

Volunteer Recruitment and Sustainability: Personal Motivations and Organizational Influence

Prepared for
Grandmothers to Grandmothers

In

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Executive Summary

This report presents the findings of a project conducted by the McMaster Research Shop for the Grandmothers to Grandmothers Campaign. The Grandmothers to Grandmothers Campaign is an initiative of the Stephen Lewis Foundation that was launched in 2006 in response to the emerging crisis of HIV and AIDS in sub-Saharan Africa. Membership with the Campaign has been dwindling, and leadership is interested in researching and developing ways to recruit the next generation of volunteers.

The purpose of this report is to explore theories and factors around what motivates the Campaign's target demographic to volunteer for their organization. Our team conducted a literature review to explore the current understanding of why women volunteer, including motivations for middle-aged/older women; women from various ethnic, racial, and cultural backgrounds; and women who volunteer for international or HIV and AIDS organizations. We identified personal motivational factors for volunteers as well as ways in which organizations can influence volunteer recruitment and retention. The main personal motivators for volunteering include altruism, being part of a community, and learning new skills. We also identified various ways that organizations can influence volunteer recruitment and retention.

At the conclusion of this report, we provide recommendations for Grandmothers to Grandmothers Campaign groups to help recruit and sustain their next generation of volunteers in light of our findings. Based on our findings, we recommend that Grandmothers to Grandmothers appeals to the various potential motivations for each target population during recruitment, establishes relationships with ethno-culturally diverse organizations with similar goals to broaden their volunteer pool, and considers specific strategies at the organizational level to aid in recruiting new volunteers and sustaining existing volunteers.

Key Terms

Civic engagement: Participation in activities that benefit the community, such as volunteering and voting.

Women: We use this term as an inclusive definition referring to those identifying as women regardless of their sex assigned at birth.

Introduction

Overview

The Grandmothers to Grandmothers Campaign was launched in 2006 in response to the emerging HIV and AIDS crisis faced by grandmothers in sub-Saharan Africa. With over 10,000 members across the world, the Campaign organizes fundraising events and activities to support African community-based initiatives to address the HIV and AIDS crisis. Since 2006, more than \$40 million has been raised in support of such initiatives.

In the face of discrimination based on gender, age, and HIV status, Grandmothers to Grandmothers views grandmothers in Africa as courageous advocates for their families and communities. The view of the Campaign is that grandmothers in Africa have “a critical role to play in reclaiming hope and rebuilding resilience” in communities affected by the HIV and AIDS crisis (Grandmothers Campaign, 2022). As such, rather than directly intervene, the Campaign seeks to amplify the voices and expertise of African grandmother leaders and existing initiatives to create an impact.

The Grandmothers to Grandmothers Campaign’s membership is getting smaller, however. For instance, Canada used to have 240 active chapters, but that number has since dropped down to fewer than 170. One reason for this is the gradual attrition of elderly volunteers. Every year, Grandmothers to Grandmothers Campaign chapters lose volunteers due to death, illness/incapacitation, or the lack of energy to continue operating at the scale they are accustomed to.

To sustain the organization, leadership is interested in researching and developing ways to recruit the next generation of volunteers for the Grandmothers to Grandmothers Campaign. Leaders from the Hamilton chapter of Grandmothers to Grandmothers—“Grandmothers of Steel”—approached the McMaster Research Shop to conduct a literature review to explore answers to the following question:

- How might the Grandmothers to Grandmothers Campaign groups recruit and sustain their next generation of volunteers?

In response, over the course of one academic semester (January to April 2022), a team of McMaster Research Shop volunteers explored literature relating to volunteerism, including theories and factors around what motivates their populations of interest to volunteer. The populations of interest we investigated include middle-aged/older women; women from various ethnic, racial, and cultural backgrounds; and women who volunteer for international or HIV and AIDS organizations. The findings were used to recommend ways that the organization could recruit their next generation of volunteers. This report provides a summary of the investigation.

Structure of Report

This report begins with a background to establish the context, a description of the methods undertaken for our literature review, and the findings resulting from our review. We then discuss the main takeaways from our findings. The review concludes with three recommendations for recruiting or sustaining volunteers, considering our findings and the Grandmothers to Grandmothers context.

Background

This section reviews two concepts, volunteerism and volunteer motivation, which are central to our report. We also describe volunteerism within Grandmothers to Grandmothers to establish the context for the findings presented in this report.

Volunteering

“Volunteering” is defined as “any activity in which time is given freely to benefit another person, group, or cause” (Wilson, 2000, p. 215). Volunteering involves a consistent contribution of time and effort to an initiative rather than sporadically helping someone in need (Wilson, 2000). Volunteering can be distinguished from other forms of care (e.g., contributing time and effort to care for a sick loved one) in that volunteering is often public and contributing to a wider community, whereas caring often occurs privately with members of one’s family or inner social circle. Some researchers believe work can only be considered volunteering if it is not remunerated, while others believe that some workers can be considered “quasi-volunteers” if they opt to undertake poorly paid work out of a desire to do good rather than a profit motivation (Smith, 1982; Wilson, 2000). In this report, we consider volunteering to be work that is not remunerated.

Volunteer Motivations

Motivations to volunteer differ among groups of people and the volunteer activities they engage in (Papadakis et al., 2005). Countries like Canada and the United States (U.S.) have seen a decrease in volunteer rates, so there is an interest in understanding what motivates individuals to volunteer in order to recruit and retain greater numbers of volunteers. In reviewing the literature on volunteer motivations, Papadakis and colleagues (2005) found that there are common patterns in volunteer motivations (e.g., altruism, professional development). These motivations can help us predict whether and how much individuals choose to volunteer. For example, the more that volunteers are motivated by altruism, the more time they spend volunteering (Papadakis et al., 2005). Volunteers are more likely to be satisfied with their volunteering experience and to continue volunteering if they receive benefits directly tied to their other motivations (e.g., professional development opportunities). Thus, volunteer motivations should be

considered by organizations during volunteer planning, recruitment, and management (Papadakis et al., 2005).

