

SOCIAL AND PSYCHOLOGICAL INCENTIVES AND INDIVIDUAL'S TIME CONTRIBUTION TO CHARITABLE ORGANISATION

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ABSTRACT

Voluntarism in any society is a sign of nation's development and it has significant role in people's life. The members of society are required to work together with the government to be able to cope with all social, economic and political changes. Voluntarism is the practice of contributing time by a skill, idea, or aid for charitable organisation in a society. Voluntarism is a social responsibility, which is beneficial for individuals and the community. Individual's contribution may be influenced either by self-concerns, community-concerns, or both. People are motivated by different incentives such as personal, social and psychological factors and the extent of these incentives is differing from one society to another. The main objective of this study is to investigate the incentives that motivate people to volunteer in Oman mainly, social and psychological incentives including peers pressure, empathy, and guilt. The result of the study showed that the most significant incentives are peer pressure, sense of dereliction, obligation toward the society, and self-esteem. Defiantly, peers and friends have a great influence over individual's decision to volunteer. Barely, all participants admitted that peers influenced them and then they could influence on others. However, empathy and guilt about the society were not strong factors in influencing individuals. It is likely that people volunteer for self-concerns more. Influence was determined according to several socio-demographic factors, which are gender, age, income, level of education, and martial status. It had been noticed from observing the focus groups that males' participants have more knowledge and experience in the volunteering sector. They are volunteering for several organisations and managing their own. Comparatively, females are emotionally affected by a specific event where they will have an immediate action of volunteering. Probably they would volunteer less than males. This study might clarify the voluntarism behaviour among people and what exactly would motivate them to volunteer their time. It would help the reader to understand how people react toward the society and why would they give with no gain. This understanding might be more important for owners of non-profit organisations so they would specify their tactics in attracting more volunteers

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KEYWORDS: social, psychological incentives, charitable organisation, voluntarism

INTRODUCTION

Voluntarism

Australian Bureau of Statistics for the Voluntary Work Survey 2000 (2001) defined volunteer as "someone who, in the last 12 months, willingly gave unpaid help, in the form of time, service or skills, through an organisation or group". Individual's contribution of time is an important component in charitable organisations, and plays a key role in fundraising. Mostly, charitable organisations depend on individual's contributions of time. Volunteers basically are the cores of non-profit organisations. Bauer (2013) explained the Public Goods Model as the mean of increasing public goods supply by the perfect substitutes of time and money donations. The decision of contribution made by individuals to volunteer time has been deliberated and discussed by numerous researches (Bauer *et al* (2013), Dellavigna (2012), Verhaert and Poel (2011)).

Volunteering Incentives

Questions have been raised about why people volunteer for charitable organisations. These studies

delivered from different arrays including social science, psychology, political science, and economy (Bauer *et al*, 2013). Volunteers are certainly motivated by one or more of these arrays. Studies found that people actually motivated to volunteer by different ways that are hard to specify for each individual. Even one person would volunteer for several reasons in different situations. Paco *et al*. (2013) described the rewarding experience as the combination of reasons that motivate a person to volunteer. Different motivations categories were mentioned by previous studies such as, material, altruistic, and social (Morrow Howell *et al*. (2003)), and psychological needs, conscious motives and perceived benefits (Fisher and Cole, 1993). Volunteer motivations would be shaped according to the event or situation a person may experience. Other researchers argued that, some might volunteer because they expect payoffs for their contribution (Cugno and Ferrero (2004), and Katz and Rosenberg (2005)). The incentive theory of motivation stated, "behaviour is motivated by a desire for reinforcement or incentives" (Cherry, 2010). "The theory of

altruism is the analytic model that explains prosocially commitment as a function of a biologically, psychologically or socially grounded impetus" (Schervish and Havens, 1997). It might be suggested that psychological desires are the individual's generosity and altruism for a specific event or a group of people. Demographic characteristics may affect individuals volunteering (Toppet *al.*, 2001). Therefore, incentives probably measured by different factors such as, gender, age, race, ethnicity, education, income and marital status. Debate continues about the main reason behind volunteering time.

