



AN ANALYSIS OF VOLUNTEER MOTIVATION IN HIV/AIDS COMMUNITY INITIATIVES OF UGANDA

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ABSTRACT

HIV/AIDS psychosocial support services in Uganda are accessed by clients through community based initiatives. These small-scale HIV/AIDS community initiatives in Uganda are vulnerable to rapid decline or failure because they rely on energy and expertise of people who are volunteering their time, which they are free to withdraw at any time. Many have had difficulty attracting and retaining volunteers because of failure to understand volunteer motivation. The study explores volunteerism and emphasizes that volunteers derive personal satisfactions from voluntary activities other than monetary compensation. Volunteers “expect a return on their investment”. Most nonprofit organizations in Uganda working in HIV/AIDS intervention thrive on volunteer efforts. The study aimed at identifying the nature of activities that the volunteers engaged in, the reasons why People engage in volunteering and factors that maintain volunteer motivation. The study used an exploratory research design and qualitative methods in the form of focus group discussions were employed in the quest to gain greater insight into the volunteer motivation. Thematic analysis was employed on the data to identify major themes. Findings show that volunteers were driven by a sense of self serving and achievement motive, affiliation and relational motives and the power motive. Volunteers were intrinsically motivated and inspired by their religious beliefs or because the community appreciates their efforts. Volunteers reported drawing satisfaction from the positive impact on the recipient’s life. Continued participation gave them hope in terms of prospects of gainful employment, social support from their volunteer group and bonding with the community members.

Keywords: Volunteer motivation, HIV/AIDS community Initiatives, Volunteer activities.

INTRODUCTION

Volunteerism is a behavior “motivated by the expectation of psychic benefits of some kind as a result of activities that have a market value greater than any remuneration received for such activities” (Brown, 1999). Elementary definitions describe volunteers as those who help others with no expectation of monetary rewards and volunteerism as a type of activity that is intended to improve the wellbeing of others (Mowen & Sujana, 2005). More comprehensive definitions, however, describe volunteerism as voluntary, ongoing, planned, helping behavior that increases the well-being of strangers, offers no monetary compensation, and typically occurs within an organizational context (Clary et al., 1998; Finkelstien, 2009; Penner, 2002). Central to the comprehensive definition of volunteerism are six elements: voluntary action, little to no compensation, longevity, planfulness, nonobligation, and organizational context.

Studies have highlighted the following motivations: a desire to gain knowledge; personal development; the development of skills to enhance their value in the labour market; gain status and recognition; delivering services in the hope of eventual remuneration; gain work experience; and boost self-esteem (Hardill & Baines 2007; Nowell et al 2007). Volunteers are often driven by altruism, including a desire to show community concern, social respect, religious and moral duty. A wide variety of motivations, fulfilling different personal needs, coexist in volunteerism (Zimek 2006). Situational factors may influence both the initial and ongoing engagement in volunteerism. The initial motivation to volunteer and the total length of service are derived from self-oriented motivations (Omoto & Snyder 1995). Volunteerism offers a number of benefits to individuals and communities, including, the opportunity to acquire skills or knowledge on a variety of subjects; a sense of belonging and affiliation; organisational and management experience; individual career development; communication and interpersonal skills; recognition and appreciation: improved self-esteem;



and becoming multi-skilled in a relatively short period of time. Benefits to communities include community cohesiveness and an increase in social and human capital, particularly among socially marginalized or excluded individuals or groups (Crook, Wei, Willems & Egdorf 2006).

Incentives influence motivation (Glenton et al 2010). Tangible rewards, solidarity, and purposiveness are the three principal types of incentives for volunteerism. Solidarity incentives are interpersonal rewards such as fellowship, friendship, prestige, and similar positive outcomes from personal relationships. Purposive incentives are satisfactions resulting from feeling one is a means to some valued end or achieving some goal. Tangible rewards are goods, services, money, or equivalents, such as transportation and lunch stipends. However, extrinsic incentives to motivation such as regular payments have been regarded as unfeasible and a potential threat to the social respect offered to volunteers and their motivation (Glenton et al 2010). Carpenter and Knowles Myers (2010) suggest that pro-social behaviour is determined by a combination of altruism, image concerns and extrinsic motivations. However, Penner (2002) suggest that a person's experience during the initial volunteering period, together with a high and consistent volunteer activity, will likely shape and produce a strong volunteer role identity over time, which results in sustained volunteerism.