Volunteering with Grandmothers to Grandmothers

Grandmothers to Grandmothers' target population for volunteer recruitment is women aged 50 to 60. Volunteers for the Grandmothers to Grandmothers Campaign support African community-based initiatives by hosting or participating in events to raise awareness and/or funds. Decisions about how to allocate funds remain in the power of partner community groups in Africa (Henry et al., 2017).

According to the Campaign's recruitment sub-committee, the first generation of Grandmothers to Grandmothers Campaign volunteers were motivated to join due to their complete commitment to the organization's founder, Stephen Lewis, for who he was, what he stood for, and the way he envisioned change. Other motivators to volunteer include alignment with the Campaign's grassroots approach, interests in dismantling gender inequity, and/or interest in helping to empower other women. Volunteers may use their skills (e.g., technology, writing, organization), connections, time, and/or money to support the Campaign. Leadership at Grandmothers to Grandmothers, however, recognizes that women today might want to volunteer for the Campaign for very different reasons than the past, further warranting the investigation contained in this report.

Methodology and Limitations

Methodology

This section outlines how we conducted a literature review to answer the research question.

Our literature review primarily explored the current understanding of why women volunteer. To ensure the research aligned with Grandmothers to Grandmother's target demographic and context, we specified the following sub-questions for the review:

- What are some of the “grand theories” of why women volunteer?
- What are some of the factors that might motivate Grandmothers to Grandmothers' populations of interest to volunteer? Populations of interest, as specified by the community partner, include:
 - Middle-aged/older women
 - Women from different ethnic, racial, and cultural backgrounds
 - Women who volunteer for international or HIV and AIDS organizations

- What are some organizational factors that facilitate volunteer recruitment and retention?

To answer the first sub-question, we explored literature on women’s motivations to volunteer. We searched for peer-reviewed articles using the AgeLine, Social Services Abstracts, ProQuest, and Sociological Abstracts databases. The pertinent search terms we used can be found in Table 1. Following the search, we included peer-reviewed articles (studies and reviews) that discussed volunteer motivations for women. We excluded articles that did not report findings for women.

Table 1. Search terms for the literature review on women’s motivations to volunteer.

Category	Search Terms
Activity	volunteer*, motivate*, inspir*, prompt*, driv*, influenc*, recruit*
Population	wom*n, female*

Our search for articles answering the first sub-question garnered results that also answered our second sub-question, i.e., the articles describing women’s motivations to volunteer included some articles focusing on middle-aged/older women; women from different ethnic, racial, or cultural backgrounds; and women who volunteered for international or HIV and AIDS organizations. To ensure we captured all articles relevant to these three populations of interest, we conducted additional searches using search terms related to each population (Table 2). We searched for peer-reviewed articles using the aforementioned databases as well as the JSTOR, Academic OneFile, Studies on Women and Gender Abstracts, Contemporary Women’s Issues, PsycINFO, and Social Sciences Abstracts databases. We also conducted a brief search using Google Scholar to ensure we captured all relevant articles. Following the search, we included peer-reviewed articles (studies and reviews) that discussed volunteer motivations for women belonging to at least one of the populations of interest. For example, an article describing motivations of younger (not middle-aged/older) racialized women would be included. We excluded articles that did not report findings on volunteer motivations for any of the populations of interest.

Table 2. Search terms for the literature review on the populations of interest.

Category	Search Terms
Middle-aged/older women	volunteer*, motivate*, inspir*, prompt*, driv*, influenc*, recruit*, wom*n, female*, middle-age*, matur*, old*
Women from various ethnic, racial, and cultural backgrounds	volunteer*, motivate*, inspir*, prompt*, driv*, influenc*, recruit*, racialized, racialized wom*n

Women who volunteer for international or HIV and AIDS organizations	volunteer*, motivate*, inspir*, prompt*, driv*, influenc*, HIV*, AIDS*, global North, global South
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In our search for articles answering the first sub-question, we also identified two articles that answered our third sub-question, i.e., organizational factors that facilitate volunteer recruitment and retention. Based on discussions with the community partner, we felt this was an important finding to include in our report. We used the two articles as a starting point to include two additional articles pertaining to this question (i.e., followed a snowball method of article inclusion).

In the searches for each sub-question, we focused on articles published after 2012 to ensure our findings reflect current understandings of volunteer motivations.

Limitations

Our research team faced some constraints while conducting the literature review.

Defining exclusion criteria: Our review aimed to capture motivations of women with intersectional identities (e.g., older, racialized). While we identified many articles describing volunteer motivations for one category (e.g., older women), most articles only matched one population of interest, rather than an intersection of two or more.

Generalizability: Many articles we identified presented their findings within sociopolitical and/or geographic contexts that were different from Canada, and few were situated in a Canadian context. Thus, some of the findings may not translate to the Canadian context, especially with respect to racialized and/or minoritized women, as different countries have different racial and ethnic compositions compared to Canada.

Time constraints: The team faced time constraints while conducting the review, which resulted in the searches being limited to scholarly databases rather than the grey literature as well. For our searches of large databases (e.g., ProQuest), we screened only the most relevant articles as identified by the database.

Findings

This section will provide an overview of the findings from our literature review. We found 20 relevant articles. Many of the articles described personal motivational factors for volunteering. A few articles described ways in which organizations can influence volunteer motivations, in turn influencing volunteer recruitment and retention. This

section will first describe findings related to personal motivational factors and then describe the findings related to organizational factors.

Personal Motivational Factors

We identified 16 articles that described personal motivational factors for the populations of interest to volunteer. This section is organized under the sub-questions we created for the review (as outlined in the methods section). Further details about specific articles may be found in Table 3 in the Appendix, which summarizes the context, population, and relevant findings of each article.