Volunteer Sector in Oman

Volunteering is to render aid to a person or a group of people in need for no charges in return. Volunteering has become a prominent phenomenon of business today in the people's life. The need for volunteering increased mainly because of the presence of adversity and crises that afflict humanity as a result of disasters or wars. Believes on contribution and helping others are a result of the Islamic religion where it urges contributions. Since Islam reached Oman, this believe was spread among Omanis as a serious phase to earn God's love and respect.

The Omani government concerned more about the volunteerism and therefore, Oman joined the International Association for Volunteer Effort (IAVE). IAVE is the only worldwide organization that concern about volunteerism. The organisation's main objective is to promote and strengthen volunteerism over the world. It focuses on how volunteers may elaborate solutions for social and human issues, and to develop understanding among people. IAVE consists of regional committees; one of them is the Arab IAVE that was created in 1970. The first regional conference for Arab IAVE was conducted in Beirut and the second one was in Oman. Oman protruded a huge interest in volunteerism, which resulted in different collaborations and participations.

In 1972 the first association was declared in Muscat/Oman by educated women, which called "Omani Women's Association". The main reason for establishing the association was to teach girls and elderly ladies the basics in life. Then number of women's non-profit organisations were declared and reached more than 43 associations.

IMPORTANCE OF THE STUDY

In a solidary community like Oman, voluntarism is the core of survival. Legally, voluntarism in Oman started only in 1970. However, volunteering practices were available since ever. People are living as one family in a single culture. This could be the case that the population in Oman is few compared to other countries. Voluntarism is not a case of doing

something good to people and the society. It might be suggested that volunteering work is essential for nations' development. It is certainly delivering critical services for the Omani society such as educating public, repairing infrastructure, cleaning neighbourhoods and supporting people.

In a Muslim country like Oman volunteering might be influenced by the religion. Volunteering could have different meanings in different cultures but all of them seek the same result, which is increasing the society welfare. Volunteerism work in Omani society has encountered many obstacles such as lack of financial support for some of the association, lack of clarity on the voluntarism organization's activities, weak vision of the association's future and poor coordination between voluntary associations (Al-Mawali (2007)). However, the awareness of the importance of volunteerism work is increasing in the society. Previous studies show that number of volunteers in Oman is increasing specially among adults (Al-Mawali (2007)). In last few years people in Oman are more aware of the importance of volunteerism work.

The volunteer work has an important role in the national development process and it activates the culture of the cooperation between the members in the society. It also has some personal benefits for the volunteers such as pays and rewards, gaining experience and skills and increasing the loyalty to the local community. Volunteering work is a recent trend in the Omani society and there is only few researches have been conducted about the incentives that motivate Omanis.

This study will attempt to demonstrate the most veritable reasons for volunteering in Oman. The main issues will be addressed in this paper are the social and psychological incentives that drive individual's contributions of time. This paper will start by examining the peer pressure over individual's contributions of time. Incentive will be measured through the socio-demographic factors, which are, gender, age, education, income and marital status. The second section will examine the social value and the individual's decision to contribute. Social values will basically include empathy and guilt. Finally, this study tends to find the most affective incentive over volunteers and marketing role to shape their decisions.

RESEARCH OBJECTIVES

The aim of the study is to investigate the different incentives that motivate people towards the different type of volunteerism work and examine the role of marketing in influencing volunteer's decision. In order to achieve the aim of the study, the study will cover the following objectives:

1. Verify the social and psychological incentives that motivate individuals to contribute time for charitable organizations in Oman.
2. Identify the level of impact of peer and social values over charitable contribution, measured by gender, age, education, income, and marital status.
3. Examine the relationship between incentives and the decision to contribute time.
4. Find the most affective incentive over volunteer's decision.

