

**Motivations and Characteristics of Active and Nonactive Members Belonging to Natural
Resource Nongovernmental Organizations**

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I surveyed members of the Rocky Mountain Elk Foundation (RMEF) and the Appalachian Trail Conference (ATC) to build profiles and assess motivations of active and nonactive members in these nongovernmental organizations (NGOs). I investigated the effects of social networks, competing commitments, requests for participation and the belief of the efficacy of their actions on decisions to become and to remain active members. I found that requests are important tools for recruiting new members but not the determining factor in the decision to participate. Rather, in both NGOs, active members indicated that the efficacy of their actions was most important in their decisions, while nonactive members cited the importance of competing commitments.

I also investigated what leads to burn out and attrition of active members. Burn out and attrition in active members often resulted from a lack of personal satisfaction and growth from contributions. Active members who had experienced burn out donated more hours, had been members and active longer, and in the RMEF needed more recognition than those members who had not experienced burn out. Volunteers who discontinued participation also cited age, health, and personal reasons. Recruitment and retention of volunteers may be aided by increasing the awareness of volunteer programs, ensuring the programs provide results that individuals are proud of, requesting the participation of individuals on both local and higher organizational levels, and recognizing volunteers for their contributions.

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INTRODUCTION

In 1989, an estimated 98 million Americans volunteered an average of 4 hours per week, or the equivalent of 3 million full-time employees, to assist various nongovernmental organizations (NGOs) (Salamon 1995). Because most NGOs rely on volunteer labor, the reduction of high volunteer turnover rates helps maintain revenue, programs and services, as well as organizational morale and effectiveness (Heidrich 1990). As with paid professionals, volunteers have needs that must be met to keep them active, productive and effective (Snow 1992). I designed this study to provide a greater understanding of the motivations and characteristics of active and nonactive members in the Rocky Mountain Elk Foundation (RMEF) and the Appalachian Trail Conference (ATC) and to suggest marketing strategies for the recruitment and retention of volunteers.

The RMEF

The RMEF is an international, nonprofit wildlife conservation organization of approximately 110,000 members. The RMEF has generated \$34 million to conserve and enhance more than 1.7 million acres of wildlife habitat in North America. Founded in Troy, Montana in 1984, today the RMEF is headquartered in Missoula, Montana. The mission of the RMEF is to ensure the future of elk, other wildlife, and their habitat by (1) conserving, restoring and enhancing natural habitats, (2) promoting sound management of wild, free-ranging elk, other wildlife, and their habitats, (3) fostering cooperation among federal state and private organizations and individuals in wildlife management and habitat conservation, and (4) educating members and the public about habitat conservation, the value of hunting, hunting ethics and wildlife management (RMEF 1995).

The RMEF raises its funds through big game banquets hosted and organized by its volunteers in 323 local chapters around North America. In 1994, RMEF reported the local chapters raised over \$7.5 million for the benefit of elk and other wildlife (RMEF 1994). In a 1993 membership survey, RMEF characterized its membership as generally male, between the ages of 25 to 45, married, with an average income of \$62,000 per year and with some college or graduate education. Most members joined RMEF because of an interest in elk and most members were hunters (RMEF 1994).

The ATC

The ATC is the national nonprofit organization that oversees management and protection of the Appalachian National Scenic Trail. The purpose of the ATC is to (1) promote, construct and manage the Appalachian Trail and its adjacent lands, (2) to preserve and restore the natural environment surrounding the Trail, and (3) to provide an educational opportunity for the enjoyment of the public (ATC 1994).

Formed in 1925, the ATC has a long tradition of volunteerism. Volunteers constructed and maintained the Trail for over 45 years before the federal government became more officially involved following passage of the National Trail System Act of 1968 (Brewster 1991). In 1988, the ATC reported a membership base of 24,000 individuals (ATC 1989). In addition to its

general membership, ATC also represents the interests of 31 Trail maintaining clubs from Maine to Georgia. It is governed by a 25-member volunteer Board of Managers and has approximately 40 paid professional staff. In 1994, 4,500 volunteers contributed more than 147,000 hours of labor along the trail (ATC 1994).

In a 1989 membership survey (ATC 1989), the ATC found that members were predominantly male (73%), between 27 and 65 years of age, married, with an average of 2.67 persons per household, had some college or graduate level education, were employed full-time, (although 18% were retired) and had a household income of \$30,000 per year. Most memberships were initiated during the 1980s, and members reported that their primary reason for joining was interest in the Trail. Surveyed members belonged to many other conservation organizations, including the Nature Conservancy, the Sierra Club, the National Wildlife Federation, the Wilderness Society and the National Audubon Society. A third of the group reported belonging to ATC maintaining clubs (ATC 1989).

Definitions

Nongovernmental organizations are private, nonprofit and self-governing voluntary associations with the goal of influencing a social, economic or environmental issue (Cabarle and Heiner 1994, Salamon 1995). Nongovernmental organizations rely upon volunteers recruited from the general membership and from outside the organization to accomplish their missions. Nonactive members represent the remaining individuals from the general membership who pay membership fees but contribute no additional resources to the organization. Active members are individuals who actively participate in an organization and receive little or no financial compensation for their efforts (Verba et al. 1995). These members are more active participants than financial supporters of an organization, although they may also contribute financial resources to the organization (Manzo and Weinstein 1987). A nonactive member may pay attention to activities and attend meetings and events within an organization, but is not active in the organization or administration of those activities (Verba et al. 1995).

Historical Review of Volunteerism

Volunteerism can be traced to the roots of American society and democratic government. Beginning with the American volunteer armies that fought the British in the Revolutionary War to the first volunteer groups who provided welfare services for the underprivileged in the early 1800s, volunteerism has been important to American society (Van Til 1988, Smith 1994, Salamon 1995). Early "voluntary associations" or NGOs aided in the development and expression of American democratic ideals and values for many reasons. They educated their members, developed and disseminated information to the public, represented private interests in public debates, exercised and supported political choice, and stimulated and organized volunteer efforts (Hendee and Pitstick 1994). These organizations did what individual members could not do effectively alone. They achieved a collective goal for the collective good (Van Til 1988). Additionally, while most members of these organizations lacked an effective direct voice in decision making, they possessed an indirect voice through their voluntary memberships and contributions (Mitchell et al. 1991). This is still true today.

Extensive research has been conducted in health and human service fields regarding the nature and role of NGOs. Research also has been conducted regarding the roles of economic and social theories underlying an individual's motivations regarding participation in volunteer activities. Nongovernmental organizations exist for every facet of American life, including religious denomination, sports activities, local communities, professional trades, and conservation and environmental issues. Conservation NGOs merit special attention because they are concerned with issues affecting both public and civic affairs such as clean air and clean water (Snow 1992). Since long before the first Earth Day (1970), conservation NGOs have been leaders of citizen participation, open government and access to information. Environmental organizations have grown because the issues they represent have captivating characteristics; they have a broad scope of appeal, are extremely visible, represent issues that continually recur and empower individuals engaging in an activity on their behalf (Mitchell et al. 1991).

The first natural resource NGOs formed in the late nineteenth century and had a profound influence on forest policy, wildlife habitat protection, conservation, preservation and recreational policy issues (Dunlap and Mertig 1991, Hendee and Pitstick 1994). These initial NGOs pushed for the protection of public lands and conservation of wildlife species, and led to the creation of the National Park Service and the United States Forest Service.

In 1960, the National Wildlife Federation's Conservation Directory listed 78 NGOs with missions to help preserve, conserve or protect natural resources (Gordon 1993). Between 1960 and 1970, the number of conservation NGOs grew into the hundreds. These organizations formed in response to issues regarded as threats to the quality of life (including pollution and human population growth) and loss of recreational and aesthetic resources (Hays 1990). Additionally, NGOs such as the Sierra Club and the Wilderness Society lobbied for and were instrumental in developing The Wilderness Act of 1964 and the National Trail Systems Act of 1968.

The first Earth Day symbolized a broad concern for environmental issues and increased the appeal of NGOs to citizens (Mitchell et al. 1991). Nongovernmental organizations lobbied for the Clean Air Act of 1977, the Clean Water Act of 1977 and the passage of the Endangered Species Act of 1973. During the 1980s, NGOs grew in response to the Reagan administration's perceived anti-environmental policy (Dunlap and Mertig 1991). In the early 1990s, 350 NGOs existed in the conservation field alone, as many people joined organizations in response to issues of toxic waste, beach contamination, the Exxon Valdez spill, loss of critical wetlands, ozone destruction, global warming and celebration of the twentieth anniversary of Earth Day (Mitchell et al. 1991, Gordon 1993, Hendee and Pitstick 1994). Similar to national trends in NGOs, volunteerism increased by 12% from 1977 to 1987 (The Gallup Poll 1987). However, the proliferation of organizations also resulted in redundancy and competition for members, and, more importantly, for active members (Mitchell et al. 1991).

Characteristics of Active and Nonactive Members

In a study of political participation, Verba et al. (1995) noted that, to understand why some people become active volunteers, it is important to ask why people do not participate. They identified three reasons for nonparticipation: (1) individuals lacked capacity, (2) individuals lacked motivation, or (3) individuals had not been asked. This implied that both access to

resources and capacity to take part, in conjunction with motivation to take part, are necessary for activity. Requests for activity act as catalysts for participation among those with the resources and desire to become active (Verba et al. 1995).

Profiles of Active and Nonactive Members

Members of the RMEF and the ATC generally are male, middle-aged (40-65), middle class (\$30,000 - \$60,000 per year), have some college or graduate education, and belong to more than one NGO. This profile is similar to that of members of other natural resource NGOs (Manzo and Weinstein 1987, ATC 1988, Heidrich 1990, RMEF 1994, Smith 1994). The typical volunteer is also middle-aged, male, belongs to and is active in more than one volunteer group, has a middle class income (\$30,000 - \$60,000), has college or graduate education, and has lifelong ties to conservation (Manzo and Weinstein 1987, Heidrich 1990, Snow 1992, Smith 1994).

In a study of volunteers and members of the Sierra Club, Manzo and Weinstein (1987) found that the two groups differed in their experience with environmental harm, their likelihood of belonging to and volunteering in other NGOs, their social ties to other members within the Sierra Club, and their belief of the political efficacy of their actions. They found that personal values, sex, age, social status, and employment were not predictors of volunteer involvement, but did help to predict whether an individual joined an organization.

Babchuck and Booth (1969) identified the importance of structure and function of the association itself as well as factors of family status, age, sex, work, and stage in the family and life cycle to the incidence of membership in voluntary programs and to the pattern of affiliation and membership turnover. Through a longitudinal analysis of voluntary association, they identified seven characteristics of membership, three of which are relevant to my research: (1) memberships stay relatively stable over time, (2) most individuals will add and drop affiliations with groups even over time, yet most maintain at least one continuous membership, and (3) the structure and function of association influence the occurrence of changes in affiliation. They found that membership tenure is often greater, and turnover lower, in groups that have multiple objectives, large memberships and long histories. Smith (1994) suggested that lifestyle characteristics may dominate a person's choice to volunteer. He reported that parents with children under the age of 18 tended to volunteer in activities that benefited their children, and that employment status (e.g. full-time, part-time, retired) also may have affected decisions to volunteer.

Factors Influencing Voluntary Behavior

The particular mechanism that entices some individuals to volunteer is not known. Rather, this motivation likely comes from a wide array of sources. Van Til (1988) reported five characteristics of volunteerism: (1) people volunteer to satisfy their own personal and social goals and needs, (2) the individuals who volunteer typically do so only after carefully weighing alternatives, (3) the realm of voluntary action is itself complex and many faceted, in which different organizational tasks appeal to different motivational forces, (4) concern for others, although not purely altruistic, remains an important motivating force among volunteers, and (5) the motivation to give and volunteer is shaped and constrained by broader social realities (e.g. to

leave the world a better place for future generations) (Van Til 1988). These findings indicate that "contrary to common beliefs that relate volunteer work solely to altruistic motives, people have both other and self-oriented reasons for volunteering" (Gidron 1977:32).

Heidrich (1990) looked at the preference of individuals for four types of voluntary roles within organizations: direct service, leadership, general support, and members-at-large. She found that volunteer roles can appeal to people with certain lifestyles based on: (1) one's position in a job, (2) whether one is employed part-time, full-time, retired, or homemakers, (3) age, and (4) the expectations and associated responsibilities of the role(s) one would fill. She suggested that turnover could be reduced by improving the match between roles and volunteers' interests and skills, and that organizations can develop targeted recruitment strategies that appeal to volunteers within the general membership. This is further supported by Manzo and Weinstein (1987), who found that membership policies and organization structure influenced who became members and what proportion of members became active. Therefore, every member can not be active because the possibilities to participate are limited (Manzo and Weinstein 1987).

Manzo and Weinstein (1987) found that social networks influenced a person's decision to become and remain active. They found volunteers of the Sierra Club were more likely to know other members before they joined, to make new friends through the Club, and to have others join the Club because of them. Additionally, Manzo and Weinstein (1987) found that most volunteers had been affected directly or knew people affected by environmental issues, suggesting that volunteers came to the Sierra Club with a greater commitment to environmental efforts, and therefore more motivation to become actively involved.

Finally, volunteers and members differ in their beliefs about the efficacy of citizen action (Manzo and Weinstein 1987). Successful volunteer programs engage volunteers with tasks that are meaningful and where they believe their actions contribute to the effectiveness and success of the organization (Pearce 1993).

Justification

Although much is known about the nature of volunteer activity, information is lacking about the ability of NGOs to increase their volunteer base using marketing strategies based on knowledge of their constituencies. I did not design this project to test marketing strategies; it was designed to provide the foundation for them. As a first step, the characteristics and motivations of both active and nonactive members must be identified and contrasted to highlight differences on which future marketing efforts could be based. The opportunity to volunteer, in combination with the perceived importance of volunteering and one's capacity to volunteer, will affect an individual's decision to volunteer. Therefore, by identifying reasons volunteers employ to justify their involvement, and other factors that affect an individual's life, information can be provided to suggest where NGOs can best apply resources in their recruiting efforts. This, should help NGOs retain active members who will continue to support and contribute to the success of the organization.

I chose the ATC and RMEF because of their interest in refining their marketing efforts. Each organization has a strong history of successful volunteer programs and is representative of

groups in their respective fields. My study was designed to provide better information about active and nonactive members and help each organization refine their respective volunteer programs. I did not intend to compare the two organizations or evaluate the effectiveness of either volunteer programs.

Objectives

The objectives of this research were to:

1. compare and contrast socio-economic and demographic parameters of active and nonactive members belonging to the RMEF and the ATC.
2. identify the reasons why some members of the RMEF and the ATC become active volunteers.
3. identify the reasons why some members of the RMEF and the ATC remain active members.
4. identify the reasons why some members of the RMEF and the ATC discontinue active participation.
5. suggest marketing strategies to recruit and retain of active members in the RMEF and the ATC.

METHODS

Survey Methodology

I conducted two mail surveys during the spring and summer of 1997 to identify differences in motivations and characteristics of active and nonactive members belonging to the ATC and the RMEF. I used current mailing lists of active and nonactive members of the ATC and RMEF to obtain a random sample population for each organization. My sample sizes were determined by the budget allocated by each organization and a desired 75% return rate. At the time of the survey process, ATC reported a nonactive membership of 20,000 and an active membership of 4,000. To achieve a $\pm 4\%$ level of precision at the 95% confidence interval, I surveyed 808 nonactive and 721 active members (Manheim and Rich 1986). The RMEF reported a nonactive membership of 105,000 and an active member population of 6,000. To achieve a $\pm 3\%$ level of precision at the 95% confidence interval, I surveyed 1,465 nonactive and 1,250 active members (Manheim and Rich 1986). The ATC and RMEF distributed questionnaires to individuals in the respective sample populations using a modification of Dillman's (1978) total design method (TDM). Each organization used a different modification of the TDM based upon their respective budget allocations.

The RMEF mailed a questionnaire, a postage-paid return envelope, and a cover letter that described the project and encouraged participation to each nonactive and active member on the sample list. Two weeks following the first mailing, all sampled individuals received a reminder postcard. At this point in the process, I discovered that the nonactive sample had not receive the initial mailing package. Five weeks after the initial mailing, nonrespondents received a second copy of the questionnaire; a postage-paid return envelope, and a new cover letter (this was, in effect, a first mailing to the nonactive member sample). Eight weeks after the initial mailing, nonrespondents received a third copy of the questionnaire, a postage-paid return envelope and a cover letter that notified them of the pending closure of the survey process and encouraged their participation.

Nonactive and active ATC sampled individuals received an initial mailing consisting of a questionnaire, a postage-paid return envelope, and a cover letter that described the project and encouraging their participation. Two weeks later, all sampled individuals received a reminder postcard to encourage their participation. Four weeks after the initial mailing, nonrespondents received a third mailing consisting of a second questionnaire, a new cover letter, and postage-paid return envelope. Six weeks after the initial mailing, nonrespondents received a First Class letter that announced the closure of the survey process and encouraged their participation.

Statistical Analysis

Statistical tests, unless otherwise noted, were conducted at the $P = .05$ significance. I compared categorical question responses using Chi-squared (χ^2) tests to determine if statistically significant differences occurred between active and nonactive populations. To make mean

comparisons in open-ended questions, I used the standard t-test for normally distributed data and the Wilcoxon Rank Sum tests for non-normal distributed data to determine if statistically significant differences existed.

Nonresponse Bias

I compared respondents between each mailing to determine if respondents differed between mailing groups (Dillman 1978). I used questions from the socio-economic and organizational demographics portion of the questionnaire, and Importance-scale question items. Second, I intended to compare individuals who responded with those individuals who did not respond to determine if differences existed between respondents and nonrespondents (Dillman 1978, Dolsen and Machlis 1991). However, due to time constraints, this was not completed. However, I still intend to complete this task. This will involve brief telephone interviews with 40 individuals from each sample who did not return the questionnaire to provide information for comparison on particular items.

Questionnaire Design

I designed one questionnaire to assess both organizations. However, the progression of questions and the titles and descriptions of volunteer tasks within the survey instrument were altered to reflect specific differences particular to each organization. Regarding content, I asked why individuals chose to join the organization. I asked about knowledge and awareness of volunteer programs, exposure to volunteer advertisements, and whether they had received a request to participate in a volunteer activity. Following these questions, I asked whether the individual had ever participated in volunteer activities with the organization. I classified respondents as active or nonactive members of the organization depending upon answers to whether one had ever participated in volunteer activities.

I directed nonactive members to a series of importance-scale questions regarding why they had not participated in volunteer activities, and a set of questions regarding which factors would change their decisions about participating in volunteer activities. I directed active members to questions regarding the length of participation and time spent in volunteer activities, preference for particular types of activities, how recruitment occurred, an individual's preference for recognition, and which activities they participated in. Active members also answered a series of importance-scale questions regarding why they had volunteered. Following this set of questions, I asked whether active members felt "burnt out" or if they had discontinued their volunteer activity. Depending upon their responses to these questions, I directed respondents to two additional sets of importance-scale questions addressing these themes. The final section of the questionnaire included questions about organizational and socio-economic demographics.

Profiles of Active and Nonactive Members

I compared socio-economic and demographic statistics of sampled populations within each organization. I used responses to categorical and open-ended numerical questions (i.e., income,

age, education level, employment status, length of organizational membership,) to establish profiles of both active and nonactive.

Motivations and Characteristics of Nonactive and Active Members

I designed a series of importance-scale questions to address the strength of importance of six factors that influence an individual's decision to become active: (1) social networks between and within organizations, (2) receiving requests for participation, (3) a person's disposition toward volunteer activity, (4) a person's interest in the types of activities available, (5) constraints from other commitments, and (6) a belief that the contributions will make a difference (Manzo and Weinstein 1987; Heidrich 1990; Pearce 1993; Smith 1994).. I used similar scales to assess one's reasons for joining the organization and whether changes to any of these 6 factors might alter nonactive members' decisions about participating in volunteer activities.

I designed several questions to address the effect of social networks, the role of request in decisions about participating in volunteer activities, the role of competing commitments, the role of personal beliefs and motivations towards volunteerism, and the role of the nature of volunteer activities.

In both ATC and RMEF questionnaires, multiple items in scaled lists were collapsed into singular indices using a 2-step factor analysis with a Varimax rotation (Cronbach 1965, Kim and Mueller 1978, Manly 1986,). I included items with factor loadings greater than 0.50 and only those factors with eigen values greater than 1.0. I followed the factor analysis with an internal reliability measure (Cronbach's α). I used the general guideline of $\alpha = 0.60$ to determine the reliability of the factor and if it should be retained (Nunnally 1967).

By combining the particular items and then averaging them, I established mean values for each index. I compared these means using an ANOVA, followed by a Tukey's HSD. In the RMEF questionnaire, I did not statistically compare the index means across groups because I did not design the questionnaire to do this. However, in the ATC questionnaire, I compared both index and individual item means..

Factors affecting Burn out and Retention

In addition to comparing active and nonactive members, I compared active members who suffered from burn out and/or discontinued activity with active members not suffering from burn out and/or still active. I used responses to open-ended questions regarding the length and type of volunteer commitment and responses to Importance-scale questions to compare the subgroups. Additionally, if the respondent indicated that he or she suffered from burn out or had discontinued activity, I directed them to an additional set of questions regarding factors that contributed to these feelings or actions. I performed the factor analysis process to evaluate the validity of my instrument and to select the factors important in decisions regarding volunteer

activity. I followed this by an ANOVA and a Tukey's HSD to determine the importance of the selected factors.

Content Analysis

I performed content analysis (Stankey 1972) to compare qualitative responses provided by respondents. I developed data lists of comments offered by respondents in the "other" blanks provided at the end of selected questions and in the comment section at the end of the questionnaire. I then grouped and summed similar comments themes or phrases. I tallied the responses for each item and ordered them from most to least frequent to indicate potential importance (Manheim and Rich 1986).

RESULTS

RMEF

Survey Response

The RMEF sent 1,465 surveys to its nonactive members and 1,256 surveys to its active members. Five hundred and seventy-six nonactive members and 940 active members returned completed questionnaires, resulting in return rates of 45% for nonactive members and 75 % for active members.

Responses received from active members did not differ between mailings (Table 1). However, nonactive members who responded to the first mailing had been members of RMEF longer than the respondents of the second mailing (4.8 years versus 3.9 years, $P < 0.00$; Table 2).

Profiles of Nonactive and Active Members

Organizational Characteristics

Active members belonged to RMEF for an average of 6.8 years, 97 % of them maintained local chapter memberships, and they held either supporting (53%), sponsor (24%), or life memberships (22%). Active members volunteered for an average of 5 years, held membership for two years before becoming active, and donated 87 hours in a 12-month period to RMEF. On average, these respondents belonged to 4 additional conservation organizations and donated 86 hours during a 12-month period to these organizations. Nonactive members belonged to RMEF for an average of 4.5 years, yet only 41% belonged to a local chapter. Eighty-seven percent of nonactive members maintained supporting memberships. On average, nonactive members belonged to 3 additional conservation organizations and donated 41 hours during a 12-month period to these other organizations.

Active member respondents belonged to RMEF longer than nonactive members (6.8 years versus 4.6 years, $P < 0.00$; Table 3). A greater percentage of active members (96%) than nonactive members (41%) belonged to local chapters ($P < 0.00$; Fig. 1) and held higher orders of membership than nonactive members ($P < 0.00$, Fig. 2). Active members maintained more commitments than nonactive members, belonging to more organizations ($P < 0.00$) and donating more volunteer hours to other organizations ($P < 0.00$; Table 3).

In addition to RMEF, many active members also belonged to a hunting or shooting club (36%), Ducks Unlimited (35%), and the National Wild Turkey Federation (16%). Most nonactive members either belonged to a hunting or shooting club (33%) or Ducks Unlimited (22 %). Twenty-three percent of nonactive and 15% of active members indicated they did not belong to another organization. When asked to indicate the importance of RMEF compared to other organizations, 53% of active members favored one organization, and two out of three of these respondents preferred the RMEF. Only one-third of the 36% of nonactive members who responded to the question identified RMEF as being the most important organization.

Socioeconomic Characteristics of RMEF Members

Active members belonging to RMEF tended to be full-time or self employed, between 36 and 55 years of age, highly educated, married and male. Most also earned between \$45,001 to \$60,000 or \$60,001 to \$75,000 annually. Nonactive members also were employed full-time, between 36 and 55 years of age, highly educated, married and male. However, their annual income was slightly lower (e.g., \$30,001 to \$45,000 or \$45,001 to \$60,000 per year).

More active members were self-employed than were nonactive members ($P < 0.00$; Fig. 3). Active members earned higher incomes than did nonactive members ($P = .01$; Fig. 4). Although the mean age of both respondents fell between 36 to 45 years old, slightly more nonactive than active members were between the ages of 26 and 35 ($P < 0.00$; Fig. 5). The majority of active and nonactive members obtained college degrees ($P = 0.28$) were predominately male ($P < 0.00$) and married ($P < 0.00$).

Why Individuals Joined RMEF

Active and nonactive members indicated that protecting and improving habitat for elk and other wildlife contributed most to their decision to join RMEF ($\bar{x} = 2.9$ and $\bar{x} = 2.7$, respectively). Both member groups also indicated high interest in elk hunting ($\bar{x} = 2.3$ and $\bar{x} = 2.3$, respectively; Table 4). However, active members attributed greater importance to protecting and improving elk habitat ($P < 0.00$), contributing to the mission of RMEF ($\bar{x} = 2.2$ versus $\bar{x} = 1.5$), enjoying banquets ($\bar{x} = 1.4$ versus $\bar{x} = 0.2$; $P < 0.00$) and supporting conservation and education projects ($\bar{x} = 1.9$ versus $\bar{x} = 1.5$; $P < 0.00$). Nonactive members attributed greater importance to receiving the *Bugle* magazine than did active members ($\bar{x} = 1.4$ versus $\bar{x} = 1.1$; $P < 0.00$).

How Members Learned About RMEF and Volunteer Opportunities

Most active (51%) and nonactive (40%) respondents heard about RMEF most often through a friend or associate, followed by the *Bugle* (37% and 30%, respectively), or by attending a big game banquet (23% and 22%, respectively). Ninety-three percent of active members had attended a big game banquet and 34% had attended an annual convention. In comparison, 56% of nonactive members had attended a big game banquet and 21% have attended an annual convention. Most strikingly, 25% of nonactive members had never attended any RMEF functions where as only 3% of active members had not.

Active and nonactive members differed in their awareness of the volunteer activities supported by RMEF (Fig. 6). In particular, greater percentages of active members knew of board of director ($P < 0.00$), local chapter volunteer ($P < 0.00$), local chapter committee member ($P < 0.00$), conservation project volunteer ($P < 0.00$), and other positions, such as trade show booth workers and educational volunteers ($P < 0.00$). Greater percentages of active members had seen advertisements in the *Bugle* magazine ($P < 0.00$), local chapter mailings ($P < 0.00$), news articles

($P < 0.00$), the *WAPITI* newsletter ($P < 0.00$), and in other various magazines and places ($P < 0.00$; Fig. 7).

Recruitment of Active Members.

The most striking difference between active and nonactive members was in whether an individual had received a request for participation in volunteer activities. Eighty-five percent ($n = 476$) of the nonactive members had never received a request to participate in volunteer activities, whereas 90% ($n = 873$) of active members had received such a request for participation. Ninety-seven percent ($n = 845$) of active members decided to volunteer at that time. Ten percent of nonactive members agreed to volunteer, but, were unable to participate.