1. What are some of the “grand theories” of why women volunteer?

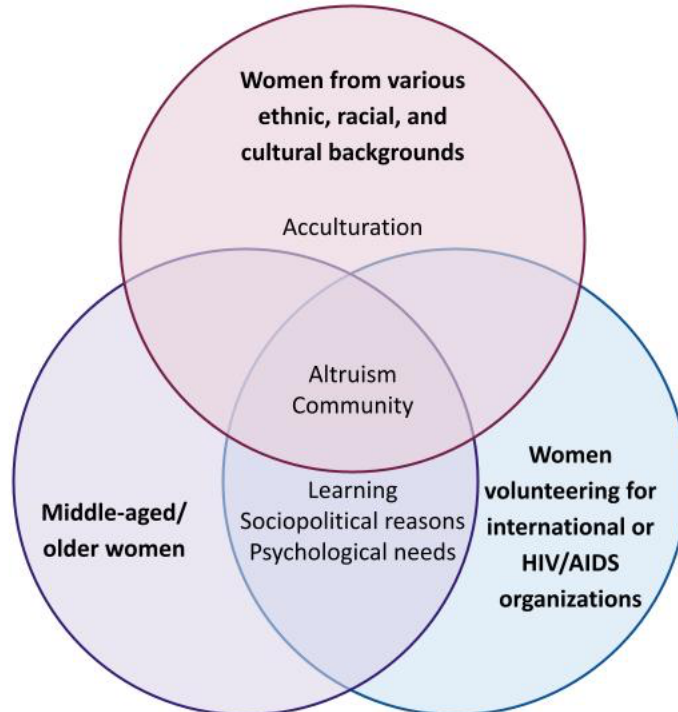
There is evidence that gender is important in shaping motivations for volunteering (Wemlinger & Berlan, 2016; Fyall & Gazley, 2015). In our search, we found two major theories that help explain, traditionally, why women might volunteer. These two theories are social role theory and social learning theory (Fyall & Gazley, 2015; Gil-Lacruz et al., 2015). Social role theory helps to explain the relationships between preferred volunteer tasks and how those tasks reflect social norms (Fyall & Gazley, 2015). Within social role theory, it is perceived that a woman’s role involves behaviours that are communal, caring, friendly, and nurturing. While social role theory seeks to highlight the role of women in relation to caring and nurturing behaviours, the theory does not consider women who have explored different career or personal choices beyond a traditional lens (Fyall & Gazley, 2015). Social learning theory describes how gender differences can be explained by learning of gender roles (Gil-Lacruz et al., 2019). Perhaps, due to ingrained patriarchal notions within our societies, women are expected to engage in helping behaviours, which may translate to certain types of/increased propensity towards volunteering. However, this can simultaneously reinforce harmful social beliefs that women are expected to volunteer and be selfless due to such gender roles (Gil-Lacruz et al., 2019).

The shortcomings of these theories should be considered, as they may provide a narrow and/or outdated view of women’s roles in society. While social role theory may have predicted women’s motivations in the 1980’s, factors other than gender (e.g., occupation) may better reflect women’s motivations in recent years (Fyall & Gazley, 2015). For instance, Fyall and Gazley (2015) aimed to describe how social roles influenced the motivations of women compared with men, but found little evidence to suggest that a woman’s traditional social role influences their motivations. Wemlinger and Berlan (2016) conducted a survey of more than 17,000 individuals from 13 countries to understand whether women’s volunteerism was impacted by whether the organization was traditionally dominated by men (e.g., political or union organizations) or traditionally by women (e.g., religious, health, and social welfare organizations). The

survey revealed that women were not more likely to volunteer with stereotypically woman-dominated organizations, challenging the view that women’s motivations stem from their stereotypical roles within society.

2. What are some of the factors that might motivate the Grandmothers to Grandmothers Campaign’s populations of interest to volunteer?

Our review identified that the factors that might motivate Grandmothers to Grandmothers populations of interest to volunteer are varied and span beyond the traditional factors outlined by the theories reviewed in the previous section. As shown in Figure 1, we found considerable overlap between the motivations of the different populations. Common motivations among middle-aged/older women; women from various ethnic, racial, and cultural backgrounds; and women who volunteer for international or HIV and AIDS organizations include altruism and being part of a community. Middle-aged/older women and women who volunteer for international or HIV and AIDS organizations are also motivated by learning (e.g., new skills, about different cultures), sociopolitical reasons, and psychological needs. Women from various ethnic, racial, and cultural backgrounds were also motivated by acculturation. The remainder of this section summarizes the results of our research findings for each population.



https://docs.google.com/presentation/d/109wM_DbOSY4TXU7APd8wINoEywXanFiG2w7y-8VtDM4/edit?usp=sharing **Figure 1. Venn diagram demonstrating volunteer motivations for middle-aged/older women; women from various ethnic, racial, and**

cultural backgrounds; and women who volunteer for international or HIV and AIDS organizations.

Middle-aged/older women

We found seven relevant articles that explored factors motivating middle-aged/older women to volunteer. These women were motivated by altruism, a sense of community, learning (Pierzchanowski, 2021), sociopolitical reasons (Charpentier, 2008; Gil-Lacruz et al., 2019), and for psychological needs (Kim, 2013; Nesteruk & Price, 2011; Pierzchanowski, 2021; Charpentier et al., 2008).

A study conducted in the Pacific Northwest of the U.S. assessed the motivating factors for 15 women who volunteered in predominantly rural areas. While the volunteers included individuals over the age of 18, most of the participants were retired white women above 60 years of age (Pierzchanowski, 2021). Many women were motivated by altruistic factors such as wanting to help individuals in their community and creating trustworthy relationships (Pierzchanowski, 2021, p. 92). This is because many women believed that when volunteering in their communities, the impact and results are most visible (Pierzchanowski, 2021, p. 92).

Many of the participants from this study also expressed how learning new skills or honing the skills they already possessed acted as a motivation to volunteer. Specifically, volunteering assisted in discovering new professions, gaining work experience, and networking. For example, a retired teacher volunteered to support hospital patients to experience a new field of work. Another participant shared that volunteering “is good to get out of my white privilege bubble and see that we are all the same” (Pierzchanowski, 2021).

