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# Are public service motivated volunteers more committed? An investigation of PSM, P-O Fit and volunteering intensity

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### Abstract

This paper investigates the link between public service motivation (PSM) and volunteering. PSM's core elements are the individual altruistic nature and the desire to contribute to society through service delivery. These are also potential drivers of volunteering. The study develops and empirically tests a conceptual model where PSM is antecedent to volunteering behavior. This relation is moderated by person-organization (P-O) fit, i.e. the values compatibility between an individual and an organization. Lastly, this study links motivation to behavior in order to further develop the academic conversations in PSM and volunteer motivation studies. Results showed that some PSM dimensions when moderated by specific volunteer subsets do have an impact on the intensity of volunteers' levels of effort.

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**Introduction**

Over 971 million people volunteer globally (Salamon, Sokolowski, & Haddock, 2011). Their sheer volume signifies their importance as the fourth workforce. Research comparing public, private and nonprofit sectors has proven that there are different underlying motivation factors dominating each of the sectors (Houston, 2000; Lee & Wilkins, 2011; B. E. Wright & Christensen, 2010). Perry and Wise's (1990) theory of public service motivation (PSM) has slowly emerged as a useful means of gauging motivation for those involved in public service and also in volunteering (Coursey, Brudney, Littlepage, & Perry, 2011; Ertas, 2013; Grant, 2008; Houston, 2006; Lee, 2012; Perry, Thomson, Tschirhart, Mesch, & Lee, 1999). Empirical evidence has linked PSM's natural applicability to studies focusing on altruistic, intrinsic and pro-social attitudes and has been used across sectors. However, Lee (2012) calls for "a more systematic and multifaceted approach to understanding the link between PSM and volunteering" (p. 104). Therefore, this paper uses PSM as an analytical lens to investigate volunteering.

Academics argue whether volunteers chose to do so because they are not having their intrinsic needs fulfilled by their job or because their job is so rewarding, that they choose to allow it to spill over into volunteering (Rodell, 2013). This work investigates this problem by focusing on person-organization fit (P-O fit) as a moderator.

Additionally, this paper contributes to volunteer motivation studies by moving away from the reliance of reported hours volunteered and more towards measuring effort of the actual volunteering. Recent developments have shown volunteer studies have struggled with measuring intensity in means other than reported time spent volunteering (Rodell, 2013).

Accordingly, we extend the analysis using Rodell's (2013) recently developed approach to study the intensity of volunteering.

Combining PSM, P-O fit and intensity makes two main contributions to the literature. First, linking PSM to the intensity of volunteering behavior increases the understanding of motivational drivers for volunteering. Thus, this paper fills the substantive gaps in volunteer research in regards to the means of measuring intensity. Secondly, this paper empirically addresses the academic debate on why employed people will volunteer by integrating P-O fit.

The following sections discuss theoretical frameworks of PSM, P-O fit and volunteer intensity, the methodology and findings from the empirical study.

## **Theoretical Framework**

### ***Public Service Motivation***

A long-standing concern in public administration research has been the motivation of public sector employees which lead Perry and Wise (1990) to develop the Public Service Motivation (PSM) theory. PSM's core elements are the individual, altruistic nature and contribution to society through service delivery (Braender & Andersen, 2013). PSM has moved beyond its original boundaries of the public sector and can be defined as "an individual's orientation to delivering service to people with the purpose of doing good for others and society" (Perry & Hondeghem, 2008) p. 6). Perry and Wise (1990) divided PSM motives into three aspects: rational, norm-based and affective. Rational motives are goal oriented and pertain to the individual utility maximization (DeHart-Davis, Marlowe, & Pandey, 2006). Norm-based motives typically include loyalty and duty (Brewer, Selden, & Facer II, 2000). Lastly, affective motives pertain to commitment as a result of individual genuine concern and identification with the organization or cause (Brewer et al., 2000). The three motives initially consist of six dimensions: attraction to policy making (APM), self-sacrifice (SS), commitment to public interest (CPI), compassion (CC), civic duty (CD) and social justice

(SD) (Perry, 1996). Participation in policy formation was closely associated with what would later be developed into APM (Perry, 1996). Perry and Wise (1990) added that “advocacy for a special interest” for many could not be served outside of the government. However, advocacy, as a norm-based motive, can also be closely related to social justice (SD) and can also be filled through volunteering or working through in a non-profit organization. Desire to service (CPI) and civic duty are also norm based. Compassion, which entails love and concern for others and self-sacrifice are affective motives driven by emotions (DeHart-Davis et al., 2006). Besides a desire to serve the public interest, loyalty to duty and social equity tie very much into civic duty (Perry and Wise 1990). It should be noted that Perry (1996) would not use civic duty and social justice in his future studies as he combined the two dimensions with other dimensions in his scale. However, several PSM studies have included social justice (Alonso & Lewis, 2001; Belle, 2013; Christensen & Wright, 2011; Bradley E. Wright, Christensen, & Pandey, 2013) and a few civic duty (Feeney, 2012). In particular, these two dimensions are important in relation to volunteering.

### ***Person-Organization fit***

P-O fit captures the overall match of values between an individual and an organization (Kristof-Brown, Zimmerman, & Johnson, 2005). Scholars conducting volunteer studies have complained that often studies only look at volunteer service industry as opposed to different categories (Rotolo & Wilson, 2006). In order to overcome this limitation, Rotolo and Wilson (2006) divided volunteer sub-sets into six key categories: lobby activities; religious or youth development; social and community service; health; culture, arts, education; advocacy. As PSM has also been shown to increase the individual perception of P-O fit (Bright, 2008; Ng & Gossett, 2013), this paper argues specific PSM dimensions should have a better P-O fit with certain volunteer sub-sets. For example, individuals scoring high on the APM dimension

of PSM which focuses on policy participation would be expected to have a better P-O fit with volunteer organizations that conduct lobbying or political activities opposed to individuals volunteering for an organization that would call for high levels of compassion, such as volunteering at a hospice. This leads to the following hypothesis:

***Volunteer intensity***

Volunteer motivation studies that looked at intensity have used a limited set of measures to define or determine intensity. Some have used time as a means of gauging intensity such as the amount of hours or days one volunteered (Handy et al., 2010; Wollebaek & Selle, 2002). Using time requires the subject to be able to recall exactly how frequently they volunteered and is often an estimation or “guestimate” of time unless looking at volunteer time logs. Intensity is also examined as passive or active participation (Holmes & Slater, 2012; Wollebaek & Selle, 2002). This resulted in high intensity being associated with active engagement and low as passive participants (Wollebæk & Strømsnes, 2008). However, this definition of intensity does not capture the effort of the participants. Therefore, having a clear means in which to measure the intensity of volunteering behavior is critical. Rodell (2013) sought to overcome the dependence on time or amount of participation to determine intensity by developing a scale to measure volunteer intensity. The latter is used in this study. Based on the above reasoning we test the relation of the PSM dimensions, moderated by P-O fit for the outcome of volunteer behavior as summarized in Figure 1.