LITERATURE REVIEW

Most of the charitable contribution studies were conducted in the United State followed by United Kingdom then Netherlands and finally Canada. There are many literatures discussed the incentives and factors that motivate individuals to volunteer and it is important for charity organization to understand the contribution decision of individual such as material incentives, psychological incentives, personality characteristics and social incentives. Many studies revealed that a social reward is one of the significant incentives for donation and volunteering (Bekkers and Wiepking (2007), Long (1976) and Hoffman *et al* (1996)). Becker (1974) noted in his theory of interpersonal interaction that individual care about receiving social approval or motivated by the desire to avoid the scorn of others in the society. Another evidence was found that people would contribute in the sake of reputation issue and it would depend on the nature of individual relationships (Reinstein and Riener, 2012). Harbaugh (1998) and Bernheim (1994) presumed that contributors concern about social recognition and prestige; therefore they strive to behave within social norms. People are expecting private benefits from charitable activities for instance; an individual would benefit more by volunteering than spending the same amount of money because he/she would enjoy the prestige and interaction with others that associated with volunteering (Bauer, 2013). Hibbert *et al.* (2003) stressed these assumptions by concluding that people would actually volunteer for egotistic factors other than altruism. They found that contributors benefit more by being involved.

Incentives and Measurement

Volunteering motivation might differ between time and money donations and would vary according to the charitable organisation type (Ellingsen and Johannesson, 2009 and Cappellari *et al.*, 2011). Schervish and Havens (1997) stated that donors would not give their money and volunteer their time to give back some of the benefits a society gave them. However, they found that a significantly high level of contributing by adult would be a result of "volunteering, helping others, or being helped by

others". As a result of their study, the most reasons adults would contribute for are, to achieve religious beliefs or to meet community or business obligations. Toppet *al* (2001) strongly suggested that for both giving money and volunteering time the religious aspect plays a strong predictor of the charitable behaviour. They found that 68.8% of the contributed respondents belong to religious organisation. Volunteers are more likely church members (Ruiter and Graaf, 2006). They found that frequent churchgoers are scoring the highest rate of volunteering. The probability of volunteering or donating money is higher with individuals belonging to religious group (Crutiset *al.*, 2001 and Ruiter and Graaf, 2006). However, Benabou and Tirole (2006) found different motivation for volunteers which self-esteem. Some of the literatures examined the social pressure that is caused by the face-to-face solicitation. Two social pressure hypothesis of contribution to health organization were tested by Long (1976). He had examined the different effect of Personal solicitation (face-to-face) and impersonal solicitation (such as mail campaign and media advertisements) and found that personal solicitation produce more contribution than impersonal solicitation approaches. Bekkers (2010) experimental study was conducted to answer the question of who give what and when. His results showed that individuals give and volunteer more when a person with a smaller social distance solicits the contribution. The request for contribution by friends is more effective than a request made by a stranger (Long, 1976). Bekkers (2004) examined the giving in Netherlands and found that solicitation is more effective if someone solicited the potential contributor with a strong relationship because of the fear to endanger the relationship with the solicitor. Meer (2011) investigates whether shared characteristics by the solicitor and the potential donor leads to more effective solicitation by using alumni as his sample of study, from Texas A&M university in US. The results showed that social ties and shared characteristics, such as race, by the solicitor and the alumnus being solicited plays a strong role in the contributing decision and the amount of donation. The social incentive is highly effective when contribution requested by a solicitor who is not a stranger to the contributor (Schervish and Havens (1997)). The result of their study found that the likelihood of giving and volunteering increase when the contribution is requested by a friend or a relative who are more likely to be encountered in the future. Recent study suggested that when a leader makes a contribution; the follower is positively motivated to contribute only if the leader's identity was reported (Reinstein and Riener, 2011). This influence was particularly high if the leader is female. Yoruk (2012) suggested that when people are personally solicited they would be more attracted to the charitable activities. He found a significant difference between

giving money and volunteering time. The study showed that 72% of participants have been asked to give and only 46% of them were asked to volunteer. In the situation of giving money he concluded that females were more probably to give but when males were asked they donated more. Whereas, the females donation were 5.6% more than males when they were asked to volunteer time. However, many other literatures have concluded that most of the donations and giving are made by a request of other (solicitor) and has examined the relationship between the donor and solicitor (Long (1976), Hoffman *et al* (1996), and Pilivian and Charng (1990)).