Two articles explored sociopolitical motivations for volunteering. Older women (ages 65 to 87) in Québec were motivated to volunteer in administrative positions with social and political organizations because they found higher organizational positions to be flattering and were proud of their contribution at that level. The participants’ primary motivations included asserting themselves as women and creating social change. Notably, many of the women had been involved with social/political groups from young adulthood (Charpentier et al., 2008). Another study explored gender differences for volunteers in Europe (Gil-Lacruz et al., 2019). Older women volunteered with organizations focused on increasing social awareness and social justice such as human rights and welfare services, respectively.

Meeting psychological needs was a motivating factor in four articles. One study described that the motivations of older women in Korea varied based on several factors,

but one common motivation was valuing meaningful activities (Kim, 2013). Culturally, household chores and family care activities were perceived as productive, however engagement with volunteer work was perceived as more productive for some women. Achieving satisfaction with their life was consequently a motivator for volunteering (Kim, 2013). Another study found that retired women were motivated by a sense of fulfillment and were interested in finding personal meaning after retirement (Nesturek & Price, 2011). Volunteer positions that did not fulfill psychological needs, or contributed to existing responsibilities, were a hindrance to volunteering. Women who chose not to volunteer after retirement described lack of time, weariness from caring for others, and inability to find meaningful opportunities (Nesteruk & Price, 2011). One study conducted in New Brunswick, Canada found that middle-aged women (average age of 58 years) were exhausted from the constant demands they had faced throughout their lives and were motivated to meet their psychological and spiritual needs through volunteering (e.g., finding meaning and purpose, reciprocating blessings), while also maintaining a social life. Consequently, the women avoided administrative volunteer roles because of overwhelming responsibilities and expectations associated with those roles (Seaman, 2012). Another study noted that many women shared the importance of finding a volunteer organization that they align with (Pierzchanowski, 2021, p. 93). For instance, a meaningful mission, vision, and values of an organization were likely to influence how women aligned themselves with volunteering for the organization (Pierzchanowski, 2021).

One study noted that volunteer retention differed depending on individual's motivations (Kritz et al., 2021). The study recruited older adults (ages 66 to 83) to volunteer as physical activity (walk) leaders for the duration of the study. Volunteers who continued to volunteer past the study period were motivated by altruistic factors. Individuals who volunteered for the duration of the study temporarily satisfied their psychological needs (competence, autonomy, and social connection), but primarily stayed out of obligation. Individuals who discontinued volunteering during the study were motivated by self-oriented goals such as personal physical activity and social rewards (Kritz et al., 2021).

Women from different ethnic, racial, and cultural backgrounds

We found four relevant articles highlighting the motivations for women of different intersections including ethnic and racial backgrounds. Researchers found that similar factors like altruism, contributing/belonging to their community, and acculturation are important for these groups. However, the studies also highlighted several barriers to volunteering, such as lack of time and little knowledge about volunteering.

One study was conducted with 36 Latina¹ women in the rural regions of Illinois. With roots in Latin culture, Schwingel et al. (2017) explained that helping and altruistic motives are interconnected with Latina women's motivations to volunteer (Schwingel et al., 2017, p. 173). Many research participants' involvement in volunteering reflected notions of altruism and the desire to help others before themselves (Schwingel et al., 2017, p. 173). The study also found that women were more likely to volunteer if they could use skills important to their everyday life, such as "cleaning, caregiving, or singing," because of their familiarity (Schwingel et al., 2017, p.174).

Another study explored motivations for volunteering in collectivist compared with individualist societies, which differ in whether volunteers are motivated by altruism or not (Jiang et al., 2018). Individuals within a collectivist society are oriented towards the group, while individuals within an individualist society are oriented towards activities that help themselves. Researchers explored volunteer motivations in Saudi Arabia, a country generally considered to be a collectivist society. They found a core collectivistic component related to volunteer motivations is having a prosocial personality, which includes 'other-oriented empathy' and helpfulness (Jiang et al., 2018). This is in contrast with motivations amongst volunteers from an individualist society, who are motivated by how volunteering can help them in areas of enhancement (i.e., volunteering can improve self-esteem), values (i.e., volunteers can express or act upon important social values like humanitarianism), career (i.e., volunteering to improve job prospects), learning (i.e., volunteering as an opportunity to obtain skills, knowledge, etc.), social (i.e., volunteering to meet social needs), and protective (i.e., to release feelings of guilt for being more fortunate than others) (Jiang et al., 2018).

Schwingel et al. (2017) identified some barriers among those who volunteer from altruistic motives. A lack of familiarity and time constraints prevented Latina women from participating in "formal" volunteer activities (Schwingel et al., 2017, p. 174 – 75). Several participants in the study shared that they did not have the proper connections to find volunteer opportunities or organizations in their communities (Schwingel et al., 2017, p. 178 – 79). Similarly, due to family responsibilities and time constraints from work, several participants shared that the lack of time prevents them from participating in volunteer activities (Schwingel et al., 2017).

Two studies described the influence of community in deciding to volunteer. Williams (2019) explored the motivations for 11 Black undergraduate women in the U.S. to volunteer in their communities and found that many of the women valued the community

¹ Latina refers to Spanish-speaking folks from South America, Central America, or the Caribbean islands.

they developed as a result of volunteering. While many of the research participants' volunteering initially began as part of church services, many viewed volunteering as a way to see visible changes and improvements within their communities. Many women sustained their interest in volunteering due to the connections formed through their volunteering, and the broadening of perspectives (Williams, 2019, p. 132). For instance, one research participant shared that, over the time she spent volunteering with incarcerated folks, she realized that her meaningful connection was very different compared to how society represents incarcerated folks (Williams, 2019, p. 132).

Another study found that Russian immigrants in Israel volunteered to belong to a community of individuals with shared experiences (Khvorostianov & Remennick, 2016). This study mostly consisted of older women, with 17 women and four men. To reduce the feeling of being the "other" in a new society, many participants formed communities and connections with other Russian immigrants, as stated, they "wish to build a network of Russian immigrants with similar interests and problems" (Khvorostianov & Remennick, 2016, p. 348).