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The first hypothesis based off the literature review focus on the direct relation between PSM and volunteer intensity and the moderating effect of P-O fit.

**Hypothesis 1a:** PSM positively affects volunteer intensity.

**Hypothesis 1b:** Volunteering P-O fit positively moderates the relation between PSM and volunteer intensity.

In some PSM studies (Braender & Andersen, 2013; D. H. Coursey, Perry, Brudney, & Littlepage, 2008; Moynihan, 2013) APM has been dropped from the analysis. Some argue that too few people can actually affect public policy (Van der Meer, 2010) and others argue that other dimensions were more powerful and significant (Kim, 2009). However, APM is closely aligned with those non-profits that do lobbying activities or conduct political oriented activities such as educating the public about political issues or encouraging voters to vote. Non-profit organizations such as the US Veterans of Foreign War (VFW) and the Association of the United States Army (AUSA), rely on some of their volunteers to conduct lobbying activities for very specific causes. The VFW and AUSA both focus on improving and protecting U.S. military veterans rights by lobbying U.S. Congress members to not cut retirement, education funds, health care, etc. While lobbying is a western concept that exists in democracies, it also exists at an international level with non-profit organizations such as the International Chamber of Commerce (ICC) and the World Business Council for Sustainable Development (WBCSD) which are lobbying for change to the United Nations or regional governing bodies. Together, these arguments suggest the following.

**Hypothesis 2a:** Volunteering in an organization that conducts political activities strengthens the relationship between attraction to policy and intensity levels.

When Vandenberg et al. (2006) were looking at the difference in PSM between USA, UK and Germany, they discovered that civic duty was an important aspect of public service to US public employees. Indeed, civic duty also falls in line with the doctrine that is being taught in the educational systems in the US, Europe, Russia, Columbia and Australia (Torney-Purta, Lehmann, Oswald, & Schulz, 2001). Citizen Education has seen an unprecedented growth in the UK (Carnegie 2008) with increased importance placed on encouraging youth participation within their community. In the early 90's American politicians were debating for renewed emphasis on volunteering and schools were encouraged to provide citizenship training as a means of encouraging future volunteers (Janoski, Musick, & Wilson, 1998). Civic duty is not a passive state of citizenship, but requires the individual to proactively engage within their community (Janoski et al., 1998). Others studies have shown people are motivated to volunteer in cultural or arts because they tend to be more community minded or focused than others (Deery, Jago, & Mair, 2011; Holmes & Slater, 2012). Together, these arguments suggest the following:

**Hypothesis 2b:** Volunteering in a culture, arts and education organization strengthens the relationship between civic duty and intensity levels.

Volunteering in previous studies (Cnaan et al., 1996) has been seen as form of self-sacrifice. One example is an adult donating their time and energy to mentor an at-risk youth in a program such as Big Brothers Big Sisters. With the recent rise in volunteer tourism, studies have shown that families that engage in these activities report a deepening family relationship as a result of this self- or family sacrifice of their vacation when helping orphanages and schools (Palmer, Freeman, & Zabriskie, 2007). Some religions, such as Christianity, are formed around the concept of self- sacrifice (Freeman & Houston, 2010). When Guo et al. (2013) explored how religion can predict volunteering for a social cause,

they discovered Catholics and Protestants were more likely to volunteer. This finding aligns with Perry's (1997) exploration of religious socialization effect on predicting PSM. Freeman and Houston (2010) followed a theoretical link between PSM and religious conviction, and found public servants are more active in their religious communities. Liu et al. (2008) were able to link strong levels of self-sacrifice to social workers job satisfaction, which is typically centered on protecting and assisting youth. Together, these arguments suggest the following:

**Hypothesis 2c:** Volunteering in an organization that conducts religious, school or youth development strengthens the relationship between self-sacrifice and intensity levels.

Compassion is defined as having a general love for people (Word & Carpenter, 2013). Compassion has been closely tied to volunteers in the health industry (Claxton-Oldfield, Paulovic, & Wasylikiw, 2013). For example, working at a hospice requires volunteers to be compassionate, sensitive and caring to those in their final days and their surviving families. Indeed, PSM studies looking at nurses in Denmark found they had higher levels of compassion and increased job satisfaction (Andersen & Kjeldsen, 2013). DeHart-Davis et al. (2006) also found gender to be a significant predictor of reported compassion levels with it being higher in women. Therefore, one would expect an individual with high PSM dimensions of compassion to prefer to volunteer for a health organization. Together, these arguments suggest the following:

**Hypothesis 2d:** Volunteering in a health organization strengthens the relationship between compassion and intensity levels.

The key role of social justice is to help those in society that are seen as underserved (Word & Carpenter, 2013). Social justice oriented non-profits aim at raising awareness within



the general population on public policy through advocacy programs. Most non-profits are in the business of social justice in one form or another (Tomlinson & Schwabenland, 2010). However, social justice also manifests as corporate activism which according to King and Weber (King & Weber, 2014) are becoming more prolific in leading grassroots movements than non-profits. Companies such as Ben and Jerry's have a strong focus on social change through grassroots campaigns (Dennis, Neck, & Goldsby, 1998). In Vandenabeele et al.'s (2006) international comparison of PSM, equality can be linked to social justice. Therefore, the PSM dimension of social justice aligns with volunteer programs championing causes, standing up for the rights of others and mission statements that focus on doing one's part in society. Together, these arguments suggest the following:

**Hypothesis 2e:** Volunteering in human services organizations strengthens the relationship between social justice and intensity levels.