The literatures on prosocial behaviours suggest that giving and volunteering is motivated by three kinds of psychological characteristics. First are social value orientations that explain why older people, women and religious persons are more likely to give and volunteer (Van Lange, 1997). The second kind is the agreeableness which is a personality trait used to describe individuals who are friendly, sympathetic and helpful (Bekkers, 2006). The third psychological characteristic is empathy or the concern about the welfare of others, which was examined by different literatures (Bekker (2006), Davis (1994) and Penner (2002)). The results of these studies showed a positive relationship between these three psychological characteristics and donation of time and/or money. Helping others is motivated by the emotional reactions (Dickert *et al*, 2011). Dickert *et al* (2011) examined the empathic feelings and they concluded that, when people are primarily focusing on their feelings and with limited deliberative capacity; empathic feelings were high. In addition, there are few studies examined the altruism or the warm glow as one of the reasons for charitable contribution (Dellavigna *et al* (2012) and Cappellari *et al* (2011)). Few studies assess the guilt as one of the psychological incentives and its effect on charitable donation and found a positive relationship (Basil, Ridgway and Basil, 2006). Their research reveals that feeling of guilt is enhanced by sense of responsibility to avoid the negative situation for others, and that leads to giving. The guilt feeling was because the individual fail to avoid the negative situation for other if he or she doesn't contribute. This result is actually related to the social pressure and how people behave within social norms. Dickert *et al* (2011) provided further evidence of the relationship between psychological characteristics and contribution of time and/or money. They found that at least part of people contribution is a result of intention to make themselves feel better and/or to avoid the regression. Dickert *et al* (2011) concluded that the initial decision to contribute is mainly influenced by self-focus and the empathic feelings are actually appearing at a later stage. It might be the case that people would contribute as an informal giving or informal volunteering (Toppet *et al*, 2001). They concluded that

informal volunteering for individuals' means unpaid work for people who are not living with the participant and not in the context of any formal organisation. This case is approving that psychological incentives have a noticeable impact over individual's decision toward contribution and some people would contribute to enhance themselves. Psychological rewards are also one of the examined incentives for giving and volunteering (Andreoni, 1998).

Giving and volunteering are prosocial behaviours, which are enhanced by age, income and education of the donors (Bekker and Wiepking (2007), Pilivian and Charng (1990) and Wilson (2000)). People aged (46-65) would contribute time and money more than the middle-aged people (Menchik and Weisbrod, 1987, Freeman, 1997, Meier and Stutzer, 2008). Briggs *et al.* (2010) found that motivations to volunteer would differ according to the age difference. They concluded that adults are more likely to be motivated by personal motivations, which centred on themselves. While older adults are motivated by other values and reasons. Young people would be motivated for engaging volunteer work by a strong desire to improve their skills and gain more experience (Gidron, 1978). This result was stressed by Morrow Howell *et al.* (2003) research conclusion. They found that peer pressure has a strong influence over young adults to participate in voluntary work. They are concern more about their self-image in personal development. However, they found different results with the older adults participants. Older adults would be motivated to participate in voluntary work because they have the sense of responsibility toward the local society. There have been several arguments about who volunteer more according to the gender differences and different results were found depending on the work type and situation. Gaskin and Smith (1995) noted that, in volunteering activity, men are slightly higher in proportion than women. However, in social areas, women are frequently more than men (Martin and Gago, 2001). Others argued that, men and women do not differ in case of donating money but women are significantly less than men in volunteering (Menchik and Weisbrod, 1987, Freeman, 1997, Meier and Stutzer, 2008, Burns *et al.*, 2006). In general, they found that the probability of contributing time or money would increase with the individual's education level. Bekkers (2010) research conclude that educated people are more likely to contribute with both time and/or money and people with higher income are more motivated to give money than giving time.