One theme amongst the immigrant women was that acculturation (i.e., adjusting to the new society and culture) was a motivator to volunteer. The study of Russian immigrants identified labour market entry, community building, and adjusting to Israeli culture as main motivators for Russian women to volunteer in Israel. Within the process of [im]migration and how certain credentials and certifications transfer depending on the nation, many research participants expressed that their occupation in Russia was not the same in Israel. Women who were once engineers, doctors, or teachers in Russia could no longer hold similar roles in Israel; many women had to undertake services in "cleaning, eldercare and manufacturing" (Khvorostianov & Remennick, 2016, p. 345). This was a loss of identity for Russian women, therefore, many women sought meaningful volunteer experiences to compensate for this and to act as a form of integration in Israel. For example, one participant shared that they started to volunteer in a library to compile Russian literature (Khvorostianov & Remennick, 2016, p. 345). Comparatively, many women had difficulties securing a job due to credentials and linguistic ability. Due to many employers wanting to hire Hebrew-speaking individuals, and as many women were not fluent in Hebrew yet, many therefore volunteered in similar sectors as their original occupation; for some, this led to potential employment (Khvorostianov & Remennick, 2016, p. 347). For example, one research participant, who was a music teacher in Russia, organized a choir in their apartment in Israel; after spending time volunteering, she eventually got hired in a similar profession (Khvorostianov & Remennick, 2016, p. 347).

Women who volunteer for international or HIV and AIDS organizations

We identified three articles describing volunteers' motivations for engaging with international or HIV and AIDS organizations. These individuals were motivated by altruism, community, learning, sociopolitical reasons, and psychological needs (Dageid et al., 2016; Otoo & Amuquandoh, 2014). For instance, a team of researchers investigated community health workers' motivations for volunteering in AIDS care in a South African city (Dageid et al., 2016). Across all workers, motivations for joining AIDS care volunteering included helping people in need and learning about HIV and AIDS. All women stated altruism and empathy as their main motives for volunteering. Motivations to sustain volunteering included having a supportive network and appreciation from the community (Dageid et al., 2016). Volunteers were also motivated by psychological needs such as personal gratification and growth, and by sociopolitical reasons as they wanted to take action and make a difference in the HIV and AIDS crisis (Dageid et al., 2016).

Altruism and learning were the most important motivations amongst 410 volunteer tourists in Ghana (69% women, ages 14 to 29), providing some insight regarding motivations for international volunteering. The learning motives included learning new skills, culture, and language; becoming more knowledgeable about the host country; and cross-cultural learning (Otoo & Amuquandoh, 2014). Volunteer tourists were also motivated by socializing with their peers (Otoo & Amuquandoh, 2014). The volunteers were further motivated by psychological needs as they were motivated by a need to enjoy their time (Otoo & Amuquandoh, 2014).

Kipp et al. (2021) explored motivations for volunteer tourists (mostly younger women) and revealed that volunteers were motivated by what could be perceived as altruism, but upon closer inspection, the article revealed complex relationship between gender, race, and caring relationships. A large number of volunteers were white women from the Global North (i.e., generally richer countries located in the northern hemisphere). Some volunteers' motivations stemmed from framing women and children in the Global South (i.e., generally poorer countries located in the southern hemisphere) as victims who need to be cared for. This can reinforce problematic hierarchies in societies whereby people from the Global North are viewed as more powerful and distinct from people from the Global South. Overall, Kipp et al. (2021) suggest volunteer tourists critically reflect on and become more aware of how their subjectivities may grant them privileged positions.

Organizational Factors

In addition to identifying personal motivations for volunteering, our review also identified ways in which organizational structure and leadership influence volunteer recruitment and retention. We identified four resources (three peer-reviewed articles and a thesis)

that described organizational influence. Further details about specific articles may be found in Table 4 in the Appendix, which summarizes the context, population, and relevant findings of each article.

Recruitment

In her study of three non-profit organizations based in Colorado, U.S., Marsha Delahaye concluded that organizations can increase successful volunteer recruitment by developing a formal recruiting strategy to attract potential volunteers, identifying areas within the local community to locate skilled volunteers, and effectively implementing a process for recruiting volunteers (Delahaye, 2020, p.125). In her review of 16 articles, Sarah Reamon examined popular theories of non-profit management, and volunteer recruitment and retention. She concluded that an effective recruiting strategy identifies the rewards of volunteering to maximize the value of working for a particular organization in the eyes of potential volunteers (Reamon, 2016, p.78). To minimize discrepancies in the expectations of potential recruits and those of the organization, it is critical that the recruitment process is upfront and detailed in communicating the commitments expected of volunteers (Reamon, 2016, p.82).

An organization's mission statement can be a strategic tool to attract volunteers, as it indicates if the organization's core values align with those of potential volunteers (Delahaye, 2020, p.31). Thus, the purpose and goals of the organization should appear in the mission statement, and descriptions of the organization's work should be tailored to be "pro-social" – intended to help other people – as altruistic work functions as an important psychological incentive and reward for volunteers (Delahaye, 2020, p.36). In addition, social media is an important aspect of recruiting. It enables two-way communication and is thus a critical public relations tool that can create and enhance organizational value (Delahaye, 2020, p.33). Furthermore, an organization can use social media to communicate the value they bring to society to attract potential volunteers (Delahaye, 2020, p.33). An organization should also have testimonials on their website from current volunteers, and the option to contact someone from the leadership team for more information (Delahaye, 2020, p.127).

The development of a recruitment strategy is also important for organizations to successfully attract volunteers. An effective recruitment strategy includes potential sources of recruits, recruitment personnel, recruitment content such as "job descriptions", and feedback from potential candidates on the process (Delahaye, 2020, p.130). This entails the organization developing a "brand" and creating "job posts" that describe the primary responsibility of a volunteer, the organizational culture, incentives for volunteers, and information about the company's goals, vision, and mission (Delahaye, 2020, p.127). Recruiting efforts can be enhanced by emphasizing how

important the role of the volunteer is to the organization (Delahaye, 2020, p.129). Furthermore, recruiters should show a genuine interest in the potential volunteer's life and be willing to share something of their personal story (Reamon, 2016, p.84).