Commitment to public interest is seen as a norm-based motive (Kim & Vandenabeele, 2010). CPI while a collective common interest generally understood as an interest in public welfare (Vandenabeele, Scheepers, & Hondeghem, 2006). While typically seen as a national focus, it is associated with local focuses (Vandenabeele et al. 2006) which relate to volunteer organizations that work at community level. Voluntary armed forces have longed used patriotism as a means of recruiting those intrinsically motivated to protect and serve their country (Burk, 1984; Padilla & Laner, 2002; Ryan, 2012). Together, these arguments suggest the following:

**Hypothesis 2f:** Volunteering in a public safety or local/national organization strengthens the relationship between commitment to public interest and intensity levels.

## **Methodology**

### ***Research context and sample***

Students at a university in the Southwest of the United Kingdom participated in the survey. Data was collected via a web-based survey and paper. An email message with the link to the survey was sent to all international students on the universities distribution list. This list included under-graduate, graduate and doctoral students. Participation was voluntary and anonymity was assured. The response rate for the emailed surveys was 20.88%. As the surveys were collected during the final two weeks of school, a low response rate was anticipated and therefore an additional 180 paper surveys were collected at the university library which were predominately (43%) of British nationality. The two surveys were cross checked to see if any of the respondents had the same age, nationality, gender and school to ensure the survey was not taken twice. A total of 293 students participated in the survey. Once the data set was corrected for incomplete surveys, the remaining sample consisted of 240 students representing 44 countries. Unlike other PSM studies that used student population, participants were not limited to a single school or field of study such as law students or business students (Pedersen, 2013). Rather, the students represented a diverse group with studies in engineering, sociology, business, sciences and arts. The sample consisted of 55% females and 55% under-graduates. The millennial generation, those born in 1982 and later (Hershatter & Epstein, 2010), accounted for 90% of the respondents.

### ***Measures***

All variables were measured using previously validated scales. The main independent variables are PSM, P-O fit and volunteering habits. The six dimensions of Public Service Motivation and were measured by 30 questions from Perry's (1996) scale and can be found in Appendix A. Reliability analysis resulted in some of the 30 PSM questions being eliminated

(appendix A). Due to low reliabilities and initial items cross-loading in different factors, the PSM dimension CPI was eliminated and thus hypothesis 2f relating to CPI cannot be tested. For the remaining dimensions internal consistency was at acceptable levels with Cronbach's alpha: SS= .812, CD= .786; APM= .731, COMP= .652, SJ= .640 and PSM (overall) = .803 (Appendix B). Even though the Cronbach alphas for COMP and SJ fell below the typically accepted .70 level, this is a common issue in PSM literature (Andersen & Kjeldsen, 2013; Chen, Hsieh, & Chen, 2013; Taylor, 2007) and these dimensions were included in the subsequent analysis. All PSM items were measured on a five-point Likert scale (1= strongly disagree to 5 = strongly agree). As the theory of PSM is being treated as an umbrella concept with the emphasis precisely on each of the dimensions, it is important that each of the dimensions reflects only one element of PSM.

Person-Organization fit is assessed using Bright's (2008) four-item measure to show if participants have an overall P-O fit in three different situations: with their current employer, university and volunteer organization. Initially, we wanted to examine if there was a difference between P-O fit in a work environment and volunteering environment. However, as many of the students were not employed, it was understood that many view being a student as their full-time job. Hence, a third P-O fit was introduced. P-O fit (Employer/job) had a Cronbach alpha of .845, P-O fit (University) = .834 and P-O fit (Volunteering) = .760. Individuals' volunteering habits were measured using a combination of Rotolo and Wilson's (2006) sub-organizations and Perry et al.'s (2008) volunteer categories. In the theoretical section, hypotheses based on previous research and evidence aligned the volunteering categories to specific PSM dimensions. Participants were asked which of the categories they had volunteered for (0= no; 1= yes). The dependent variable, volunteer intensity, is measured using Rodell's (2013) five question scale. It has a Cronbach alpha of .945 which in line with Rodell's (2013) .96.

Lastly, three control variables were measured: generation (0= millennial; 1= generation y and baby boomers), gender (0= male; 1= female) and course level (1= undergraduates; 2=graduates; 3= doctoral), as shown in Appendix C. Age was asked for directly and from this information a dummy reflecting which generation the individual belonged to was created.

## FINDINGS

Mean, standard deviation and correlation coefficients are shown in Table 2. Surprisingly, social justice was found to be negatively correlated with P-O volunteering fit ( $z(\rho = -.52, p < .01)$ ). This was unexpected as studies have shown students tend to be more vocal in their support for social justice movements (Torres-Harding, Steele, Schulz, Taha, & Pico, 2014). When comparing the PSM dimensions to volunteer habits there is evidence that people who exhibit certain PSM dimensions are more prone to volunteer in a select volunteer subsector. Of the dimensions, only attraction to policy making is not significantly related to volunteering overall. However, this is in line with our hypothesis that those that have high levels of APM would primarily be drawn to volunteer for lobby or political organizations. Each PSM dimension was thought to be related to their own volunteer sub-sets, but in the correlation coefficient table (Appendix C), there were some unexpected relations. Social justice is positively correlated to volunteering in schools ( $z(\rho = .232, p < .01)$ ), political ( $z(\rho = .277, p < .01)$ ), human services ( $z(\rho = .26, p < .01)$ ), national and local volunteer organizations ( $z(\rho = .19, p < .01)$ ) and youth organizations ( $z(\rho = .15, p < .05)$ ). It could be that millennials associate volunteering as a means to improve the social justice in the world (Neufeind, Jiranek, & Wehner, 2014) and therefore see the majority of the volunteer organizations as being oriented towards social justice regardless of the category it fell within. However, this only shows the connection between PSM dimensions and volunteering and does not show the

moderating effect of person-organization fit on volunteer intensity. Of the six dimensions, only attraction to policy making and compassion are not significantly related to volunteer intensity. Therefore, it was expected that the relationship between the variables will be shown to have a lower moderating effect when examined through regression.

