

The Study of Gender and Volunteers' Participatory Motivation in Non-profit Organizations in Taiwan

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Abstract

Current decades, many of nonprofit organizations (NPOs) have gradually been established because of different social demands originated in economic development, educational popularization, political democratization, social diversification, market failure and government failure in Taiwan. The rise of NPOs retrieves the disequilibria of social demands came from the public and private sectors. Importantly, the functions of NPOs are able to make up for government failure and reconcile with the shortcomings of private organizations. In the perspectives of role and function, nonprofit organizations are not inferior to the public and private departments. They offer opportunities for people to participate in social activities. NPOs already became “the third department” in society.

Nowadays, because of the rise of nonprofit organizations, researchers started exploring its merits, organizational operations, and financial resources as research subjects. Unfortunately, the subject related to gender and volunteers' participatory motivation is seldom chosen to examine its correlation or cause and consequence. Therefore, the keynote of this paper is to explore whether gender makes volunteers have different motivation to participate in nonprofit organizations. The theory is based on gender stereotypes, describing that men and women have different stereotypes in the dimensions of gender roles and personal traits. Based on gender stereotypes, men are categorized as the protectors in societies or countries; contrarily, women are classified as caretakers in families and societies. In this paper, the hypotheses are (1) the number of female volunteers are more than that of male volunteers because of gender roles; (2) men and women have different motivations to participate in nonprofit organizations because of gender characteristics. In order to test hypotheses, the research method applies “personal interview”, including leaders and professionals of nonprofit organizations in Kaoshiung City. Expectedly, this research can offer another viewpoints to examine nonprofit organizations.

Keywords: Nonprofit Originations, Volunteers, Motivation, Gender Stereotypes

1. Introduction

Current decades, many of nonprofit organizations (NPOs) have gradually been established because of different social demands originated in economic development, educational popularization, political democratization, social

diversification, market failure and government failure in Taiwan. As Chin-Hsu Wei(1997)in “Profile of Nonprofit Organizations in Taiwan” reported, there were 39,397 NPOs built up in domestic area. Simultaneously, according to the investigations of Himalayas Research Foundation in 1997, 1,595 foundations have enrolled in Taiwan in which 627 foundations belonged to the categories of culture and education. In addition, up to 75% of cultural and educational foundations were established from 1987 to 1998. (Ministry of the Interior,1999)According to the report of “1997 Profile of Social Welfare Organizations in Taiwan and Fukien Province”, 247 of 293 social welfare and charity foundations were established from 1981 to 1996. Surprisingly, there were 120 foundations established in shortly five years, from 1991 to 1996. These data demonstrated the widespread and rapid development of non-profit organizations in Taiwan. The raise of the large number of nonprofit organizations atoned or decreased the non-equilibrium of social demands and supplies in the whole society. Nowadays, they became so-called as “the third Department.” Nonprofit organization could make up the insufficiency caused by the governmental failure and market failure; therefore, their roles and functions are greatly noticed as well as the public and private departments.

In Taiwan or other developed countries, the number of nonprofit organizations and the rate of employers recruited by NPOs in job market have continually increased. For example in the United States, the number of NPOs, which fit in with official enrollment or tax-free, is up to 750,000. Their business expenditures are over US\$4,330 billion. Therefore, their scale is ranked in the top twenty in international economics beyond Austria, India, Mexico and Holland. (Salamon 1998; Dah-Hsian Seetoo, 1999 ; Paul S.C.Hsu 1999) In America, one of two adults weekly serves as volunteers at least averagely three hours in nonprofit organizations. Based on this point, NPOs in America is called as the most important employees in markets. (Drucker 1990; Pei-shan Yu trans. 1994) On the other hand, in 1990, the total of NPOs’ incomes in the entire national incomes is account to be US\$2,890 billion (6.2% of the entire national incomes). (Jen-Gui Chen 1993) In 1995, the amount of charitable donations in whole America reaches to US\$1,438 billion. (Yi-hong Zhou 1996; Shun-ming Wang 1999) In Taiwan, there is not explicit and complete statistic data related to NPOs, but Buddhist Tzu Chi Merit Society in 1995 collected the contributions almost up to US\$2 billion. (Himalayas Research Foundation 1997) In 1999, because of 921 Earthquake, The 921 Earthquake Aid and Rebuilding Foundation collected relief funds up to US\$3.5 billion (excluding other nonprofit organizations and government). Thus, the influence of nonprofit organizations cannot be ignored. According to the above statistic data, nonprofit organizations have played important roles in societies.