I asked all respondents who had received a request, if knowing the individual who asked them affected their decision. Of the 44 nonactive members who did not know the individual, 83% indicated it did not affect their decision. Ninety-one percent of the 45 nonactive members who knew the person also indicated that it did not affect their decision. Of the 16% ($n = 138$) of active members who received requests and did not know the person asking them, 95% said it did not affect their decision. Of the remaining 84% of active members who knew the individual, 52% said it did not affect their decision.

Among active members, I examined various recruitment methods to determine if any relationship(s) existed between a method of recruitment and the number of hours they donated, length of volunteer involvement, and their preference for recognition. Interestingly, most active members cited that being asked to participate by a friend or relative (47%), or a RMEF staff member (15%) encouraged them to volunteer for the first time (Fig. 8). An additional 6% were self-motivated to become active. Only 4% of active members began volunteer activity because of advertisements. Thirty-six percent of active members stated they did not need to be recognized for their volunteer efforts. However, 25% said it did not matter how recognition occurred, but that it was important (Fig. 9).

I found no differences between recruitment by various methods and the number of hours active members donated ($P = 0.10$), years of volunteer activity ($P = 0.21$), or membership length ($P = 0.05$). However active members asked by a staff member were members longer before becoming active than those asked by a friend ($\bar{x} = 2.5$ years versus $\bar{x} = 1.6$ years; $P < 0.00$; Fig. 10).

I compared length of membership, length of membership prior to becoming active, hours of volunteer activity donated in one year, and length of volunteer activity of active members who had been asked to participate and those who had not. I did not detect differences in membership length (Table 5). However, I found that active members who received requests had volunteered sooner after joining, ($P = 0.01$), volunteered for more years ($P = 0.05$), but had donated less time to RMEF during the previous 12 months ($P = 0.03$; Table 5).

Motivations of Nonactive and Active Members

Active Members

The factor analysis produced 4 major components that influenced active members' decisions to participate in volunteer activities with the RMEF (Table 6). Component one (social networks and request) consisted of 5 items dealing with social networks, request, and personal development. Component two (efficacy) included 4 items that addressed contributions an individual could make to benefit others, the elk resource, and themselves. Almost all active members attributed the greatest overall importance ratings to these items (Appendix A-1). Component three (personal motivation) included items regarding the ability to make personal contributions to RMEF, natural resources as a whole and for their own personal growth. Component four (competing commitments) included the items associated with capacity and outcomes resulting from volunteer activity. Overall, active members indicated the least importance for all of the items associated with component four.

Mean importance of these components significantly differed ($P < 0.00$; Table 7). Efficacy ($\bar{x} = 2.70$) was the most important factor in decisions to participate in volunteer activities, followed by personal motivation ($\bar{x} = 0.98$) and social networks and request ($\bar{x} = 0.52$). Competing commitments ($\bar{x} = -0.80$) was the least important in decisions.

I asked 3 additional questions regarding RMEF active members' decisions to volunteer (Appendix A-1). These items involved the importance of changes in marital status, employment status, and residence. The majority of active members indicated these items were not applicable or not important in their decision (marital status = 81% not applicable, employment status = 77% not applicable, residence = 78% not applicable).

Nonactive Members

The factor analysis produced 4 major components regarding nonactive members' decisions not to become volunteers with the RMEF (Table 8). Component one (outcomes) was the least important to nonactive members in their decision regarding volunteer activity and included items associated with general reasons why one would not want to volunteer (Appendix A-2). Component two (competing commitments) included 3 items all associated with competing commitments. In the individual items comprising this factor, nonactive members indicated that lack of time was the greatest overall factor influencing their decision to not volunteer ($\bar{x} = 1.6$). Component three (social networks and request) included items associated with social networks and request. Thirty-six percent of nonactive members indicated that never receiving a request was very important in their decision ($\bar{x} = 0.7$). Component four (capacity) included items associated with lacking the necessary capacity to volunteer.

Competing commitments were significantly more important than the other three components, whereas the outcomes component was significantly less in importance than the other three components. Social networks/request and capacity were not significantly different from each other, but differed significantly from outcomes/benefits and competing commitments ($P < 0.00$; Table 9).

I asked an additional question regarding why nonactive members decided not to volunteer with RMEF that was not included the components. This item did not meet the item inclusion criteria. However, volunteering with other organizations was somewhat important to nonactive members' decisions ($\bar{x} = 0.05$) (Appendix A-2).

In question 8 of the questionnaire, I asked nonactive members to indicate what would be likely to change their decision regarding volunteer activity (Appendix A-3). The factor analysis produced 4 major components (Table 10). Component one (outcomes/benefits) included 10 items associated with the belief that the activity is worthy of the member's participation and conveys a feeling of being needed. Specifically, nonactive members would likely change their decision if they could see the direct effects of their actions on elk ($\bar{x} = 1.2$) and on the RMEF ($\bar{x} = 0.7$). Component one also included if someone personally asked them to participate ($\bar{x} = 0.6$). Component two included 2 items that maintained a high correlation measure, although an unusual fit: the importance of being able to travel and of holding positions of responsibility. Component three (lifestyle changes) included items associated with changes in one's current lifestyle. Nonactive members attributed the greatest likelihood of changing their decision to having more time ($\bar{x} = 1.7$). Component four included items which reflected the nature of the activities in RMEF (nature of activities).

Although none of the components were likely to change a nonactive members decision, using a Tukey's HSD, I found that nonactive members attributed the greatest likelihood to items associated with lifestyle changes ($\bar{x} = 0.5$) and outcomes/benefits ($\bar{x} = 0.4$; Table 11). Nonactive members attributed the least likelihood to items associated with the nature of activities component ($\bar{x} = -1.1$), and component two ($\bar{x} = -0.4$). Lifestyle changes (component three) and outcomes/benefits (component one) differed significantly from the nature of activities (component four) and Component two ($P < 0.00$).

Factors Affecting Burn Out of Active Members

I asked active members if they had ever experienced burn out. I directed respondents who indicated yes to answer a series of 16 importance-scaled questions regarding the importance of each item to their state. Additionally, I compared active members who experienced burn out with those who had not on various items to determine if differences existed between the groups.

Profiles of Members Who Experienced Burn Out.

Of the total sample of active members, 49% ($n = 460$) had felt burnt out from their participation in RMEF volunteer activities. On average, active members who experienced burn out belonged to RMEF longer (8 years versus 7 years; $P < 0.00$), became volunteers slightly sooner after joining RMEF (1.9 years versus 2.1 years; $P = 0.05$), and donated more volunteer hours to RMEF in the reported year (114 hours versus 62 hours; $P < 0.00$; Table 12). On average, active members who experienced burn out belonged to more "other" conservation organizations (3.4 versus 3; $P = 0.02$). Both groups of active members maintained local chapter memberships (97% and 96%, respectively), on average donated nearly the same amount of hours to other organizations (80 hours and 73 hours, respectively) and volunteered with RMEF for similar lengths of time (5.7 years and 5.9 years, respectively).

I compared the socio-economic characteristics of active members who experienced burn out and those who had not. Both groups of active members were employed full-time or self-employed, highly educated, male, and married. I found differences in age ($P = 0.04$; Fig. 11) and income ($P = 0.02$; Fig. 12) categories. In the case of age distribution, the greatest percentage of active members suffering from burn out (41%) fell into the 36 to 45 age group. Comparatively, the greatest percentage of active members not experiencing burnout (37%) fell into the 46 to 55 years of age category. The greatest percentage of active members suffering from burn out (23%) fell into the income range of \$60,001 to \$75,000 (Fig. 11). Additionally, a greater percentage of active members suffering from burn out fell into the \$75,001 to \$90,000 income category compared to active members not suffering from burn out (16% versus 9%). However, most active members not suffering from burn out (25%) fell into the \$45,001 to \$60,000 income level category.

Active members who had experienced burn out indicated that protecting and improving habitat for elk and other wildlife ($\bar{x} = 2.9$) and being interested in elk hunting ($\bar{x} = 2.2$) held the most importance in their decision to join RMEF. Receiving the WAPITI was the least important reason ($\bar{x} = -0.2$; Table 13). I compared respondents who had experienced burn out to those who had not and found significant differences in enjoying banquets ($\bar{x} = 1.2$ and $\bar{x} = 1.5$, respectively; $P < 0.00$) and for receiving the WAPITI ($\bar{x} = -0.2$ and $\bar{x} = 1.7$, respectively; $P < 0.00$). The two groups did not differ in the importance of protecting or improving elk habitat, interest in elk hunting, contributing to the mission of RMEF, receiving the *Bugle*, or supporting conservation and education projects.

Recruitment Method and Burn Out

I found significant differences in the method of recruitment of active members among those who had experienced burn out and those who had not ($P = 0.02$; Fig. 13). I found that 55% of members recruited through advertisements in the *Bugle*, all members recruited by advertisements in the Wapiti, 64% recruited by a committee member, and 63% recruited during the formation of a local chapter experienced burn out. Conversely, members were least likely to indicate experiencing burn out if they initiated activity on their own (65%) or if they responded to news articles (61%).

Active members who had experienced burn out were more likely to desire some form of recognition than members who had not experienced burn out ($P < 0.00$; Fig. 14). Fifty-two percent of all active members who wanted Trading Post discounts, 53% who wanted brand name merchandise, and 57% who said “it doesn’t matter but is important” felt burnt out from volunteer activities. Conversely, 59% of all members who said they didn’t need recognition and 56% of those who needed certificates did not suffer from burn out from volunteer activities. I found no significant relationship between burn out and retention ($P = 0.14$).

Motivations of Active Members Experiencing from Burn Out

I asked active members who had experienced burn out to indicate the importance of items included in an importance-scale question in contributing to their feelings. As in the previous section, I identified major components using a factor analysis procedure. I designed this as a 2-step process, first looking at the overall role of factors followed by an individual look at items composing each factor.

The factor analysis produced 3 major components important to active members who experienced burn out from RMEF volunteer activity (Table 14). Component one (competing commitments) included items associated with being asked too often and having other commitments (Appendix A-4). Component two (personal satisfaction) included items associated with personal satisfaction with the activity. Active members who experienced burn out indicated that not learning anything new ($\bar{x} = 0.9$), not gaining any personal satisfaction ($\bar{x} = 0.9$) and not making a difference ($\bar{x} = 0.7$) were important in their feelings. Component three (time) included items involved with the time required for RMEF activities. These component differed significantly, with personal satisfaction being the most important ($\bar{x} = 0.2$), followed by competing commitments ($\bar{x} = 0.04$) and time ($\bar{x} = -0.3$) ($P < 0.00$; Table 15).

I excluded 3 items from the components because they did not meet the selection criteria (Appendix B-4). Active members who had experienced burn out attributed greatest importance to not having enough volunteers to do all that was needed ($\bar{x} = 1.4$). Additionally, these active members indicated that being kept away from family ($\bar{x} = 0.4$) was important, but that activities lacking diversity was not important ($\bar{x} = -0.6$).

I compared active members experiencing burn out and those who had not in the importance of the initial components in their original decision to volunteer. I found that social networks were more important to members who had not experienced burn out and that competing commitments were significantly less important to members who had experienced burn out ($P < 0.00$; Table 16). Burn out was not related to efficacy ($P = 0.23$) or personal motivation ($P = 0.29$).

I looked at each item individually and found that active members who had not experienced burn out attributed greater importance to spending time with friends ($\bar{x} = 0.4$ versus $\bar{x} = 0.2$; $P = 0.02$) and family ($\bar{x} = -0.3$ versus $\bar{x} = -0.6$; $P = 0.02$), and in meeting other with similar interests ($\bar{x} = 1.3$ versus $\bar{x} = 1.1$; $P < 0.00$) (Table 17). Active members not experiencing burn out also attributed a higher importance to being asked to volunteer ($\bar{x} = 0.2$ versus $\bar{x} = 0.02$; $P = 0.03$), learning new skills ($\bar{x} = 0.2$ versus $\bar{x} = -0.3$; $P < 0.00$), and in having free time to volunteer ($\bar{x} = -0.7$ versus $\bar{x} = -0.8$; $P = 0.03$). Members differed slightly in the importance of contributing to the protection of elk populations ($\bar{x} = 2.7$ versus $\bar{x} = 2.6$; $P = 0.05$)

I found no differences in the activities most preferred by either group ($P = 0.95$), but the activities least preferred by groups differed significantly ($P < 0.00$). A greater percentage of active members who had experienced burn out indicated they least preferred local chapter officer positions (63%), local chapter committee member positions (58%), and project volunteer

positions (63%) compared to non-burnt out active members. Non-burnt out active members composed the group of individuals who least preferred RMEF Board of Director positions (59%).

Factors Affecting Retention of Active Members

Profiles of Previously Active Members

Of the total number of active member respondents, 11% ($n = 107$) had discontinued their participation in RMEF volunteer activities. On average, currently active members volunteered longer than previously active members (6.1 years versus 3.9 years; $P < 0.00$; Table 18) and donated more hours to RMEF in the reported year (88 hours versus 84 hours; $P < 0.00$). Ninety-seven percent of currently active members versus 70% of previously active members maintained local chapter memberships ($P < 0.00$; Fig. 15). Both groups of active members had belonged to RMEF for approximately seven years ($P = 0.11$) and belonged to RMEF for 2 years before becoming active ($P = 0.34$; Table 18). On average, both groups of active members belonged to the 3.3 other organizations ($P = 0.42$) and donated 76 hours to other organizations ($P = 0.05$).

I compared demographic and socio-economic characteristics of current and previously active members and found no differences in age ($P = 0.82$), marital status ($P = 0.84$), income ($P = 0.12$) or gender ($P = 0.57$). However, I found that a greater percentage of previously active members had earned a Bachelor's degree (34% versus 22%; $P = 0.02$; Fig. 16). Additionally, I found that a greater percentage of currently active members tended to be retired ($P = 0.04$; Fig. 17).

Previously and currently active members joined RMEF to protect and improve elk habitat, because of an interest in hunting, to receive the *WAPITI*, and to support conservation and education projects (Table 19). Previously active members attributed less importance to enjoying banquets ($P < 0.00$), contributing to the mission of RMEF ($P < 0.00$) and receiving the *Bugle* ($P = 0.03$) than currently active members. I did not detect differences between previously and currently active members in the manner in which they were recruited into volunteer activities.

I compared the preference for various activities between these two groups and found a greater percentage of currently active members preferred local chapter committee and officer positions and a greater percentage of previously active members preferred Board of Director and conservation education positions ($P = 0.01$; Fig. 18).

Motivations of Previously Active Members

I asked active members who had discontinued volunteer activity to indicate the importance of items included in an importance scale question in contributing to their actions. As in the previous section, I identified major components using a factor analysis procedure. I designed this as a two-step process, first looking at the overall role of factors followed by an individual look at items composing each factor.

The factor analysis produced 3 components (Table 20). Component one (personal satisfaction) included items associated with not being satisfied with the activity. Component two (lifestyle changes) included items associated with changes in lifestyle. Component three (skills) included items associated with the nature of the activity. These components did not differ significantly ($P = 0.06$; Table 21). However, while most previously active members indicated low importance for these factors in their decision to volunteer, some items stood out (Appendix A-5). In particular, previously active members attributed more importance to not meeting new people ($\bar{x} = 0.8$), not learning new skills ($\bar{x} = 0.8$), and that there were not enough volunteers to do all that was needed ($\bar{x} = 0.8$).

I compared previously and currently active members in the importance of items in question 18, and the associated components, in their original decision to volunteer. Previously active members attributed less importance to items comprising efficacy and personal motivation than currently active members in their decision to volunteer ($P = 0.03$; Table 22).

Currently active members attributed higher importance than previously active members to feeling responsible for volunteering ($\bar{x} = 0.3$ versus $\bar{x} = -0.1$; $P = 0.02$), contributing to achieving the mission of RMEF ($\bar{x} = 2.4$ versus $\bar{x} = 2.1$; $P < 0.00$), helping protect current elk populations ($\bar{x} = 2.7$ versus $\bar{x} = 2.4$; respectively; $P < 0.00$), helping to protect elk habitat ($\bar{x} = 2.9$ versus $\bar{x} = 2.7$; $P < 0.00$) and ensuring the existence of the elk for one's own enjoyment ($\bar{x} = 2.3$ versus $\bar{x} = 1.9$; $P < 0.00$). Additionally, previously active members attributed a lower importance for changes in employment status ($\bar{x} = -0.4$ versus $\bar{x} = -0.6$, respectively; $P = 0.03$) and changes in marital status ($\bar{x} = -0.3$ and $\bar{x} = -0.5$, respectively; $P = 0.05$; Table 23).

ATC

Survey Response

The ATC sent 900 questionnaires to nonactive members and 721 questionnaires to active members. Four hundred and seventy-six nonactive members (52%) and 392 active members (54%) returned completed questionnaires.

Active members responding to the first mailing belonged to ATC for longer ($P < 0.00$) and volunteered more in the previous year ($P < 0.00$) than other respondents (Table 24). Respondents to the second mailing fell into the younger age categories ($P < 0.00$), with 10% in the under 25 age group and 16% in the 26 to 35 age group. Nineteen percent of active members who responded to the first mailing held life-individual memberships versus 7%, in the second and none in the third mailing. Differences did not occur in other categories (Table 25). On average, nonactive members responding to the first mailing event had been members longer (6.2 years, compared to 4.1 years and 4.8 years; $P = 0.01$). I found a significant difference in education although this may be attributed to the small sample size of third mailing event respondents ($n = 4$; $P < 0.00$).

Profiles of Nonactive and Active Members

Organizational Demographics

Active members had belonged to ATC longer than nonactive members (10 years versus 5.5 years; $P < 0.00$; Table 26), and a greater percentage of active members belonged to local trail clubs (56% versus 11%; $P < 0.00$; Fig. 19). A slightly greater percentage of active members held life-individual (17% versus 4%) and trail maintainer memberships (15% versus 1%), while a greater percentage of nonactive members held individual (70% versus 51%) and family memberships (17% versus 12%; $P < 0.00$; Fig. 20). On average, active and nonactive members belonged to 2 additional conservation organizations. However, active members donated more volunteer hours during the previous 12 months to these organizations (91 hours versus 86 hours; $P = 0.013$; Table 26). Additionally, active members volunteered for an average of 6.6 years with ATC, held memberships for 2.3 years before becoming active, and donated 60 hours in 12 months to ATC.

In addition to ATC, active members most often belonged to the Nature Conservancy (27%), another hiking organization (26%) or the National Geographic Society (24%). Nonactive members belonged to the Nature Conservancy (33%), the National Geographic Society (26%), the Sierra Club (25%) or another hiking club (18%). Twenty percent of both active and nonactive members did not belong to other organizations. When asked to indicate the importance of ATC compared to other organizations, 42% ($n = 47$) of the 116 active members who indicated a preference indicated ATC. Of the 44% ($n = 146$) of nonactive members who responded, 27% ($n = 38$) identified their local trail club and 23% ($n = 32$) identified ATC as the most important organization.

Socioeconomic Characteristics of ATC Members

Active and nonactive members belonging to ATC tended to be employed full-time (57% and 62%, respectively) or retired (24% and 22%, respectively), highly educated, and between the ages of 36 to 55 years old. Both groups tended to be married and male. While most active and nonactive members maintained “middle” income levels, a greater percentage of nonactive members fell into the \$75,001 to \$90,000 (12% versus 7%), \$90,001- \$105,000 (9% versus 4%), and greater than \$105,000 (17% versus 10%) income categories ($P < 0.00$; Fig. 21).

Why Individuals Joined ATC

Active and nonactive members indicated that being interested in the Trail ($\bar{x} = 2.5$ and $\bar{x} = 2.6$, respectively), protecting the Trail ($\bar{x} = 2.5$ and $\bar{x} = 2.6$, respectively) and having enjoyed hiking the Trail. ($\bar{x} = 2.5$ and $\bar{x} = 2.3$, respectively) contributed to their decision to join the ATC (Table 27). Compared to nonactive members, active members indicated a greater importance for contributing to the mission of ATC ($\bar{x} = 1.5$ versus $\bar{x} = 1.2$; $P = 0.016$), and receiving the Register ($\bar{x} = .7$ versus $\bar{x} = .3$; $P < 0.00$). However, nonactive members indicated a greater importance for receiving the *Appalachian Trailway News* (ATN) ($\bar{x} = 1.4$ versus $\bar{x} = 1.0$ $P < 0.00$). Both active and nonactive members indicated that attending membership functions was not important in decisions to join ATC ($\bar{x} = -0.7$ and $\bar{x} = -1.0$, respectively).

How Members Learned About ATC and Volunteer Opportunities

I assessed how individuals heard about ATC, which functions they attended, their awareness of ATC volunteer activities, and where they had seen advertisements for ATC volunteers. For active members only, I compared the effects of various recruitment methods to determine if relationships existed between the method of recruitment for an active member and the number of hours they donated, length of volunteer involvement and how they preferred to be recognized for their efforts.

Most nonactive members initially heard about ATC while hiking the Trail (32%), through a friend or associate (23%), and through direct mail (21%). Active members usually heard about ATC most frequently through a friend or associate (38%), while hiking the Trail. (24%), or through a direct mailing (7%). Most active and nonactive members indicated that they had never attended an ATC function (60% and 94%, respectively). Of the active members who had attended functions, 14% attended a multi-club meeting, 12% had attended a biennial meeting, and 6% had attended a regional management committee meeting. Of the nonactive members who had attended functions, 4% attended a biennial Meeting.

Active members had significantly more knowledge than nonactive members of volunteer opportunities in every category except volunteer trail crew positions (Fig. 22). Statistically significant differences also occurred in the recognition of advertisements for volunteers displayed by ATC (Fig. 23). Active members also were more likely to have seen advertisements in the *Trail Register* ($P < 0.00$), newspaper articles ($P < 0.00$), outdoor magazines ($P < 0.00$), and local club mailings ($P < 0.00$).

Recruitment of Active Members

Sixty-six percent of the active members received requests to participate in volunteer activities compared to only 6% of the nonactive members. Ninety-five percent of the active members who received requests agreed to participate, while only 4 of the 27 nonactive members who received requests agreed to participate. I asked all respondents receiving requests if knowing the person who asked them affected their decision. Most nonactive members, regardless if they knew the individual, said that this did not affect their decision. Conversely, of the 196 active members who knew the person, 53% ($n = 103$) said it affected their decision, while 97% ($n = 43$) of those who didn't know the person said it did not make a difference. Most active members began volunteering because somebody asked them to become active (45%), for altruistic reasons (13%), or because they joined a local trail club (12%) (Fig. 24). Only 1% of active members began volunteering because of advertisements in magazines, and 8% due to advertisements in the *Appalachian Trailway News*.

In comparing recruitment methods, I found that the duration of volunteer activity differed significantly ($P < 0.00$; Fig. 25). However, recruitment methods did not appear to affect length of membership before one became active ($P = 0.66$), membership length ($P = 0.47$), or the number of hours donated in a one-year period ($P = 0.34$). On average, active members who received requests, volunteered for more years ($P < 0.00$) and donated more time to ATC in a one-year period ($P < 0.00$; Table 28). Receiving requests did not seem to affect membership length ($P = 0.14$) or how quickly one became active ($P = 0.34$). Sixty-five percent of active members indicated that recognition for their efforts was not needed and 18 % indicated that recognition was important, but that did not matter how it was done (Fig. 26).

Motivations and Active and Nonactive Members

Active Members

The factor analysis produced 5 major components regarding active members' decisions to participate in volunteer activities with ATC (Table 29). Component one (efficacy) included items associated with the efficacy of an individual's actions. These items received the highest individual ratings of importance from active members (Appendix B-1). Component two (competing commitments) included items associated with competing commitments and demands on an individual's resources. Of these, time commitments were of most importance in decisions ($\bar{x} = 1.2$). Component three (social networks) included items associated with social networks and request. Component four (personal motivation) included items associated with personal growth and improvement. Component five (lifestyle changes) included items associated with changes in an individual's life which create demands on one's resources

Using an ANOVA procedure, I found that lifestyle changes and personal motivation differed significantly from efficacy, competing commitments, social networks ($P < 0.00$; Table 30). Items comprising the efficacy component were most important ($\bar{x} = 1.9$) in active member's decisions about volunteering. Competing commitments ($\bar{x} = 0.57$) and social networks ($\bar{x} = 0.2$)

followed in importance. Active members indicated the least importance for personal motivation ($\bar{x} = -0.2$) and lifestyle changes ($\bar{x} = -0.4$).

I did not include several items because they did not have a factor loading of 0.50, their removal significantly increased the Cronbach's alpha of a component, or they loaded on components which did not meet the selection criteria (Appendix B-1). Of these, feeling the activity would be something they would enjoy ($\bar{x} = 1.6$), being interested in the activities ($\bar{x} = 1.2$), and having volunteer commitments with other organizations ($\bar{x} = 1.1$) were important in decisions to volunteer. Feeling it was their responsibility to volunteer was somewhat important ($\bar{x} = 0.9$).

Nonactive Members

The factor analysis produced 5 major components regarding decisions not to participate in ATC volunteer (Table 31). These factors all differed significantly ($P < 0.00$; Table 32). Component one (efficacy) included all items associated with the efficacy of one's actions. Nonactive members attributed the most importance to these items (Appendix B-2). Component two (skills) included items associated with the skills needed or sought through volunteer activity. Component three (social networks) included 3 items associated with social networks and request. Component four (competing commitments) included items associated with competing commitments. Nonactive members attributed the most importance to demands activities would have on their time ($\bar{x} = 1.7$) and demands on family commitments ($\bar{x} = 1.1$). Component five (lifestyle changes) included items regarding changes in an individual's lifestyle.

The Tukey's HSD showed that in nonactive members' decisions regarding volunteer activity, efficacy was most important ($\bar{x} = 1.4$) followed by competing commitments ($\bar{x} = 0.9$), skills ($\bar{x} = 0.5$), social networks ($\bar{x} = -0.1$), and lifestyle changes ($\bar{x} = -0.4$; Table 32).

As with active member data, I did not include several items in the analysis of components important in nonactive members' decisions regarding participation in volunteer activity (Appendix B-2). Of these, nonactive members attributed the greatest importance to the distance of activities from their home ($\bar{x} = 1.6$), followed by enjoying the activity ($\bar{x} = 1.1$). Items somewhat important to nonactive members included having additional volunteer commitments ($\bar{x} = 0.4$) and feeling it was their responsibility to volunteer ($\bar{x} = 0.1$). Nonactive members attributed the least importance to personal growth ($\bar{x} = -0.1$), feeling the activity would not make a difference ($\bar{x} = -1.1$) and gaining experience for future employment ($\bar{x} = -1.5$) in their decisions.

In question seven, I asked nonactive members to indicate what would be likely to change their decision regarding participation in volunteer activity. The factor analysis produced 3 components (Table 33). Component one (personal worth) involved changes in feelings that one was needed and the effort would be worthwhile. Component two (contributions) included items regarding the ability to make contributions to ATC. Component three (skills) included items regarding the work being less physical in nature.

Components significantly differed from each other, but none were likely to change decisions regarding volunteer activity ($P < 0.00$; Table 34). However, in individual items, nonactive members indicated they were most likely to change their decision if they had more time ($\bar{x} = 1.3$), or if their place of residence changed ($\bar{x} = 0.3$) (Appendix B-3). I did not include these factors in the components because they did not meet the selection criteria.