ANOVA and OLS were used to test H1a while all hypotheses involving moderation testing used Andrew Hayes's PROCESS model for SPSS. Data was mean centered, and OLS estimation was used.

Hypothesis 1a expects PSM positively affects volunteer intensity. PSM proved a good predictor of volunteer intensity  $F(5,234) = 13.285, p = .000$  with 20.4% of the variance in volunteer intensity explained by one's PSM levels. The level of the slope for PSM to predict intensity is significant as shown in the regression model (Table 1). Therefore, H1a is fully supported.

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Insert Table 1 about here  
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Hypothesis 1b expected PSM to be positively moderated by P-O volunteer fit and interaction is tentatively significant ( $\beta = .33, p < .1$ ; Table 2). Furthermore, the conditional effects of PSM on intensity at values of volunteering are significant ( $p < .001$ ) at high levels of volunteering as visually shown in Figure 2. Volunteering habits (P-O fit) are dichotomous and therefore high levels indicated high reported levels of volunteering and low levels indicate low levels of volunteering. However as the model found significance below the  $p < .10$  threshold, H1b is tentatively supported.

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Hypothesis 2a expected attraction to policy making to be moderated by volunteering in political organizations, but the interaction was not significant ( $\beta = .05$ ; Table 3). Therefore, H2a is rejected.

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Hypothesis 2b expected civic duty to be moderated by volunteering in cultural and education organizations, but there was no significant interaction ( $\beta = .08$ ; Table 4). Therefore, H2b is rejected.

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Hypothesis 2c expected self-sacrifice to be moderated by volunteering in religious and youth organization, and interaction was significant ( $\beta = -.32, p < .05$ ; Table 5). Additionally, the conditional effects of SS on INT at values of Volunteering (religion and youth) are significant ( $p < .05$ ) at high levels of volunteering. A visual representation is shown in Figure 3. Therefore, H2c is fully supported.

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Hypothesis 2d expected compassion to be moderated by volunteering in health organizations, but the interaction was not significant ( $\beta = -.21$ ; Table 6). Therefore, H2d is rejected.

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Hypothesis 2e expected social justice to be moderated by volunteering in human services, but the interaction was not significant ( $\beta = .03$ ; Table 7) despite the conditional effects of SJ on INT at values of VOL(4) being significant ( $p < .05$ ) at low levels of volunteering. Therefore, H2e is rejected.

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## IMPLICATION AND DISCUSSIONS

A key challenge in volunteer motivation research is determining what motivational drivers will impact intensity levels. Although recent PSM research has shown that this altruistic-natured theory is relevant in volunteer motivation studies, it has not shown how PSM affects behavior. By treating PSM as an antecedent to volunteering and testing the moderation effect of P-O fit to influence intensity of volunteering, this paper has begun the discussion in empirically testing PSM's impact on behavior. However, while initial findings of H1b showed PSM was moderated by volunteering subsector to positively increase intensity levels, it was surprising that four out of five of the PSM dimensions failed to exhibit similar findings.

With conditional effect of the PSM dimensions mainly at low or moderate levels, one must ask if low or moderate intensity is equally as valuable to an organization that relies on volunteers. Deeply or highly motivated individuals could pose significant challenges to management if they feel the organization is failing to fit their needs or is moving in a direction different than they believe it should be going (Laroche, 2004). Additionally, high levels of intensity could be a result of people faking in order to please their boss (Laroche, 2004). Whereas in a survey, due to social interface theory people may feel more honest in reporting how they truly act (Tourangeau, Couper, & Steiger, 2003).

Secondly, the findings raise the question whether one can effectively use dimensions of PSM when exploring motivation. In past studies, PSM has been measured in a variety of means, but few have examined how the dimensions themselves may influence outcomes. This raises a new academic question of it even being possible. It may be that only when PSM is used as a whole that it is effective in exploring volunteer motivations, but this will need to be explored in future research.



## LIMITATIONS AND FUTURE RESEARCH

There are several limitations with this study. Print and web surveys do not always provide the same results nor attract the same kind of respondents (Huang, 2006). As the print surveys were handed out in person, the web survey did not benefit from the same humanizing social interface and may have led to more missing data (Tourangeau et al., 2003). Mix mode surveys also have found that web survey may produce less positive response to scale questions (Dillman et al., 2009). Additionally, cultural differences and attitudes towards volunteering were not explored. Studies have shown Anglo Saxon countries have a higher rate of volunteering due to an emphasis on civic action (Steen, 2006); whereas, only 47.5% of survey participants are Anglo Saxon. In such, as the response rate was low, the data we presented must be viewed as indicative rather than representative of the student population. There also remains the issue that respondents with high PSM levels volunteered in a multitude of volunteer sectors beyond what was hypothesized. Initial correlation tables revealed that only APM was related to solely to the hypothesized volunteer sub-sector of political/lobby organizations. Therefore, it is recommended that future studies analyze what common PSM dimensions are more prevalent in each volunteer subsector. Likewise, as there were not examples of different types of volunteer subsectors, participants who volunteered for YMCA might have thought it was a national organization opposed to a youth organization. Lastly, we do not know if participants were coerced or felt they had to volunteer or face repercussions in the form of not fulfilling school graduation requirements by mandatory volunteering or were in fact “voluntold” by their parents or boss. Furthermore, it is recommended that future studies examine people who are solely employed and not studying in order to get a clear picture of how P-O fit moderates volunteer intensity.

## **CONCLUSION**

This research confirms PSM can play an important role in volunteer motivation research. There is evidence that linking PSM to the intensity of volunteering behavior can increase our understanding of motivational drivers for volunteering. However, further exploration into PSM dimensions' separate effects on motivation need to be empirically tested in more detail.