The functional motivation theory was derived from theories concerning attitude and persuasion. Central to the functional motivation theory are two tenets: individuals engage in purposeful activities to fulfill a certain goal and individuals can perform the same activities to serve different psychological functions (Clary et al., 1998). In other words, different volunteers may engage in volunteer service to fulfill distinct psychological functions. A point to emphasize is that the functional approach is a multi-motivational perspective. That is, according to this perspective, volunteerism may serve more than one motive for an individual and, also, different motivations may be served within a group of volunteers performing the same activity (Houle 2005). However, all volunteers engage in volunteerism because it fulfills certain psychological functions. The functional approach seeks to determine the reasons and goals that motivate volunteers, thus conceptualizing the volunteer decision in terms of personal motivations (Snyder, 1993). According to the functional motivation theory, acts of volunteerism that appear identical may represent different underlying motives. These motives, in turn, may symbolize different psychological functions. The theory implies that individuals will begin and continue to volunteer as long as the activity matches and fulfills the individuals' motivational concerns (Clary & Snyder, 1999).

The functional approach to volunteerism maintains that six different functions - values, understanding, enhancement, career, social, and protective - can be served by volunteering. These functions account for the "personal and social processes that initiate, direct, and sustain action" (Clary et al., 1998). Individuals can serve the values function by acting on important values such as humanitarianism; the understanding function by acquiring worldly knowledge and developing skills; the enhancement function by deepening psychological growth and development; the career function by obtaining career-related experience; the social function by strengthening social relationships; and the protective function by using volunteering to alleviate feelings such as guilt about the circumstances of others (Clary & Snyder, 1999). Each individual's motivations tend to draw from all six functions, although the importance placed on each function varies between volunteers.

McClelland (cited in Mojtaba et al 2012) studies in motivation suggest three requirements which are the basis for his theory on motivation identified three basic types of motivating needs present in people. He shows that all three needs can be present in a



person but the weight attached to each can vary. The three needs are; need for achievement - where this is high then people have an intense desire to succeed and an equally intense fear of failure, This need is a motivation which if created in a person would do his maximum effort to achieve the goals and accepts moderate risk in the works (Harrell & Stahl 1981); need for affiliation, which involves a tendency to seek acceptance by others, need to feel loved and are concerned with maintaining pleasant social relationships. The need serves to establish and maintain cordial relations with other humans and satisfies the need to establish a personal relationship (Schermmerhorn & Hunt 1994); and the need for power involving a tendency to seek opportunities to influence and control others, seeks leadership positions and is often articulate, outspoken and stubborn. Based on McClelland motivational theory, individual recognition in terms of need for success, power and communication, and strive to meet these, can be effective in improving employees commitment and performance (Hersey1985).

The topic of volunteer motivation has significant practical implications. Volunteerism not only contributes immensely to a country's economy, it also provides essential services such as health care and education to society (Widjaja 2010). Organizations often have trouble attracting and retaining volunteers because of several negative forces. Research in volunteer motivation provides better understanding of why individuals volunteer, thus enabling organizations to improve recruitment strategies and implement measures to decrease turnover rates among volunteers. Research finds that the persuasive impact of a recruitment message is greater when it matches an individual's primary motivation (Clary, Snyder, Ridge, Miene, & Haugen, 1994). Thus, if volunteer motivations are known, organizations can better attract volunteers by developing persuasive communications that match specific functional motives of individuals or groups. Okun (1994) found that volunteers assigned to tasks that match their motives are more likely to continue volunteering than volunteers assigned to tasks that differ from their motives. These research findings emphasize that volunteer motivation has practical implications in the recruitment and sustainment of the volunteer work force.