Comparisons of Active and Nonactive Members

The factor analysis produced 4 common components in the active and nonactive samples (Table 35). These included the efficacy, competing commitments, changes in lifestyle, and social networks components. Active members attributed more importance to efficacy in their decisions compared to nonactive members ($\bar{x} = 1.9$ versus $\bar{x} = 1.4$; $P < 0.00$; Table 35). However, nonactive members attributed more importance to competing commitments than active members ($\bar{x} = .9$ versus $\bar{x} = .6$; $P < 0.00$). This is further illustrated in comparisons of individual items (Table 36). Active members attributed more importance than nonactive members to all items associated with efficacy. Nonactive members attributed more importance than active members to the items associated with competing commitments.

Additional significant differences occurred between active and nonactive members in the importance of individual items in decisions regarding volunteer activity (Table 36). Specifically, active members attributed greater importance to meeting others with similar interests ($\bar{x} = .8$ versus $\bar{x} = .4$; $P < 0.00$), feeling it was their responsibility to volunteer ($\bar{x} = 0.9$ versus $\bar{x} = 0.1$; $P < 0.00$), being interested in activities available ($\bar{x} = 1.2$ versus $\bar{x} = 0.9$, $P < 0.00$), enjoying the activity ($\bar{x} = 1.6$ versus $\bar{x} = 1.1$; $P < 0.00$), and learning new skills ($\bar{x} = 0.6$ versus $\bar{x} = 0.4$). Nonactive members attributed greater importance to the distance from one's home ($\bar{x} = 1.6$ versus $\bar{x} = 0.9$; $P < 0.00$).

Factors Affecting Burn Out of Active Members

I asked active members if they had ever experienced burn out. I directed respondents who indicated yes to a series of 16 importance-scale questions regarding the importance of each item to their state. Additionally, I compared active members who had experienced burn out and those who had not on various items to determine if differences existed between the two groups.

Profiles of Members Experiencing Burn Out

Nineteen percent ($n = 62$) of active members had felt burnt out from their participation in ATC volunteer activities. Compared to active members not experiencing burn out, active members experiencing burn out volunteered longer with ATC (8.9 years versus 6.8 years; $P < 0.00$) and donated more hours in a 12-month period (102 hours versus 48 hours; $P < 0.00$; Table 37). Active members who experienced burnout belonged to more other conservation organizations than those who had not ($\bar{x} = 2.5$ versus $\bar{x} = 1.9$; $P < 0.00$). A greater percentage of active members who experienced burn out belonged to local trail clubs (78% versus 57%; $P < 0.00$; Fig. 27). Differences did not occur between active members experiencing burn out and those who had not in membership length (10.3 years versus 9.6 years), hours donated to other

organizations (103 hours versus 90 hours), length of membership before becoming active (1.2 years versus 2.3 years; Table 37), and in the membership types (Fig. 28).

Active members who had experienced burnout did not differ from those who had not with respect to most socio-economic characteristics. Both groups were highly educated ($P = 0.59$), full-time or self employed ($P = 0.32$), married ($P = 0.90$), with high income levels ($P = 0.13$). A difference did occur in the gender category ($P = 0.04$). While I did not detect a significant difference in age, a slightly greater percentage of members who had experienced burn out fell into younger age groups (36 to 45 and 46 to 55) ($P = 0.07$; Fig. 29).

Active members who had experienced burnout indicated protecting the Trail ($\bar{x} = 2.3$) and being interested in the Trail ($\bar{x} = 2.3$) were important in their decision to join ATC. However, active members who had not experienced burn out indicated a slightly higher importance for interest in the Trail ($\bar{x} = 2.6$; $P = 0.047$; Table 38).

Recruitment Method and Burn Out

While significant differences occurred between active members who had experienced burn out and those who had not in the functions attended, most in both groups had never attended an ATC function ($P < 0.00$; Fig. 30). Additional differences occurred in how members preferred to be recognized, although most active members in both groups felt no recognition was needed ($P = 0.01$). Differences did not occur in how the two groups of active members heard about ATC ($P = 0.68$;) or in recruitment methods of members ($P = 0.62$). Active members who had experienced burn out and who received requests donated more hours over a 12-month period, had volunteered longer, and began volunteering sooner after joining than active members who experienced burn out and did not receive requests (Table 39).

Motivations of Active Members Experiencing Burn Out

I asked active members who had experienced burn out to indicate the importance of items included in an importance-scale question in contributing to their feelings. As in the previous section, I identified major components using a factor analysis procedure. I designed this as a 2-step process, first looking at the overall role of factors followed by an individual look at items composing each factor.

The factor analysis produced 4 major components (Table 40). Component one (personal satisfaction) included the items associated with feeling as if one has not gained any personal benefit from their involvement in ATC activities. Active members attributed the greatest importance to items comprising this component (Appendix B-4). Component two (competing commitments) included items associated with competing commitments in these members' lives. Component three (skills) involved items associated with the nature of the volunteer activities. Members who had experienced burn out attributed the greatest amount of importance to the lack of diversity in the activities ($\bar{x} = 1.3$), as well as not having learned anything new ($\bar{x} = 1.2$). Component four (request) included being continually asked to participate, which was not important to members who experienced burn out ($\bar{x} = -0.6$).

Significant mean differences occurred between competing commitments and personal satisfaction ($P = 0.03$; Table 41). The Tukey's HSD showed that active members experiencing burn out attributed the most importance to items comprising personal satisfaction ($\bar{x} = 1.2$) and the least importance to competing commitments ($\bar{x} = 0.4$).

I compared active members who had experienced burn out with those who had not in components important in original decisions to participate in volunteer activities (Table 42). I found no differences in importance of these components, nor in any of the individual items comprising reasons why individuals initially decided to volunteer.

Factors Affecting Retention of Active Members

Thirty-one percent ($n = 132$) of active member respondents had discontinued their participation in ATC volunteer activities. Compared to currently active members, on average previously active members belonged to ATC longer (11.2 years versus 9.1 years; $P < 0.00$), volunteered for fewer years (3.6 years versus 8.9 years; $P < 0.00$) and took longer to begin volunteer activity (3 years versus 1.6 years; $P < 0.00$; Table 43). Not surprisingly, previously active members donated fewer volunteer hours during the previous 12 months than currently active members (13 versus 93 hours; $P < 0.00$). While most currently and previously active members held individual memberships (58% and 49%, respectively), a greater percentage of previously active members held trail maintainer memberships (22% versus 8%; $P = 0.02$; Fig. 31). Although both groups of active members belonged to an average of two additional conservation organizations, previously active members donated fewer hours to them (87 hours versus 98 hours; $P < 0.00$). Previously active members were less likely to belong to local trail clubs than currently active members (31% versus 81%; $P < 0.00$; Fig. 32).

Both current and previously active members primarily fell into the 36 to 45 (21.5% and 20%, respectively) and 46 to 55 (24% and 29%, respectively) age categories, although many previously active members also fell into the 66 to 75 age category (21%; Fig. 33). Both groups were highly educated ($P = 0.70$), employed full-time or retired ($P = 0.17$), married ($P = 0.97$), and male ($P = 0.32$). Both groups of active members fell primarily into the \$30,001 to \$45,000 (26% and 19%, respectively), \$45,001 and \$60,000 (16% and 16.5%, respectively), and \$60,001 and \$75,000 (15.5% and 19%, respectively) income categories. However, a greater percentage of currently active members fell into the over \$105,000 income category (14%; $P = 0.44$; Fig. 34).

Similar to currently active members, previously active members attributed the most importance to having enjoyed the Trail ($\bar{x} = 2.6$) and being interested in the A.T. ($\bar{x} = 2.5$) in their initial decision to join ATC (Table 44). However, previously active members attributed less importance to attending membership functions ($\bar{x} = -1.0$ versus -0.4 ; $P < 0.00$) and contributing to the mission of ATC ($\bar{x} = 1.1$ versus 1.7 ; $P < 0.00$).

Recruitment and Attrition of Active Members

I compared previously and currently active members in their method of recruitment and found the largest percentage of previously active members (41%) initiated volunteer activity

because somebody asked them to participate ($P = 0.02$). Additionally, 65% of all members recruited by advertisements in the *Appalachian Trailway News*, 80% recruited by advertisements in the Register, and 67% recruited by outdoor magazine advertisements, had discontinued volunteer activity. Previously active members who received requests had belonged to ATC ($P < 0.00$) and volunteered for longer ($P < 0.00$; Table 45) than currently active members who had been asked to participate..

Motivations of Previously Active Members

I asked active members who had discontinued volunteer activity to indicate the importance of items included in an importance-scale question in contributing to their actions. As in the previous section, I identified major components using a factor analysis procedure. I designed this as a two-step process, first looking at the overall role of factors followed by an individual look at items composing each factor (Appendix B-5).

The factor analysis produced 4 major components (Table 46). Component one (personal satisfaction) included items that captured feelings of not gaining any personal benefit from the volunteer activity. Most previously active members indicated that these items were not applicable or not very important in the decisions to discontinue volunteer activity. Component two (competing commitments) included items associated with changes in time commitments in an individual's life. Previously active members attributed the most importance to not having free time ($\bar{x} = 0.7$). Component three (lifestyle changes-personal) and component four (lifestyle changes-physical) included items associated with changes in one's lifestyle. While component three captured the more "personal" attributes, component four captured "physical" ones.

Previously active members attributed significantly less importance to personal satisfaction than to the other components in their decisions to discontinue participation in volunteer activities (Table 47).

I compared previously and currently active members in the components important in original decisions to volunteer (Table 48). Currently active members attributed greater importance than previously active members to efficacy ($\bar{x} = 2.2$ versus $\bar{x} = 1.6$) and personal motivation ($\bar{x} = 0.3$ versus $\bar{x} = -0.1$). Currently active members also attributed less importance than previously active members to physical lifestyle changes ($\bar{x} = -0.5$ versus $\bar{x} = -0.2$).

Comparisons of individual items further illustrate these differences (Table 49). Protecting the A.T. ($\bar{x} = 2.3$ versus $\bar{x} = 1.9$; $P < 0.00$), ensuring the existence of the A.T. for future generations ($\bar{x} = 2.4$ versus $\bar{x} = 2.0$; $P < 0.00$), contributing to the management of natural resources ($\bar{x} = 2.0$ versus $\bar{x} = 1.3$; $P < 0.00$), and ensuring the existence of the A.T. for personal enjoyment ($\bar{x} = 2.0$ versus $\bar{x} = 1.4$; $P < 0.00$) were more important to currently active members than previously active members. Of the items comprising component four (personal growth), gaining experience for future employment was least important to previously active members ($\bar{x} = -1.5$ versus -1.0 ; $P = 0.02$). Of the items composing component five, Both groups of active members attributed low importance to the items comprising component five. Although the difference between groups in component two was not significant, previously active members attributed greater importance to the affect activities would have on their time ($\bar{x} = 1.3$ versus $\bar{x} =$

0.9; $P = 0.10$). Of items not included in the factors, previously active members attributed greater importance to the distance of activities from their home ($\bar{x} = 1.1$ versus $\bar{x} = 0.4$; $P < 0.00$).

Figures

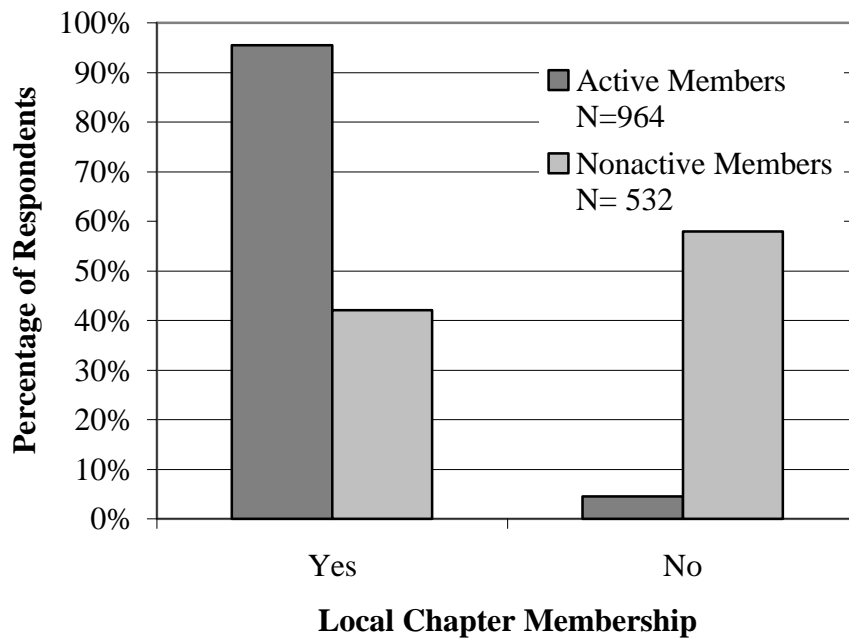


Figure 1. Percentage of active and nonactive RMEF members who belonged to local chapters. ($\chi^2 = 545.06$; $df = 1$; $P < 0.00$)

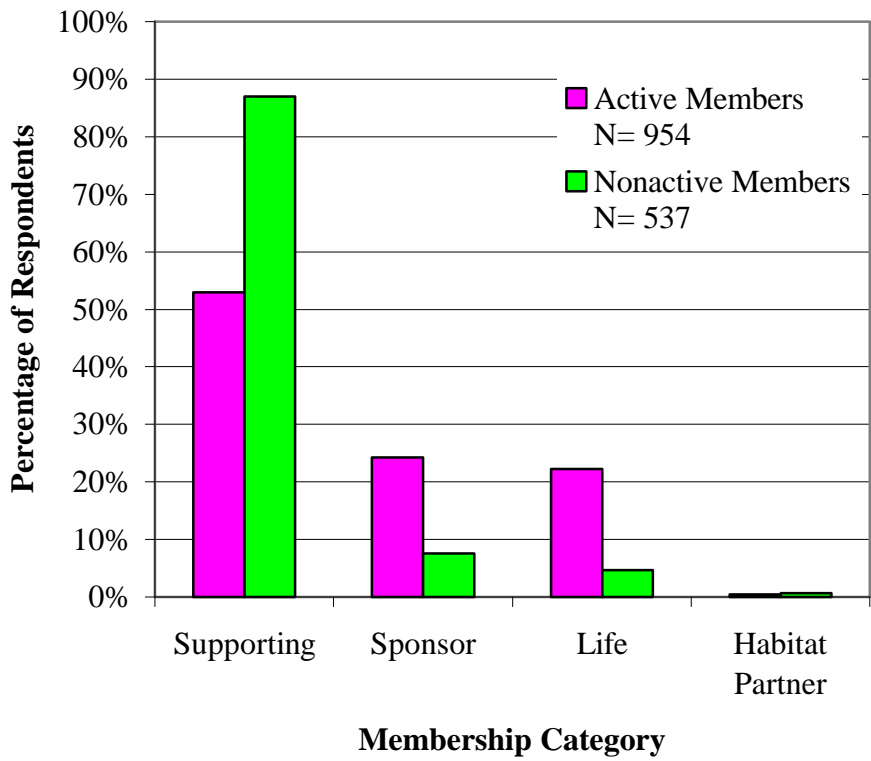


Figure 2. Percentage of active and nonactive RMEF members in each RMEF membership category ($\chi^2 = 181.16$; $df = 3$; $P < 0.00$).

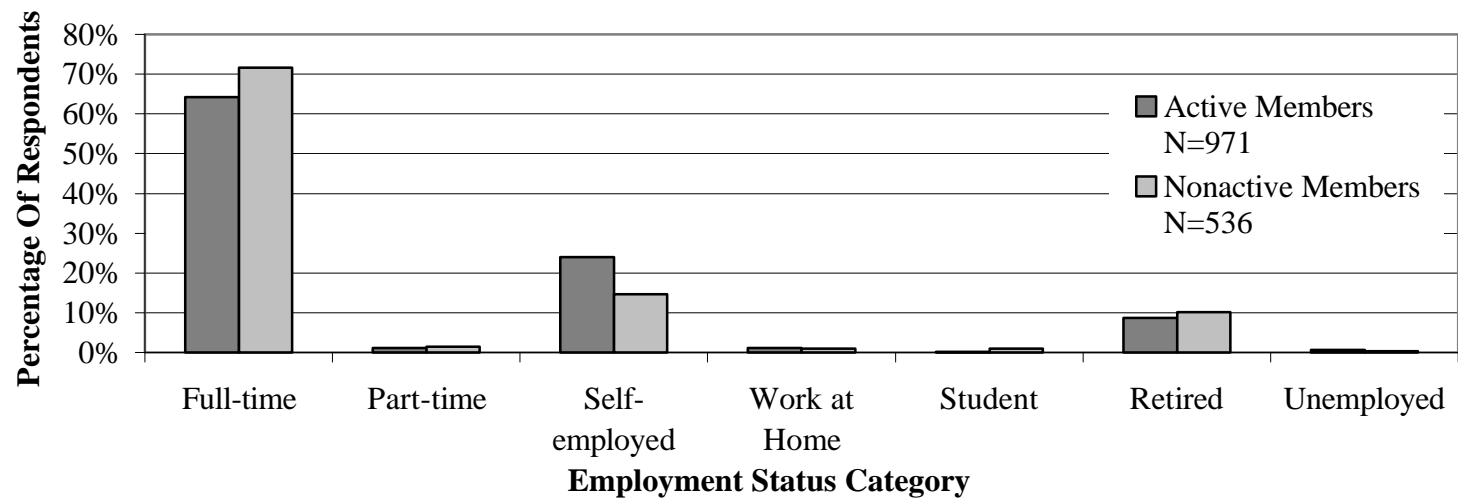


Figure 3. Employment status distribution of RMEF active and nonactive members ($\chi^2 = 22.96$; $df = 6$; $P < 0.00$).

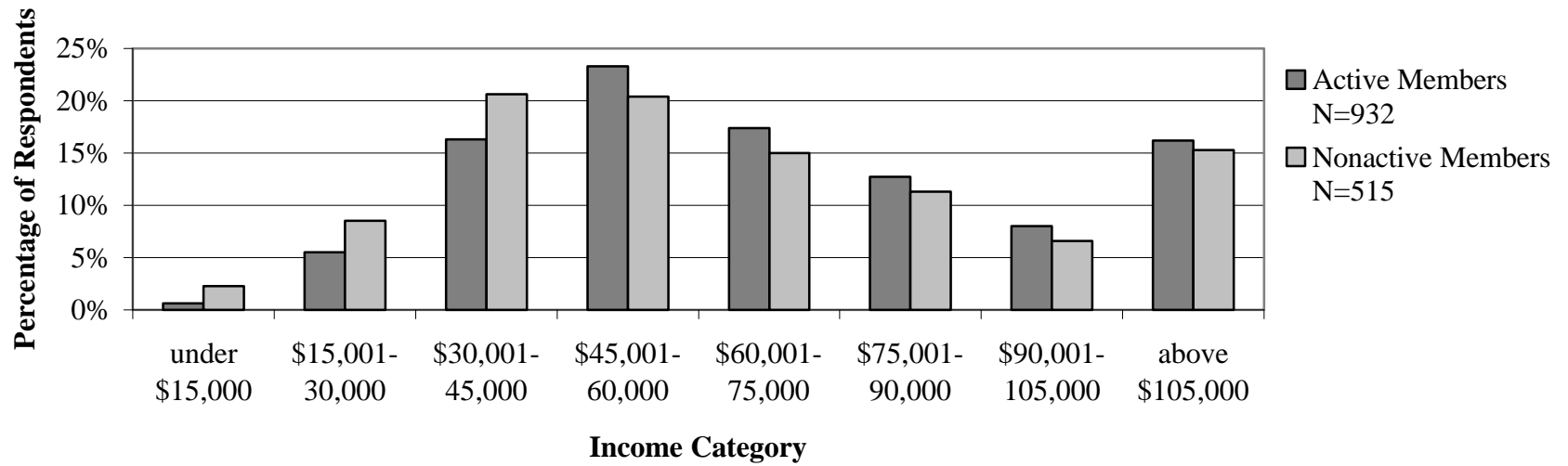


Figure 4. Distribution of income of RMEF active and nonactive members ($\chi^2 = 19.79$; $df = 6$; $P < 0.00$).

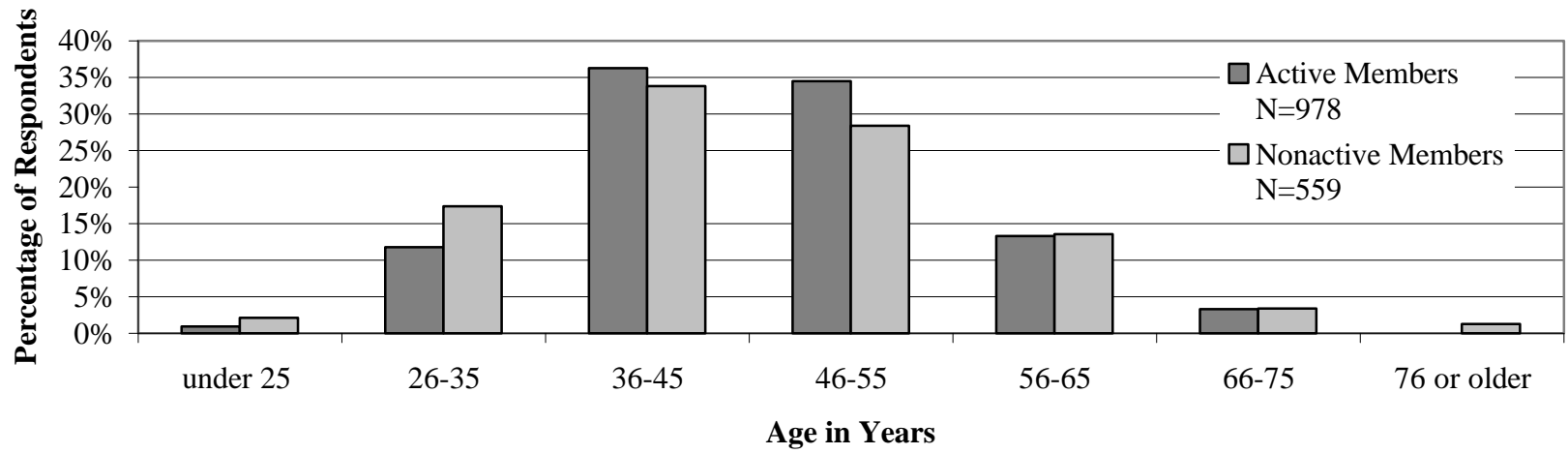


Figure 5. Distribution of age among RMEF active and nonactive members ($\chi^2 = 28.88$; $df = 6$; $P < 0.00$).

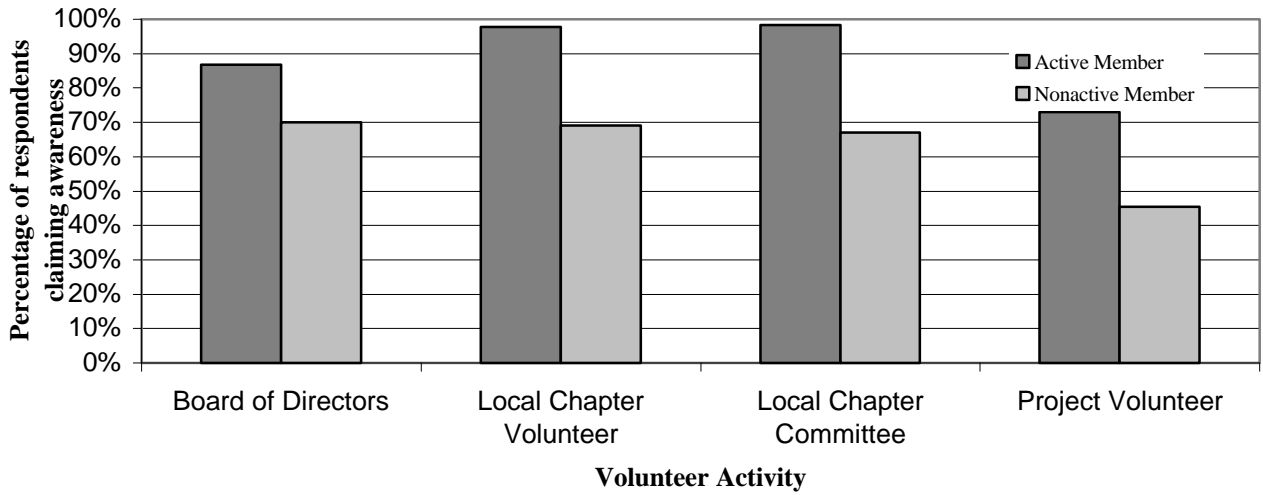


Figure 6. Percentage of RMEF active and nonactive members who were aware of RMEF volunteer activities. All differences were significant at the $\alpha= 0.05$ level.

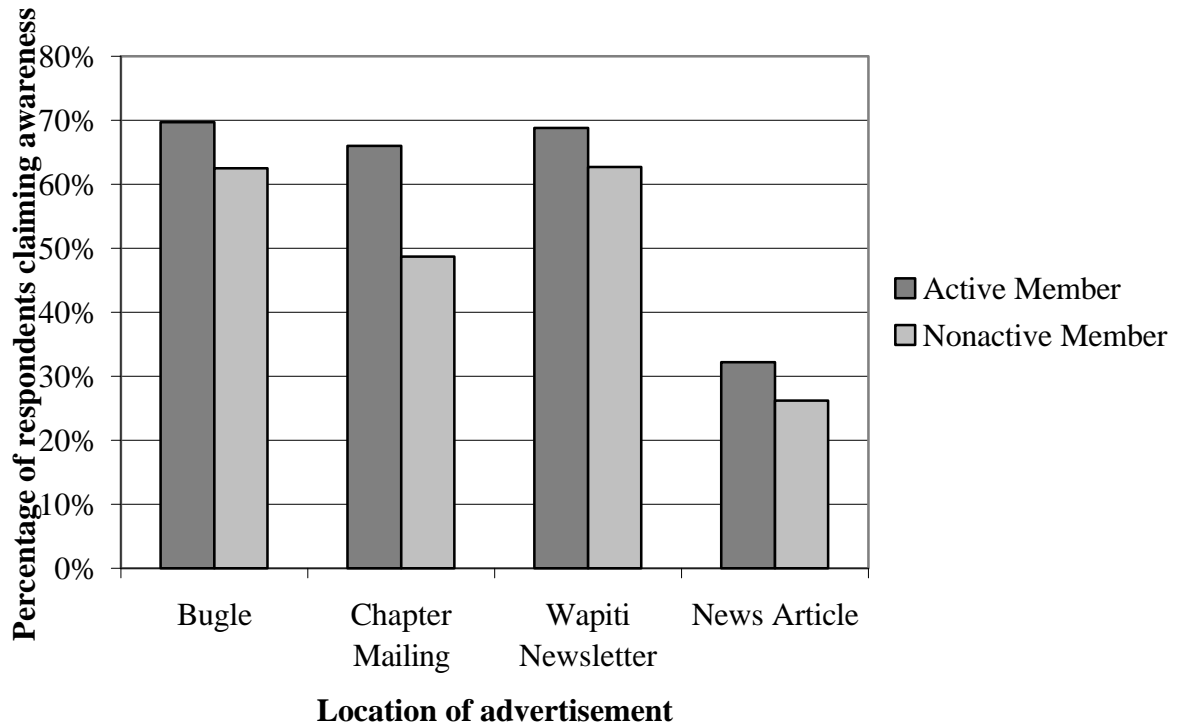


Figure 7. Familiarity of RMEF active and nonactive members with various outlets for advertisements for volunteer activities with RMEF. All differences were significant at the $\alpha= 0.05$ level.