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## TABLES AND FIGURES

Figure 1- Summary of Hypotheses

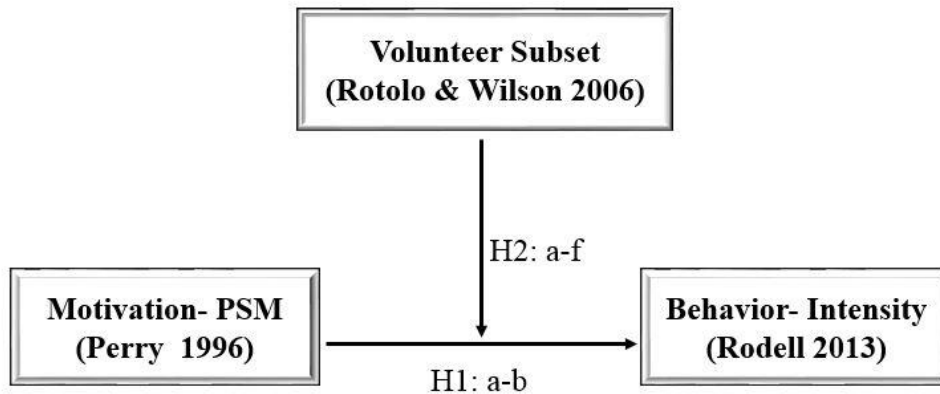


Table 1- Regression model for PSM

		<b>Intensity of Volunteering</b>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-.184	.373		-.494	.622
	PSM	.436	.112	.233	3.909	.000 ***
	Gender	.021	.121	.010	.171	.864
	Millennial	-.276	.207	-.078	-1.332	.184
	Course level	.030	.100	.018	.299	.766
	Volunteering habits	1.077	.163	.386	6.594	.000 ***

$R^2 = .221$

F = 13.285

\*\*\*Significance  $p < .001$

Table 2- : Intensity of volunteering testing moderation effect of PSM

Model 1-Intensity of Volunteering				
Variable	b	s.e.	t	p
Constant	2.1906***	0.2028	10.8033	0.0000
Gender	0.0184	0.1267	0.1456	0.8844
Millennial	-0.2249	0.2443	-0.9209	0.3582
Course	-0.0495	0.1151	-0.4304	0.6673
PSM	0.4624***	0.1173	3.9428	0.0001
ALLVOL	1.1519***	0.1046	11.0174	0.0000
PSM x ALLVOL	0.3316*	0.1898	1.7471	0.0821

r .4875  
 r<sup>2</sup> .2377  
 F (df1)36.7745(6)  
 n. 213  
 p .0000

Conditional effect of PSM on Intensity at values of All volunteering

Low	p. 0.1462
High	p. 0.0002 ***

\*\*\* Significance p <.001

\* Significance p <.10

Figure 2- Simple slopes of the interaction effect of PSM and volunteering on the intensity scores of millennial students

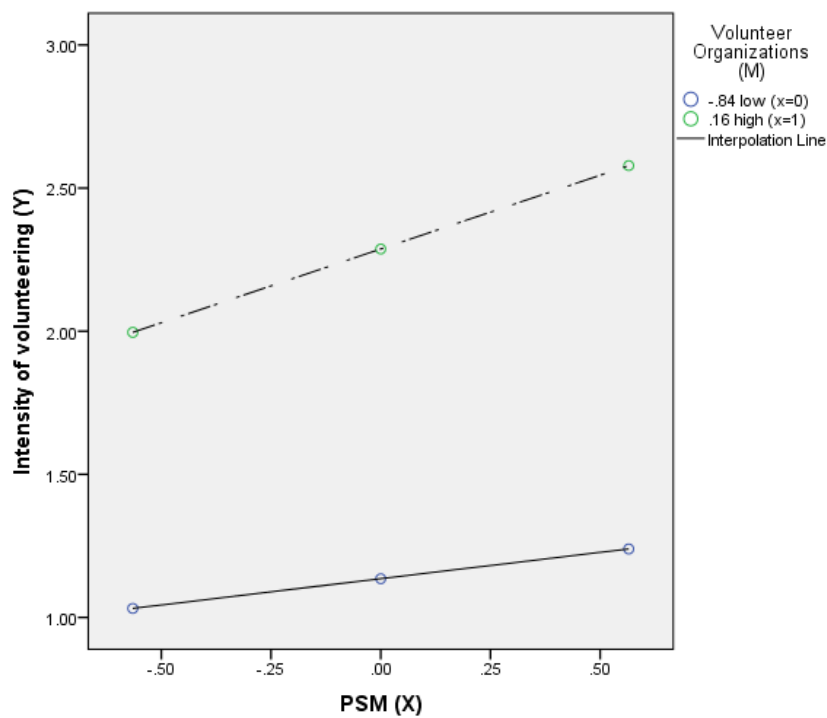


Table 3- : Intensity of volunteering testing moderation effect of APM

Model 2-Intensity of Volunteering				
Variable	b	s.e.	t	p
Constant	0.9186	0.5032	1.8253	0.0696
Gender	0.0027	0.137	0.02	0.9840
Millennial	-0.219	0.2352	-0.9312	0.3529
Course	-0.0389	0.1196	-0.3249	0.7456
SJ	0.2110**	0.0925	2.2803	0.0237
APM	0.0098	0.0713	0.1379	0.8905
CD	0.1018	0.0745	1.3666	0.1734
SS	-0.1414	0.1095	-1.2905	0.1985
COMP	-0.003	0.1252	-0.0241	0.9808
VOL1 (religious)	0.3619	0.2521	1.4352	0.1529
VOL2 (school)	0.1008	0.1524	0.6618	0.5089
VOL3 (politics)	0.3799	0.3516	1.0807	0.2813
VOL4 (human services)	0.1998	0.1897	1.0534	0.2935
VOL5 (national or local)	0.5061***	0.1649	3.0687	0.0025
VOL6 (informal)	0.2952**	0.1289	2.2904	0.0231
VOL7 (health)	0.0937	0.1653	0.5667	0.5716
VOL8 (youth)	0.1076	0.1842	0.5845	0.5596
VOL9 (public safety)	0.6529*	0.3456	1.8892	0.0604
VOL10 (culture)	0.1097	0.2122	0.5167	0.6060
APM x VOL3	0.0594	0.2775	0.214	0.8308

r .6333  
r<sup>2</sup> .4010  
F (df1) 6.3595(19)  
n. 205  
p .0000

Conditional effect of APM on Intensity at values of VOL3

low p .9672  
high p .8197

- \*\*\* Significance p <.001  
\*\* Significance p <.05  
\* Significance p <.10