Nonprofit organizations have continually developed in the world. But, they faced the competition of resources, such as financial and human resources. Especially, the factor of volunteers greatly influences the development of NPOs. In Taiwan, Directorate-General of Budget, Accounting and Statistics,Executive Yuan reported in *The 1999 Investigation of Social Development* reported that the amount of upward 15 year-old population, who ever participated in the voluntary activities, is 214 million people (13.30% of all population). Therefore, the rate of participation in nonprofit organization in Taiwan is lower than that in the other developed countries, for example, 25.30% in Japan, 31.40% in Canada, 55.50% in the USA. In Taiwan, the biggest nonprofit organization-Buddhist Tzu Chi Merit Society successfully applied the sources of volunteers. It not only stimulates its volunteer to realize the organizational goals, but also applies them to collect contributions so-called “Merit Money” in its branches in world. That is it’s most successful strategy of organizational operation. Moreover, if the strategy of operating volunteers is successful and efficient, then, nonprofit organizations can solve the shortage of human resources and increase the obtainment of money

donations, which can be helpful to reach the organizational missions. This is the reason that many researchers and scholars engaged in the study of volunteers in nonprofit organizations.

In the past time, the main issues in the study of volunteers in nonprofit organizations are focused on participatory motivation of volunteers and the quality of services; especially the motivation of participation is more popular topic in researches of volunteers. But, concerning the study of the motivation of participation, researchers rarely explored gender differences in nonprofit organizations. Only female scholars, such as Li-zon Wang (1992), Yi-shan Chen (1989) and Chia-wen Tsai (2001) focused on the study of female volunteers. Therefore, this research explores the influence gender differences in the participatory motivation of volunteers. The main purpose is to examine the distinctions between male and female volunteers in participation of nonprofit organizations. Furtherly, this research also studies the relationship between gender and volunteer's strategy of operating NPOs in order to enhance the organizational merits. Meanwhile, this study intends to figure out the suitability in running organizational strategy for different gender-male and female volunteers.

In this paper, firstly the authors focus on literature review related to gender study and participatory motivation of volunteers. The former examines gender stereotypes theory which the authors applied to test participatory motivation of volunteers. Secondly, the authors explore research approach, hypotheses and theory. The latter focuses on the recruitment of volunteers and operational strategy in NPOs in use of questionnaires by phone or mail. Thirdly, we test hypotheses and explain research results. This section is followed by an analysis of questionnaires in order to understand the participatory motivation of volunteers in NPOs. The results are expected to furtherly understand the relationship between gender and NPOs, and enhance the manipulation of organizational resources.

2. Literature Review

This section is divided to three parts to review rich literatures related to volunteers in Taiwan, participatory motivations and the influence of gender differences to volunteers.

2.1 The Study of Volunteers in Taiwan

The group of Taiwanese volunteers is given high weights. Most of researches in this area focus on three dimensions: the input of volunteers, the process of application of volunteers and the output of volunteers.

In the first dimension—the input of volunteers, the main ideal is to realize statistics and theories related to psychology to analyze and explain the approaches and reasons that volunteers willingly serve in nonprofit organizations. Meanwhile, some researchers focused on exploration of the situation and the extent of the input of volunteers. For example, the researchers, such as Wen-chen Chang (1995), Xin-I Deng (2000) and Me-Lin Chang (2002), studied the relationships between variables of populations (such as age, gender, income, job status, marriage, education, residence and religion), and participatory behaviours (such as motivation, habit and expectation). The results demonstrated that religions importantly influenced the input of volunteers.

In the second dimension, the researchers, such as Zheng-I Mon (1992), I-sheng Lin (1997), Chin-Pon Luo (2000) and Hui-me Zhen (2001), focused on the process of the application of volunteers. The main analyses are based on the

perspective of the interaction between volunteers and the working environments (including work design, condition, flexibility and stimulation), and on the managerial issues related to the process of serviceable participation of volunteers (such as educational training and career plan).