Immediately following the recruitment of a new volunteer, the organization should develop an "onboarding process" so that they can integrate new volunteers into the organization, including highlighting expectations and needs (Delahaye, 2020, p.111). Examples of onboarding processes include webinars, partnerships between new volunteers and established members, and strategic action plans (Delahaye, 2020, p.111).

Retention

Recruitment and retention of suitable volunteers is inextricably linked, so it is important to consider both objectives by integrating new volunteers into the organization's community and culture (Reamon, 2016, p.75). The best predictors of a volunteer's intention to remain are "job satisfaction", organizational commitment, and the degree to which a volunteer feels an organization reflects their own personal values (Almas et al., 2020, p.126).

Volunteers are unpaid, so it may be helpful for non-profit organizations to establish formal reward structures aimed at influencing volunteer behaviour and motivation. Non-monetary rewards focus mainly on increasing the level of "job satisfaction" of the member and can be awarded through recognition of efforts to reach a goal or deadline, or providing members with a flexible schedule that allows for work-life balance (Delahaye, 2020, p.11). A volunteer's satisfaction within their role is also related to the notion of a "psychological contract" between the volunteer and the organization, which is an individual's personal understanding of their role within and obligations towards their organization and *vice versa* (Reamon, 2016, p.79). Each party has their own perspectives based on their own intentions and interpretations on what promises, conditions, and agreements have been made. Perceived breaches in this "contract" can cause volunteer dissatisfaction and lower levels of participation and retention (Reamon, 2016, p.79).

Organizational culture and services are also critical to volunteer retention. Perceived training, supportive relationships, and psychological empowerment directly enhance volunteer public advocacy behaviours (Chenli and Abrokwah, 2021, p.430). Volunteers require instrumental and emotional support, as well as a sense of community. A focus on building relationships between new volunteers, the volunteer manager, and the volunteer community is the best way to facilitate a sense of community (Reamon, 2016, p.74). Relationship building can be accomplished through volunteer retreats, team

building exercises, and an increased internal communication level – for example, through email – which facilitates leader-member exchange (Delahaye, 2020, p.129). A robust organizational culture is important for volunteer retention, and this includes a positive work environment where members are given “the opportunity to express themselves, give feedback, make suggestions, ...take full control of their actions”, allowed to correct their mistakes without fear of repercussions, and with consistent communication between leadership and volunteers so that they can voice their concerns and share their experiences (Delahaye, 2020, p.104). Furthermore, each member should be aware of their respective responsibilities (Delahaye, 2020, p.105). How organizations treat their workforce impacts their performance and success, so they should strive to check in with their volunteers regularly to see how they can be better supported and motivated in their role (Delahaye, 2020, p.128).

Lastly, volunteer training and support by the organization psychologically empowers volunteers to implement organizational activities beyond the call of duty (Chenli and Abrokwah, 2021, p. 432). The organization should carry out introductory and skill enhancement workshops, which can provide new recruits the opportunity to acquire important skills as well as the chance to socialize with established members (Almas et al., 2020, p.129).

Leadership

An organization’s leadership style plays a key role in attracting and retaining an effective volunteer force. “Transformational leadership” has been identified as an attractive leadership style for non-profit organizations (Almas et al., 2020, p.125). Transformational leaders are highly inspiring and motivating for followers, helping them to meet higher performance targets (Almas et al., 2020, p.126). Transformational leadership increases volunteers’ satisfaction by influencing volunteers to internalize organizational goals, and thereby increases volunteer retention (Almas et al., 2020, p.129). Therefore, a useful strategy in retaining volunteers is to train their coordinators in transformational leadership skills (Almas et al., 2020, p.129). In addition, highlighting a transformational leadership style or promoting transformational leaders during recruitment can assist an organization in recruiting volunteers (Delahaye, 2020, p.32).

Discussion

In this report, we sought to answer the original scoping question for the project: How might the Grandmothers to Grandmothers Campaign groups recruit and sustain their next generation of volunteers? Two areas help to answer this question: personal motivational factors and organizational factors.

Personal Motivational Factors

Our review identified 16 articles that described personal motivational factors. Altruism and a sense of community motivate women to volunteer regardless of age; ethnic, racial, or cultural background; or the type of organization they volunteer for. Middle-aged/older women and women who volunteer for international or HIV and AIDS organizations are also motivated to learn, to engage for sociopolitical reasons, and/or to fulfill various psychological needs. In addition to altruism and community, some women from various ethnic, racial, and cultural backgrounds are motivated by acculturation. For example, immigrant women were motivated to establish a community with other immigrants and to acculturate to their new community/culture.

Organizational Factors

Our review also identified four resources that described ways in which organizational structure and leadership influence volunteer recruitment and retention. While these resources did not speak to recruitment of specific groups of volunteers (e.g., women), the recommended strategies aligned with some of our findings regarding personal motivational factors. For example, organizations can attract volunteers who are motivated by altruism with a mission statement that reflects their core values. Organizations can also attract volunteers who are motivated to learn specific skills by creating “job posts” that describe the responsibilities of potential volunteers. A sense of community can be fostered by the organization through relationship-building, initial training, and ongoing workshops. Finally, transformational leadership within the organization can help to both recruit and retain volunteers.

Limitations

There are a few limitations with our review due to the literature available on volunteerism, including theories and factors around motivations to volunteer. Through our review, we identified the importance of various contextual factors in shaping volunteer motivations (e.g., person, setting, gender, age, background). We found limited evidence describing motivations within the Canadian context, which may limit the generalizability of some of our findings to Canadian volunteer motivations. Additionally, more research is needed to fill the gap in volunteer literature on motivations for women with intersectional identities such as older women of colour in the North American context.