PROPOSED METHOD

Research Strategy

Individual's decision to contribute time to charitable organisations is motivated by various incentives. This study focused on the social and psychological

incentives including peer pressure and social values. Although research has already been conducted on these incentives, no studies have been done directly involving Omani's volunteers. It is useful for charities to study these incentives to understand individual's behaviour. It could be the case that individuals' decision to contribute in a Muslim country would differ from Non-Muslim country. The selected sample for this study includes male and female volunteers from different charitable organizations in the Omani society. Study was conducted in Muscat-Oman. Incentives were determined by the socio-demographic factors, which are *gender, age, educational level, income and marital status*. Based on these criteria's the contributions had been measured.

Research Design

The sampling frame of the study is a volunteer from (OSFVW) and the used technique is Line-Intercept Sampling (LIS). Assumption had been made about the most suitable method of research for the study, which is qualitative method (Interviews and focus groups). Structured interviews are applicable for discussing sensitive issues related to volunteering activities of the charitable organisation. In this situation, a strong social norm exists and respondents may be easily swayed in a group situation. Therefore, it is suitable for detailed understanding of complicated behaviour. However, multiple focus groups are more appropriate to explore opinions, attitudes, and attributes. In this study the group effect was assumed to be higher than the sum of separate individual interviews. Such group interaction would offer insights into the extent of the participant's agreement and disagreement. Structured Interviews were conducted only with the board of directors of (OSFVW) (*In the Omani law of charitable organisation, the term "Trustee" is not available, however the same responsibilities are given to the board of directors*). Three focus groups of male and female participants were preceded in order to understand the main influence over volunteer. Multiple focus groups were prepared in an emergent-systematic design. Each focus group had three male and three female participants. They were conducted in three different days under the supervision of Omani Network of Volunteer Work (ONOVW). Results from both methods were analysed with different techniques. Interviews were analysed with Thematic Analysis Technique and focus groups were analysed by Constant Comparison Analysis. However, both techniques developed codes and themes in analysing founded data.

FINDINGS AND ANALYSIS

Board of directors in (OSFVW) were interviewed for the research purposes. Several questions were formed to understand volunteers' attitude in Oman and the marketing strategy followed by the organisation.

Usually, religion is the most influential factor in shaping people's decisions. From the conducted interviews; it is likely that all members are familiar with voluntarism definition. They all agreed that to volunteer is to provide aid for people with free charges to gain God's respect in the first place. They believe that voluntarism is the core of survival and it would accelerate society's development.

It could be the case that people volunteer to serve the community. Different social factors were mentioned by interviewees such as, to reduce burden on governments effort, to utilize youth energies, to apply Islam message of voluntarism, to raise awareness and educate people, and according to customs and norms of the society, they have to implement social solidarity. However, they all agreed that psychological factors that encourage people to volunteer are, self-development and self-esteem, love of giving and to gain sense of pride.

Human beings in nature cannot live alone and they prefer to be in groups where they share common things. Interviewees noticed that peers influence is great and there is a direct correlation between volunteering and peer influence. They noticed that, people come to register in the organisation in groups. Furthermore, there is always a blood relationship between two or more of (OSFVW) members. People by instinct obviously like to share and listen to their peers' experiences and their decisions seem to be influenced.

It might be suggested that influence over individuals' decision to volunteer may vary according to several measurements like, gender, age, level of education, income, and marital status. Nevertheless, interviewees had different ideas about each measurement. Four out of nine of them argued that regardless gender differences, all people are willing to volunteer equally. Others indicate that males are more willing to contribute in activities where physical efforts are required.

It appears that almost all of interviewees believe that educated young people with good income are more interested in volunteering. It had been assumed that old people would give their money more than time and efforts. Finally, six of interviewees observed that single people with fewer responsibilities would find more free time to volunteer. However, three of them indicated that, voluntarism is essential and people have to make some time for the sake of society.

They agreed that there is a positive relation between volunteering and stimuli. Interviewees noticed that people would volunteer more if they were encouraged by appreciation and by providing good volunteering conditions. Such stimuli are more important for juniors than senior volunteers.