Psychosocial support services in Uganda are provided through non-profit community based organizations. Members of various communities have organized services around particular populations with needs. HIV/AIDS support is provided through this kind of arrangement with volunteers at the forefront of service delivery. It is paramount to explore the dynamics of volunteerism given that community based organizations heavily rely on the efforts of volunteers. Volunteerism cannot be separated from the motives, values, and beliefs of the volunteer (Wilson, 2000). While values and beliefs often remain unchanged during a volunteer's tenure with a nonprofit organization, the motives for volunteering will often go through numerous changes that can reduce the longevity of the volunteer's involvement with the organization, especially when the organization is unaware of or does not understand and plan for such changes. Unless the nonprofit organization can identify when and why this shift in motivation occurs, it will be unable to mitigate the fallout that comes from high turnover rates among volunteers. As much as volunteers are a benefit to the nonprofit organization, their departure, especially if unexpected and unplanned, can have serious implications on the organization's ability to operate effectively and efficiently (Wilson 2000).

Many nonprofit organizations do not realize that volunteers are like investors in for-profit organizations who "expect a return on their investment" in some manner that keeps them motivated and identifying with the organization (Lengnick-Hall & Lengnick-Hall, 2004). Most HIV/AIDS community initiatives in Uganda begin in a fairly haphazard manner with individuals who realize that when they pool their efforts together, they could make a difference in others lives. Unfortunately as these community based organizations grow they



become embroiled in the mobilization of financial resources and little attention is accorded to volunteer motivation. Very few community initiatives give adequate consideration to volunteer motivation, values and beliefs. Small-scale HIV/AIDS community initiatives in Uganda are vulnerable to rapid decline or failure because they rely on energy and expertise of people who are volunteering their time, which they are free to withdraw at any time. Individuals come to volunteer with particular goals to attain and this is not well appreciated by the groups that try to mobilize them. It is essential that volunteer motivation is well understood or the initiatives take the risk of losing them. Ignoring this essential aspect of community intervention can have serious implications on the organization's ability to operate effectively and efficiently. This is the main problem the study sets out to examine. The study aimed at identifying the nature of activities that the volunteers engage in, the reasons why people engage in volunteering and the factors that maintain volunteer motivation over time.

METHODOLOGY

Study Design

The study employed an exploratory research design. A qualitative methodological approach was adopted in this study in which focus group discussions were used in the quest to gain greater insight into volunteer motivation.

Sample

The sample for the study was drawn from a population of volunteers working in various community initiatives in ten districts of Uganda. Two community initiatives were randomly selected from five districts representing the five geographical regions of the country. Lists of experienced volunteers were obtained from the community mobilizers and the volunteers with an even number on the list were selected and invited for the focus group discussion. Each group, on average, was composed of 8 volunteers majority of whom were females (80%) ranging from 25 to 60 years of age. These were volunteers involved in providing support to people living with HIV/AIDS within their communities.

Instrument

A short interview guide was developed and ten focus group discussions were conducted, one from each district, to get a deep understanding of the volunteer motivations. The interview guide comprised of three main guiding questions including: What kind of activities do volunteers engage in as part of the HIV/AIDS voluntary support program? What are the motivating factors for the volunteer to engage in voluntary HIV/AIDS community activity and what are the reasons that keep volunteers in continued participation in voluntary HIV/AIDS programs over time?

Procedure

The purpose of the focus group discussion was explained to the participants, including the privacy and anonymity of transcriptions of their responses. The discussions were conducted in an informal environment. The discussions, which lasted approximately 35 minutes, ended once the facilitator felt satisfied that the discussion had reached a point of saturation and no new information was being generated.