Table 4- : Intensity of volunteering testing moderation effect of CD

Model 3-Intensity of Volunteering				
Variable	b	s.e.	t	p
Constant	1.2289**	0.5078	2.4202	0.0165
Gender	-0.0027	0.1322	-0.0208	0.9834
Millennial	-0.2097	0.2329	-0.9003	0.3691
Course	-0.0534	0.1206	-0.4432	0.6581
SJ	0.2083**	0.0907	2.296	0.0228
APM	0.0118	0.0723	0.1631	0.8707
CD	0.0930	0.0743	1.2524	0.2120
SS	-0.1247	0.1091	-1.1422	0.2548
COMP	-0.0037	0.1231	-0.0305	0.9757
VOL1 (religious)	0.3574	0.2384	1.499	0.1355
VOL2 (school)				
VOL3 (politics)	0.4109	0.2509	1.6378	0.1031
VOL4 (human services)	0.2121	0.1806	1.1746	0.2417
VOL5 (national or local)	0.4893***	0.1655	2.9576	0.0035
VOL6 (informal)	0.2693**	0.1274	2.1144	0.0358
VOL7 (health)	0.1025	0.1618	0.6334	0.5273
VOL8 (youth)	0.1126	0.1721	0.6544	0.5136
VOL9 (public safety)	0.6426*	0.3328	1.9311	0.0550
VOL10 (culture)				
CDVOL1(10_2)	0.1771	0.1365	1.2971	0.1962
CD x CDVOL1(10_2)	0.0301	0.1369	0.2203	0.8259
r .6320				
r <sup>2</sup> .3994				
F (df1) 7.0263(18)				
n. 206				
p .0000				
Conditional effect of CD on Intensity				
at values of VOL(10_2)				
low	p .3740			
high	p .3372			

\*\*\* Significance p <.001

\*\* Significance p <.05

\* Significance p <.10

Table 5- : Intensity of volunteering testing moderation effect of SS

Model 4-Intensity of Volunteering				
Variable	b	s.e.	t	p
Constant	0.7947	0.5544	1.4335	0.1534
Gender	-0.0191	0.1319	-0.1445	0.8853
Millennial	-0.1619	0.2311	-0.7004	0.4845
Course	-0.0300	0.12	-0.2502	0.8027
SJ	0.2026**	0.0857	2.3634	0.0191
APM	-0.0052	0.0719	-0.0722	0.9425
CD	0.1038	0.0738	1.4051	0.1616
SS	-0.0777	0.1002	-0.775	0.4393
COMP	-0.0655	0.1213	-0.5402	0.5897
VOL1 (religious)				
VOL2 (school)	0.1205	0.1446	0.8332	0.4058
VOL3 (politics)	0.4312	0.2533	1.7024	0.0903
VOL4 (human services)	0.2488	0.1827	1.3617	0.1749
VOL5 (national or local)	0.4973**	0.1566	3.1766	0.0017
VOL6 (informal)	0.2551	0.1279	1.9942	0.0476
VOL7 (health)	0.0758	0.1646	0.4606	0.6456
VOL8 (youth)				
VOL9 (public safety)	0.6188*	0.3139	1.9711	0.0502
VOL10 (culture)	0.0715	0.199	0.3593	0.7198
SSVOL1(1_8)	0.3543**	0.1727	2.0518	0.0416
SS x.SSVOL1(1_8)	-.03239**	0.1544	-2.0979	0.0373
	r .6429			
	r <sup>2</sup> .4134			
	F (df1)8.2916(18)			
	n. 206			
	p .0000			
Conditional effect of SS on Intensity at values of VOL(1_8)				
	low		p .8147	
	high		p .0293**	

\*\* Significance p <.05

\* Significance p <.10

Figure 3- Simple slopes of the interaction effect of self-sacrifice and volunteering on the intensity scores of millennial students