In the third dimension—the results of volunteers’ output, that is, the output of volunteers’ participation, including work merits, commitments for organizations, the sense of job satisfaction and the results of self-realization. In Taiwan, the literature is rich and popular, such as Su-Me Xu (1992), Xiang-ru Cheng (1999), and Tien-Sheng Tsai(2001)..

This research belongs to the first dimension which focuses on the input of volunteers to explore the relationship between gender and participatory motivations of volunteers.

2.2 Participatory Motivations of Volunteers

Jon Van Til (1988), Ex-chairman of American Voluntary Action Research Association, collected the articles related to volunteers’ motivations from Journal of Voluntary Action Research for twelve years. He found that the diversitification of motivations is the most popular pattern of volunteers’ participation. The famous theories used to explain motivation are hierarch of needs written by Maslow, social exchange theory, utility theory and altruism. Frence (1983) provided seven needs of volunteers’ participations that are extensively accepted, such as the needs of experiences, the needs of social obligation, the needs of social contact, the needs of expectation from others, the needs of social acceptance, the needs of rewards on the future, and the needs of achievement. (from Li-Jen Shen 1987; Shin-Zon Yen 1997; Xian-Da Shi Tu 2000).

Fischer and Schaffer (1993) provided eight the needs of motivation, as Table 1 showed.

Table.1 The Research of Volunteers’ Motivation Theory

Motivation	Literatures	Theories and Researches
1. Altruism	Clary & Snyder, 1991a ; Franceies,1983 ; Grieshop,1985 ; Gillespie& King,1985 ; Independent Sector, 1988 ; J.C. Penny Company,1988 ; Smith,1982	General Reasons of Participation: 1. To help others. 2. To have social obligations. 3. To do good things.
2. Ideology	Clary & Snyder, 1991a ; Eisenberg,1986 ; Grieshop,1985 ; J.C. Penny Company,1988 ; Smith,1982 ; Wuthnow,1990	To be volunteers because of special situations, ideology or value judgement, including altruism.
3.Egoism	Clary & Snyder, 1991a ; Franceies,1983	To satisfy self-demand
4. Materialism/ Rewards	Grieshop,1985 ; Smith,1982	Material motivations, including egoism, family interests.
5. Positions/ Rewards	Chapman,1985 ; Clary & Snyder,1991a ; Franceies,1983 ; Grieshop,1985 ; Independent Sector, 1988 ; J.C. Penny Company, 1988	To obtain professional knowledge, skills, contracts or commitments, especially for most studnets and workers.
6. Social Relationship	Clary & Snyder, 1991a ; Daniels,1985 ; Franceies,1983 ; Gillespie & King,1985 ; J.C. Penny Company, 1988 ; Smith,1982	1. To contact people 2. To make friends. 3. To obtain friendship.
7. Space/Time	Gillespie & King, 1985 Henderson, 1984 J.C. Penny Company, 1988	To have free time, because the participatib of NPOs is a kind of relaxed activities.

8. Self Grown-up	Chapman, 1985 Isley, 1990 Lucks with Payne, 1991 Wuthnow, 1991	Learning and being grown-up. Sipiitual development is very important for volunteers. Most volunteers believe that giving is spiritual and individual reward.
9. Multiple motivations	Clary & Orenstein, in press ; Clary & Snyder,1991a ; Pitterman,1973 ; Wutjnow,1990	When a person is asked the reason to be a volunteer, he/she gives multiple reasons to explain his/her motivation. Motivation is changed because of time or environment. Volunteers may leave or stay because of reasons changed.

Resources : Fischer & Schaffer. (1993). *Older Volunteer: A Gride to Reserch and Practice*. (Sage Publications, Inc.) ;
From Shuw-Yu Wu (2000) °

In terms of the study of different participatory motivation, Stenzel and Feeney (1976) provided distinguished five types that are socially serviceable volunteers (for helping others or doing something for others), issues-oriented volunteers (concerning specific social issue, eg. human rights), self-expressed volunteers (pursuing self-expression or habits), self-interested volunteers in vocation and economics (promoting business, work status or economic power), and charitable volunteers (focusing on collecting contributions or donations).

In addition to foreign literature reviews, in Taiwan there are many researcher provided rich researches related to volunteers and motivations. For example, Shan-min Fan (1995) focused on culture, education, hospitals, and enterprises to explore the relationship between volunteers and participatory motivation. His findings showed that motivations are related to egoism (social experiences, make friends, increase knowledge); altruism (serve others), social feedbacks (social obligation). According to these findings, altruism and egoism are the two main motivations for volunteers to participate in the activities of nonprofit organizations in domestic and foreign areas.