It is clear that media have a huge impact people's lives. It has a significant effect in educating and increasing awareness among people. Through media people may learn exceedingly about voluntarism importance in developing nations. In addition, it may encourage volunteers to retain when they find the results of their achievements. At the same time, it would motivate others to join and volunteer. From business perspective, media is the most powerful tool in marketing and meeting social responsibilities objectives. Businesses would be encouraged to contribute for charitable organisations if they would get a beneficial publicity.

OSFVW is implementing a different strategy of marketing, which is "Let the work speak". They believe that the most influential technique is to start the action and let people decide. Beside, they are using other tools such as, advertising, social media, and peer influence to ensure organisation's message would touch people's feelings to contribute. Finally, interviewees found that people may volunteer for any humanitarian activity mostly the ones with direct interaction with others and society. For instance, the Cyclone Gonu that strikes the Omani Coast in 2007 seriously affected Oman. This was the first strongest cyclone that happened to country, which was followed, by similar cyclones after that. A lot of people were lost in this cyclone and citizens were emotionally affected. Many people were in the streets trying to help by all possible means such as rescuing injured, searching for lost people, and distributing waters. Not only volunteers who were helping but even non-volunteers tried to provide aid. This could be case that individuals would contribute if they were emotionally touched no matter what concept or idea they have about volunteering. This cyclone and others may prove that people would volunteer for any humanitarian activity and interact with others directly.

Multiple focus groups were conducted within three days. Nine of the participants were males and nine of them were females aged between 16-32 years old. All of the participants are volunteers in different organisations. Their monthly income varied between 0-1000 Omani Rials with educational levels of, Bachelor, Diploma, Student, and no degree. All of volunteers were single except one of them who is married.

Almost all of them have the knowledge about what actually voluntarism stands for. They volunteer for goodness and expecting no returns. Some of the participants are students at school who defined voluntarism as school activity and others defined it as an activity to spend their free time. As being noticed from observing the focus groups, some of the volunteers do not actually understand volunteering

and they hesitated before answering the given question.

All of the participants believe that Islam urged voluntarism from the beginning and they learnt about it from their religion. They even consider that individual's daily activities as volunteering and accordingly God will reward them in any way.

There are different reasons for participants to volunteer and they mentioned the main ones. Overall reasons which mentioned are, because of accident injury, to get psychological support, to increase awareness among people, because of learnt social norms and customs, they owe the society, to gain self-achievements, and just to spend their free time. "I am a nurse, I had an accident where I have lost my kidney, since then I am trying to be involved in all works to aid people and I have my own team for people with kidney problems. We are trying to provide help for injured and non-injured people to increase awareness, and educate them more, by these activities I see others suffering and I forget my pain". Now she had kidney transplant from her brother, she feel obliged to serve the community as possible. There were other participants who have serious health issues but they refused to admit. In fact, some of the participants could not answer the question and they couldn't decide why they are volunteering in the first place. Others admitted that they volunteer only to stay a way from problems at home.

Obviously, there are various social factors, which encourage individuals to volunteer. They mentioned, solidarity and community cohesion, sense of dereliction, family, society development and duty. Ultimately, society is motivating people to volunteer more. Participants clearly are considering that volunteering is their duty and a way to thank the society for giving them a good standard of living. Others are volunteering because of their families where almost all members in the family are somewhat involved in voluntarism.

According to the psychological factors stated by participants, they are primarily volunteering for themselves. They volunteer for self-development, to achieve, to be remembered, to overcome a physical illness, and to fill the gap in their lives. Only few of them are volunteering because they love to give.

Majority of volunteers were motivated by a friend to join a charity organisation. Others were actually succeeded to influence on their friends to volunteer. Health issue, a talent, or a free time influenced the rest. Some had the courage to change people's idea about volunteering wasting their time such as family and friends. Meanwhile, some of them are still afraid to try and convince a friend to volunteer and how it's important from individual and society perception.