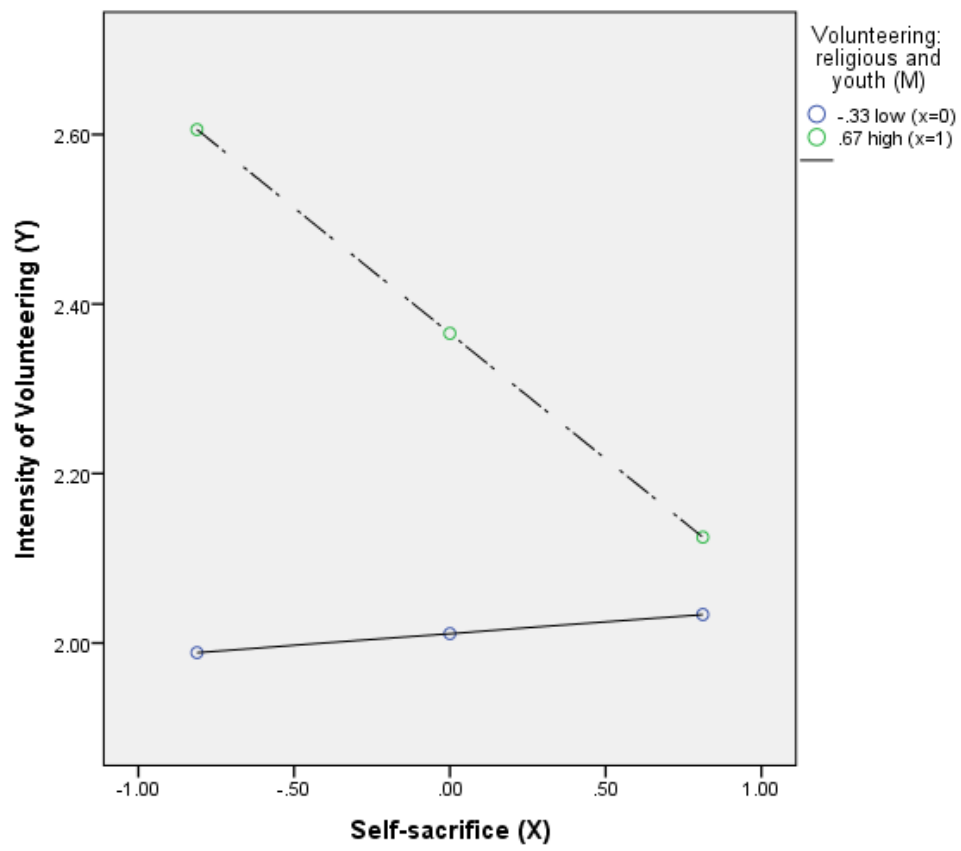


Table 6- : Intensity of volunteering testing moderation effect of COMP

Model 5-Intensity of Volunteering				
Variable	b	s.e.	t	p
Constant	0.8409**	0.3865	2.1757	0.0308
Gender	-0.0037	0.1371	-0.0271	0.9784
Millennial	-0.1982	0.2443	-0.8112	0.4183
Course	-0.033	0.1207	-0.2735	0.7848
SJ	0.2171**	0.0938	2.3153	0.0217
APM	0.0133	0.0732	0.1821	0.8557
CD	0.1065	0.073	1.4592	0.1462
SS	-0.1515	0.1128	-1.3429	0.1810
COMP	-0.0145	0.1257	-0.1152	0.9084
VOL1 (religious)	0.3803	0.2445	1.5552	0.1216
VOL2 (school)	0.0917	0.1503	0.6102	0.5425
VOL3 (politics)	0.4099	0.2532	1.6187	0.1072
VOL4 (human services)	0.2325	0.1896	1.2262	0.2217
VOL5 (national or local)	0.4989**	0.1651	3.0216	0.0029
VOL6 (informal)	0.2889**	0.1294	2.2327	0.0268
VOL7 (health)	0.1036	0.1662	0.6232	0.5339
VOL8 (youth)	0.1220	0.1775	0.6874	0.4927
VOL9 (public safety)	0.6404*	0.3497	1.8314	0.0686
VOL10 (culture)	0.0948	0.2098	0.4517	0.6520
COMP x VOL7	-0.2112	0.2724	-0.7755	0.4390

r .6350  
 r<sup>2</sup> .4032  
 F (df1)7.1133(19)  
 n. 205  
 p .0000

Conditional effect of COMM on  
 Intensity at values of VOL(7)  
 low p .7666  
 high p .4992

\*\* Significance p <.05

\* Significance p <.10

Table 7- : Intensity of volunteering testing moderation effect of SJ

Model 6-Intensity of Volunteering				
Variable	b	s.e.	t	p
Constant	1.634**	0.5267	3.1026	0.0022
Gender	0.0016	0.1371	0.0115	0.9908
Millennial	-0.2101	0.2399	-0.8758	0.3823
Course	-0.0408	0.1217	-0.3351	0.7379
SJ	0.2106**	0.094	2.2409	0.0262
APM	0.0098	0.0736	0.1325	0.8948
CD	0.1035	0.0746	1.3879	0.1668
SS	-0.1417	0.1107	-1.2797	0.2022
COMP	-0.0022	0.1236	-0.0181	0.9855
VOL1 (religious)	0.3693	0.2426	1.5224	0.1296
VOL2 (school)	0.1059	0.1485	0.713	0.4768
VOL3 (politics)	0.4108	0.2555	1.608	0.1095
VOL4 (human services)	0.201	0.1859	1.0814	0.2809
VOL 5 (national or local)	0.5073**	0.1619	3.1326	0.0020
VOL6 (informal)	0.2911**	0.129	2.2566	0.0252
VOL7 (health)	0.0953	0.1649	0.5781	0.5639
VOL8 (youth)	0.0987	0.1779	0.5548	0.5797
VOL9 (public safety)	0.6342*	0.343	1.8489	0.0661
VOL10 (culture)	0.1114	0.2123	0.5247	0.6004
SJ x VOL4	0.0398	0.1702	0.2339	0.8153

r .6331  
 r<sup>2</sup> .4009  
 F (df1) 6.4037(19)  
 n. 205  
 p .0000

Conditional effect of SJ on  
 Intensity at values of VOL(4)  
 low p .0408\*\*  
 high p .1542

\*\*\* Significance p <.001

\*\* Significance p <.05

\* Significance p <.10

APPENDICES-

Appendix A

*Description of Survey Questions 1*

Sub scale	Item	Question
Social Justice	SJ1	I believe that there are many public causes worth championing.
	SJ2*	I am willing to use every ounce of my energy to make the world a more just place.
	SJ3*	I am not afraid to go to bat for the rights of others even if it means I will be ridiculed.
Civic Duty	CD1	I am willing to go great lengths to fulfill my obligations to my country.
	CD2*	Public service is one of the highest forms of citizenships.
	CD3*	I believe everyone has a moral commitment to civic affairs no matter how busy they are.
Attraction to Policy Making	APM1	Politics is a dirty word (reversed).
	AMP2*	The give and take of public policy making doesn't appeal to me (reversed).
	AMP3*	I don't care much for politicians (reversed).
Commitment to Public Interest	CPI1	It is hard for me to get intensely interested in what is going on in my community (reversed).
	CPI2	I unselfishly contribute to my community.
	CPI3	Meaningful public service is very important to me.
	CPI4	I would prefer seeing public officials do what is best for the whole community even if it harmed my interests.
	CPI5	I consider public service my civic duty.
Self-sacrifice	SS1*	Making a difference in society means more to me than personal achievements.
	SS2*	I believe in putting duty before self.
	SS3	Doing well financially is definitely more important to me than doing good deeds (reversed).
	SS4	Much of what I do is for a cause bigger than myself.
	SS5	Serving citizens would give me a good feeling even if no one paid me for it.
	SS6	I feel people should give back to society more than they get from it.
	SS7*	I am one of those rare people who would risk personal loss to help someone else.
	SS8*	I am prepared to make enormous sacrifices for the good of society.
Compassion	COMP1	I am rarely moved by the plight of the underprivileged (reversed).
	COMP2*	Most social programs are too vital to do without.
	COMP3*	It is difficult for me to contain my feelings when I see people in distress.