Analysis

Thematic analysis was employed on the qualitative data from the discussions in order to identify major themes that are coherent, consistent and distinctive. The data was analyzed in the tradition of qualitative research suggested by Miles and Huberman (1994) which is comprised of the following five steps. Step 1 involved collating the written responses received from the volunteers and transcribing the FGDs. Step 2 involved repeated readings of the responses and transcripts to develop familiarity with the content and delineate emergent themes. Step 3 consisted of aggregating similar responses and inserting these under appropriately formulated themes. In step 4, further analysis of the aggregated responses under the themes led to a refinement of the themes and moving some responses to more appropriate themes. In step 5, each theme was interpreted in relation to the context in which the volunteers operated.

RESULTS

Nature of voluntary activities:

The helping activities highlighted by the volunteers in the HIV/AIDS context include home visits, in which members make regular visits on the patient, providing of information about self management and treatment, psychological support to clients' family members and these will include spouses and especially the children, helping with domestic chores like cleaning the home, cooking and washing dishes and clothes for patient; shopping for the client; supervising clients children; counseling of clients and their children and mobilization of community members for education activities

Reasons why People engage in volunteering

Theme 1a: Self serving and achievement motive

Participants raised a number of issues that can be categorized as self serving and achievement motive. These responses indicated that involvement in voluntary activity meets some personal needs in the process. These included; gaining new skills, knowledge and experience, developing existing skills and knowledge, to keep skills alive and build personal confidence, testing ones competence in the field, to put ideas into practice, enhancing a Curriculum Vitae to improve one's employment prospects and gaining satisfaction from accomplishing a task

(Examples)

"Because of my own health problems, that's why I became a volunteer. I wanted to learn the ways in which I can help myself"

"I joined the volunteer group to be able to help my family members who are also having HIV. My daughter was sick I wanted to learn how I could help her, so I became a volunteer."

"I wanted to gain counseling skills. This can help me in the future; maybe I can become a counselor and find something to do"

Theme 2a: Affiliation and relational Motive



Another distinct theme had to do with affiliation and relational motive. Participants articulated that being part of a voluntary program presented a number of social benefits. These included meeting new people and making new friends, a chance to socialize with others, developing a sense of belonging and become part of the community, getting to know the members of the community better and being part of a team.

(Examples)

"Volunteering strengthens our community and removes fear, mistrust and misunderstanding".

"I started Volunteering when I was beginning a new life. My marriage came to an end and volunteer group gave me the support and love I needed very much at that time."

Theme 3a: Power Motive

The power motive stood out as one of the significant themes according to the results. Some individual felt that participation in the voluntary activity was essential for recognition or getting to be known by members of the community. Some felt that there was a need to have an impact on the community as an individual, to gain status through contributing to the support program, to gain leadership skills by taking leadership positions and to be an agent of change.

(Examples)

"When you volunteer, people get to know you. Now people know me, even the children. Wherever I go people greet me."

"I joined the volunteer group because here if you do not do anything for people, they don't respect you".

Theme 4a: Belief Motive

Beliefs were highlighted as paramount in the decision to participate in voluntary activity. Respondents also emphasized religious reasons for involvement in that their religious beliefs demand they help the sick. Others felt that because no one is providing the needed help, they were obliged to get involved. Another reason was focused on the belief that if you help someone, others will help you in return and also because of a personal experience with the illness.

(Examples)

"I received help in the past from a volunteer when my mother was very sick with HIV and the volunteer was helpful in her recovery, so I also decided to help others."

"As a Christian, God asks us to help those who are sick and people in need. When I volunteer, I am doing God's work. If I refuse to do so, then I am sinning against God."



Factors maintaining volunteer Motivation over time

The participants raised a number of reasons why they continue to volunteer and support HIV affected members of their community despite the many challenges they are faced with. The responses to why the participants continue to provide their voluntary services revealed five (5) consistent themes. These include the following;

Theme 1b: Feelings that their efforts are appreciated

Participants mentioned that their motivations to continue participating were anchored in the feeling that your efforts are accomplishing something, and their talents are appreciated and given recognition by the recipient and the community members at large.

(Examples)

"Many patients and their families show appreciation of our efforts; they feel they would be finished without my help. That alone keeps me going".