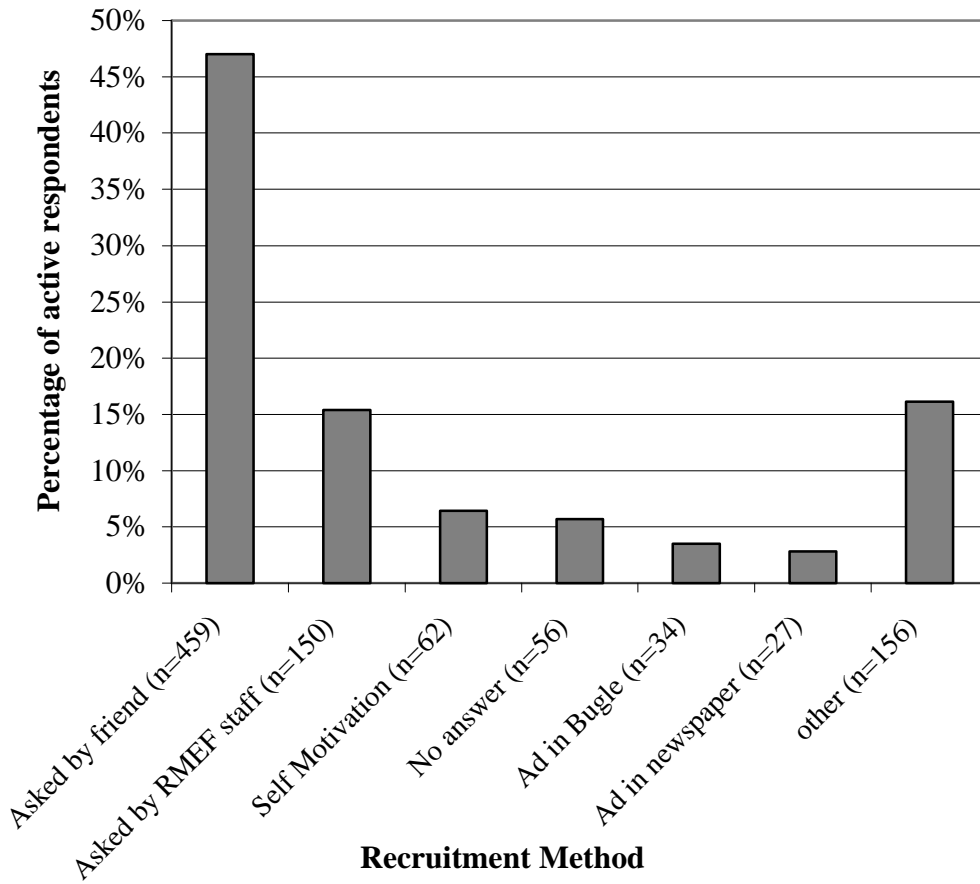


Figure 8. Relationship between method of recruitment used by RMEF and the ultimate participation in volunteer activities by active members of the RMEF

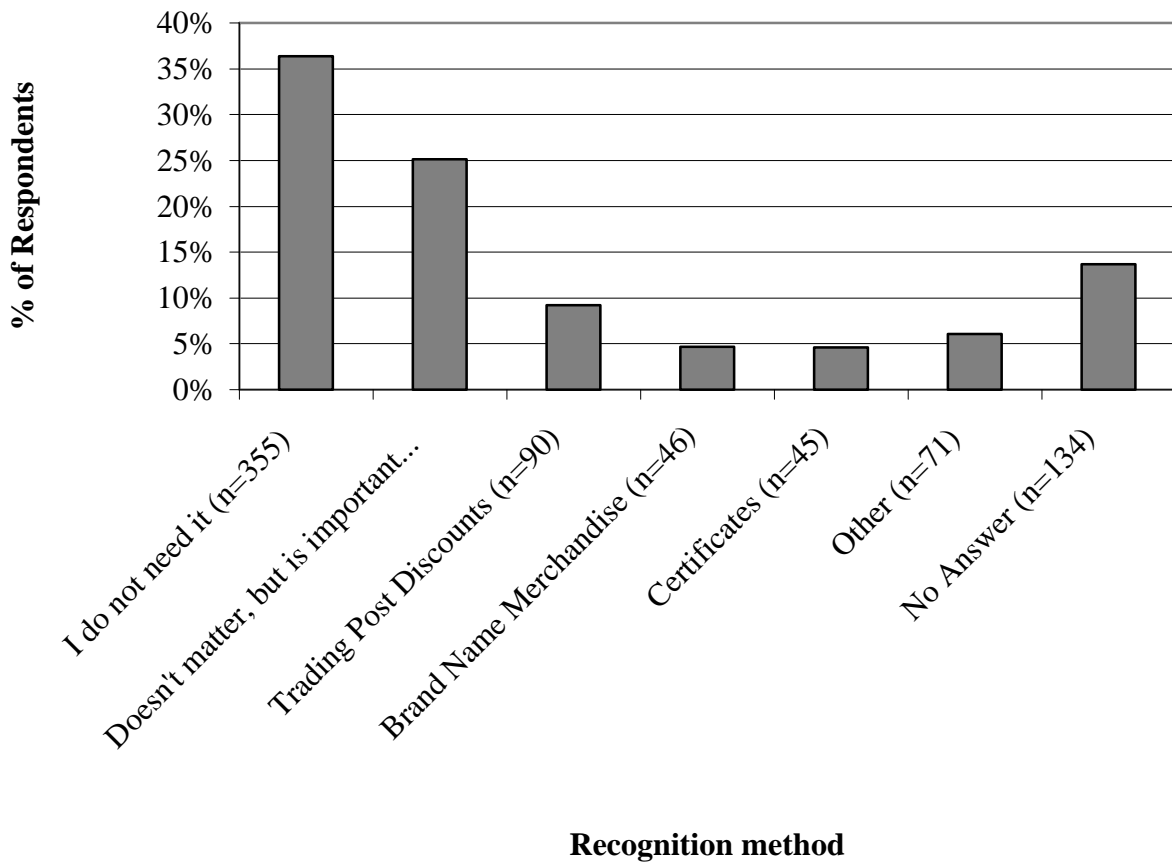


Figure 9. Recognition preferences of RMEF active members.

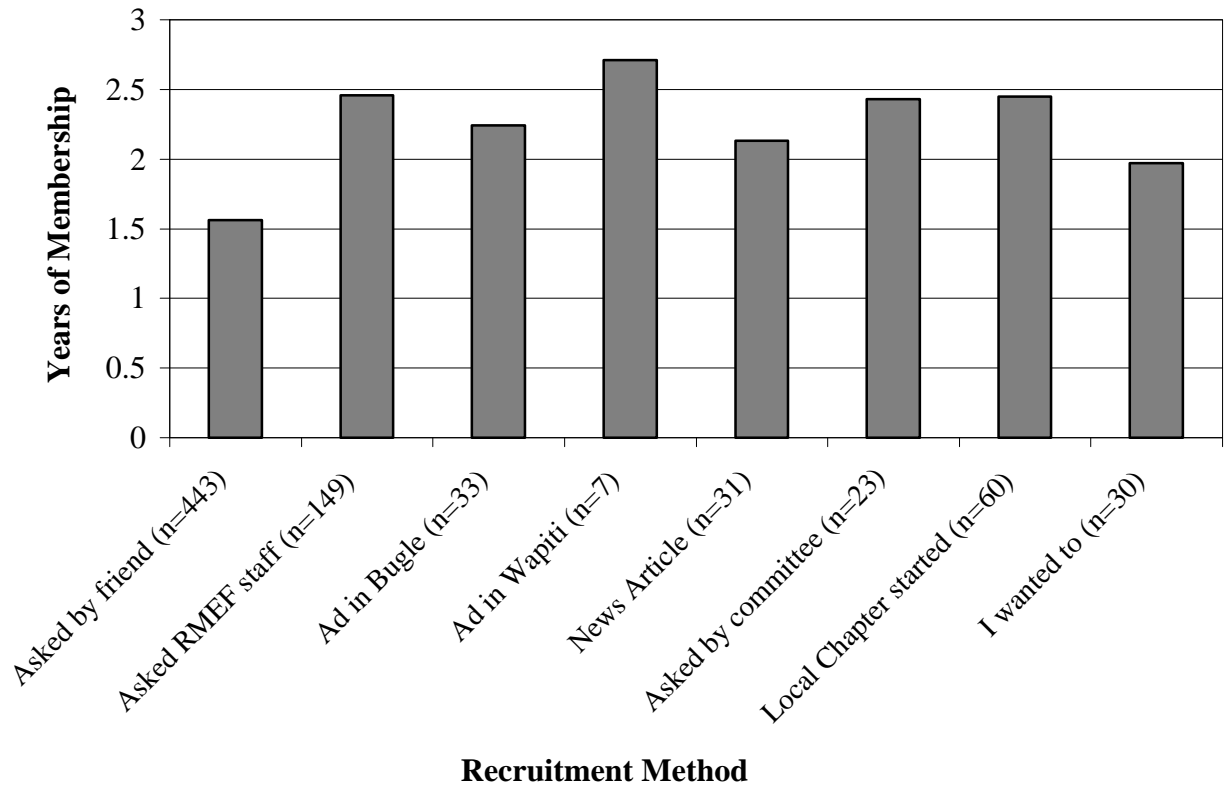


Figure 10. Recruitment method of RMEF active members and the years of membership before initiating volunteer activity ($F = 4.08$; $df = 8$; $P < 0.00$).

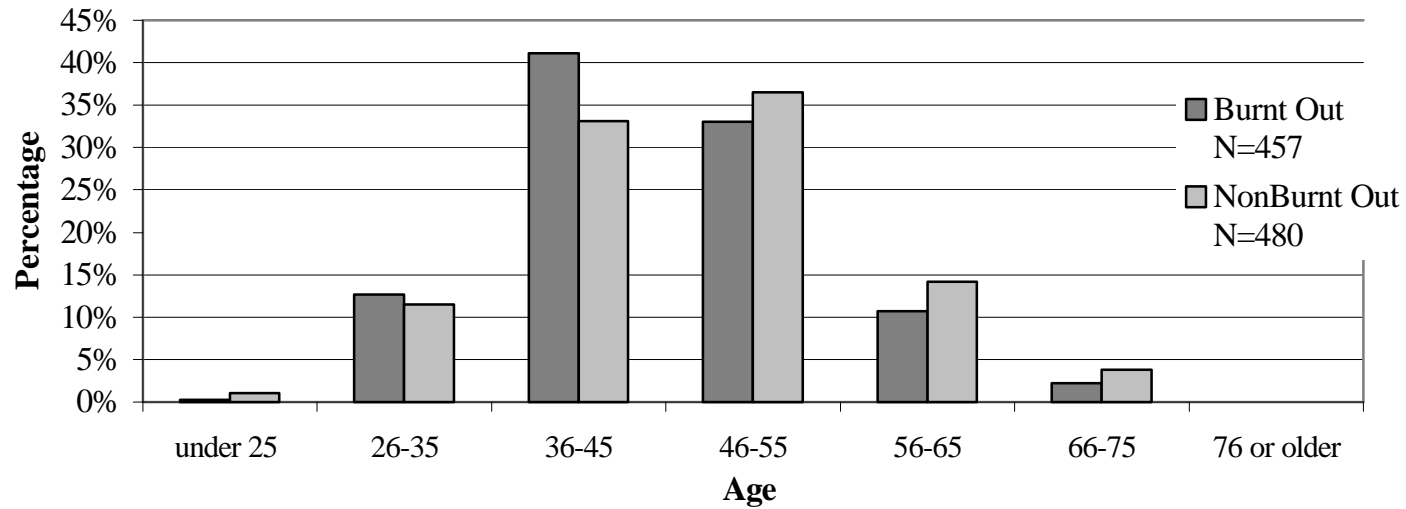


Figure 11. Age category distribution of RMEF active members who had experienced burn out and those who had not experienced burn out from RMEF volunteer activities ($\chi^2 = 11.75$; $df = 5$, $P = .04$).

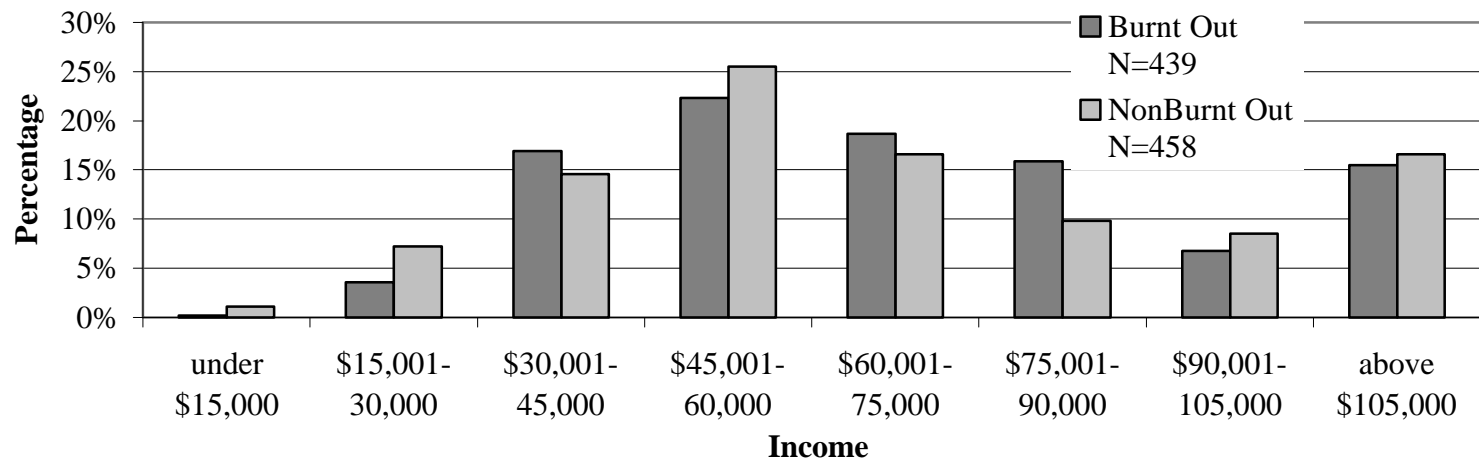


Figure 12. Comparison of income level of RMEF active members who have experienced burn out and those who have not ($C^2 = 17.47$; $df = 7$, $P = 0.02$).

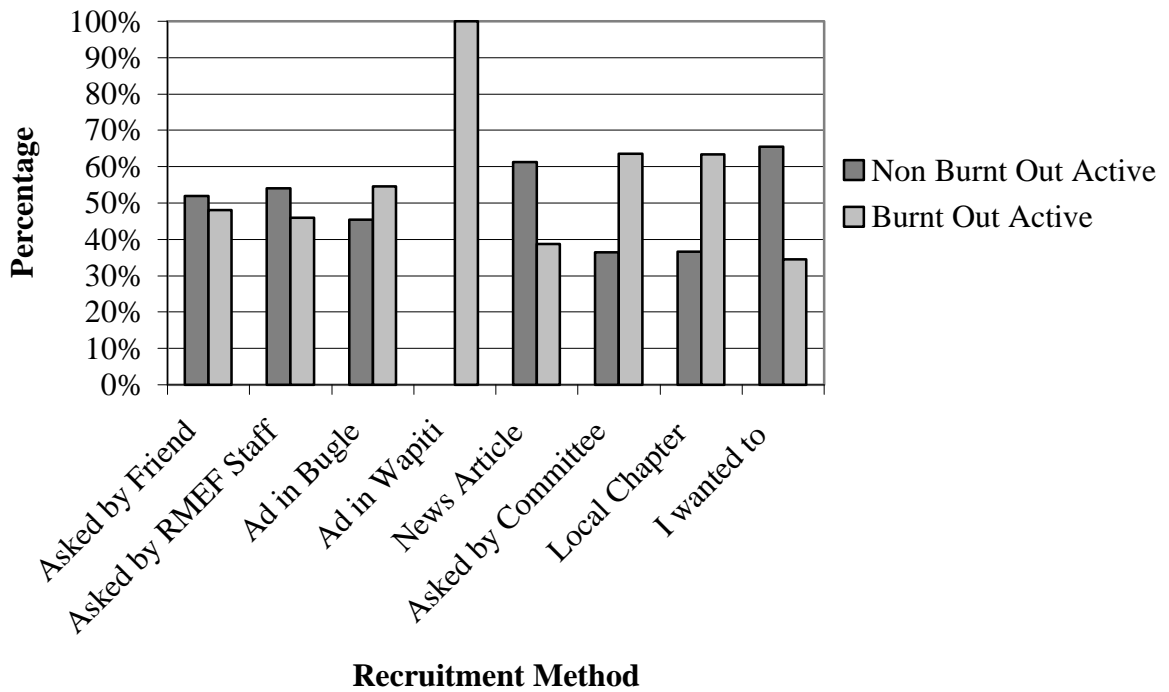


Figure 13. Comparison of the recruitment method of REMF active members and the percentage who have experienced burn out from RMEF volunteer activities.

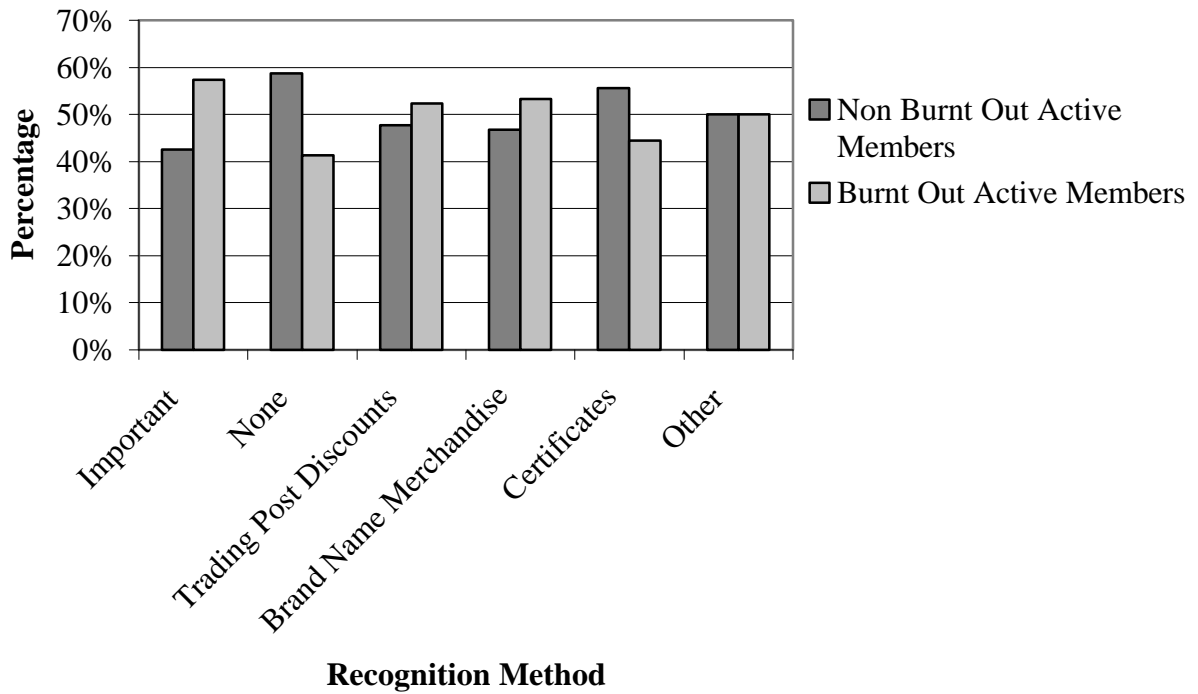


Figure 14. Preference of recognition method among RMEF active members who had and had not experienced burn out.

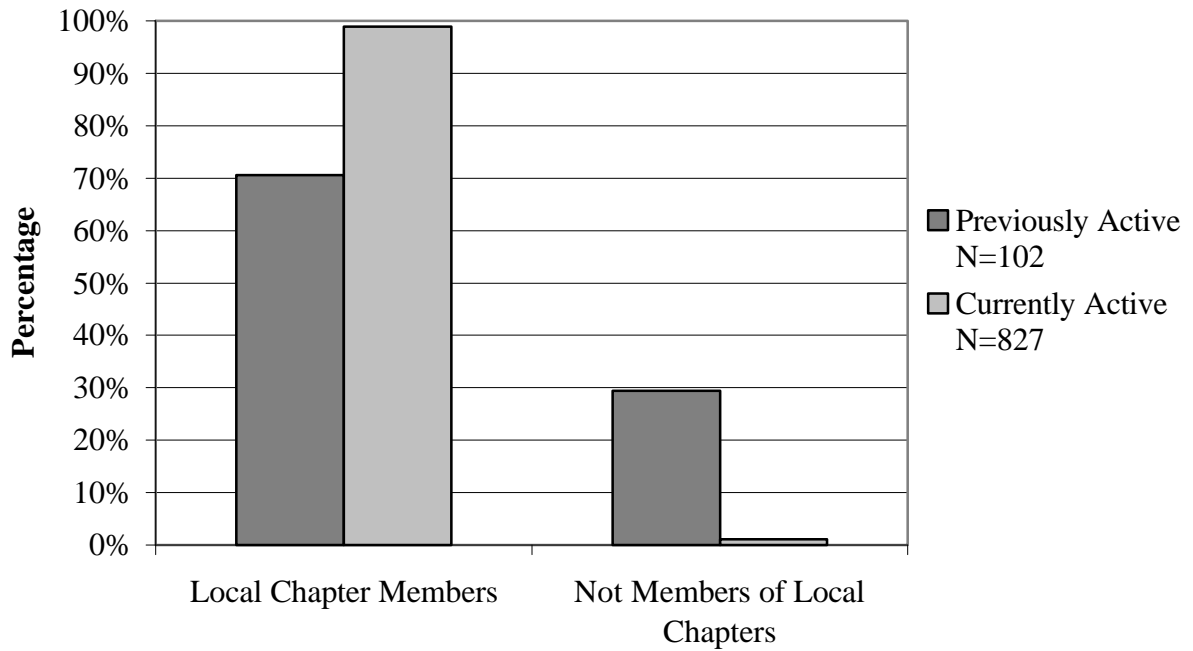


Figure 15. Comparisons of local chapter memberships of RMEF previously and currently active members ($\chi^2 = 118.11$; $df = 1$, $P < 0.00$).

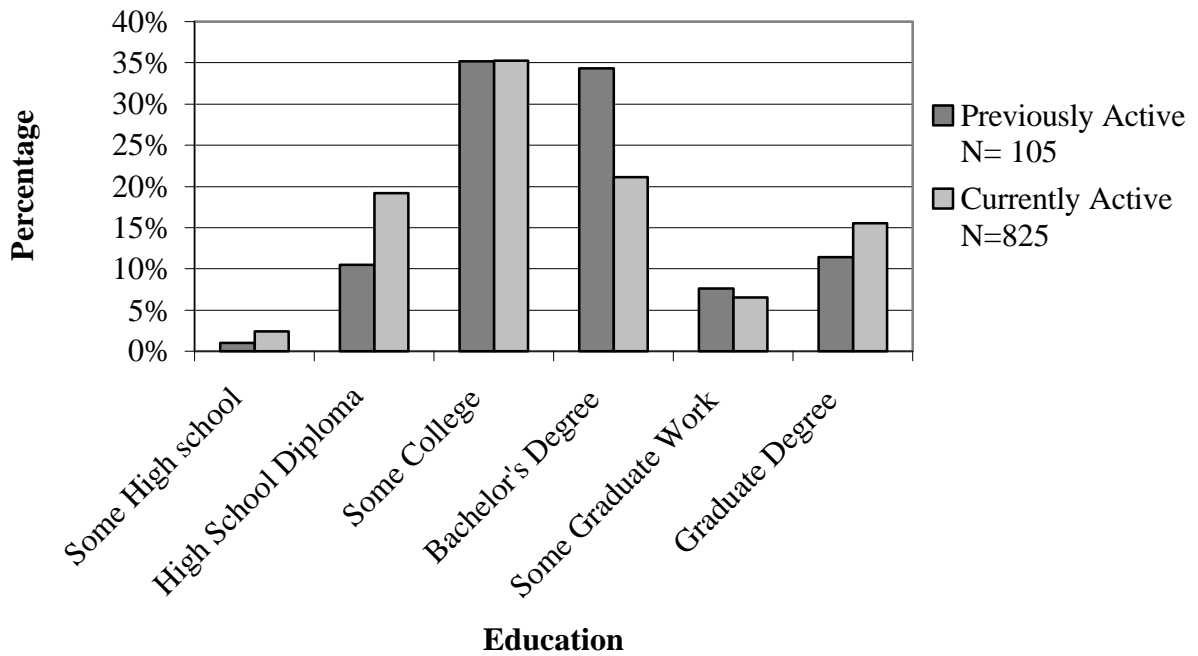


Figure 16. Comparisons of education level obtained by current and previously active RMEF members ($\chi^2 = 13.12$; $df = 5$, $P = .02$).

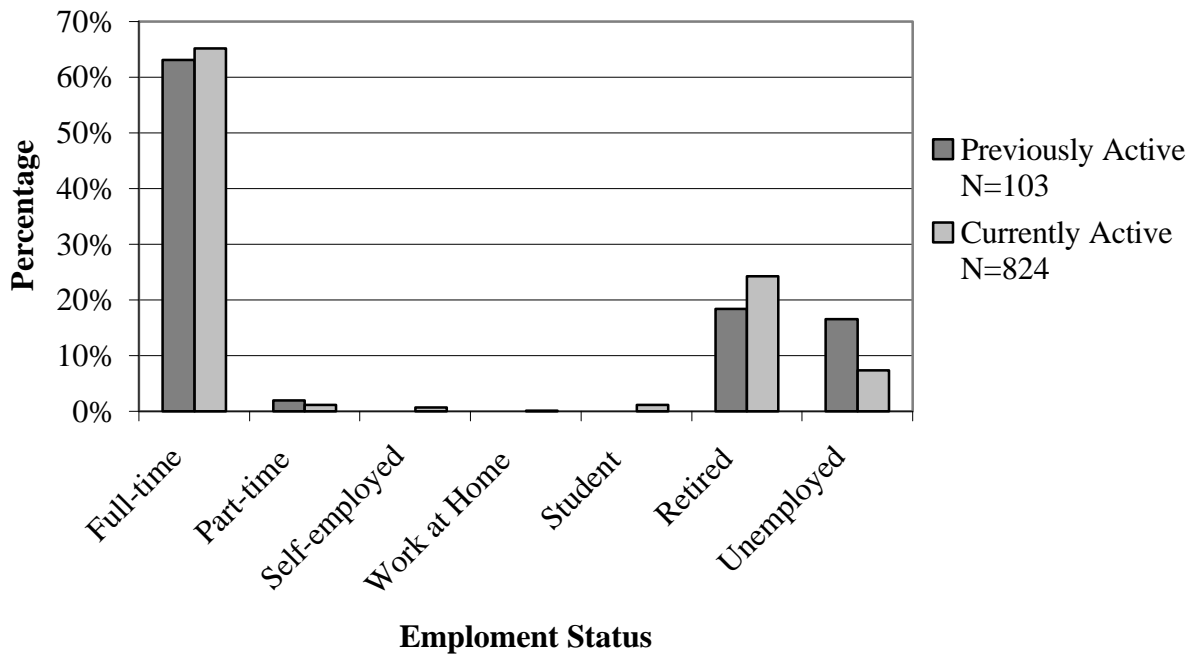


Figure 17. Comparisons of employment status of previously and currently active RMEF members ($\chi^2 = 13.35$; $df = 6$, $P = .04$).