2.3 The researches of Gender Differences and Participatory Motivations

Related to gender and particaptort motivation, Payne and other researchers (1972) mentioned that the number of male volunteers is higher than that of female volunteers. But, some researchers, such as Rohs (1982), found that the percentage of female volunteers in American 4-H is 72%. The impact of different researchers, in fact, is not related to gender, but roles subordinated to gender. Therefore, Payne and other authors pointed out that the categories and characteristics of organizations made differences between male and female volunteers, such as most female volunteers participated in religious or charitable groups; male volunteers chose groups or orgnzaitions related to their careers, such as the Rotary Club. (from Shin-Zon Yen , 1997; Chia-wen Tsai,2001)

In Taiwan, according to the reports—*The Investigation of Social Developmentin 1999*—investigated by the Accounting and Statistics Bureau in the Executive Yuan, the different terms of participations between male and female volunteers are because of distinctive characteristics of services. Obviously, female volunteers are more likely to participate in social services in hospitals and schools, or related to social welfare than male volunteers. (See Table 2) For example, 17.28% of female volunteers participated in social services in schools, wheareas 8.66% of male volunteers did. Male volunteers served in political parties, vocational groups and transportation more than female volunteers did. For instance, 13.83% of male volunteers served in the activities of emergency relief and transportation, whereas 2.09% of female volunteers did.

Table 2 Service Terms of Volunteers in 1999**unit: %**

	Total	Social Service in Hospitals	Social Service in Schools	Environment Protection and Community Service	Social Welfare Services	Culture, Sport Services	Emergency Escorts, Transportation, Services	Religious Services	Service in Political Parties	Services in Vocational Groups	Others
Total(1000 people)	2 141	97	270	672	488	158	181	802	176	199	7
%	100.00	4.52	12.62	31.40	22.79	7.39	8.44	37.48	8.24	9.27	0.34
Gender											
Male	100.00	2.71	8.66	32.07	20.22	8.22	13.83	35.99	10.93	12.46	0.50
Female	100.00	6.65	17.28	30.61	25.83	6.42	2.09	39.23	5.08	5.51	0.14

Data: Website of The Accounting and Statistics Bureau in the Executive Yuan (2002), 「Investigation of Orientation of Social Development in 1999.

As Table 3 showed, the ratio of the number of male volunteers and female volunteers is seven to three, which is similar to that of male and female volunteers in American 4-H. In Taiwan, urban and rural areas are influential factors in the study gender and participatory motivations. Female volunteers in Taipei City (84%) and Kaoshiung City (76%) have participatory motivations more strongly than that in Taiwan Province (67%) in 2000.

Table 3 Statistics of Volunteers by Gender in Taiwan in 1998-2000**unit : %**

Year	2000		1999		1998	
Gender	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total	16,920(30)	39,509(70)	13,512(30)	31,517(70)	12,328(32)	26,273(68)
Taiwan	14,440(33)	29,053(67)	11,655(33)	23,710(67)	10,593(36)	18,887(64)
Taipei City	1,197(16)	6,346(84)	952(16)	4,922(84)	898(16)	4,791(84)
Kaoshiung City	1,283(24)	4,110(76)	905(24)	2,885(76)	837(24)	2,595(76)

Data: From The Interior Bureau Website (2000), <http://www.moi.gov.tw/W3/stat/home.asp.2002/2/2>.

In sum, according to the above researches, gender differences possibly influence participatory motivation. The results are helpful to do this research.

3. Theory

In this research, the authors use “feminist standpoint theory” to make hypotheses and to examine the relationship between gender difference and participatory motivations.

