

# The Impact of Motivation Factors on Volunteer Satisfaction Among Non-Profit Organizations in Makkah Region in Saudi Arabia

Abdullah Dakheelullah M Alharthy

<sup>1</sup> Faculty of Finance and Administrative Science, Al Madinah International University,  
6987 Ibn Katheer, 3116 Al Naseem Dist., 26518 AT Taif, Saudi Arabia  
[adharthy@gmail.com](mailto:adharthy@gmail.com)

Abdoulrahman Aljounaidi

<sup>2</sup> Faculty of Finance and Administrative Science, Al Madinah International University,  
Taman Desa Petaling, 57100 Kuala Lumpur, Malaysia  
[abdulrahman.ramez@mediu.edu.my](mailto:abdulrahman.ramez@mediu.edu.my)

Al-Harath Abdulaziz Ateik

<sup>3</sup> Faculty of Finance and Administrative Science, Al Madinah International University,  
Taman Desa Petaling, 57100 Kuala Lumpur, Malaysia  
[alharath.ateik@mediu.edu.my](mailto:alharath.ateik@mediu.edu.my)

## Abstract

The focus of the study was the relationship between motivation factors and volunteer satisfaction. This study was conducted on non-profit organizations in the Makkah region in Saudi Arabia, through quantitative research by using a questionnaire consisting of nine sections, the questionnaire was distributed to the volunteers randomly using Multistage Cluster Sampling. The study's results indicate that volunteer satisfaction was influenced by five out of six dimensions of motivation factors: value, understanding, social, career, and enhancement motivation. In contrast protective motivation did not demonstrate any statistically significant impact. The findings of this study assist decision-makers in non-profit organizations and regulatory bodies in Saudi Arabia in comprehending the psychology of volunteers and elucidating their behavior toward volunteering.

**Keywords:** *None-Profit Organizations - Volunteers - Motivations - Satisfaction.*

## 1. Introduction

Charitable works flourished and took numerous forms in Saudi Arabia. It began with individual efforts and the tribal family structure, and subsequently expanded to include charitable funds that distribute their revenues to the needy on religious events and holidays. After that, the services provided by these funds expanded to include maintenance of public facilities like mosques and cemeteries, assistance with health and marriage-related expenses, housing improvement, and many more services provided throughout the Kingdom of Saudi. Several philanthropic organizations were established as a result, assisting in raising the social and financial status of several families in the towns where they were situated.

Additionally, the regulations in Saudi Arabia stipulate that motivating volunteers is part of the tasks of charitable societies and beneficiary institute, as stated in the fifth sentence of the seventh article (Obligations of the Beneficiary "of Volunteers") of the "Voluntary Work Regulations 2020" published by the Saudi Cabinet: Monitor,

assess, and encourage volunteers' performance. Therefore, numerous charitable societies, as stated in their fundamental

bylaws prioritize the utilization of volunteers in order to enhance their financial and human resources. This approach allows for the expansion of their endeavors and accomplishments, particularly in seasonal and non-seasonal programs such as exhibitions and festivals.

Volunteers embody a valuable wellspring of altruism and a unique offering that every society requires. Saudi society, much like others, is in desperate need of these selfless individuals to bolster the overall progress and benevolent endeavors, especially during times of uncertainty and confusion surrounding the purpose and operations of charitable organizations. Hence, it becomes imperative to devise a forward-thinking strategy for enlisting volunteers within Saudi Arabia's philanthropic institutions (Alzahrani, 2004). According to Al-Lawati (2008), Arab and Islamic societies exhibit a prevalent lack of effectiveness in their culture of volunteering across various countries.

## 2. Problem Statement

According to data published by the Ministry of Human Resources and Social Development (2024), the number of workers in the volunteer field during 2023 reached more than 843 thousand volunteers, representing 23% of the Saudi population. Despite this results in the percentage of volunteers, these numbers are below the expected level, as Misk Foundation website (2023) indicated that many non-profit organizations in Saudi Arabia face a difficult challenge related to engaging young volunteers and retaining their participation.