"When the little children look at me and thank me for helping their parent, I feel like coming back to this home all the time"

Theme 2b: Having positive impact on others

Participants also emphasized the satisfaction obtained from making a difference in someone's life. Participants said that they were happy to be able to bring about change in people's lives because of their involvement and influencing family attitudes in a positive way to support their patient

(Examples)

"I feel very happy when I see a patient get better because of my caring for them, this makes me feel like doing more and more for him or her"

"Families can be a problem, but when you talk to members, they change their attitude and begin to help their patient. That makes me feel that I have achieved a lot and I wish to help others also"

Theme 3b: Attainment of the group goals

Participants reported a sense of satisfaction when their helping group attained its goals, and in this case it was the provision of social support to sick members of their community. Respondents felt that this was a key factor in maintaining their energy and commitment to continue helping those in need.

(Examples)

"I feel happy that we have improved the lives of others. Some live longer because of our counseling, and this is good"

"We help our clients get treatment and give them information. It is good when you see patients recover and get strong again".

Theme 4b: Development of personal skills



The development of personal skills stood out as one of the important themes in maintaining voluntary efforts over time. Among the skills highlighted include; being able to reach out and address people without fear, understanding the community members and developing empathy, developing better ways of interpreting problems that our clients and their families experience and developing better communication skills

(Examples)

"This community work has helped me learn ways of communicating with community members without fear. That is why I like to continue serving people"

"I never used to care about peoples' problems, but now I feel touched and want to help"

Theme 5b: Development of strong supportive relationships

Another key theme that emerged in the reasons for continued participation was the development of strong supportive relationships. Respondents emphasized the bonds that developed as a result of the voluntary activity among themselves as volunteers and with the clients they supported and the recipient families. This added to the list of friends they had in their community. This contributed to their sense of belonging and made them feel needed. Respondents reported that these bonds also provided a sense of security in the form of reciprocity, just in case the volunteer needed help, they were certainly assured that others will be ready to offer a hand as well.

(Examples)

"As you work with people, you become attached to them and you end up liking them very much. You will always want come back and be with them"

"The families of our clients become our very good friends and we do not want to abandon them, just like that".

DISCUSSIONS

Participants mentioned that they joined the HIV/AIDS voluntary activities because they would get training in counseling and acquire experience and certificates that would be helpful at a later point, while others needed the knowledge to help themselves and their relatives living with HIV. People often join volunteer activity in their community because it meets their own needs. Volunteering is greatly motivated by the need to satisfy one's own needs. Many participate to learn new skills enhance their curriculum Vitae in order to increase their prospects of getting into gainful employment in the future. This may also be for friendship, for belonging or many other self-serving needs. Achievement is a sense of accomplishment and some individual like to face challenges and overcome them. McKee J & McKee T. (2009) also agree that volunteering provides individuals the opportunity to test their skills and explore new ways of doing things. Volunteering is the answer to the psychological need for accomplishment or achievement of something worthwhile to that individual. Achievement motivation builds the volunteers self-esteem and is normally viewed in a positive light. Those motivated by achievement often focus on excellence or improved performance. They want to see results from their work. They like a challenge and enjoy being consulted about decisions and planning (Pink 2009). These volunteers experience internal satisfaction that comes from doing a job well because of an internal drive towards performance, excellence, and accomplishment. This finding agrees with McClelland motivation theory that highlights the need for achievement as an explanation to human



motivation. This need is a motivation which if created in a person would do his maximum effort to achieve the goals and accepts moderate risk in the works