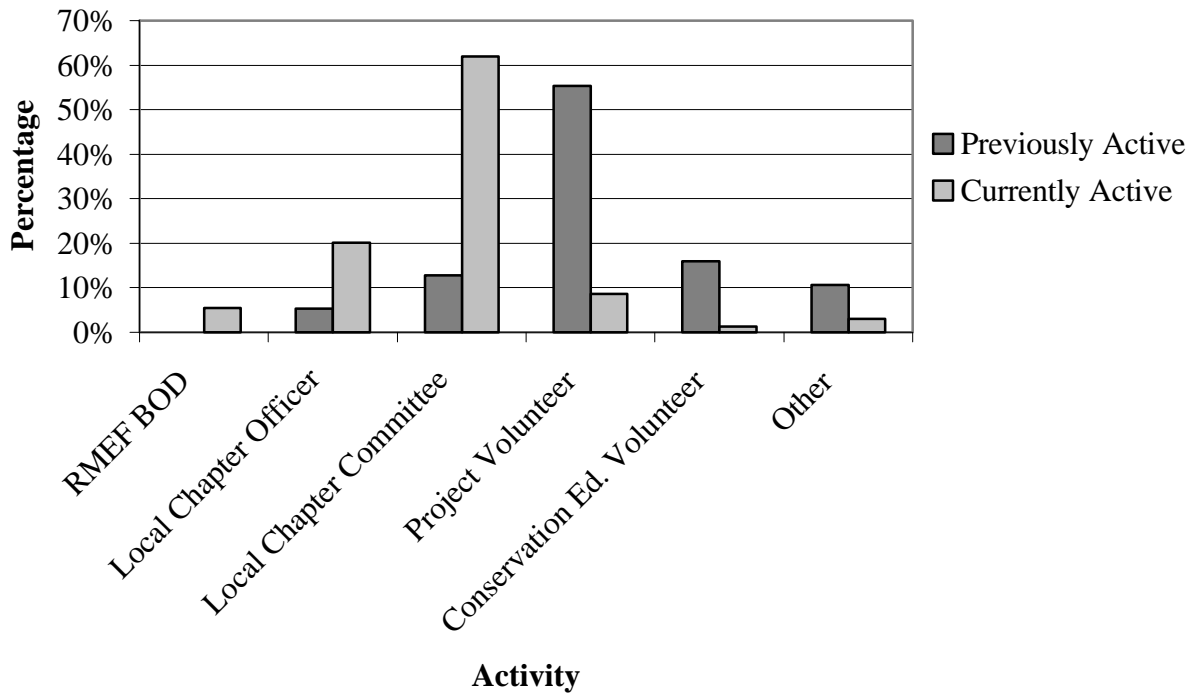


Figure 18. Comparisons of volunteer activities most preferred by previously and currently active RMEF members ($\chi^2 = 19.16$; $df = 7$, $P < 0.00$).

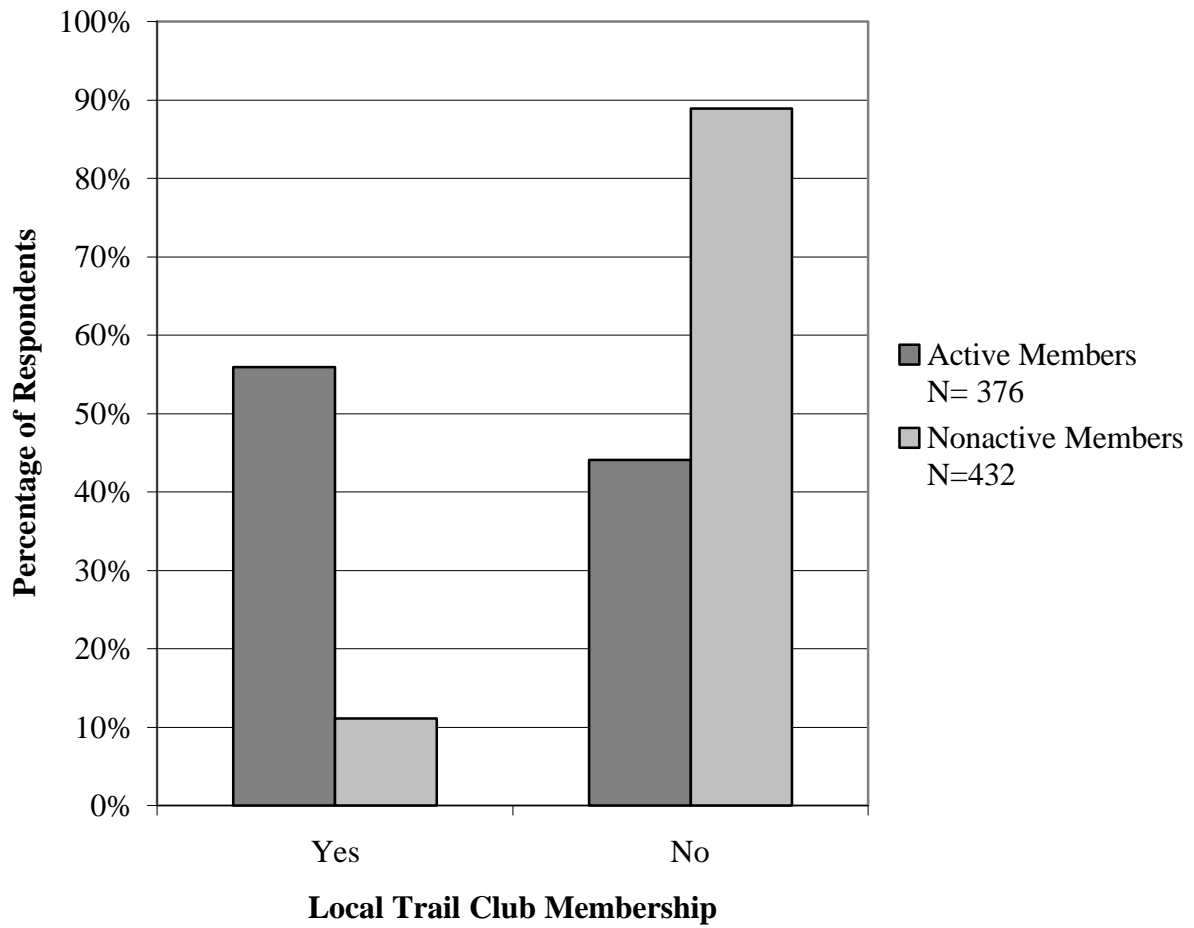


Figure 19. Percentage of ATC active and nonactive members who belonged to local trail clubs ($\chi^2 = 185.13$; $df = 1$, $P < 0.00$).

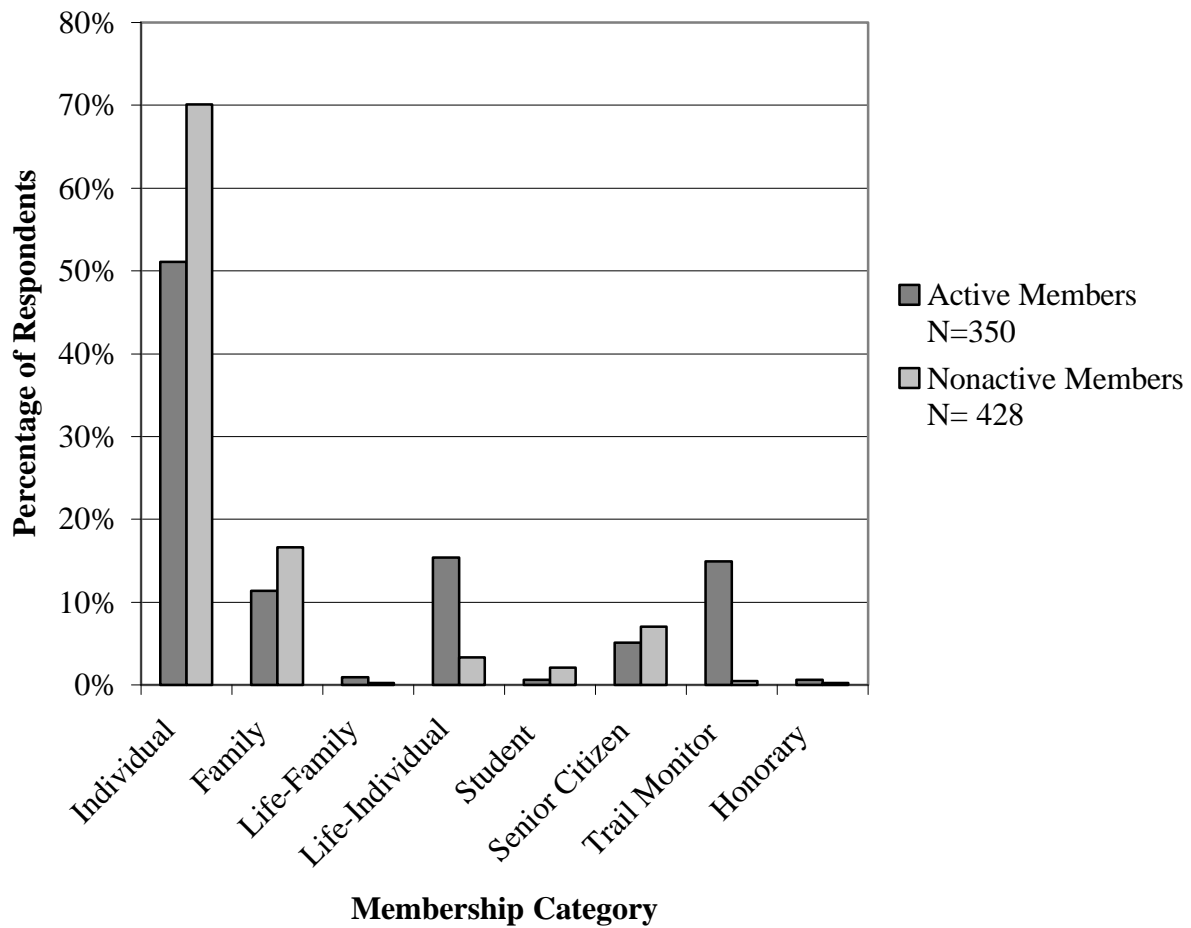


Figure 20. Distribution of membership status of ATC active and nonactive members ($\chi^2 = 111.13$; $df = 7$, $P < 0.00$).

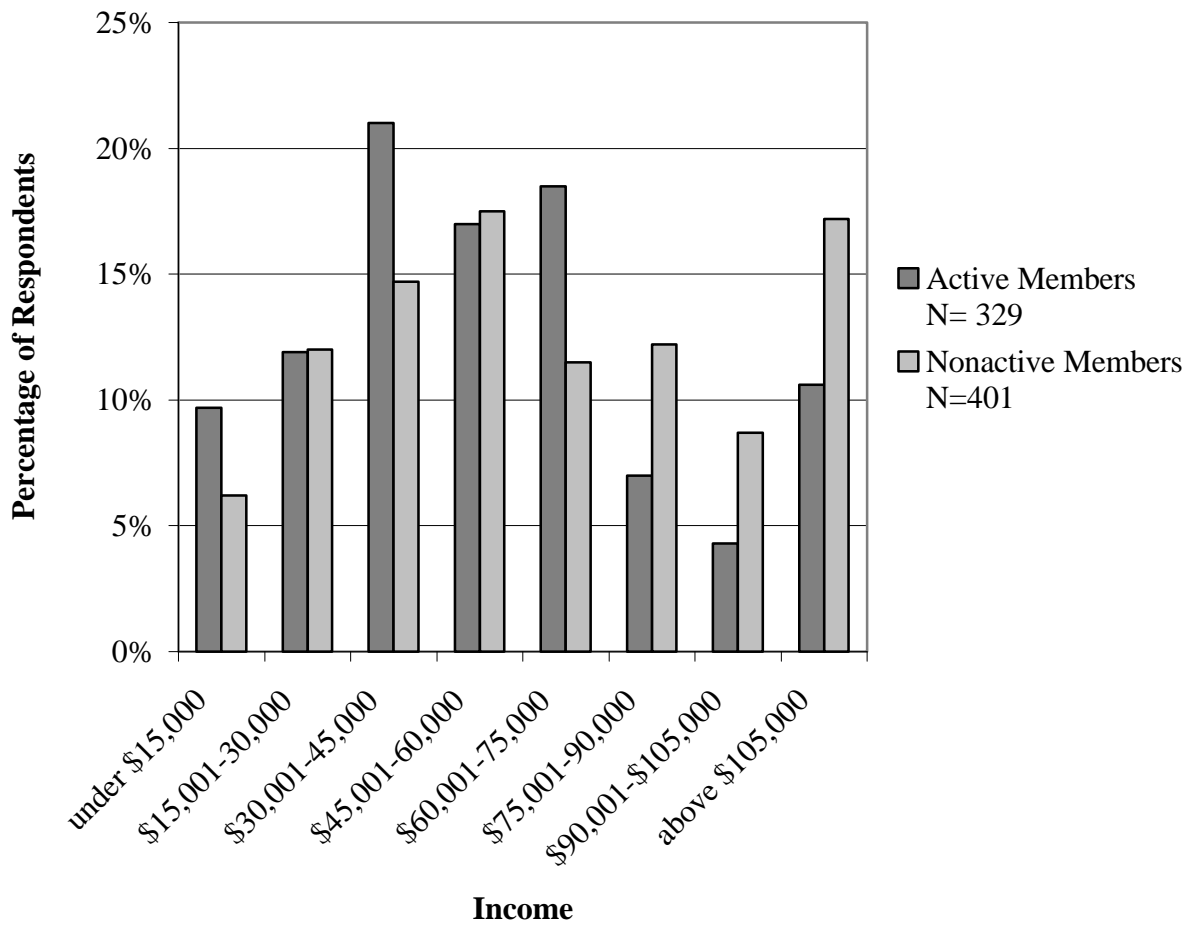


Figure 21. 1995 Net household income of ATC active and nonactive members ($\chi^2 = 28.91$; $df = 7, P < 0.00$).

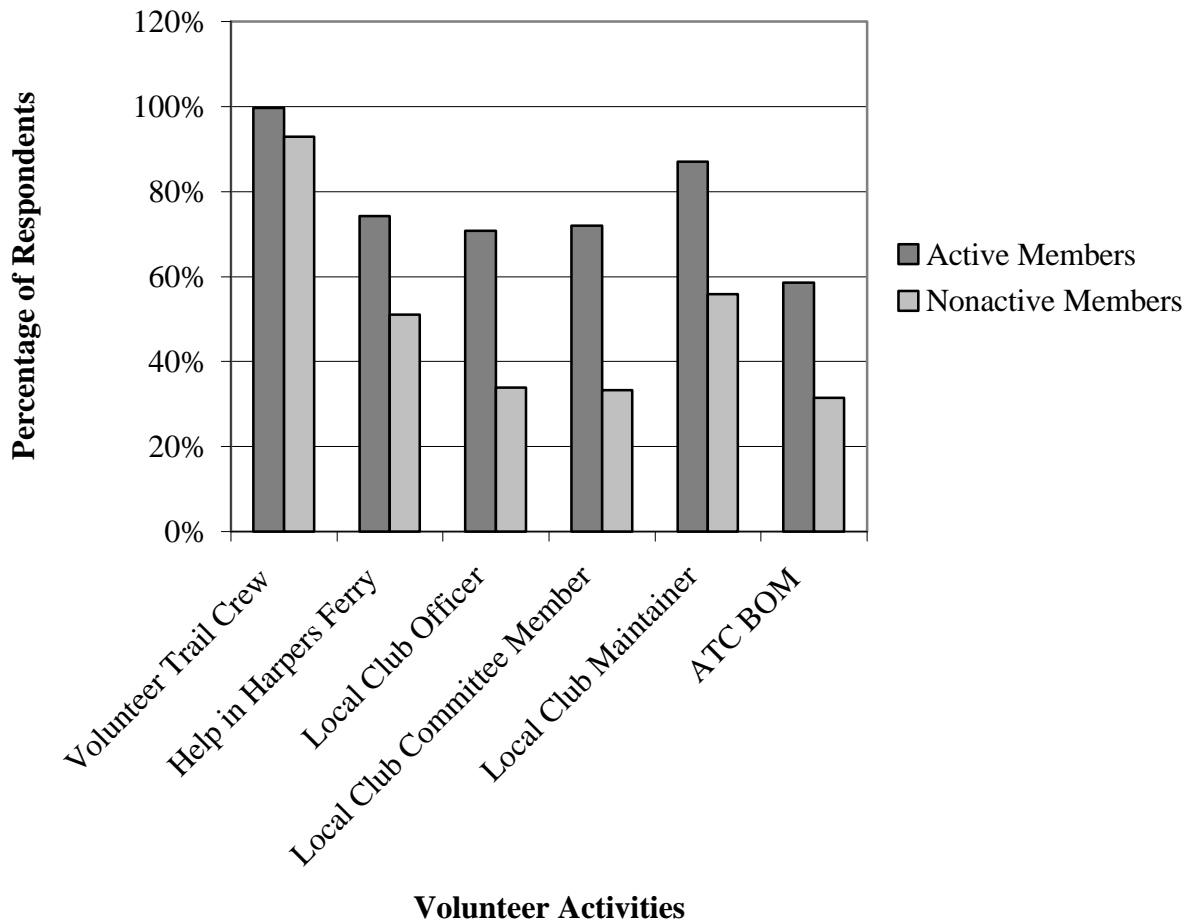


Figure 22. Comparisons of the awareness of ATC volunteer activities among active and nonactive members. Significant differences occurred in items accept awareness of Trail Crew opportunities ($\chi^2 = 24.29$; $df = 1$, $P < 0.00$).

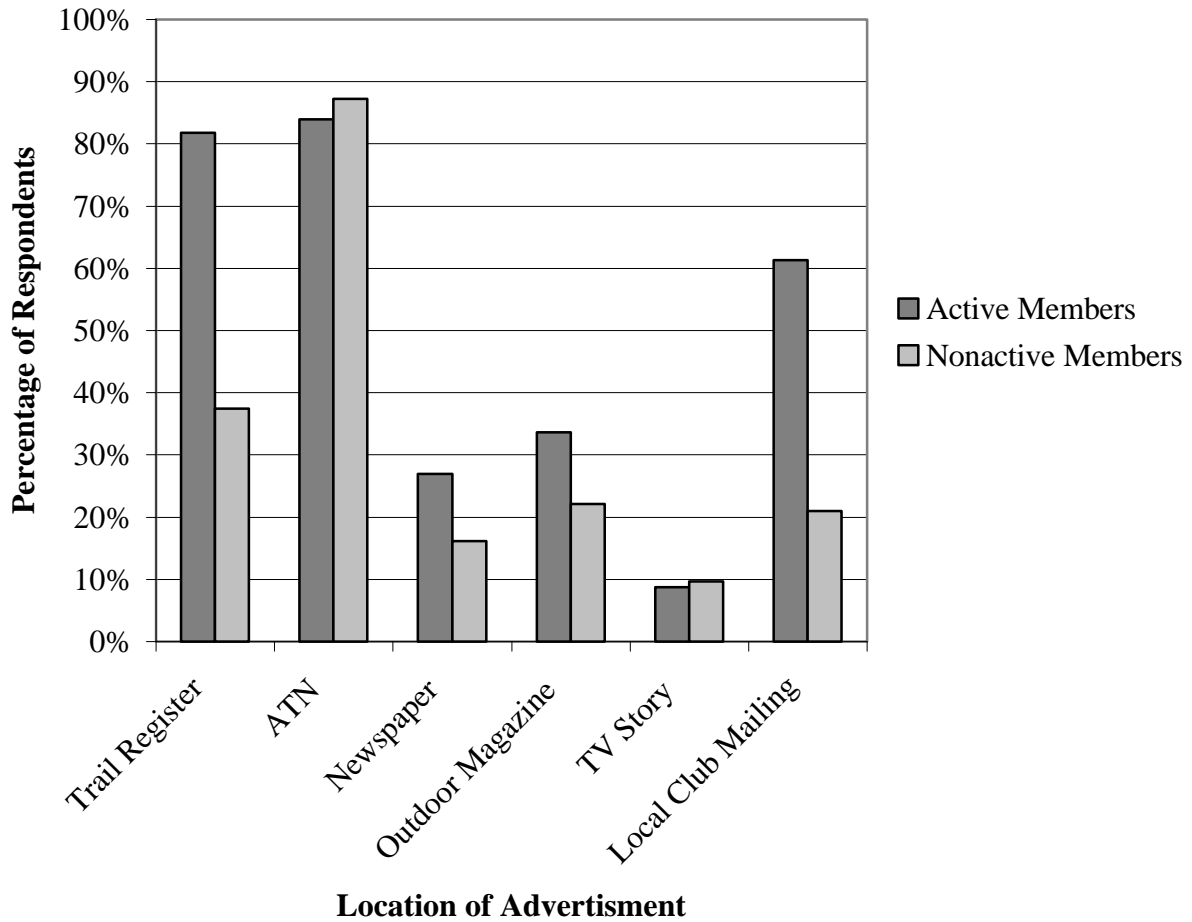


Figure 23. Recognition of advertisements for volunteer activities associated with ATC among active and nonactive members. Differences existed in all categories except in the recognition of ads in the *Appalachian Trailway News* ($\chi^2 = 1.59$; $df = 1$, $P = 0.10$).

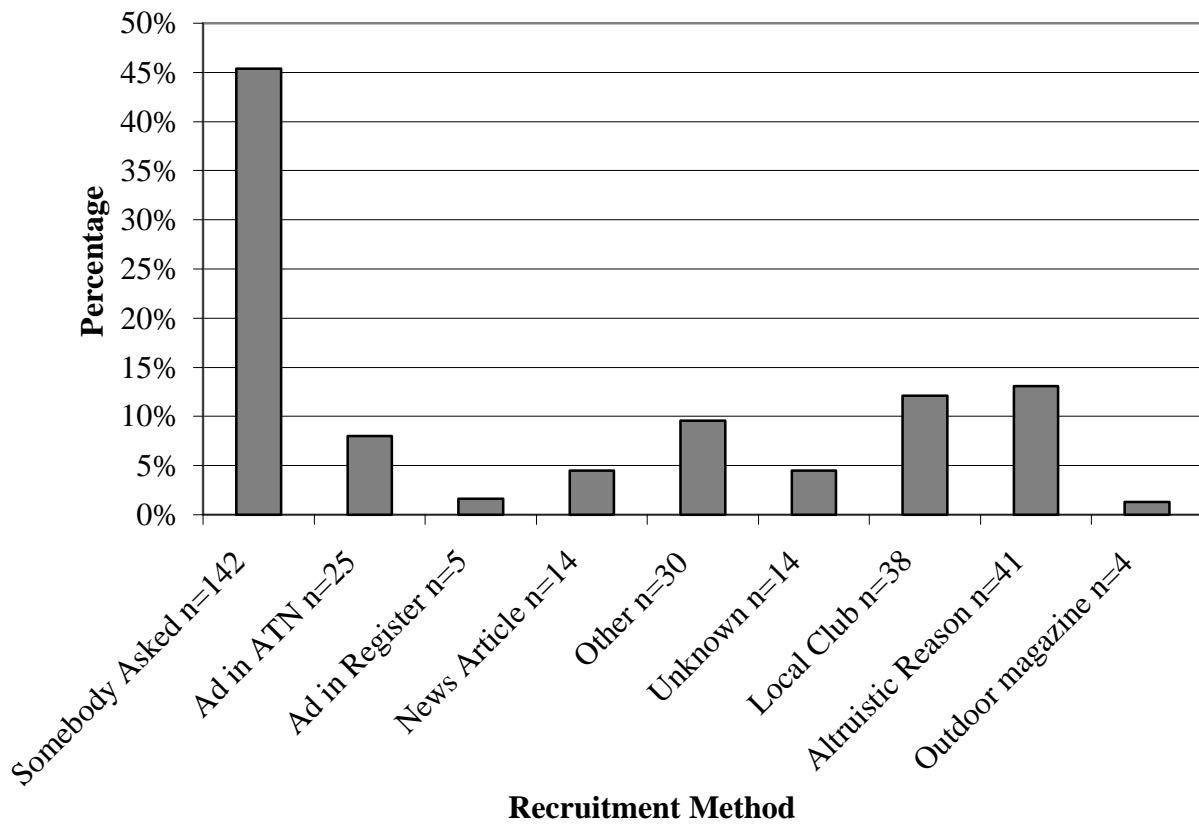


Figure 24. The method of recruitment of ATC active members.

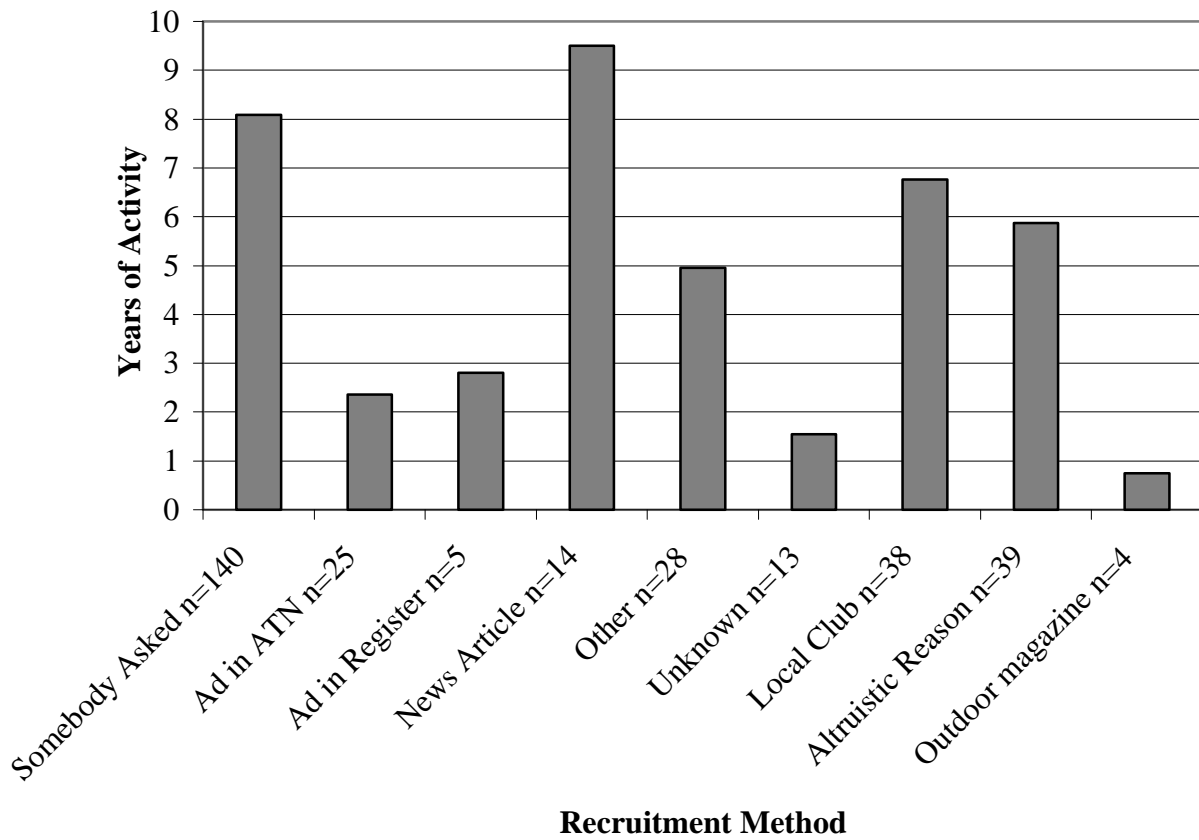


Figure 25. Comparison of years of volunteer activity and the method of recruitment of ATC active members ($F = 3.36$, $df = 8$, $P < 0.00$).