Satisfying volunteers are important aspects of the volunteer recruitment process. Arnon et al. (2023) confirm that volunteering and employability have obtained traction in the literature by focusing on the volunteer supply and initial relationship formation between volunteers and organizations, but what is missing is the theorization of volunteer experiences, engagement, motivation, and sustainability once volunteers are active within an organization. More precisely, this means that the issue of volunteer satisfaction, despite its importance to many profit- and non-profit organizations, has not received sufficient attention through previous studies.

In this research, this topic will be studied and analyzed by studying the relationship between volunteers' motivations and satisfaction in NPO's in a specific geographical area, which is Makkah region of Saudi Arabia.

## 3. Study Objective

To investigate if there is a relationship between Volunteers' Motivation (VM) factors and Volunteers' Satisfaction (VS) or not.

## 4. Research Questions

The following research questions are addressed based on the gaps described in the problem statement:

4.1 Does the relationship between Value Motivation (VM) and Volunteers' Satisfaction (VS) has a positive nature?

4.2 Does the relationship between Understanding Motivation (UM) and Intention of Retention (IR) has a positive nature?

4.3 Does the relationship between Social Motivation (SM) and Volunteers' Satisfaction (VS) has a positive nature?

4.4 Does the relationship between Career Motivation (CM) and Volunteers' Satisfaction (VS) has a positive nature?

4.5 Does the relationship between Enhancement Motivation (EM) and Volunteers Satisfaction (VS) has a positive nature?

4.6 Does the relationship between Protective Motivation (PM) and Volunteers' Satisfaction (VS) has a positive nature?

## 5. Literature Review

### 5.1 Motivation Factors

Given the need to take into account various factors influencing volunteer motivations, several studies have devised instruments aimed at offering a comprehensive perspective. Snyder and Ridge (1992) devised and employed comparable research methodologies, they had the six dimensions in their repertoire, namely: values; understanding; social; career; enhancement; and protective. Clary et al. (1998) reached to the same conclusions. They established their own theory, the Value Function Inventory (VFI) which identifies six distinct motivations that can compel individuals to engage in volunteer activities. It is important to note that all volunteers possess at least one of these motivations. According to Faletahan (2020), one of the primary factors influencing individuals is their adherence to altruistic and humanitarian values, which engender a sense of concern for the well-being of others. Also, individuals engage in volunteer activities due to a factor related to comprehension, as volunteering offers novel learning opportunities that contribute to the development of their knowledge, competencies, and capabilities. Furthermore, engaging in volunteer activities enables individuals to enhance the quality of their social interactions, including the establishment of meaningful friendships with others. Moreover, volunteers strive to enhance their professional trajectories. Additionally, individuals strive to achieve a protective objective by engaging in volunteering activities, as it allows them to alleviate negative emotions such as guilt stemming from their relative advantage and prosperity compared to others.

### 5.2 Volunteers Satisfaction

Previous research has demonstrated the significance of satisfaction as a key determinant in explaining behavior among volunteers (Omoto et al., 1995; Galindo-Kuhn et al., 2001). Galindo-Kuhn et al. (2001) observed a substantial correlation between group integration and participation efficacy and volunteer satisfaction, and these parameters typically predicted the intention to continue volunteer work. According to Dorsch et al. (2016), if the primary motivation of volunteers is to contribute to the betterment of the community and assist individuals in need, and they hold the belief that they can effectively achieve these goals through their involvement in the organization, it is probable that they will experience higher levels of satisfaction with the organization's performance (Dorsch et al., 2016). The experience of satisfaction contributes to the cultivation of a heightened level of dedication towards one's organization (Porter et al., 1974). According to Pauline (2011), one theory commonly employed to elucidate volunteer management is social exchange theory. This particular theory offers a framework for comprehending volunteer satisfaction by positing that individuals make choices aimed at maximizing rewards and minimizing costs. The existing body of literature indicates that the Herzberg's two-factor theory (Jaffe et al., 2010; Volunteer Canada, 2011) and social exchange theory (Rice et al., 2011; Pauline, 2011)

have been extensively utilized to comprehend volunteer satisfaction (Omar Al Mutawa, 2015).