Further, our review gathered a lot of information on personal motivations for volunteering, but there was the lack of explicit strategies for recruiting women in the articles we reviewed. While we identified some strategies that organizations can use to recruit volunteers, these strategies were not aimed towards the target populations for this review. Thus, it is unclear how effective it may be for organizations to leverage

specific motivations for recruiting volunteers, or if volunteers generally seek these opportunities/organizations on their own.

Lastly, none of the included studies focused on volunteerism based on fundraising endeavors, which is an essential activity for Grandmothers to Grandmothers Campaign volunteers. Most of the articles in our review described motivations to volunteer directly with the population that organizations were helping, rather than raising funds or awareness for individuals living in other countries.

Recommendations

Based on the findings from our literature review, we propose three recommendations for Grandmothers to Grandmothers Campaign groups for volunteer recruitment and retention.

Recommendation 1: Appeal to volunteers' motivations during recruitment

We recommend tailoring recruitment efforts based on motivations according to the population of interest. We found that many women were motivated by altruism, but that this alone may not be sufficient motivation for a broad range of volunteers. We suggest Grandmothers to Grandmothers use a variety of messages to appeal to specific populations of interest. To appeal to the altruistic motivations common to most women, messages can appeal to women's desire to help and reduce the hardships that grandmothers in sub-Saharan Africa may face. To appeal to community, messaging can highlight the relationships that women may build within Grandmothers to Grandmothers groups in Canada and relationships with organizations in Africa. Middle-aged/older women, and women who volunteer for international or HIV and AIDS organizations, are also motivated to learn new skills. Effective messaging for these two populations may explicitly describe the skills that volunteers could gain and how development of these skills could lead to personal/professional growth (e.g., opportunity to organize largescale fundraising events; opportunity to network and gain references, etc.). Messaging could also describe topics that volunteers can expect to learn about (e.g., increased awareness of HIV and AIDS crisis in sub-Saharan Africa).

Recommendation 2: Establish relationships with other organizations

To form solidarities and enhance the work of Grandmothers to Grandmothers, we recommend establishing relationships with ethno-culturally diverse organizations where Grandmothers to Grandmothers Campaign chapters are active. From our research, it was clear that women with different social or ethnic backgrounds have different reasons and motivations for volunteering. For example, newcomer populations may be motivated to volunteer to support their acculturation process. We suggest collaborating

and/or supporting ethno-culturally diverse organizations to expand awareness of Grandmothers to Grandmothers Campaign groups within the community and how volunteering aligns with their interests (e.g., supporting English language learners). Collaborating with diverse organizations can assist in building a larger community for the target population (e.g., middle-aged/older women) around a common goal.

Recommendation 3: Consider organizational strategies and the influence of leadership

We found evidence that an organization that clearly advertises its work, core values, and mission are more attractive to potential volunteers. We suggest Grandmothers to Grandmothers includes a direct description of their altruistic work in recruitment advertisements and efforts. To increase volunteer retention, we suggest that Grandmothers to Grandmothers clearly outlines their expectations for volunteers and implements a training program to help induct new members into the organization. We also suggest that Grandmothers to Grandmothers has a reward system for volunteers in recognition of efforts made and goals achieved. Lastly, we recommend that Grandmothers to Grandmothers train their leaders in the transformational leadership style and/or recruit individuals who demonstrate the potential to be transformational leaders. Our review found that leaders who motivate and inspire their volunteers have greater volunteer recruitment and retention. This strategy echoes the inspiring influence of Stephen Lewis when founding the Grandmothers to Grandmothers Campaign, and we believe this strategy would continue to be effective for recruitment and retention.

Conclusion

This report presents the findings of a project conducted by the McMaster Research Shop for the Grandmothers to Grandmothers Campaign. We explored theories and factors around what motivates the Campaign's target populations to volunteer for their organization. We identified personal motivational factors and organizational factors that influence volunteer recruitment and retention.

We found that women are motivated by various factors including altruism, being part of community, learning new skills, sociopolitical reasons, psychological needs, and acculturation. We also identified strategies that organizations can use to recruit and retain volunteers that align with these various motivations.

Based on our findings, we recommend that Grandmothers to Grandmothers appeals to the various potential motivations for each target population during recruitment, establishes relationships with ethno-culturally diverse organizations with similar goals to

broaden their volunteer pool, and considers specific strategies at the organizational level to aid in recruiting new volunteers and sustaining existing volunteers.

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Appendix

Table 3. Articles containing findings related to personal motivational factors. The context includes the purpose of the article, how they collected data, and the setting in which they were exploring volunteer motivations. The population includes details about the individuals (e.g., gender, age, country) which were the focus of the article. The findings describe individual's motivations for volunteering within the specific context and population as described in the article.

Author (Year)	Context	Population	Findings
Charpentier et al., 2008	Conducted interviews to explore why older women engaged in activism.	Women in Québec (ages 65 to 87) who volunteered in administrative roles with social and political organizations.	Older women may be motivated to volunteer in administrative positions because they enjoy roles with greater authority and ability to create social change.
Dageid et al., 2016	Conducted interviews to identify motivations for volunteering in AIDS work.	Women in South Africa (ages 14 to 48) who assisted individuals living with HIV or AIDS in areas with poverty, high unemployment rates, and overcrowded housing.	Volunteers are motivated by a variety of reasons including altruism, a need to learn about HIV and AIDS, religious and moral obligation, family members with AIDS, and food parcels.
Fyall & Gazley, 2015	Collected survey data to explore how gender influences volunteer activities for professional and occupational associations.	Adults in the U.S. (average age 50 years) volunteering for international professional societies and trade associations.	Women are less likely than men to volunteer for professional associations. However, older, fully employed women are more likely to volunteer with professional association activities (e.g., serving on a board).
Gil-Lacruz et al., 2019	Collected survey data to explore gender differences in volunteer rates for social awareness, professional, education, and social justice volunteer activities.	Adults in Europe (ages 18 to 80) who filled out the European Values Survey and the OECD Health Database.	Gender may impact the type of organization (social awareness, social justice, education and/or professional organizations) an individual will volunteer with.

