteering I keep myself busy	1	2	3	4	5
5. People I'm close to want me to volunteer	1	2	3	4	5
6. Volunteering makes me feel important	1	2	3	4	5
7. People I know share an interest in community service	1	2	3	4	5
8. No matter how bad I've been feeling, volunteering helps me to forget about it	1	2	3	4	5
9. Volunteering is a means of passing the time	1	2	3	4	5
10. I am genuinely concerned about the particular group I am serving	1	2	3	4	5
11. By volunteering I feel less lonely	1	2	3	4	5
12. I can make new contacts that might help my business or career	1	2	3	4	5
13. Doing volunteer work relieves me of some of the guilt over being more fortunate than others	1	2	3	4	5
14. I can learn more about the cause for which I am working	1	2	3	4	5
15. Volunteering increases my self-esteem	1	2	3	4	5
16. I like being active	1	2	3	4	5
17. Volunteering allows me to gain a new perspective on things	1	2	3	4	5
18. Volunteering allows me to explore different career options	1	2	3	4	5
19. I feel compassion toward people in need	1	2	3	4	5
20. Others with whom I am close place a high value on community service	1	2	3	4	5

21. Volunteering lets me learn things through direct, hands on experience	1	2	3	4	5
22. It is a way of spending my time	1	2	3	4	5
23. I feel it is important to help others	1	2	3	4	5
24. Volunteering helps me work through my own personal problems	1	2	3	4	5
25. Volunteering will help me to succeed in my chosen profession	1	2	3	4	5
26. I can do something for a cause that is important to me	1	2	3	4	5
27. Volunteering is an important activity to the people I know best	1	2	3	4	5
28. Volunteering is a good escape from my own troubles	1	2	3	4	5
29. I can learn how to deal with a variety of people	1	2	3	4	5
30. Volunteering makes me feel needed	1	2	3	4	5
31. I have something to do	1	2	3	4	5
32. Volunteering makes me feel better about myself	1	2	3	4	5
33. Volunteering experience will look good on my resume	1	2	3	4	5
34. Volunteering is a way to make new friends	1	2	3	4	5
35. I can explore my own strengths	1	2	3	4	5

### **Background Information**

We would like to know some of your background information. This will enable us to compare the views of different groups of volunteers, and it will help in the analysis of the survey. Please answer the following questions about yourself by circling the appropriate response.

Gender:      Male  
                 Female

Age:            18-25  
                  26-35  
                  36-45  
                  46-55  
                  56+

State:        VIC  
                  NSW  
                  QLD  
                  ACT  
                  NT  
                  WA  
                  SA  
                  TAS

Type of organisation:  
                  Community  
                  Social justice  
                  Environmental  
                  Arts  
                  Religious  
                  Other \_\_\_\_\_

Hours per week spent  
volunteering: \_\_\_\_\_

Years with organisation: \_\_\_\_\_