### 5.3 Volunteers Motivation and Satisfaction relationship

The altruistic motivations that serve as the driving force behind volunteer activities elicit positive emotions due to the anticipated rewards (Jose Miguel Lorente et al. 2019). According to the findings presented in numerous studies published in the Journal of Motivation and Emotion, Jose Miguel Lorente et al. (2019) assert that motivation serves as a catalyst for the emergence of emotions. According to Chóliz Montañés (2005), there exists a strong association between motivation and emotion, with the assertion that any behavior driven by motivation elicits an emotional response. González et al. (2011) provided empirical evidence supporting a direct positive correlation between motivation and emotions within the context of academic achievement among university students.

According to the framework of Self-Determination Theory (SDT), Chiu et al. (2023) highlighted that volunteers have intrinsic motivation, which comes from their own personal reasons for volunteering, and they view job satisfaction as the ultimate goal. Job satisfaction, as per Güntert et al. (2016), is conceptualized as the subjective experience of pleasure derived by a volunteer from engaging in a specific activity. Numerous empirical investigations have provided evidence supporting a strong correlation between emotions and job satisfaction (Mano et al., 1993).

Based on an investigation by Kylie Lowenberg et al. (2018), motivation and satisfaction are significantly correlated. According to Hyde et al. (2016), in the event that a volunteer's motivation is not fulfilled, it is possible for them to develop dissatisfaction with their volunteer experience.

### 6. Methodology

This study is applying a quantitative method and use structural equation modelling (SEM) in the statistical analysis. Study used a quantitative data collection method and a field work survey to collect data on how Motivation Factors effect Volunteers Satisfaction. Study applied on a sample of volunteers who spent a year or more volunteering in NPO's in Makkah region in Saudi. Respondents were selected at random by using Multistage Cluster Sampling. 262 respondents out of the 306 respondents participated in the survey, 44 respondents were excluded who did not fulfill the study requirement.

### 7. Results and Finding

The examining results of hypothesized direct effects showed that five out of six paths were statistically significant as shown in the table.

Path	Unstandardized Estimates	Standardized Estimates	t-value	p-value	Hypothesis Results
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	Estimate	S.E.	Beta (β)			
VM→VS	0.142	0.076	0.114 <sup>d</sup>	1.864	0.062	H1.1 Supported
UM→VS	0.199	0.083	0.166 <sup>c</sup>	2.394	0.017	H1.2 Supported
SM→VS	0.137	0.048	0.185 <sup>b</sup>	2.855	0.004	H1.3 Supported
CM→VS	0.158	0.045	0.259 <sup>a</sup>	3.51	< 0.001	H1.4 Supported
EM→VS	0.209	0.087	0.209 <sup>c</sup>	2.407	0.016	H1.5 Supported
PM→VS	0.036	0.071	0.038	0.5	0.617	H1.6 Rejected

a, b, c and d mean significant relationship at 0.001, 0.01, 0.05 and 0.1 level, respectively.

### 8. Conclusions

The lack of fit theory suggests that incongruent workplace roles can lead to decreased performance. Understanding volunteer motivation and satisfying experiences can increase long-term involvement. Charging fees for nonprofit volunteering abroad may deter altruistic volunteers. Self-determination theory suggests value internalization is crucial for volunteer satisfaction, even when motivation and experience are incongruent. Self-determination theory suggests that perceived autonomy and internalization are determined by an individual's acceptance of external regulation as their value. This study utilized the Volunteer Functions Inventory (VFI), a widely used tool in functionalist theory, as it has become the standard tool for assessing volunteer motivation. VFI's widespread use is attributed to its well-founded theoretical foundation and good psychometric properties, and its translation into various languages.

Job descriptions are crucial for organizations to recruit and retain volunteers, as they clarify their abilities and guide them towards appropriate mechanisms. Once volunteers are recruited, it's crucial to establish goals and develop a career path. This creates a sense of integration and unity within the organization. Clear objectives help track progress, maintain engagement, and ensure satisfaction. Measuring goals is essential for effective management of volunteers. Organizations should show value through appreciation programs. Offering incentives, creating "Volunteer of the Month" awards, sharing success stories, encouraging family involvement, and inviting senior volunteers to networking events can improve their satisfaction.

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