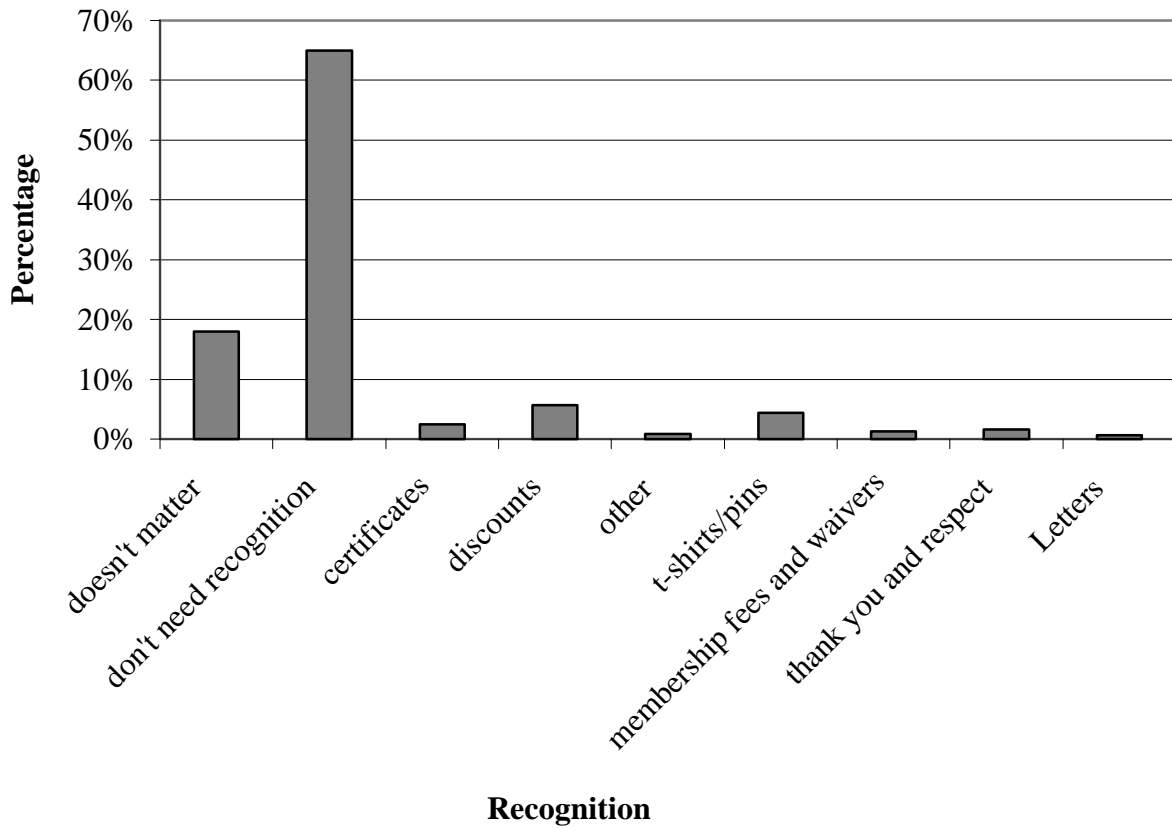


Figure 26. The preference of ATC active members for recognition.

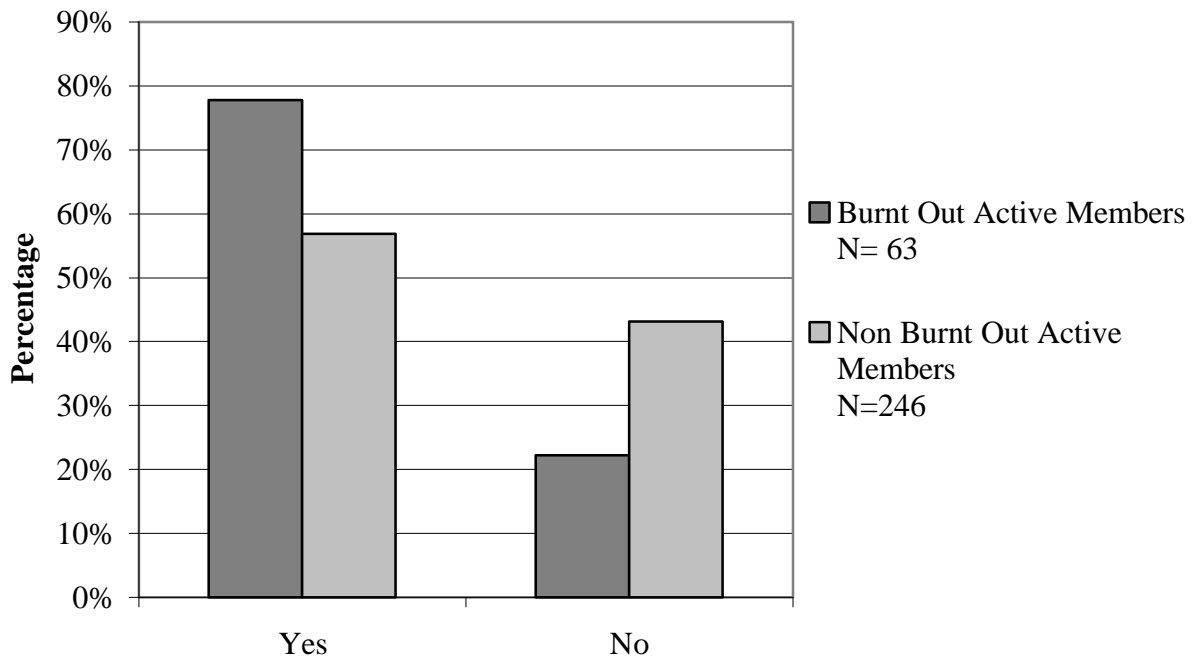


Figure 27. Comparison of local trail club membership between ATC active members who had experienced burn out and those who had not ($\chi^2 = 9.19$, $df = 1$, $P < 0.00$).

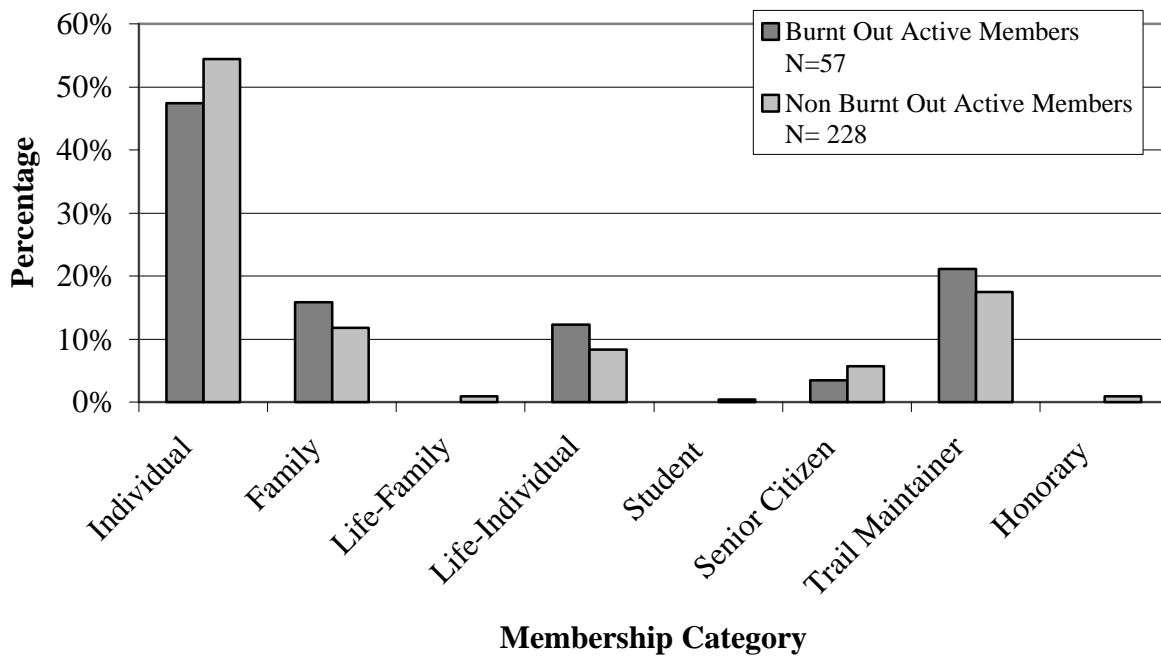


Figure 28. Comparisons of membership categories held by ATC members who had and had not experienced burn out from volunteer activities ($\chi^2 = 3.74$, $df = 7$, $P = 0.81$).

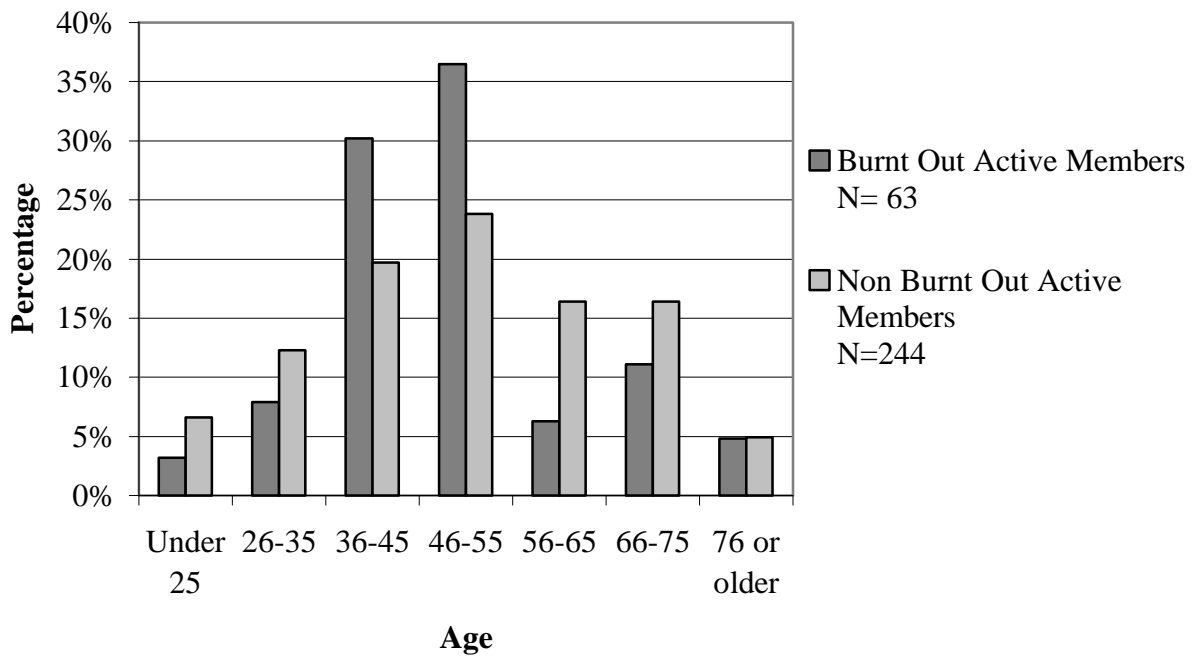


Figure 29. Age category distribution of ATC active members who had experienced burn out and those who had not ($\chi^2 = 11.85$, $df = 6$, $P = 0.07$).

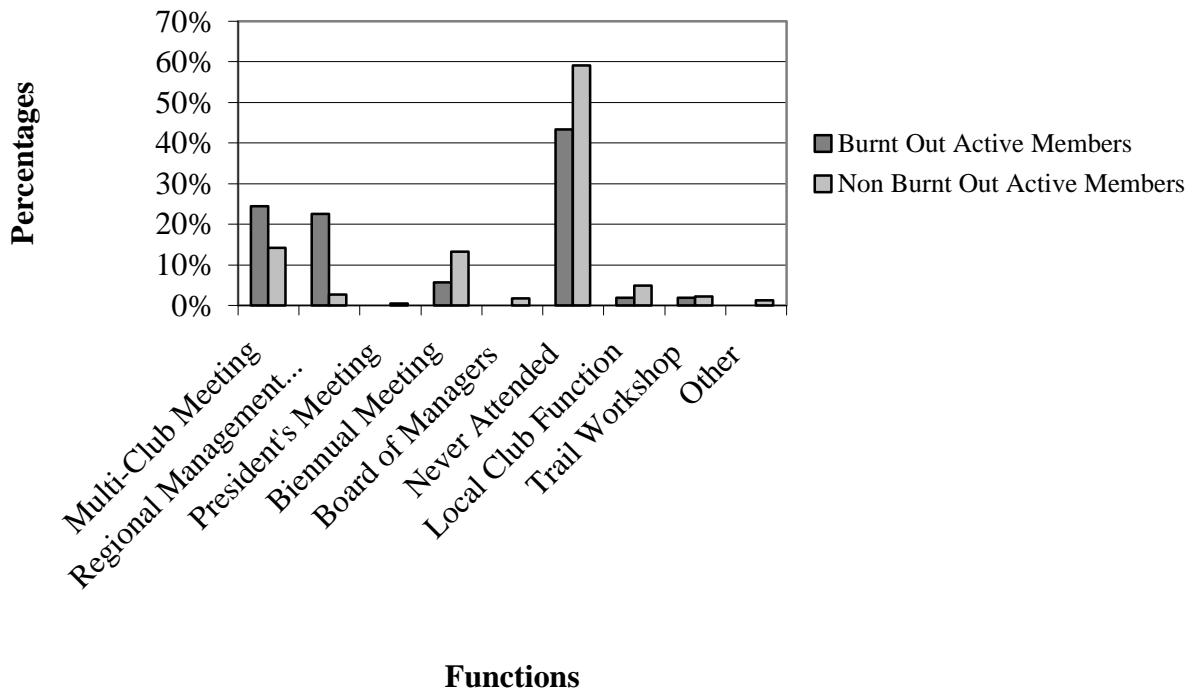


Figure 30. Functions attended by ATC active members who have experienced burn out and those who have not ($\chi^2 = 36.07$, $df = 8$, $P < 0.00$).

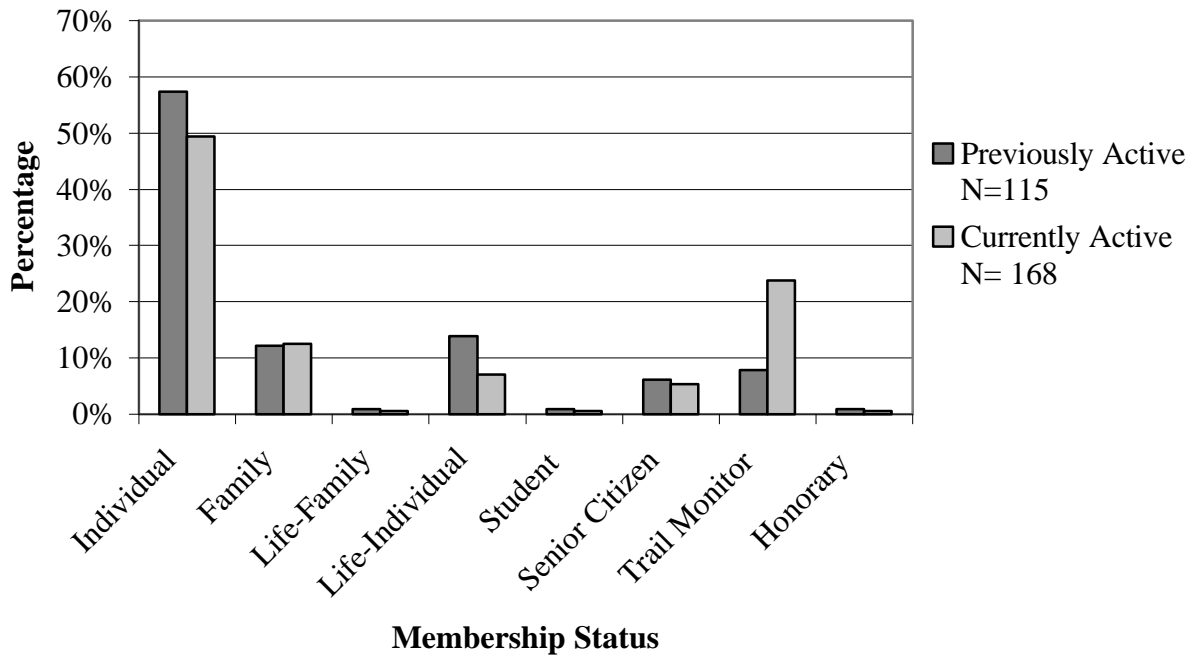


Figure 31. Comparisons of membership status of previously and currently active ATC members ($\chi^2 = 14.35$, $df = 7$, $P = 0.02$).

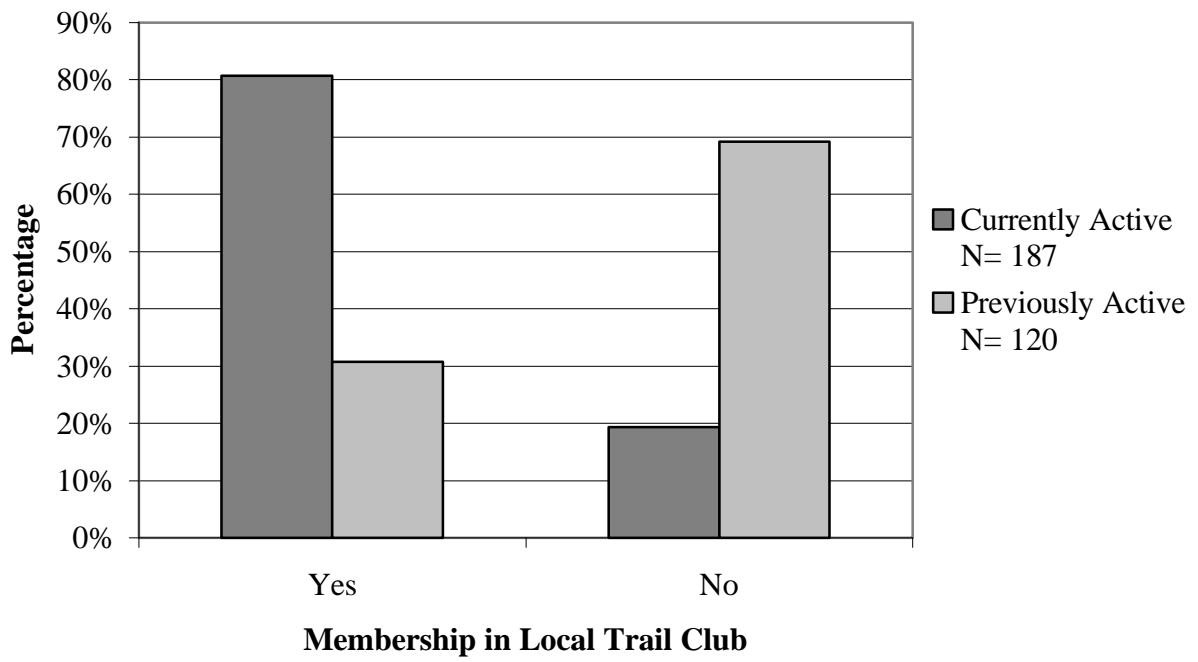


Figure 32. Percentage of previously and currently active ATC members who belonged to local trail clubs ($\chi^2 = 9.19$, $df = 1$, $P < 0.00$).

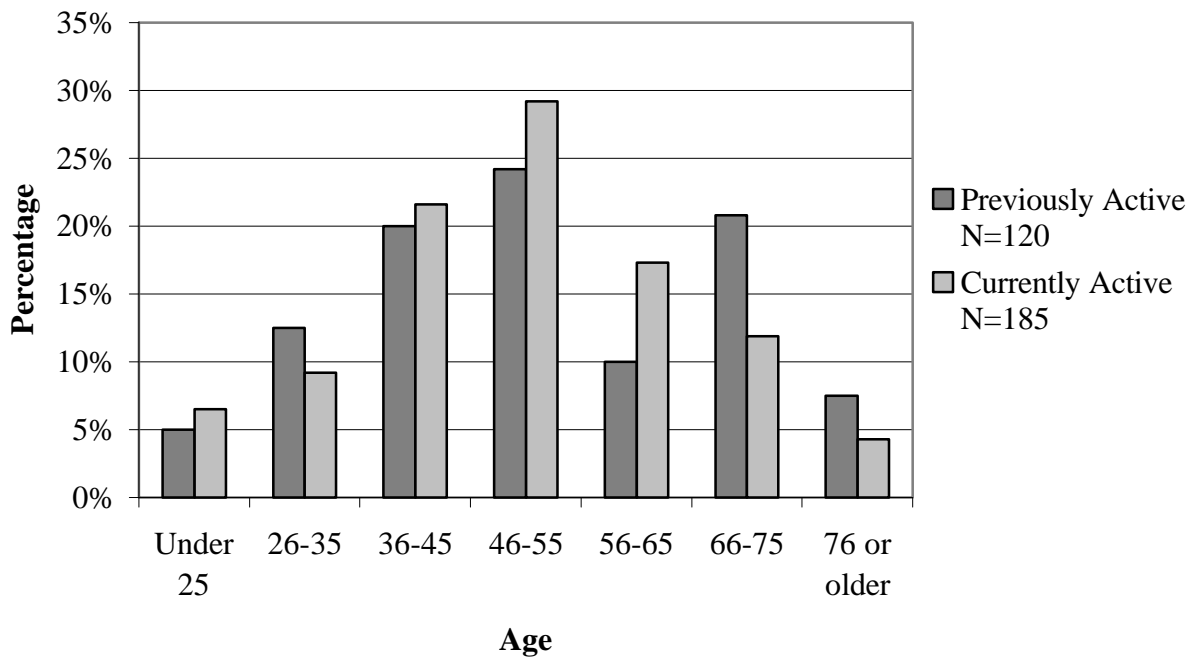


Figure 33. Comparison of age categories of previously and currently active ATC members ($\chi^2 = 11.85$, $df = 6$, $P = 0.07$).

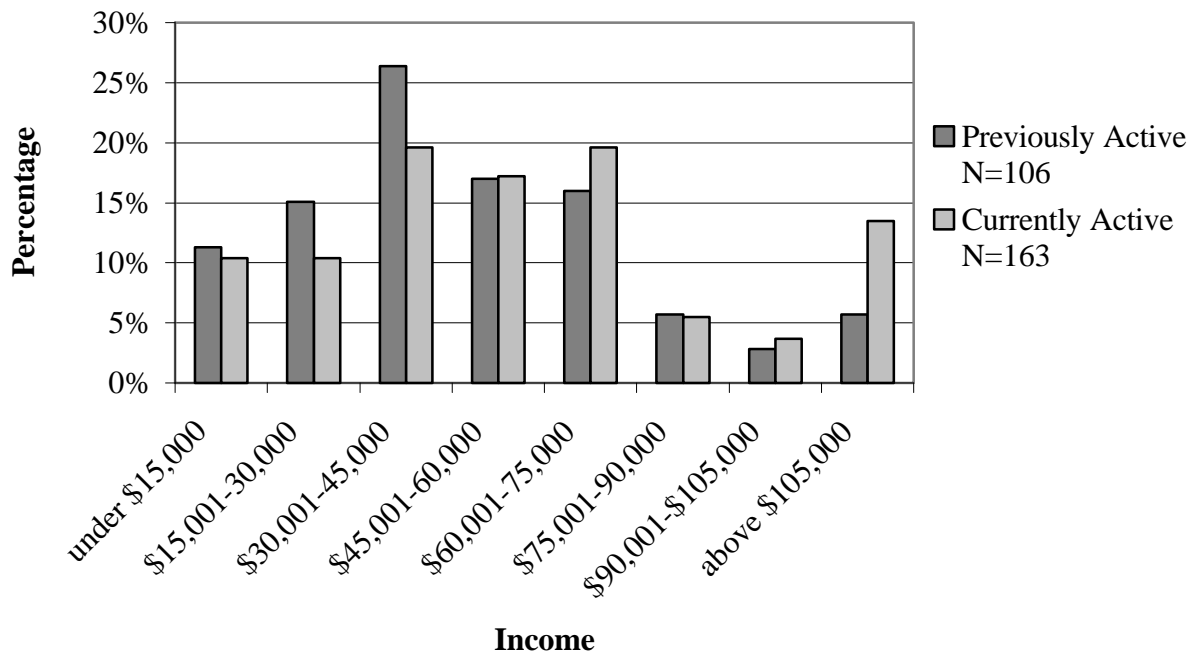


Figure 34. 1995 net household income of previously and currently active ATC members ($\chi^2 = 6.89$, $df = 7$, $P = 0.44$).

TABLES

Table 1. Comparisons of RMEF active member respondents between mailing events.

Category	<u>Mail 1</u>		<u>Mail 2</u>		<u>Mail 3</u>		<u>Test</u>	<u>df</u>	<u>P value</u>
<u>RMEF Characteristics</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>			
Length of volunteer activity	773	5.9	142	5	32	5.1	$\chi^2= 0.43$	2	0.80
Membership before volunteer	755	2.1	140	1.8	31	1.8	$\chi^2= 0.96$	2	0.61
Membership length	780	6.8	142	6.8	36	6.8	$\chi^2= 1.91$	2	0.38
Hours donated to RMEF	749	84	131	109	32	71	$\chi^2= 2.34$	2	0.39
<u>Socio-economic Characteristics</u>	<u>N</u>		<u>N</u>		<u>N</u>				
Membership Status	772		138		35		$\chi^2= 6.41$	6	0.37
Local Chapter	780		142		37		$\chi^2= 0.53$	2	0.76
Age	784		145		37		$\chi^2= 12.91$	10	0.22
Education	782		145		37		$\chi^2= 9.73$	10	0.46
Employment	782		143		36		$\chi^2= 6.90$	12	0.85
Income	747		138		35		$\chi^2= 11.68$	14	0.63
Marital status	786		145		36		$\chi^2= 2.57$	2	0.86
Burn Out	765		144		35		$\chi^2= 2.15$	2	0.57
Previously Active	766		139		34		$\chi^2= 1.60$	2	0.44

Table 2. Comparisons on RMEF nonactive member respondents between mailing events.

Category	<u>Mail 1</u>		<u>Mail 2</u>		<u>Test</u>	<u>df</u>	<u>P value</u>
<u>RMEF Characteristics</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>			
Membership length	432	4.8	114	3.9	Z = 2.57		0.00
<u>Socio-economic Characteristics</u>	<u>N</u>		<u>N</u>				
Membership status	431		113		$\chi^2 = 6.45$	3	0.09
Local chapter	420		115		$\chi^2 = 0.75$	1	0.38
Age	448		121		$\chi^2 = 2.48$	6	0.87
Education	448		120		$\chi^2 = 4.87$	5	0.43
Employment	429		115		$\chi^2 = 5.36$	6	0.49
Income	418		106		$\chi^2 = 10.16$	7	0.18
Marital status	449		118		$\chi^2 = 0.45$	3	0.93

Table 3. Comparisons of organizational demographics of active and nonactive members of the RMEF.

Item	<u>Active Members</u>		<u>Nonactive Members</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
1. Membership length	967	6.8 years	540	4.6 years	-14.44	0.00
2. Number NGO memberships	955	3.6	552	2.7	- 7.15	0.00
3. Hours donated to other NGOs in 1- year period	883	86 hours	562	41 hours	-10.77	0.00

Table 4. Comparison of mean (\bar{x}) importance scores for reasons why active and nonactive members of the Rocky Mountain Elk Foundation decided to join the RMEF.