In some volunteers the motivator to participate in volunteer programs fell under the category of affiliation and relational motive. It is the underlying motivation for those volunteers who gave the answer for "a sense of belonging somewhere, to become part of a community or to make new friends. This category attracts volunteers to hold a high belief in the goals of the community organization. These volunteers tend to be social individuals who feel strong satisfaction from contact with other people and are good at supportive roles. They enjoy meaningful relationships. They like to be part of a team or a group and are likely to work well in a team setting. People also volunteer because of friendship. When a friend personally asks you to volunteer, it is often hard to turn down the request. Investing in relationships is one of the strongest stimulators for our inner motivations. Affiliation can be regarded as a building block for a number of social learning variables highlighted in the conceptual framework in this study i.e. social capital, community organization social climate, member satisfaction and psychological sense of community. These findings agree with McClelland's (cited in Mojtaba et al 2012) view of motivation and particularly the aspect of the need for affiliation which he regarded as the tendency to seek acceptance by others, need to feel loved and concerned with maintaining pleasant social relationships. Here the individual strives to establish and maintain cordial relations with other humans and satisfy the need to establish a personal relationship

Some volunteers were intrinsically motivated. Intrinsic motivation focuses on the internal factors that bring satisfaction to the individual. This doesn't mean a volunteer who is intrinsically motivated doesn't need recognition, but it does mean that recognition becomes a form of feedback and appreciation (Pink 2009). Individuals motivated by power like having an impact on others life and want to see change take place as a result of their efforts and the power motive was clear in the responses they gave. The power motive is one of those intrinsic motivations and volunteering for the participant satisfies the individual's need for personal power, mastery over others. It would generally be seen in some of those volunteers who said they "wanted to make a difference or wanted to have impact". There is agreement with McClelland (cited in Mojtaba et al 2012) who posits that the need for power involving a tendency to seek opportunities to influence and control others and seek leadership positions. Having power over others in itself may not necessarily be a bad thing because some people feel the need to have positive impact on others. When this feeling of power is used for the purpose of bringing about change that benefits others, then we can look upon this power in a positive aspect. It is only when the actions become self-focused and exploitative that this power is seen in a negative light.

Volunteers reported being inspired by their religious beliefs. To many, kindness towards others is a virtue and considered to be a central aspect of a religious life. Religious traditions related to benevolence and altruism are considered to be primary motivators in volunteering (Hustinx & Lammertyn 2003). The level of belief is the strongest level of commitment. When people volunteer because of their passion for a cause, you will have the strongest level of commitment. When people believe in the cause of their group, even if that cause will cost them a great deal of personal sacrifice and pain, that is, when the volunteer is highly motivated. This is true inner motivation. People join and volunteer because they believe the cause is right. This is the highest level of motivation. People often join a voluntary group at the self serving level or because of a friend, but in time they become true believers and passionate about the cause (McKee J & McKee T. 2009).

The findings are in agreement with the functional motivational theory that emphasizes values, understanding, enhancement, career, social, and protective aspects. Religious values and beliefs have been highlighted to motivate volunteers and that beliefs



have been known to create the strongest level of commitment. Findings support the enhancement and career factor when respondents say that they join voluntary activity to obtain career-related experience at a self serving level to enhance their employment potential. Development of social relationships was a paramount motivating factor that ultimately plays a protective role in terms of building social capital networks and providing social security for the volunteer.

Participants mentioned that they continue to participate in the voluntary activity provided they perceive that the community appreciates their efforts. Many felt that a word of appreciation and a mere 'thank you' provided them the energy to persist in their work. Other studies show that recognition and support from the community provide motivation for individuals and organizations to undertake volunteer activities to promote social change and contribute to societal cooperation and civic participation (Jenkins 2010; Lipford & Yandle 2009).

Creating positive impact was one of the driving forces highlighted in volunteer motivation. Volunteers felt a sense of accomplishment and drew satisfaction from the positive impact they brought about in the recipients life. This is also coupled with overcoming numerous challenges in the process, and in a way this provided them a feeling of success and rewards. These findings concur with Penner (2000), who stresses that when volunteers are satisfied with their work and experience a positive affect while on the job, and believe they are partially treated, they invariably should display a higher level of volunteer activity and commitment.

Attainment of group goals is an important factor in maintaining volunteer motivation. This also reported to boost group member satisfaction and group morale. People prefer to work in harmonious groups that focus on attainment of their goals rather than those that waste their time in conflict.