Participants are mostly motivated by the results and achievements. They all agreed that appreciation is very helpful to encourage them and continue volunteering.

There had been an argument between participants about media and marketing effect over people and business decision to volunteer. Some of them argued that media is negatively affecting the core of voluntarism. It pushes people to develop invalid goals from volunteering. Nevertheless, others observed that media is a powerful tool to increase awareness among people and to educate them more about voluntarism. "It was hard for me to convince my parents about voluntarism importance for the society, and its more hard for me if they think that I am spending my time in doing bad things, however media helped me a lot when my parents watched my achievements on TV and heard about it in the radio, that made them proud of me and they started to care more". In addition, it may motivate volunteers by watching their achievements appreciated and mentioned, and to encourage private companies to help them in order to meet the organisation's goals. Non-profit organisations need to be funded either by for-profit business or individuals in the community.

Single male participants aged 19-28 years old, with a monthly income ranged between 0-1000 OR showed different results in the multiple focus group. Only three of them have no salary at all and still studying. It had been noticed from observing the focus groups that males' participants have more knowledge and experience in the volunteering sector. They are volunteering for several organisations and managing their own. For instance, one of the participants is the director of New Zealand Cessation Association in Oman. All of them seemed to understand the core of voluntarism and have the knowledge.

Unlike males, females' participants aged 16-32 years old. Only one of them is working with a monthly salary ranged between 700-1000 OR. Six of the participants have Diploma degree; two of them are studying, and one of them with no degree. All are single except one who is married. Females' responds were clearly different than males' participants. Some of them have little knowledge about voluntarism and others had no specific reason about why they are volunteering. Comparatively, females are emotionally affected by a specific event where they will have an immediate action of volunteering. Probably they would volunteer less than males. For example, some of participants admitted that they would volunteer only to stay a way from problems at home and others could not specify the reason why they are volunteering except to fill the time gap. However, few of participants are volunteering in many organisations and directing their own teams of voluntarism.

CONCLUSIONS

Overview of the Process

Volunteer is a person who voluntarily provides help, idea, or skill and expecting no rewards in return. People would volunteer for different reasons according to their condition or situation. Researchers that determine an individual's motivation to volunteer for non-profit organisation founded several factors. It was suggested that individual's decision to volunteer might be shaped by social, psychological or material incentives. Incentives effect actually differs according to several socio-demographic factors such as, gender, age, income, educational level, and martial status. It is useful to study individual's incentives to understand people's behaviour and improve the level of voluntarism base in the society. Furthermore, it would be useful for non-profit organisations and their strategies.

This study tended to understand individual's decision to volunteer in Oman. It focused on social and psychological incentives that encourage people to volunteer. These incentives were determined by gender, age, income, educational level, and martial status.

This research tended to study peer pressure and the social values influence over volunteers in Oman basically, empathy and guilt. Defiantly, peers and friends have a great influence over individual's decision to volunteer. Barely, all participants admitted that peers influenced them and then they could influence on others. However, empathy and guilt about the society were not strong factors in influencing individuals. Clearly, only few of them are volunteering because of the sense of dereliction and obligation toward community. None of participants stated that they would volunteer because of empathy. But, few of them are volunteering because they love to give. It is likely that people volunteer for self-concerns more.

Opportunities for Further Research

This research concluded several incentives and motives that influence individual's decision to volunteer in Oman. Conceivably, nine interviews and three focus groups are not enough to generalize the findings for the volunteer population in Oman. Therefore, cross-cultural study would be exceedingly beneficial to improve voluntarism base in the country. The research focused on the behavioral incentives of Omani volunteers. However, future work should include the actual participation of volunteers to gain insightful understanding. Finally, additional questions of individual's behavior would be helpful to deduce the influential incentives over people decision to volunteer.

LIMITATION OF THE STUDY

1. Time limitation as per the university schedule.
2. Lack of resources and data of previous studies about Oman.
3. Information given by the participants might not be accurate, as people usually tend not to say to truth in these cases.
4. It was difficult to manage all volunteers gathering at the same time to conduct the study.

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