<u>Reason</u>	<u>Active</u>		<u>Nonactive</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Protect and improve habitat	975	2.9	556	2.7	-5.01	0.00
Interested in elk hunting.	973	2.3	559	2.3	-0.82	0.41
Enjoy RMEF banquets	970	1.4	549	0.16	-13.33	0.00
Contribute to mission of RMEF	968	2.2	548	1.5	-9.27	0.00
Receive <i>WAPITI</i>	967	-0.008	552	-0.02	-0.39	0.69
Receive <i>Bugle</i>	969	1.1	555	1.4	-3.72	0.00
Support conservation and education programs	970	1.9	553	1.5	-4.77	0.00

Table 5. Organizational demographics of RMEF active members who had been asked and those who had not been asked to participate in RMEF volunteer activities.

	<u>Asked</u>		<u>Not Asked</u>		<u>Z-Value</u>	<u>P-Value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
Membership length	860	7.2	89	6.9	-0.15	0.44
Membership length before becoming active	834	1.9	84	2.7	-2.25	0.01
Years active	853	5.9	85	4.6	-1.70	0.05
Hours donated to RMEF in 1 year	824	85	80	122	-1.90	0.03

Table 6. Key to importance-scale items in question 18 of the RMEF questionnaire grouped into four components by a factor analysis with a Varimax rotation.

Factor	Factor Loading	Eigen Value	Percent(%) Variance	Cronbach Alpha
<u>Component One (social networks and request)</u>				
<u>Items</u>		4.006	24%	0.75
To meet others with similar interest	0.71			
To spend time with friends	0.82			
I was asked to volunteer	0.69			
To learn new skills	0.61			
<u>Component Two (efficacy)</u>				
<u>Items</u>		2.16	13%	0.66
To contribute to the protection of current elk populations	0.80			
To contribute to the protection of elk habitat	0.76			
To ensure the existence of elk for future generations	0.65			
To ensure the future of elk for my enjoyment	0.50			
<u>Component Three (personal motivation)</u>				
<u>Items</u>		1.39	8%	0.63
To contribute to achieving the mission of RMEF	0.55			
To contribute to the management of natural resources	0.60			
I felt it was my responsibility to volunteer	0.62			
To grow as an individual	0.59			
I had skills to offer RMEF	0.65			
<u>Component Four (competing commitments)</u>				
<u>Items</u>		1.13	7%	0.62
To gain experience for future employment	0.77			
I had free time to donate	0.64			
To spend time with family	0.71			

Table 7. Results from the one-way ANOVA ($\alpha = 0.05$) and Tukey's HSD multiple range test showing mean differences in the importance of the 4 factors identified by factor analysis in RMEF active members' decision to participate in RMEF volunteer activities ($F = 1788.99$, $df = 5$, $P < 0.00$). Mean scores represent the average of grouped items obtained from question 18 of the RMEF questionnaire. Importance scale ranged from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	<u>N</u>	Subset for alpha=0.05			
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
Component Four (competing commitments)	930	-0.80			
Component One (social networks)	924		0.52		
Component Three (personal motivation)	828			0.98	
Component Two (efficacy)	944				2.70

Table 8. Key to importance-scale items Question 7 of the RMEF questionnaire grouped into four components by a Factor Analysis with a Varimax rotation

	Factor Loading	Eigen Value	Percent (%) Variance	Cronbach's Alpha
<u>Component One(outcomes)</u>		3.63	26%	0.82
<u>Items</u>				
I lack the skills needed to participate	0.54			
I am not interested in the types of activities offered by RMEF	0.77			
I won't learn any new skills	0.79			
It isn't my responsibility	0.82			
It won't make a difference	0.78			
<u>Component Two (competing commitments)</u>		2.32	17%	0.73
<u>Items</u>				
I have employment commitments	0.71			
I lack the time needed to participate	0.81			
I have family commitments	0.80			
<u>Component Three (social networks)</u>		1.18	8%	0.61
<u>Items</u>				
I have never been asked	0.72			
I didn't know anybody else participating	0.72			
I didn't know I could	0.57			
<u>Component Four (capacity)</u>		1.10	8%	0.53
<u>Items</u>				
Activities are too far away	0.71			
Lack the financial resources	0.60			

Table 9. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing mean differences in the importance of factors in RMEF nonactive members' decision to not participate in RMEF volunteer activities ($F = 274.49$, $df = 3$, $P < 0.00$). Mean scores represent the average of grouped items obtained from question 7 of the RMEF questionnaire. Importance scale ranged from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	<u>N</u>	<u>Subset for alpha =0.05</u>		
		<u>1</u>	<u>2</u>	<u>3</u>
Component One (outcomes)	479	-1.2		
Component Three (social networks)	478		-0.1	
Component Four (capacity)	485		-0.1	
Component Two (competing commitments)	489			1.3

Table 10. Key to likelihood-scale items in Question eight of the RMEF questionnaire grouped into four major components by a factor analysis with a Varimax rotation

Factor	Factor Loading	Eigen Value	Percent (%) Variance	Cronbach's Alpha
<u>Component One (outcomes/benefits)</u>				
<u>Items</u>		7.01	37%	0.91
There were more opportunities for your family to participate	0.61			
You knew more of the people involved in the activities	0.62			
If someone personally asked you to participate in activities	0.74			
You could see the direct effects of your actions on elk	0.78			
You could see the direct effects of your efforts on RMEF	0.72			
The type of work involved more physical work	0.81			
There was a greater diversity of volunteer activities	0.52			
The work involved less administrative type work	0.66			
You were able to learn new skills	0.63			
The work involved training in skills that interested you	0.72			
<u>Component Two</u>				
<u>Items</u>		1.81	10%	0.72
The activity provided you the opportunity to travel	0.75			
You could hold a position of responsibility	0.73			
<u>Component Three (lifestyle changes)</u>				
<u>Items</u>		1.40	7%	0.61
You had more time	0.66			
You had a change in residence	0.61			
Your employment status changed	0.80			
<u>Component Four (nature of activities)</u>				
<u>Items</u>		1.03	5%	0.66
The type of work involved more administrative type work	0.80			
the work involved less "hands on" work	0.76			
You were able to work alone	0.62			

Table 11. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing mean differences in the likelihood factors would cause RMEF nonactive members' to become active members ($F = 95.14$, $df = 4$, $P < 0.00$). Mean scores represent the average of grouped items obtained from question 8 of the RMEF questionnaire regarding motivations and characteristics of active and nonactive members. Likelihood scale ranged from very likely (3), somewhat likely (1), not applicable (0), not very likely (-1), and not at all likely (-3).

<u>Factor</u>	<u>N</u>	Subset for alpha =0.05		
		<u>1</u>	<u>2</u>	<u>3</u>
Component Four (nature of activities)	504	-1.1		
Component Two	515		-0.4	
Component One (outcomes/ benefits)	491			0.4
Component Three (lifestyle changes)	509			0.5

Table 12. Comparisons of the organizational demographics of RMEF active members who had experienced burn out and those who had not experienced burn out.

<u>Item</u>	<u>Non-burnt out active members</u>		<u>burnt out active members</u>		<u>t</u>	<u>df</u>	<u>P-value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>			
1. Membership length	478	6.5 years	453	8 years	2.65	929	0.004
2. Number NGO memberships	481	3.2	458	3.4	2.08	937	0.02
3. Hours donated to other NGOs in one year	425	73 hours	415	80 hours	-0.73	838	0.23
4. Length of activity	477	5.9 years	455	5.7 years	-0.10	930	0.46
5. Hours donated in last 12 months to RMEF	239	62 hours	60	114 hours	3.85	896	0.000
6. Length of membership before becoming active	464	2.1 years	446	1.9 years	-1.65	908	0.05

Table 13. Comparisons of RMEF active members who have experienced burnt out and those who had in the mean (\bar{x}) importance of reasons to join RMEF.

<u>Reason</u>	<u>Non Burnt Out Members</u>		<u>Burnt Out Members</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Protect and improve habitat	485	2.9	454	2.9	-1.09	0.27
Interested in elk hunting.	484	1.1	454	2.2	-1.56	0.11
Enjoy RMEF banquets	482	1.5	452	1.2	-3.93	0.00
Contribute to mission of RMEF	480	1.1	453	2.1	-1.57	0.11
Receive <i>WAPITI</i>	480	1.7	452	-0.2	-3.44	0.00
Receive <i>Bugle</i>	481	1.6	453	1.0	-1.78	0.07
Support conservation and education programs	483	1.3	452	1.8	-0.81	0.41

Table 14. Key to importance-scale items in Question 20 of the RMEF questionnaire regarding which factors contributed to active members feelings of “burn out” from volunteer activities grouped into three components by a factor analysis with a Varimax rotation.

Factor	Factor Loading	Eigen Value	Percent (%) Variance	Cronbach's Alpha
<u>Component One (personal satisfaction)</u>				
<u>Items</u>		3.6	28%	0.81
My efforts are not sufficiently acknowledged	0.60			
I have not gained any personal satisfaction from my involvement	0.76			
I feel I have not made a difference	0.80			
I have no responsibility with in RMEF	0.75			
I haven't learned anything new	0.67			
I do not have any control over the type of activities I can participate in	0.73			
<u>Component Two (competing commitments)</u>				
<u>Items</u>		1.95	15%	0.64
I am continually asked to volunteer	0.85			
I am active in too many things	0.87			
<u>Component Three (time)</u>				
<u>Items</u>		1.35	10%	0.62
RMEF activities require too much responsibility	0.83			
RMEF activities require too much time	0.85			

Table 15. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing mean differences in the importance of three factors selected by factor analysis in RMEF active members' feelings of burn out from participation in RMEF volunteer activities ($F = 23.33$, $df = 2$, $P < 0.00$). Mean scores represent the average of grouped items obtained from Question 20 of the RMEF questionnaire. Importance scale ranged from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	Subset for alpha =0.05			
	<u>N</u>	<u>1</u>	<u>2</u>	<u>3</u>
Component Three (time)	456	-0.3		
Component One (personal satisfaction)	450		0.04	
Component Two (competing commitments)	456			0.2

Table 16. Comparisons for burn out and non-burnt out active members to evaluate the overall importance of factors in decisions of whether or not to participate in volunteer activities. These mean scores represent the averages of importance scale items in question six on the RMEF questionnaire and range from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	<u>Non-Burnt Out</u>		<u>Burnt-Out</u>		<u>df</u>	<u>t- value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>			
Component One (social networks)	464	0.6	445	0.4	907	3.02	.00
Component Two (efficacy)	476	2.7	452	2.7	926	0.73	.23
Component Three (personal motivation)	466	1.0	440	1.0	904	0.55	.28
Component Four (competing commitments)	469	-0.7	446	-0.9	913	2.04	.02

Table 17. Comparison of mean value scores (\bar{x}) of importance of items in RMEF active members' who have experienced burn out and those who have not in decisions to participate in volunteer activities. The importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA)= 0, not very important (NVI) = -1, and not at all important (-3).

	<u>Burnt Out Active Members</u>		<u>Non-Burnt out Active Members</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Component One						
To meet others with similar interests	456	1.1	476	1.3	-2.74	0.00
To learn new skills	456	-0.3	474	0.2	-3.58	0.00
To spend time with friends	457	0.2	476	0.4	-2.11	0.02
It seemed like something I would enjoy	458	1.0	479	1.0	-0.61	0.27
I was asked to volunteer	451	0.02	473	0.2	-1.91	0.03
Component Two						
To contribute to the protection of elk populations	458	2.7	480	2.7	-1.67	0.05
To contribute to the protection of elk habitat	458	2.9	480	2.8	-0.19	0.42
To ensure the existence of elk for future generations	458	2.9	480	2.9	-1.28	0.10
To ensure the future of elk for my enjoyment	454	2.2	477	2.2	-0.01	0.50
Component Three						
To grow as an individual	453	-0.1	457	-0.1	-0.77	0.22
I had skills to offer	455	0.7	473	0.5	-1.33	0.10
I felt it was my responsibility to volunteer	455	0.3	474	0.2	-0.97	0.17
To contribute to achieving the mission of RMEF	458	2.3	478	2.4	-1.09	0.14
To contribute to the management of natural resources	455	1.7	478	1.8	-0.84	0.20
Component Four						
To spend time with family	454	-0.6	474	-0.3	-2.09	0.02
To gain experience for future employment	456	-1.2	475	-1.0	-1.18	0.12
I had free time to donate	452	-0.8	475	-0.7	-1.93	0.03
Items not included in factors						
I had a change in marital status	456	-0.4	466	-0.3	-0.59	0.28
I had a change in employment status	458	-0.4	467	-0.4	-0.14	0.46
I had a change in residence	456	-0.4	468	-0.4	-0.53	0.30

Table 18. Comparisons of the organizational demographics of current and previously active members of the RMEF.

<u>Item</u>	<u>Currently Active Members</u>		<u>Previously Active Members</u>		<u>Z</u>	<u>P-value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
1. Membership length	829	6.8 years	100	6.9 years	-1.207	0.11
2. Number NGO memberships	830	3.3	105	3.3	-0.195	0.42
3. Hours donated to other NGOs in a 1-year period	748	76 hours	91	76 hours	-1.615	0.05
4. Years of volunteering	824	6.1 years	101	3.9 years	-4.666	0.00
5. Hours donated to RMEF over last 1-year period	796	88 hours	96	84 hours	-8.089	0.00
6. Length of membership before becoming active	808	2 years	96	2 years	-0.425	0.34

Table 19. Comparisons of currently and previously active members in mean (\bar{x}) importance of reasons to join RMEF.

<u>Reason</u>	<u>Currently Active</u>		<u>Previously Active</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Protect and improve habitat	827	2.9	106	2.8	-1.015	0.31
Interested in elk hunting.	826	2.3	105	2.3	-0.525	0.60
Enjoy RMEF Banquets	823	1.5	104	0.8	-4.070	0.00
Contribute to Mission of RMEF	821	2.2	105	1.7	-4.312	0.00
Receive WAPITI	821	-0.02	104	-0.4	-1.94	0.05
Receive <i>Bugle</i>	823	1.1	104	0.7	-2.12	0.00
Support conservation and education programs	824	1.9	104	1.7	-1.683	0.10

Table 20. Key to importance-scale items in question 22 of the RMEF questionnaire grouped into three components by a factor analysis with a Varimax rotation.

Factor	Factor Loading	Eigen Value	Percent(%) Variance	Cronbach's Alpha
<u>Component One (personal satisfaction)</u>		4.6	35%	0.84
<u>Items</u>				
I did not meet new people	0.71			
I was not making a difference	0.73			
I didn't learn any new skill	0.79			
I was not having fun	0.73			
There wasn't enough diversity in activities	0.78			
I joined other organizations	0.68			
<u>Component Two (lifestyle changes)</u>		2.1	16%	0.76
<u>Items</u>				
I became active in other organizations	0.60			
Change in marital status	0.80			
Change in residence	0.64			
Change in family status	0.81			
Change in employment status	0.70			
<u>Component Three (time)</u>		1.4	11%	0.62
<u>Items</u>				
I didn't have any free time	0.79			
There are not enough volunteers	0.58			

Table 21. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing mean differences in the importance factors selected by factor analysis in RMEF previously active members' decisions to discontinue volunteer activities ($F = 2.79$, $df = 2$, $P = 0.06$). Mean scores represent the average of grouped items obtained from question 22 of the RMEF questionnaire. Importance scale ranged from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	Subset for alpha = 0.05	
	<u>N</u>	<u>$\bar{1}$</u>
Component Two (changes in lifestyle)	96	-0.1
Component Three (time)	94	0.1
Component One (personal satisfaction)	90	0.2

Table 22. Comparisons for previously and currently active members to evaluate the overall importance of factors in decisions of whether or not to volunteer. These mean scores represent the averages of importance scale items in question six on the RMEF questionnaire and range from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	Currently Active Members		Previously Active Members		<u>Z -value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
Component One (social networks)	801	0.5	102	0.4	1.09	0.20
Component Two (efficacy)	821	2.7	104	2.5	3.62	0.00
Component Three (personal satisfaction)	797	1.0	102	0.8	1.86	0.03
Component Four (competing commitments)	806	-0.8	102	-0.8	-0.49	0.31

Table 23. Comparisons of the mean (\bar{x}) importance of items in RMEF current and previously active members' decisions to participate in RMEF volunteer activities. The importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA) = 0, not very important (NVI) = -1, and not at all important (-3).

	<u>Previously Active Members</u>		<u>Currently Active Members</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
<u>Component One (social networks)</u>						
To meet others with similar interests	103	1.2	822	1.2	-0.12	0.89
To spend time with friends	104	0.1	823	0.4	-0.99	0.32
To learn new skills	104	-0.1	820	-0.03	-0.29	0.76
It seemed like something I would enjoy	104	0.7	826	1.0	-1.92	0.02
I was asked to volunteer	104	-0.1	815	0.2	-1.11	0.26
<u>Component Two (efficacy)</u>						
To contribute to the protection of ...elk populations	105	2.4	827	2.7	-3.19	0.00
To contribute to the protection of elk habitat	106	2.7	827	2.9	-3.55	0.00
To ensure the existence of elk for future generations	105	2.8	827	2.9	-1.60	0.05
To ensure the future of elk for my enjoyment	104	1.9	820	2.3	-2.69	0.00
<u>Component Three (personal motivation)</u>						
I felt it was my responsibility to volunteer	105	-0.1	818	-0.3	-2.13	0.02
To contribute to achieving the mission of RMEF	104	2.1	826	2.4	-3.35	0.00
To grow as an individual	104	-0.1	817	-0.07	-0.01	0.98
To contribute to the management of natural resources	105	1.8	823	1.6	-1.34	0.08
I had skills to offer	103	0.5	817	0.6	-0.67	0.25
<u>Component Four (competing commitments)</u>						
To gain experience for future employment	103	-1.3	821	-1.1	-1.91	0.05
To spend time with family	104	-0.5	817	-0.4	-0.66	0.50
I had free time to donate	103	-0.6	817	-0.8	-0.77	0.22
<u>Items not included in factors</u>						
I had a change in marital status	102	-0.5	813	-0.3	-1.64	0.04
I had a change in employment status	104	-0.6	814	-0.4	-2.23	0.01
I had a change in residence	103	-0.4	814	-0.4	-0.59	0.27

Table 24. Comparisons of ATC active member respondents between mailing events.

Category	<u>Mail 1</u>		<u>Mail 2</u>		<u>Mail 3</u>		<u>Test</u>	<u>df</u>	<u>P -value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>			
<u>ATC Characteristics</u>									
Length of volunteer activity	205	7.0 years	108	6.0 years	5	9.8 years	$\chi^2 = 1.47$	2	0.48
Membership before volunteer	230	2.3 years	107	1.7 years	5	5.0 years	$\chi^2 = 5.68$	3	0.06
Membership length	244	11 years	111	9.0 years	5	16.0 years	$\chi^2 = 7.94$	2	0.00
Hours donated to ATC	200	68 hours	106	42 hours	5	106 hours	$\chi^2 = 11.09$	2	0.00
<u>Socio-economic Characteristics</u>									
		<u>N</u>		<u>N</u>		<u>N</u>			
Membership status		254		116		5	$\chi^2 = 37.36$	14	0.00
Local trail club		254		116		5	$\chi^2 = 1.80$	2	0.41
Age		252		118		5	$\chi^2 = 32.3$	12	0.00
Education		252		117		5	$\chi^2 = 8.28$	12	0.76
Employment		238		109		5	$\chi^2 = 10.79$	12	0.55
Income		224		99		4	$\chi^2 = 23.9$	14	0.05
Burn out		205		105		3	$\chi^2 = 1.71$	2	0.64
Previously active		205		101		5	$\chi^2 = 7.27$	2	0.06

Table 25. Comparisons of ATC nonactive member respondents between mailing events.

Category	Mail 1		Mail 2		Mail 3		Test	df	P -value
	N	Mean	N	Mean	N	Mean			
<u>ATC Characteristics</u>									
Membership length	187	6.2	230	4.9	4	4.8	$c^2=7.94$	2	0.01
<u>Socio-economic Characteristics</u>									
	N		N		N				
Membership status	189		235		4		$c^2= 23.22$	14	0.06
Local trail club	192		236		4		$c^2= 0.73$	2	0.70
Age	194		236		4		$c^2= 18.18$	12	0.11
Education	194		243		4		$c^2= 26.85$	10	0.00
Employment	186		236		4		$c^2= 4.7$	12	0.97
Income	186		236		4		$c^2= 15.37$	14	0.35
Marital status	193		243		4		$c^2= 6.08$	6	0.41

Table 26. Comparisons of organizational demographics of active and nonactive members of the ATC.

<u>Item</u>	<u>Active Members</u>		<u>Nonactive Members</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
1. Membership length	362	10.2 years	425	5.7 years	-9.62	0.00
2. Number NGO memberships	331	2.1	372	2.8	-1.34	0.89
3. Hours donated to other NGOs in a one-year period	337	91 hours	371	86 hours	-2.21	0.01

Table 27. Comparison of the mean (\bar{x}) importance of items to Appalachian Trail Conference active and nonactive members decisions to join ATC.

<u>Reason</u>	<u>Active</u>		<u>Nonactive</u>		<u>Z</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Protect the Trail	377	2.5	436	2.6	-0.62	0.54
Interested in the Trail	375	2.6	438	2.6	-0.72	0.47
Enjoy ATC membership functions	368	-0.7	426	-1.0	-1.72	0.09
Contribute to mission of ATC	361	1.5	420	1.2	-2.41	0.02
Receive <i>Trail Register</i>	370	0.7	420	0.3	-3.35	0.00
Receive <i>Appalachian Trailway News</i>	376	1.0	435	1.4	-3.61	0.00
Support land trust activities	368	0.7	415	0.8	-0.55	0.59
Enjoy hiking the Trail	375	2.5	437	2.3	-1.79	0.07

Table 28. Organizational demographics of Appalachian Trail Conference active members who had been asked to participate and those who had not.

	<u>Asked</u>		<u>Not Asked</u>		<u>Z-Value</u>	<u>P-Value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
Membership length	233	10.5	116	9.5	-1.09	0.14
Membership length before becoming active	219	2.1	83	2.2	-0.95	0.17
Years active	227	8.0	84	3.4	-6.15	0.00
Hours donated to ATC in a 1-year period	222	71	83	31	-3.09	0.00

Table 29. Key to importance-scale items collapsed into the factors used in question 6 of the ATC questionnaire in active members' decisions regarding participation in volunteer activities.

<u>Factor</u>	<u>Factor Loading</u>	<u>Eigen Value</u>	<u>Percent(%) Variance</u>	<u>Cronbach's value</u>
<u>Component One (efficacy)</u>		4.1	19 %	0.81
<u>Items</u>				
I am able to help protect the Appalachian Trail	0.84			
I am able to ensure the existence of the Trail for future generations	0.90			
I can ensure the future of the Trail for my enjoyment	0.74			
I can contribute to the management of natural resources	0.66			
<u>Component Two (competing commitments)</u>		2.40	11%	0.71
<u>Items</u>				
The demand activities would have on my time	0.75			
The demand activities would place on finances	0.68			
The effect activities would have on my family commitments	0.75			
The effect activities would have on my employment commitments	0.68			
<u>Component Three (social networks)</u>		2.11	10%	0.58
<u>Items</u>				
I knew others participating	0.76			
I can meet others with similar interests	0.59			
I am personally asked to participate	0.71			
<u>Component Four (personal motivation)</u>		1.53	7%	0.64
<u>Items</u>				
I am able to grow as an individual	0.52			
I will gain experience for future employment	0.79			
I am able to learn new skills	0.67			
<u>Component Five (lifestyle changes)</u>		1.27	6%	0.79
<u>Items</u>				
I changed my marital status	0.90			
I changed my place of residence	0.89			

Table 30. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing differences in the mean importance factors Appalachian Trail Conference active members' decisions to participate in volunteer activities ($F = 154.21$, $df = 4$, $P < 0.00$). Mean scores represent the average of grouped items obtained from question 6 of the ATC questionnaire and the importance scale ranged from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	<u>N</u>	<u>Subset for $\alpha = 0.05$</u>			
		1	2	3	4
Component five (lifestyle changes)	261	-0.4			
Component four (personal motivation)	252	-0.2			
Component three (social networks)	254		0.2		
Component two (competing commitments)	261			0.6	
Component one (efficacy)	266				1.9

Table 31. Key to importance-scale items collapsed into the factors used in question 6 of the Appalachian Trail Conference questionnaire in nonactive members' decisions regarding participation in volunteer activities.

<u>Factor</u>	Factor Loading	Eigen Value	Percent (%) Variance	Cronbach's alpha
<u>Component One (efficacy)</u>		5.51	23 %	0.88
<u>Items</u>				
I am able to help protect the Appalachian Trail	0.85			
I am able to ensure the existence of the Trail for future generations	0.88			
I can ensure the future of the Trail for my enjoyment	0.85			
I can contribute to the management of natural resources	0.76			
<u>Component Two (skills)</u>		2.13	9 %	0.73
<u>Items</u>				
I have the skills needed to participate	0.67			
I am able to learn new skills	0.62			
I knew I could participate in volunteer activities	0.52			
I am interested in volunteer activities	0.77			
<u>Component Three (social networks)</u>		1.95	8%	0.67
<u>Items</u>				
I knew others participating	0.77			
I can meet others with similar interests	0.74			
I am personally asked to participate	0.61			
<u>Component Four (competing commitments)</u>		1.67	8 %	0.66
<u>Items</u>				
The demand activities would have on my time	0.77			
The demand activities would place on finances	0.56			
The effect activities would have on my family commitments	0.77			
The effect activities would have on my employment commitments	0.65			
<u>Component Five (changes in lifestyle)</u>		1.14	5%	0.70
<u>Items</u>				
I changed my marital status	0.78			
I changed my place of residence	0.85			

Table 32. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing differences in the mean importance of factors in Appalachian Trail Conference nonactive members' decisions to not participate in volunteer activities ($F = 188.08$, $df = 5$, $P < 0.00$). Mean scores represent the average of grouped items obtained from question 6 of the ATC questionnaire regarding motivations and characteristics of active and nonactive members. Importance scale ranged from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	<u>N</u>	<u>Subset for $\alpha = 0.05$</u>				
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Component five (changes in lifestyle)	387	-0.4				
Component three (social networks)	401		-0.1			
Component two (skills)	378			0.5		
Component four (competing commitments)	401				0.9	
Component one (efficacy)	390					1.4

Table 33. Key to likelihood-scale items collapsed into the factors used in question 7 of the ATC questionnaire to compare the overall likelihood of factors in changing nonactive member decisions regarding participation in volunteer activities.

<u>Factor</u>	Factor Loading	Eigen Value	Percent(%) Variance	Cronbach's Alpha
<u>Component One (personal worth)</u>		3.86	22%	0.86
<u>Items</u>				
If an ATC member or staff person personally asked me to participate	0.66			
I could see the direct effects of my actions on the Trail	0.84			
I could see the direct effects of my actions on ATC.	0.80			
I knew more of the people involved	0.59			
The work involved the opportunity for training in skills that interested me	0.70			
The type of work involved more “hands on” type work.	0.66			
<u>Component Two (contributions)</u>		2.81	16 %	0.77
<u>Item</u>				
I had more skills to offer	0.65			
I felt it was my responsibility	0.61			
The type of work involved less administrative type duties	0.65			
I could hold a position of responsibility	0.72			
<u>Component Three (skills)</u>		2.37	13 %	0.81
<u>Items</u>				
The type of work involved less “hands on” physical work.	0.84			
The type of work involved more administrative duties	0.84			

Table 34. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing differences in mean likelihood of factors to change ATC nonactive members' decisions regarding volunteer activity ($F = 104.289$, $df = 2$, $P < 0.00$). Mean scores represent the average of grouped items obtained from question 7 of the ATC questionnaire and the likelihood scale ranged from very likely (3), somewhat likely (1), not applicable (0), not very likely (-1), and not at all likely (-3).