3.1 The Nature of Feminist Standpoint Theory

“Feminist standpoint theory” gives researchers a view of the social structures which shape individuals’ lives. As Nancy Hartsock (1983) in *Money, Sex, and Power* mentioned, individuals’ knowledge, values and beliefs were structured by society. Since women and men together organized society, they were structurally assigned in society as two opposite groups to develop their beliefs, experiences, and lives based on material relationships, that is, their daily living styles. According to Hartsock’s assertions, women’s work is systematically different from men’s in every society. The sexual division of labor is the central element that caused these different developments in the material lives between men’s and women’s activities and the epistemological consequences. Different development does not only

focus on the knowledge of individual women or men, but also on systematized social practices and experiences. Women's experiences in everyday life in society differ systematically from men's according to their labors and gender. (Nancy Hartsock, 1983)

Based on Hartsock's assertions, Mary Swigonski provided several tenets of feminist standpoint theory to support the concept of material life which develops the differences of beliefs and experiences between men and women in society. As she said, "life experience structures one's understanding of life....The appropriate perspective for research activities is everyday life. (Mary Swigonski, 1994) Individual concrete experiences in daily lives are essential in understanding the different development of beliefs, insights and knowledge between men and women. Women have visible experiences such as childbirth and housework, which seem invisible to men.

Importantly, women's daily experiences have encouraged them to develop a special sensitivity to their knowledge, values and preferences, and interpret them critically. As addressed by feminists, "the personal is political." Moreover, people sense problems through personal daily experiences. According to feminist theory, women's experiences emerge from their daily living. As Dorothy Smith (1987) in *Everyday World as Problematic* indicated, "experiences, concern, needs, aims, interests, arising among people in the everyday and working contexts of their living, are given expression in forms that articulate them to the existing practices and social relations constituting its rule." (Dorothy Smith, 1987) Further, because people share their experiences with others, they can then connect the relationships with each other in the everyday world. Men or women as a group develop their own standpoints through their sharing experiences and commonalities. That is, individuals' experiences lead to their insights and beliefs. Importantly, maternal thinking and socialization influence women's insights and beliefs.

3.2 Maternal Thinking

Because of biological functions, women and not men experience menstruation, pregnancy, and childbirth. Both men and women in the social structure tend to perceive that by nature the responsibility for childcare and other domestic work at home belongs to women. As Sara Ruddick (1989) in *Maternal Thinking* pointed out, "maternal practice begins in a response to the reality of a biological child in a particular social world. To be a 'mother' is to take upon oneself the responsibility of childcare, making its work a regular and substantial part of one's working life." (Sara Ruddick, 1989) Maternal thinking and the demands of maternal work—for preservation, growth, and social acceptability—become a woman's responsibility and commitment in daily life and to her family. Women from childhood are socialized and stereotyped to fit in the private arena. They play roles as caretakers and children raisers for their families. Therefore, women's attitude is likely to be altruistic. When they participate in nonprofit organizations, they would be likely to be volunteers in groups related to medical matters, charity, and education.

3.3 Socialization

Socialization ensures that the responsibilities of childrearing and caring belong to women. Nancy Hartsock mentioned that motherhood is an institution. "Women as a sex are institutionally responsible for producing both goods and human beings and all women are forced to become the kinds of people who can do both." (Nancy Hartsock, 1983) In order to be capable mothers or caretakers, women are nurtured and educated in different ways from men. For

example, girls have dolls and kitchen toys for playing games as mother's roles; conversely, boys have toy guns to play "cops and robbers." In fact, socialization ensures that the responsibilities of childrearing and social caring belong to women. Women's roles are extended to take care of housework, aged people, and other work related to caring. Therefore, when women become volunteers, they prefer to join nonprofit organizations categorized to fit their women's roles, such as nursing, caring seniors and children. Conversely, men are assumed to possess social and family obligations to protect family security and family members. They are likely to participate in the activities of emergent escorts, transportation and political parties to fit their men's roles as the protectors.

Early learning and experiences within families and daily lives affect adult beliefs and the categorization of social activities. Women have a strong sense of self-connection to others from the experiences of caring and attachment with their mothers. Therefore, women are assumed to be more likely than men to participate in nonprofit organizations.

4. Research Design

4.1 Hypothesis

Based on gender standpoint theory, volunteers, who are assumed to play roles as caretakers, possess the altruistic motivation. Similarly, volunteers playing roles as protectors possess the motivation of social obligations.

Ho: Male volunteers and female volunteers have the same motivations regardless of their gender.

H1: Female volunteers have altruistic motivation more strongly than male volunteers do regarding of gender differences.

4.2 The Sampling selection

To test the hypothesis, the authors use the questionnaires to interview volunteers in nonprofit organizations in Kaoshiung city. Kaoshiung city is selected as the sample because the number of nonprofit organizations in Kaoshiung City is only less than that in Taipei. (See Table 2) Further, the research topics related to nonprofit organizations in Kaoshiung city are not noticed in research areas. Therefore, as Kaoshiung citizens, the authors would like to study NGOs in Kaoshiung to contribute research results for the hometown.