			Volunteering is positively associated with considering work and friendship to be very important. Woman volunteerism is more oriented to others.
Jiang et al., 2018	Conducted a survey to explore motivations to volunteer.	Adults in Saudi Arabia (63% women, ages 19 to 25) who engaged in various volunteer activities, including fundraising.	Having a prosocial personality and holding a strong identity within a community were associated with intentions to continue volunteering.
Khvorostianov & Remennick, 2017	Conducted surveys and interviews to understand the motivations of immigrant volunteers.	Russian immigrants in Israel (17 women, ages 49 to 90) who hosted bi-weekly socials for older adult immigrants.	The volunteers were motivated to better their community among other Russian immigrants, to use skills from their pre-immigration jobs, and to seek social learning in a new country.
Kim, 2013	Collected survey data to explore the influence of volunteering on life satisfaction and productive aging.	Women in Korea (ages 65 and older).	Volunteer work was meaningful to older women and made them feel like worthwhile members of society.
Kipp et al., 2021	Conducted interviews to explore how volunteer tourists' gender and race influenced their experiences.	Adults in Canada (80% women, aged 18 and over) who volunteered in different countries in Africa, Central and South America, and Asia.	Canadians who engage in volunteer tourism, especially women, are influenced by beliefs regarding fear and care, both of which are shaped by gendered and racialized subjectivities and experiences.
Kritz et al., 2021	Case study exploring why older adults persist in volunteering. Volunteers either received motivation training or not, and	Older adults in Australia (91% women, aged 60 and above) who volunteered to lead a physical activity.	Volunteers persist when they are altruistic, optimistic, and compassionate. To retain volunteers, there should be opportunities for feedback,

	were interviewed about their experiences with the training.		reflection, socialization, and recognition.
Nesteruk & Price, 2011	Conducted interviews to identify the activities retired women choose to pursue.	Women in the US (ages 53 to 74) who had retired after working for a minimum of 10 years.	Most women chose to volunteer after retirement and were motivated by a sense of fulfillment. Women who chose not to volunteer had previous negative volunteer experiences or were currently in a caregiver role.
Otoo & Amuquandoh, 2014	Conducted a survey to explore motivations of volunteer tourists.	Adults from Europe, America, Africa, and Oceania (69% women, ages 14 to 56) volunteering in Ghana.	The main motivators to engage in volunteer tourism included altruism, learning, philanthropy, and socialization. Individuals were more likely to engage in philanthropy if they had higher education and were engaged in social services.
Pierzchanowski, 2021	Conducted interviews to identify motivations for volunteering in a rural area.	Adults in the U.S. (93% women, aged 60 and above) who volunteered.	Volunteering provided positive morale within the community. Volunteers were motivated to volunteer in religious settings and build a stronger sense of community.
Schwingel et al., 2017	Conducted interviews to explore motivations and perceptions for Latinos to volunteer in America.	Latina women in the U.S. (ages 19 to 56), most of which were first-generation immigrants.	Women's motivations are influenced by access and knowledge to volunteering, and learning new skills/refining old ones (e.g., cleaning, singing, and caregiving). Barriers to volunteering include work and family duties.

Seaman, 2012	Conducted interviews to explore why women, who worked for pay, volunteer during retirement.	Women in New Brunswick (born between 1945 to 1954) who participated in fundraising or volunteer work.	Volunteering must meet women's psychological and spiritual needs (e.g., finding meaning and purpose) so that women do not feel overwhelmed. Women prefer to volunteer with the individual(s) who directly benefit from the service rather than engaging in administration (e.g., committees, boards).
Wemlinger & Berlan, 2016	Collected survey data to determine the types of organizations that men and women volunteer for.	Adults in 13 countries (Canada, United States, South Africa, Spain, Singapore, Mexico, Japan, Philippines, Chile, Zimbabwe, Peru, Bangladesh, India) who filled out the World Values Survey.	Women and men are equally likely to volunteer for stereotypically woman-dominated organizations, and older adults are more likely to volunteer for a woman-dominated organization.
Williams, 2019	Conducted interviews to understand motivations for and perceptions of volunteering.	Black women in the U.S. (ages 20 to 27) who were undergraduate students.	Volunteering helped the volunteers build connections in their community, see visible changes, change their perspectives, and overcome barriers.

Table 4. Articles containing findings related to organizational factors. The context includes the purpose of the article, how they collected data, and the setting in which they were exploring volunteer motivations. The population includes details about the individuals (e.g., gender, age, country) which were the focus of the article. The findings describe individual's motivations for volunteering within the specific context and population as described in the article.

Author (Year)	Context	Population	Findings
Almas et al., 2020	Conducted a survey to investigate the influence of transformational leadership on volunteer retention.	Adults in Spain (73 women, average age of 44) volunteering for non-profit organizations.	Transformational leadership, which includes being highly inspiring and motivating, helping volunteers to meet higher performance targets, serving as a change agent, challenging the status quo, and being intellectually stimulating, has a large impact on volunteer retention.
Chenli & Abrokwah, 2021	Case study exploring the impact of supportive training on volunteers' advocacy activities.	Adults in China (37% women, ages 20 to 40) who volunteered for community health organizations.	Volunteers who underwent training had greater psychological empowerment, which was associated with an increase in advocacy behaviours (e.g., engaging in organizational activities above and beyond the "call of duty"). Volunteers needed emotional and instrumental support, as well as a sense of interconnectedness and supportive relationships, to feel psychologically empowered.
Delahaye, 2020	Explored strategies for recruiting volunteers using strategic human resource management theory.	Adults in the U.S. who led three, separate anonymous non-profit organizations in Colorado, U.S.	Implementing and developing a formal recruiting strategy to attract and select volunteers with the right

			skill set and personal values is essential to retention.
Reamon, 2016	Reviewed theories on volunteer recruitment, retention, and relationship building.	Population included volunteers for non-profit organizations, as the article focused on theories related to retention and recruitment more broadly.	Viewing recruitment and retention as part of one larger process of volunteer acquisition is a successful strategy for non-profit organizations. This includes relationship-building between new and experienced volunteers.