Development of personal skills motivated volunteers to continue participating in voluntary activity. Given that participants learned new skills, this built their self confidence in the management of the HIV/AIDS intervention and gave them hope for a better future in terms of prospects of getting into gainful employment based on the learned skills.

Volunteers in the community reported enjoyment of social support from the group they worked with, but at the same time they experienced support from the general community given their role. Society tends to reciprocate the services during times when the volunteer is in need. Strong interpersonal relationships provide a sense of social security. People who volunteer usually do so because of a personal connection or passion for the organization, its mission, and the people it serves, and these internally motivated individuals are likely to succeed and are significantly more effective in the long run than those who are externally motivated (Pink 2009).

CONCLUSIONS

According to this study people volunteer for several reasons. These include the self serving and achievement motive. Volunteering in this case is motivated by the need to satisfy one's own needs. The individual participates to enhance their skills in order to increase chances of employment in the future. Some will engage their effort to accomplish a challenge that ultimately boosts their esteem. The achievement motive feeds into psychological empowerment. The achievement oriented individual ultimately gains mastery over issues of concern.

Another salient factor is the need for affiliation and developing interpersonal relationships with community members. These are the social individuals and enjoy the company of others. Volunteering in the HIV/AIDS scenario is attractive to them because it



provides an opportunity to be part of a team and build interpersonal relationships with the clients they serve and their families. The need for affiliation and the development of interpersonal relationships can be seen as integral elements of social capital, the social climate, psychological sense of community and group member satisfaction.

Thirdly satisfying the Power Motive is yet another significant aspect in the decision to participate in voluntary activity. Some individuals will participate in voluntary HIV/AIDS intervention activity because of a need to have impact and mastery over others. This gives the individual an opportunity for recognition and status in their community. The power element is healthy in the equation of volunteering unless it becomes exploitative.

Finally the belief system that the individuals hold also plays a role in determining whether one volunteers or not. Strong religious beliefs that emphasize kindness, compassion and generosity are a major driving force. This inner drive will lead to personal sacrifice on the volunteer's part for the wellbeing of another.

On the other hand the study reveals that there are several reasons why an individual will continue to commit their effort and time to the voluntary HIV/AIDS program. The study notes that volunteer motivation is maintained by development of strong supportive relationships. Strong interpersonal relationships provide a sense of social security and this scenario entails a good social climate and social capital, whereby there are strong bonds that exist among the members and connections to others with various resources. The Feeling that their efforts are appreciated by the recipients, their families and community members, is a key reward that kept individuals engaged in the process. Attainment of the group goals provided a strong feeling of success among volunteers. This leads to group member satisfaction and the feeling that members' efforts have not gone to waste.

Volunteers felt rewarded when they saw evidence of a positive impact on others as an outcome of their efforts. This is linked to the sense of power and mastery of the situation and provides a feeling of success as well as having implications for psychological empowerment. Finally, another factor maintaining volunteer efforts is the development of personal skills. As volunteers continued to participate in the HIV/AIDS program, they developed confidence and several skills, and this boosted their sense of empowerment due to mastery of issues of concern. Based on the conceptual framework psychological empowerment feeds well into continued participation.

RECOMMENDATIONS

In-order to comprehend the process of voluntary participation in HIV/AIDS programs, it is essential to gain an understanding of the initial motivations for volunteering as well as the factors that lead to volunteer satisfaction.

A clearer understanding of what motivates people to volunteer, especially in under-resourced settings, will help in the development of more effective strategies for involving volunteers in the provision of community services.

Since many people volunteer for career-related motives, policymakers and care organizations need to plan and create career development models or stand the risk of losing them. Community biased organizations need to show their appreciation of volunteers efforts on a regular basis to maintain the motivation. Attention must be given to volunteers' belief systems given that beliefs are an essential aspect of the decision to volunteer. Enhancing appropriate religious beliefs supports commitment to the cause.