	COMP4*	"To me, patriotism includes seeing to the welfare of others."
	COMP5	I seldom think about the welfare of people whom I don't know personally (reversed).
	COMP6*	I am often reminded by daily events about how dependent we are on one another.
	COMP7	I have little compassion for people in need who are unwilling to take the first step to help themselves (reversed).
	COMP8	There are few public programs that I wholeheartedly support (reversed).
P-O fit	PO1*	"I am not very comfortable within the culture of my (job, university, volunteer) organization (R)."
	PO2*	I feel a strong sense of "belonging" to my organization.
	PO3*	"What this (job, university, volunteer) organization stands for is important to me"
	PO4*	My values and goals are very similar to the values and goals of my organization.
Volunteer Intensity	INT1*	I give my time to help a volunteer group.
	INT2*	I apply my skills in ways that benefit a volunteer group.
	INT3*	I devote my energy toward a volunteer group.
	INT4*	I engage in activities to support a volunteer group.
	INT5*	I employ my talent to aid a volunteer group.

\* Items that were carried forward after reliability and factor analyses

## Appendix B

**Rotated Component Matrix<sup>a</sup>**

	Items	Component				
		1	2	3	4	5
Social Justice (alpha = .640)	SJ2					0.836
	SJ3					0.792
Civic Duty (alpha = .786)	CD2			0.870		
	CD3			0.865		
Attraction to Policy Making (alpha = .731)	APM2				.884	
	APM3				.850	
Self-Sacrifice (alpha = .812)	SS1	.743				
	SS2	.744				
	SS7	.773				
	SS8	.796				
Compassion (alpha = .652)	COMP2		.767			
	COMP3		0.730			
	COMP4		0.563			
	COMP6		0.646			

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.



## Appendix C

### Means, Standard Deviations, and Correlations

	Mean	S.D.	1	2	3	4	5	6	7
1. SJ	3.44	.837							
2. APM	2.78	.964	.184**						
3. CD	3.25	.932	.217**	.230**					
4. SS	3.05	.808	.426**	.246**	.322**				
5. COMP	3.38	.660	.205**	.150*	.228**	.330**			
6. PSM	3.16	.564	.620**	.602**	.642**	.714**	.548**		
7. INT	2.13	1.03	.325**	.099	.166*	.152*	.126	.267**	
8. VOL_ALL	.247	.225	.292**	.044	.151*	.245**	.213**	.249**	.565**
9. VOL1 religious	.17	.374	.088	.035	.038	.054	.034	.076	.320**
10. VOL2 school	.41	.492	.231**	.021	.107	.156*	.187**	.175**	.349**
11. VOL3 political	.12	.322	.277**	.275**	.080	.225**	.158*	.317**	.289**
12. VOL4 human service	.33	.472	.266**	-.034	.111	.203**	.226**	.205**	.310**
13. VOL5 National or local	.39	.489	.194**	.027	.099	.102	.016	.098	.392**
14. VOL6 Informal	.60	.491	.023	-.078	-.045	.045	.120	.009	.239**
15. VOL7 health	.25	.432	.042	-.034	.055	.092	.057	.068	.252**
16. VOL8 youth	.27	.444	.151*	-.010	.052	.108	.144*	.108	.302**
17. VOL9 public safety	.10	.296	.059	.046	.148*	.120	.112	.120	.269**
18. VOL10 cultural	.21	.405	.095	-.038	.063	.149*	.122	.084	.197**
19. PO_Job	2.70	.941	-.338	-.050	-.605**	-.010	-.035	-.336	-.203
20. PO_Uni	2.48	.862	-.191	.006	-.163	-.047	-.275	-.184	-.439**
21. PO_Vol	2.13	.724	-.523**	.083	-.105	.104	-.285	-.191	-.449*
22. Gender	.56	.498	.026	-.025	-.028	-.074	-.016	-.005	.061
23. Millennial	.10	.295	.001	.030	-.023	-.095	-.012	-.014	-.058
24. Course level	1.51	.621	.180**	.283**	.119	.181**	.108	.254**	.088

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

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

<sup>a</sup>n. = 240

<sup>b</sup>gender: 0= female, 1= male

Means, Standard Deviations, and Correlations continued

	8	9	10	11	12	13	14	15
1. SJ								
2. APM								
3. CD								
4. SS								
5. COMP								
6. PSM								
7. INT								
8. VOL_ALL								
9. VOL1 religious	.500**							
10. VOL2 school	.621**	.246**						
11. VOL3 political	.397**	.159*	.163*					
12. VOL4 human service	.600**	.181**	.208**	.156*				
13. VOL5 National or local	.583**	.167**	.276**	.160*	.302**			
14. VOL6 Informal	.306**	.044	.253**	.058	.162*	.167**		
15. VOL7 health	.573**	.193**	.262**	.154*	.293**	.180**	.187**	
16. VOL8 youth	.578**	.275**	.322**	.074	.192**	.215**	.245**	.273**
17. VOL9 public safety	.464**	.206**	.178**	.234**	.133*	.176**	.120	.212**
18. VOL10 cultural	.496**	.105	.212**	.073	.299**	.190**	.184**	.165*
19. PO_Job	-.081	.144	-.371	-.021	.042	.269	-.003	-.275
20. PO_Uni	-.209	-.050	-.320*	.138	-.034	-.041	-.423**	-.057
21. PO_Vol	-.046	.243	-.158	-.117	-.129	-.085	-.059	.024
22. Gender	.098	-.027	.082	-.015	.062	.056	.179**	.118
23. Millennial	-.037	-.026	-.061	.019	-.046	-.018	.082	.018
24. Course level	.114	.038	.125	.155*	.062	.031	.087	.000

Means, Standard Deviations, and Correlations continued

	16	17	18	19	20	21	22	23
1. SJ								
2. APM								
3. CD								
4. SS								
5. COMP								
6. PSM								
7. INT								
8. VOL_ALL								
9. VOL1 religious								
10. VOL2 school								
11. VOL3 political								
12. VOL4 human service								
13. VOL5 National or local								
14. VOL6 Informal								
15. VOL7 health								
16. VOL8 youth								
17. VOL9 public safety	.232**							
18. VOL10 cultural	.167**	.190**						
19. PO_Job	-.092	-.238	.144					
20. PO_Uni	-.273	-.162	-.084	.170				
21. PO_Vol	.122	-.034	.015	.173	.527**			
22. Gender	.001	-.024	.184**	-.103	-.225	-.212		
23. Millennial	-.059	.161*	-.095	.282	-.040	.098	.018	
24. Course level	.028	.065	.070	-.153	.072	.132	-.122	.159*