This research is referred to Bi-yu Xie's research structure (2001). The types of volunteers' motivations are divided into seven dimensions: self grown-up, sense of achievement, social demands, knowledges and skills, social obligations, realization of wishes and characteristics of organizations. These seven dimensions are designed as twenty questions to ask nine categories of nonprofit organizations, such as environmental protections, consultancy and assistance, caring seniors, handicapped services, community services, cultural services, charitable religions, and family services. Each category has twenty-five nonprofit organizations. The authors randomly selected 500 volunteers to interview from these 25 organizations. 288 cases are variable and use SPSS to analyze this research in order to understand the relationship between gender and participatory motivations. In addition, the authors interview twenty-five leaders of NPOs face to face and obtain reports of management from different gender in NPOs.

5. Research Results

As the results of Table 4 by ANOVA showed, in Kaoshiung city the ranks of participatory motivations of volunteers are social obligations (4.35), social demands (4.31), self-grown-up (4.24), knowledge and skills (4.20), sense

of achievement (4.09), characteristics of organization (3.83), and realization of wishes (3.37). In short, in Kaoshiung City, volunteers' motivations belong to altruism more strongly than egoism.

Further, gender is a crucial influential factor in participatory motivations of volunteers. For male volunteers, the ranks of motivations are sense of achievement (4.63), social obligations (4.29), social demands (4.21), self-grown-up (4.15), knowledge and skills (4.08), characteristics of organizations (3.75), realization of wishes (3.33). On the other hand, for female volunteers, the motivations are ranked as social obligation (4.39), social demands (4.36), self-grown up (4.29), knowledge and skills (4.27), sense of achievement (4.13), characteristics of organizations (3.89), realization of wishes (3.39). Therefore, the results showed that male volunteers emphasized on egoism more strongly than altruism; conversely, female volunteers noticed altruism more strongly than egoism. As feminist standpoint theorists said, women would be likely to play roles as caretakers, therefore, they would consider others positions more than their own positions. Meanwhile, gender is a significantly influential factor in participatory motivations of volunteers at the dimensions of self grown-up, social demands, and knowledges and skills. Female volunteers notice these three dimensions more strongly than males do.

Table 4 Gender Differences and Volunteers' participatory Motivation by Analysis of Variance

Motivations	Self grow-up		Sense of Achievement		Social Demands		Knowledge & Skills		Social Obligations		Realization of Wishes		Characteristics of Organizations	
Gender	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Mean	4.15	4.29	4.63	4.13	4.21	4.36	4.08	4.27	4.29	4.39	3.33	3.39	3.75	3.89
St. D	0.61	0.54	0.74	0.67	0.58	0.52	0.55	0.52	0.56	0.54	0.76	0.84	0.69	0.57
Mean	4.24		4.09		4.31		4.20		4.35		3.37		3.83	
Std. D.	0.57		0.69		0.55		0.54		0.55		0.81		0.62	
F. Value	3.892		1.402		5.589		8.647		2.481		0.399		3.449	
P. Value	0.049*		0.237		0.019*		0.004**		0.116		0.528		0.064	

Note: M=Male; F=Female

In the perspective of interview of volunteers, leaders of NPOs said that gender did not make significant differences in participatory motivations. Meanwhile, the motivation is altruistic, but not egoistic. The impact between the interview results and the statistic results needs further research in the future.

6. Conclusion

As the statistic results showed, gender really made the impacts in participatory motivations. Feminist standpoint theorists pointed out that female play roles as caretakers because of socialization and maternal thinking. Therefore, their motivations in participation of NPOs are altruistic. They are likely to take care of others as their socialization in families. In contrast, male volunteers are socialized as the protectors. They have to learn to protect themselves first, then, they would know how to protect others. Moreover, their motivations are more egoistic than altruistic. That is to say, female volunteers would pay much attention in social demands more than other needs.

In sum, as hypothesis, gender does make motivations differences in participation of NPOs. When leaders of NPOs

have to notice gender differences when leading and operating NPOs in order to enhance the service efficiency and commitments and job satisfactions in NPOs.

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