Harmonious interaction is essential within the group to enhance the sense of belonging and bondedness among volunteers within their group and with the community they serve.

Future research needs to explore personality characteristics and how they influence the decision to participate in voluntary HIV/AIDS community activities.

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APPENDIX

Thematic Analysis for Volunteer Motivation

Theme 1a: Self serving and achievement motive

"Because of my own health problems, that's why I became a volunteer. I wanted to learn the ways in which I can help myself"

"I joined the volunteer group to be able to help my family members who are also having HIV. My daughter was sick I wanted to learn how I could help her, so I became a volunteer."

"I decided to volunteer because I did not have a job and I wanted to learn about HIV/AIDS. You never know, this will help me find a job in the future".

"I became a volunteer because I wanted to get the training in counseling and now I am a counselor".

"I wanted to gain counseling skills. This can help me in the future; maybe I can become a counselor and find something to do"

"When you work as a volunteer, you learn something and later you can use that to get a job"

Theme 2a: Affiliation and relational Motive

"Volunteering strengthens our community and removes fear, mistrust and misunderstanding".

"I started Volunteering when I was beginning a new life. My marriage came to an end and volunteer group gave me the support and love I needed very much at that time."

"The people I work with are good. They are now my friends and we work very well together".

"From when I started volunteering and visiting the sick people, I know many people in my community and they also know me"

"I feel that I am attached to members of this community more than before, I know more people and they like me"

Theme 3a: Power Motive

"When you volunteer, people get to know you. Now people know me, even the children. Wherever I go people greet me."

"I joined the volunteer group because here if you do not do anything for people, they don't respect you".



"What made me to join voluntary work is that I wanted to know about people, to help them and now they voted me on the LC (local Council) committee"

"From when I started this work, people come to my home and consult me and when I say something, other people do it, exactly as I tell them"

Theme 4a: Belief Motive

"I received help in the past from a volunteer when my mother was very sick with HIV and the volunteer was helpful in her recovery, so I also decided to help others."

"I believe that volunteering provides an opportunity for me to give back to my community what has been given to me."

"As a Christian, God asks us to help those who are sick and people in need. When I volunteer, I am doing God's work. If I refuse to do so, then I am sinning against God."

"There is no payment for our work, but God is watching and our payment will be in heaven"

Factors maintaining volunteer Motivation over time

Theme 1b: Feelings that their efforts are appreciated

"Many patients and their families show appreciation of our efforts; they feel they would be finished without my help. That alone keeps me going".

"When the little children look at me and thank me for helping their parent, I feel like coming back to this home all the time"

"I get some small gifts from people in the community because of visiting their patients, and they say many good things about me"

Theme 2b: Having positive impact on others

"I feel very happy when I see a patient get better because of my caring for them, this makes me feel like doing more and more for him or her"

"I like to see people improving and their children feeling happy again"



"Families can be a problem, but when you talk to members, they change their attitude and begin to help their patient. That makes me feel that I have achieved a lot and I wish to help others also"

"It is good if people let you know you are recognized and appreciated".

Theme 3b: Attainment of the group goals

"I feel happy that we have improved the lives of others. Some live longer because of our counseling, and this is good"

"We help our clients get treatment and give them information. It is good when you see patients recover and get strong again".

"In our group we like to support one another, and now that we have some skills, we help members who have problems"

Theme 4b: Development of personal skills

"This community work has helped me learn ways of communicating with community members without fear. That is why I like to continue serving people"

"I never used to care about peoples' problems, but now I feel touched and want to help"

"I can now talk to people without feeling shy"

"We now have more information on HIV/AIDS and I can answer any question"

Theme 5b: Development of strong supportive relationships

"As you work with people, you become attached to them and you end up liking them very much. You will always want come back and be with them"

"The families of our clients become our very good friends and we do not want to abandon them, just like that".

"It is good to be part of the voluntary group and support others. Today it is someone else who needs help, tomorrow it might be me".

"When you volunteer you meet other people and you can make many friends who also help you when you have a problem".