<u>Factor</u>	<u>N</u>	<u>Subset for $\alpha = 0.05$</u>		
		<u>1</u>	<u>2</u>	<u>3</u>
Component Three (skills)	395	-1.4		
Component Two (contributions)	384		-0.9	
Component One (personal worth)	381			0.01

Table 35. Comparisons of ATC active and nonactive members in the mean importance of common factors in decisions regarding participation in ATC volunteer activities. Mean scores represent the averages of importance scale items in question 6 from the ATC questionnaire and range from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

Factor	<u>Active Members</u>		<u>Nonactive Members</u>		<u>Test</u>	
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>	<u>Z</u>	<u>P-Value</u>
Component one (efficacy)	266	1.9	390	1.4	4.873	0.00
Component two (competing commitments)	261	0.6	401	0.9	3.606	0.00
Component three (social networks)	257	0.1	401	-0.1	1.555	0.06
Component four (changes in lifestyle)	261	-0.4	387	-0.4	.445	0.33

Table 36. Comparison of the mean importance of items to ATC active and nonactive members' decisions regarding participation in ATC volunteer activities. The importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA) = 0, not very important (NVI) = -1, not at all important (NI) = -3.

	<u>Active Members</u>		<u>Nonactive Members</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
<u>Component One (efficacy)</u>						
I am able to ensure the existence of the AT for future generations	268	2.2	399	1.7	-4.79	0.00
I can ensure the AT for my enjoyment	270	1.8	400	1.4	-3.12	0.00
I can contribute to the management of natural resources	268	1.7	398	1.2	-4.21	0.00
I am able to help protect the Appalachian Trail	270	2.1	400	1.5	-5.19	0.00
<u>Component Two (competing commitments)</u>						
The demand activities would place on my finances	266	-0.03	409	0.2	-1.85	0.06
The demand activities would have on my time	267	1.2	410	1.7	-3.26	0.00
The effect activities would have on employment commitments	267	0.5	409	0.8	-2.40	0.01
The effect activities would have on family commitments	265	0.6	408	1.1	-3.18	0.00
<u>Component Three (social networks):</u>						
I am personally asked to volunteer	265	-0.3	407	-0.2	0.05	0.48
I knew others participating	264	-0.2	404	-0.5	-1.85	0.03
I am able to grow as an individual	258	0.2	395	-0.1	-1.31	0.10
<u>Component Four (lifestyle changes):</u>						
I changed my place of residence	264	-0.2	393	-0.3	-0.56	0.29
I changed my marital status	261	-0.5	389	-0.5	-0.34	0.37
<u>Factors not included:</u>						
I didn't feel it would make a difference	257	-1.1	389	-1.1	-0.85	0.20
I have skills needed to participate	268	0.9	406	0.8	-0.31	0.38
I am interested in the types of activities offered by ATC	265	1.2	394	0.7	-3.82	0.00
I am able to learn new skills	265	0.6	398	0.4	-1.44	0.08
It seemed like something I would enjoy	267	1.6	395	1.1	-4.43	0.00
I have volunteer commitments with other organizations	268	0.5	401	0.4	-0.19	0.42
I can meet others with similar interests	263	0.8	405	0.4	-2.98	0.00
I will gain experience for future employment	266	-1.2	398	-1.5	-2.11	0.02
I felt it was my responsibility to volunteer	267	0.9	396	0.1	-5.99	0.00
I knew I could participate in volunteer activities	259	0.4	389	-0.05	-3.35	0.00
Distance from my home	267	0.9	415	1.6	-0.51	0.00

Table 37. Comparisons of organizational demographics of ATC active members who experienced burnout and those who have not experienced burn out.

<u>Item</u>	<u>Non Burnt Out Members</u>		<u>Burnt Out Active Members</u>		<u>Z</u>	<u>P-value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
1. Membership length	236	9.6 years	61	10.3 years	-0.11	0.46
2. Number NGO memberships	224	1.9	56	2.5	-2.56	0.01
3. Hours donated to other NGOs in a 1- year period	226	91 hours	56	102 hours	-1.06	0.14
4. Years of volunteering	246	6.4 years	61	8.9 years	-3.89	0.00
5. Hours donated to ATC over last 1-year period	239	48 hours	60	102 hours	-2.51	0.01
6. Length of membership before becoming active	234	2.3 years	61	1.2 years	-1.48	0.07

Table 38. Comparisons of active members who had and had not experienced burnt out in the mean (\bar{x}) importance of reasons to join ATC.

<u>Reason</u>	<u>Burnt Out Members</u>		<u>Non Burnt Out Members</u>		<u>Z</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Protect the Trail	60	2.3	245	2.5	-0.83	0.41
Interested in the Trail	61	2.3	245	2.6	-1.99	0.05
Enjoy ATC membership functions	62	-0.6	239	-0.7	-0.08	0.94
Contribute to mission of ATC	57	1.2	241	1.5	-1.31	0.19
Receive <i>Trail Register</i>	63	0.6	240	0.7	-0.63	0.53
Receive <i>Appalachian Trailway News</i>	63	0.5	244	1.0	-1.84	0.07
Support land trust activities	61	0.6	241	0.7	-0.05	0.96
Enjoy hiking the Trail	62	2.2	246	2.6	-2.11	0.04

Table 39. Organizational demographics of ATC burnt out active members who received requests and those who had not..

	<u>Asked</u>		<u>Not Asked</u>		<u>Z-Value</u>	<u>P-Value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
Membership length	52	10.7	9	8.1	-0.37	0.35
Membership length before becoming active	51	0.9	10	2.9	-2.17	0.02
Years active	51	7.1	10	3.5	-2.82	0.00
Hours donated to ATC in 1 year	51	118	9	7	-2.49	0.01

Table 40. Key to importance-scale items collapsed into the factors used in question 17 of the ATC questionnaire to evaluate the importance of items in feelings of burn out in active members.

Factor	Factor Loading	Eigen Value	Percent(%) Variance	Cronbach's Alpha
<u>Component One (personal satisfaction)</u>		3.62	30 %	0.84
<u>Items</u>				
I feel I have not made a difference	0.74			
I have no responsibility with in the organization	0.85			
My efforts are not sufficiently recognized	0.77			
Volunteering with ATC has not helped me grow as an individual	0.79			
I have no control over which activities I can participate in	0.75			
<u>Component Two (competing commitments)</u>		1.88	16 %	0.65
<u>Items</u>				
Volunteer activities keep me away from my family	0.73			
Volunteer activities require too much time	0.75			
I am active in too many other things	0.79			
<u>Component Three (skills)</u>		1.53	13 %	0.53
<u>Items</u>				
ATC volunteer activities require too much responsibility	0.72			
There isn't enough diversity in activities	0.79			
I have not learned any new skills	0.67			
<u>Component Four (request)</u>		1.08	9 %	NA
<u>Items</u>				
I am continually asked to participate	0.76			

Table 41. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing differences in the mean importance of factors contributing to active members' feelings of burn out from participation in ATC volunteer activities ($F = 3.136$, $df = 3$, $P = 0.03$). Mean scores represent the average of grouped items obtained from question 18 of the ATC questionnaire. The importance scale ranged from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

Subset for $\alpha = 0.05$			
<u>Factor</u>	<u>N</u>	<u>1</u>	<u>2</u>
Component two (competing commitments)	60	0.4	
Component three (skills)	60	0.5	0.5
Component four (request)	63	0.6	0.6
Component one (personal satisfaction)	59		1.2

Table 42. Results from comparisons of mean scores for the overall importance of factors in active members who have experienced and not experienced burn out in decisions regarding participation in ATC volunteer activities. Mean scores represent the averages of importance scale and range from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	<u>Burnt Out</u>		<u>Non Burnt Out</u>		<u>Z</u>	<u>P-Value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Component One (efficacy)	43	1.9	166	2.1	-0.66	0.51
Component Two (competing commitments)	42	0.6	163	0.4	-0.82	0.41
Component three (social networks)	37	0.4	161	0.2	-1.38	0.17
Component four (personal motivation)	38	0.3	163	0.1	-0.53	0.60
Component five (changes in lifestyle)	39	-0.3	163	-0.4	-0.29	0.77

Table 43. Comparisons of organizational demographics of current and previously active members of the ATC.

<u>Item</u>	<u>Active Members</u>		<u>Previously Active Members</u>		<u>Z</u>	<u>P-value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
1. Membership Length	181	9.1 years	114	11.2 years	-2.76	0.00
2. Number NGO memberships	166	2.1	112	1.9	-0.93	0.18
3. Hours donated to other NGOs in a 1-year period	169	98 hours	112	86 hours	-3.41	0.00
4. Years of volunteering	184	8.9 years	117	3.6 years	-7.80	0.00
5. Hours donated to ATC in 1-year period	178	93 hours	118	13 hours	-11.50	0.00
6. Length of membership before becoming active	176	1.6 years	118	3 years	-2.64	0.00

Table 44 . Comparisons of currently and previously active Appalachian Trail Conference members in mean (\bar{x}) importance of reasons to join ATC.

<u>Reason</u>	<u>Previously Active</u>		<u>Currently Active</u>		<u>Z</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Protect the Trail	120	2.4	183	2.6	-1.33	0.18
Interested in the Trail	121	2.5	184	2.6	-0.24	0.81
Enjoy ATC membership functions	117	-1.0	182	-0.4	-2.90	0.00
Contribute to mission of ATC	118	1.1	178	1.7	-4.28	0.00
Receive <i>Trail Register</i>	117	0.4	185	0.8	-1.81	0.07
Receive <i>Appalachian Trailway News</i>	120	0.9	186	1.0	-0.65	0.52
Support land trust activities	118	0.6	182	0.7	-0.94	0.34
Enjoy hiking the Trail	121	2.6	183	2.4	-0.64	0.52

Table 45. Organizational demographics of ATC previously active member respondents who received requests to participate and those who had not in the 1997 survey addressing motivations and characteristics of active and nonactive members of NGOs.

	<u>Asked</u>		<u>Not Asked</u>		<u>Z-Value</u>	<u>P-Value</u>
	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>		
Membership length	63	12.4	47	9.2	-2.98	0.00
Membership length before becoming active	68	3.2	47	2.6	-0.40	0.34
Years active	68	7.1	46	21.5	-3.85	0.00
Hours donated to ATC in 1 year	69	5.0	46	1.6	-1.00	0.16

Table 46. Key to importance-scale items collapsed into the factors used in Question 19 of the ATC questionnaire to compare the overall importance of factors in active members' decisions to discontinue participation in volunteer activities.

Factor	Factor Loading	Eigen Value	Percent(%) Variance	Cronbach's Alpha
<u>Component One (personal satisfaction)</u>		4.82	37 %	0.93
<u>Item</u>				
I made few friends	0.84			
I was not making a difference	0.88			
I was not having fun	0.76			
I didn't contribute any expertise	0.85			
I didn't learn any new skills	0.88			
There was not enough diversity in activities	0.95			
<u>Component Two (competing commitments)</u>		2.29	18 %	0.71
<u>Items</u>				
I became active in other things	0.85			
I have no free time	0.64			
I joined other organizations	0.84			
<u>Component Three (lifestyle changes –personal)</u>		1.52	12 %	0.76
<u>Items</u>				
I had a change in my family status	0.80			
I had a change in my marital status	0.93			
<u>Component Four (lifestyle changes-physical)</u>		1.17	9 %	0.58
<u>Items</u>				
I had a change in my place of residence	0.83			
I had a change in my employment status	0.81			

Table 47. Results from the One-way ANOVA ($\alpha = 0.05$) and Tukey's HSD Multiple range test showing differences in the mean importance of factors in active members' decisions to discontinue participation in ATC volunteer activities ($F = 21.31$, $df = 3$, $P < 0.00$). Mean scores represent the average of grouped items obtained from Question 20 of the ATC questionnaire. The importance scale ranged from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	<u>N</u>	<u>Subset for $\alpha = 0.05$</u>	
		<u>1</u>	<u>2</u>
Component one (personal satisfaction)	103	-1.0	
Component two (competing commitments)	98		-0.02
Component three (lifestyle changes-personal)	105		0.2
Component four (lifestyle-changes-physical)	106		0.4

Table 48. Results from comparisons of the mean importance of factors in previously and currently active member's decisions regarding participation in ATC volunteer activities. Mean scores represent the averages of importance scale items in Question six and range from very important (3), somewhat important (1), not applicable (0), not very important (-1), and not at all important (-3).

<u>Factor</u>	<u>Previously Active</u>		<u>Currently Active</u>		<u>Z</u>	<u>P-Value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
Component one (efficacy)	90	1.6	116	2.2	-3.25	0.00
Component two (competing commitments)	86	0.5	118	0.4	-1.26	0.10
Component three (social networks)	84	0.1	116	0.3	-1.62	0.05
Component four (personal motivation)	85	-0.1	116	0.3	-2.68	0.01
Component five (lifestyle changes)	87	-0.2	116	-0.5	-2.25	0.01

Table 49 Comparisons of mean value scores (\bar{x}) of the importance of items to ATC current and previously active members' decisions to volunteer with ATC. Importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA) = 0, not very important (NVI) = -1, not at all important (NI) = -3.

	<u>Previously Active</u>		<u>Currently Active</u>		<u>Z-value</u>	<u>P-value</u>
	<u>N</u>	<u>Mean(\bar{x})</u>	<u>N</u>	<u>Mean(\bar{x})</u>		
<u>Component One (efficacy)</u>						
I am able to help protect the Appalachian Trail	90	1.9	120	2.3	-2.64	0.00
I am able to ensure the existence of the AT for future generations	90	2.0	120	2.4	-2.61	0.01
I can contribute to the management of natural resources	90	1.3	120	2.0	-3.04	0.00
I can ensure the AT for my enjoyment	90	1.4	120	2.0	-2.56	0.01
<u>Component Two (competing commitments)</u>						
The demand activities would place on my finances	87	-0.13	120	-0.2	-0.41	0.34
The demand activities would have on my time	89	1.3	120	0.9	-2.24	0.01
The effect activities would have on family commitments	88	0.6	119	0.4	-0.65	0.25
The effect activities would have on employment commitments	89	0.2	119	0.4	-0.54	0.29
<u>Component Three (social networks)</u>						
I am personally asked to volunteer	89	-0.5	117	-0.1	-1.24	0.11
I knew others participating	88	-0.5	120	0.2	-2.49	0.01
I can meet others with similar interests	85	0.6	119	1.0	-1.73	0.04
<u>Component Four: (personal motivation)</u>						
I am able to learn new skills	87	0.5	120	0.8	-1.45	0.07
I am able to grow as an individual	84	0.2	117	0.3	-0.28	0.39
I will gain experience for future employment	88	-1.5	120	-1.0	-2.32	0.02
<u>Component Five: (lifestyle changes)</u>						
I changed my marital status	87	-0.3	116	-0.5	-1.33	0.09
I changed my place of residence	88	-0.1	118	-0.4	-1.97	0.02
<u>Factors not included:</u>						
I have volunteer commitments with other organizations	88	0.3	119	0.5	-0.88	0.18
I didn't feel it would make a difference	89	-1.1	115	-1.0	-0.55	0.29
It seemed like something I would enjoy	88	1.5	122	1.7	-1.17	0.12
I have skills needed to participate	90	0.8	120	1.1	-1.36	0.17
I am interested in the types of activities offered by ATC	90	1.1	119	1.4	-1.25	0.10
I felt it was my responsibility to volunteer	89	0.7	120	1.3	-1.94	0.03
I knew I could participate in volunteer activities	88	0.3	117	0.7	-1.74	0.04
Distance from my home	88	1.1	119	0.4	-3.34	0.00

DISCUSSION

RMEF

Questionnaire Design

Survey Response

I followed a modification of Dillman's TDM (1978) and expected a 75 % return rate due to the nature of the RMEF (RMEF) and its members. I expected that response rates would be higher in the active member sample because these respondents maintain an active "stake" in RMEF and are involved on many levels in its organization. In fact, 78 % of active members returned completed questionnaires. I also expected that nonactive members would respond at a high rate because they maintained a stake in the administration of RMEF by being dues paying members (Dillman 1978). However, only 45 % of nonactive members returned completed questionnaires.

The low response rate could indicate several things regarding nonactive members who did not return completed questionnaires. First, this could indicate that differences existed between respondents and nonrespondents that affected their likelihood of returning questionnaires. Some important differences could include items such as differing levels of organizational commitment to RMEF or the level of responsibility assumed in providing the information requested in the questionnaire. A second explanation could be that nonactive members who did not respond had no desire to participate in any activities associated with volunteerism. Because this sample was drawn from dues paying members or people with real "stakes" in the organization, it is possible that many individuals would be willing to provide input regarding this facet of their organization. A third explanation could be tied to the number of mailings nonactive members received. Because nonactive members only received two mailings, they simply had fewer opportunities to respond to the questionnaire. I feel that this is the main explanation for the lower response rate. In addition, because of the lost mailing, I amended the ensuing cover letters to include additional directions and explanations, and this could have made the process less appealing to nonactive members, hence further decreasing the appeal of completing the questionnaire.

I tested for response bias between mailing events in both active and nonactive members and feel confident in both samples that bias does not exist within the respondents. In looking at the general trends of responses, I found that responses dropped dramatically between the second and final mailings. However, I expected that this would occur. Dillman (1978) found that after the second mailing event, questionnaire returns characteristically drop off. This could be due to the saturation of recipients with questionnaires, or simply that by this time in the survey process, those who would be interested have already participated.

While I did not detect any differences between active members, I did detect a difference in membership length within nonactive members. Specifically, nonactive members who responded to the first mailing had been members longer than those who responded to the second (last)

mailing. This can be explained by the fact that the longer an individual has been a member, the more resources the individual has contributed to the organization. Because of the greater contributions, individuals who have belonged to RMEF longer may be more compelled to participate in the organization because they have more at stake than “newer” members.

Survey Instrument

In general, the questionnaire worked well. Respondents followed directions and answered questions correctly. However, several shortcomings in the questionnaire affected the quantity of data obtained in the survey process. First, I discovered a typographical error in a set of directions causing several respondents to skip the wrong section of the questionnaire, reducing responses in question 22. Second, I designed the questionnaire so that I could compare the importance of various factors to active and nonactive members in their decisions regarding volunteer participation. However, because I did not use an identical set of questions, I could not statistically compare active and nonactive member respondents. However, I was able to discuss the difference in importance of the components identified by the factor analysis within each sample. This occurred because the components produced through the factor analysis captured similar themes within each sample.

Index validity

I designed the questionnaire to address the role of social networks, request, competing commitments, changes in life-style, personal motivation, efficacy, and the nature of activities in an individual's decision to participate in volunteer activities and in the incidence of burn out and attrition of active members. I created question items included in the importance and likelihood scale questions to address these factors. I conceptually grouped items based on how I felt they fit within the context of the literature. I evaluated the validity and reliability of these conceptual groupings using confirmatory factor analysis and Cronbach's alpha reliability index. In comparison to conceptual groupings, I found the statistical groupings to be more reliable and meaningful. Therefore, I used the statistical groupings to evaluate the role of factors in decisions regarding participation in volunteer activities, the importance of factors in the burn out and attrition of active members.

The factor analysis identified different groupings for each set of variables. I found these more meaningful because of the relationship of the groupings to general conceptual ideas. For example, in conceptual groupings I attempted to tease apart social networks and request. However, the factor analysis grouped social networks and request into the same factor. After careful consideration, I felt that these items should not be teased apart. This could also be said for the role of personal motivation in efficacy. For example, in many cases, personal motivation seemed to drive the efficacy of individuals. Additionally, I found the items I grouped together to measure life changes fell into two different types of categories, personal life changes and physical changes. Ultimately, there seemed better evidence to use the components identified via factor analysis because they maintained a better fit for the RMEF.

Motivations and Characteristics of RMEF Members

Two factors affect the likelihood of an individual's participation in volunteer activities: motivation and capacity (Verba et al. 1996). People must be interested in the activities, want to participate, and be able to participate. I found several differences between active and nonactive members with respect to their contributions to RMEF, their socio-economic characteristics, and the factors important in decisions regarding volunteer activity. These differences indicated that while RMEF active and nonactive members have the motivation to volunteer, it is the perceived lack of capacity felt by nonactive members and a potential lower commitment to RMEF that may affect decisions regarding volunteer activity.

Socioeconomic Characteristics

Numerous researchers have found that most volunteers tend to be middle aged, employed full-time, married and to have higher income levels (Manzo and Weinstein 1987, Smith 1994, Verba et al. 1996). Both RMEF active and nonactive members fit this profile. However, the slight differences in age, income, and employment suggested that nonactive members have not reached the same "life stage" as active members. Although the majority of active and nonactive members were employed full-time, a slightly greater proportion of active members were self-employed. This suggests that a greater percentage of active members had more time to participate in volunteer activities. Additionally, the slightly younger age and lower yearly income of nonactive members, suggested that more nonactive members were in the earlier stages of their careers. For example, married individuals with children may be involved in more "family" type associations versus volunteering to raise money for elk (Smith 1994). Differences in age and income may reflect different stages in nonactive members' lives, with different commitments and constraints.

Differences in membership and hours donated to other organizations support the idea that active and nonactive members differ in capacity but not motivation. Pearce (1993) found that volunteering with one organization affected the likelihood of volunteering with another organization. She attributed this to experience with the rewards and outcomes associated with volunteer activity. In the case of RMEF, while differences occurred in the degree of participation of active and nonactive members in other organizations, on average, active and nonactive members belonged to other organizations and volunteered with them. Thus, nonactive members did volunteer, but not with RMEF. Therefore, the focus becomes not how to motivate members in volunteering, but how to motivate members into volunteering with RMEF.

Organizational Commitment

Commitment to an organization develops for many reasons. Organizational commitment has been linked to a person's attachment to the volunteer position and a rewarding work experience resulting in the organization becoming important to the individual on a personal level (Manzo and Weinstein 1987, Nelson et al. 1995). This commitment aids in the development of loyalty to the organization and "integration of personal and organizational values" (Nelson et al. 1995: 216). Active members, because they are active, invest more energy in an organization,

and therefore, naturally maintain a higher level of commitment to the organization than those who only pay membership fees (Pearce 1993).

Over one-half of the active members belonged to more than one organization, and 65 % indicated RMEF was most important to them. However, only 33 % of the nonactive members who belonged to other organizations indicated RMEF was most important to them. This implies that RMEF is not any more important than the other organizations nonactive members belonged to and when linked to lower membership length, membership status, and local chapter membership, this could indicate lower overall commitment to RMEF. For example, lower membership lengths may occur because nonactive members join for one or two years or until another organization appeals more to their personal beliefs. Nonactive members, while supportive of RMEF, may just as easily support Ducks Unlimited and their local hunting or shooting club as they do RMEF.

Differences in the organizational demographics of active and nonactive members can be explained by the differences in organizational commitment. Because active members belonged to RMEF longer, they had greater exposure to volunteer activities, other members and opportunities to develop important ties to the social fabric of the organization. (Manzo and Weinstein 1987; Pearce 1993). Furthermore, higher levels of membership (sponsor or life members versus supporting members) required greater inputs of financial resources. It seems unlikely that someone without prior knowledge or ties to RMEF would initially become a life member. Rather, only after participating in volunteer activities, developing social ties, and having positive experiences with RMEF, would individuals become willing to donate an increased level of support for the organization.

Differences in organizational demographics and commitment may help to explain the expected behavior of active and nonactive members. However, it is impossible to know if active members differed from nonactive members at the instant a decision to participate occurred. In fact, these differences may have occurred because of, or simultaneously with, participation in volunteer activities (Pearce 1983, Manzo and Weinstein 1987, Verba et al. 1996). If differences occurred as a result of participation in volunteer activities, the difference between active and nonactive members may be the mechanics of the recruitment and the situations occurring at the moment a decision was being made. For example, an individual may have initially joined RMEF to support elk, but after participating in a volunteer activity, found that the organization became more important to them personally (Heshka 1983. Manzo and Weinstein 1987, Verba et al. 1996).

Differences in awareness and knowledge of volunteer activities

Nonactive members lacked the social contact, the recruitment network, and the heightened sense of recognition for volunteer activities maintained by active members. Therefore, nonactive members may not have participated because they did not know about activities, know they could participate, or know how to get involved. Conversely, active members, because they participated in activities, knew more about the activities, knew how to get involved, stay involved and had more ties to RMEF.

Knowledge and awareness of activities is an important consideration in volunteer programs for two reasons. First, the knowledge and awareness an individual possesses regarding volunteer activities affects the perceived importance of the activity. Lack of knowledge may severely limit an individual's understanding of the affect he or she may have on the resource and their importance to the organization. This can result in feeling unnecessary in the process of achieving the mission of RMEF. Second, awareness and knowledge provide the foundation on which an individual makes the cost/benefit decision regarding contributions. If the knowledge and awareness is low, the perceived costs may severely outweigh the perceived benefits, and this may result in decisions to not volunteer.

Request

Request has long been considered an important recruitment tool in volunteer programs (Manzo and Weinstein 1987, Pearce 1993, Verba et al. 1996). My research supports that contention. I found that 97 % of active members had received requests and that 87 % of nonactive members had not. While this finding only indicates that nonactive members did not recall receiving requests, the implications for this finding remain important. Although active members indicated that being asked was not important in their decision to volunteer, not being asked was important to nonactive members and would have been likely to change their decision about volunteering. Furthermore, over one-half of the active members and 15 % of the nonactive members indicated that knowing the individual who asked them to volunteer did not affect their decision. This indicates that being asked is vital to volunteering, regardless of the origin of the request.

Personal requests provide an important personal connection to the organization and provide the necessary contact needed to begin developing more intense social networks and commitment. In lieu of the fact that active and nonactive members may not be all that different, requests increase the potential of having a constant source of incoming volunteers who have the potential to become long-term or core active members. For example, 62 % percent of the active members attributed their first volunteering experience to being asked by a friend or RMEF staff member. Furthermore, members who received requests donated more hours in a one year period, became active sooner and had been members longer than those who started volunteering through other methods, including through their own motivation. The increased contributions may result because request plays on the importance of individual feeling needed, personally engaged, and their ability to witness the effect of their actions (Manzo and Weinstein 1987). Request may be the enabler for those members who want to volunteer, but don't know how, don't know they can, or want to but need to feel wanted (Verba et al. 1996).

Motivations of Nonactive and Active Members

The second objective of this study was to determine if differences existed between active and nonactive members in the factors involved in decisions regarding volunteer participation. I found that nonactive members attributed greatest importance to competing commitments and least importance to the outcomes of the activities. Interestingly, active members attributed greatest importance to the outcomes or efficacy of the activity and least importance to competing commitments.

Competing Commitments

Competing commitments referred to the sources of constraints in an individual's life affecting their available resources. Nonactive members attributed greatest importance to time in their decision to remain inactive. This suggests that nonactive members did not have the capacity to become active. However, when linked to social demographics, this reasoning is not as clear. Both active and nonactive members were married and employed full-time. While, a slightly greater percentage of active members indicated being self-employed, this difference does not necessarily indicate that it would affect available time. Specifically, being self-employed may allow flexibility in time management, but not necessarily more available time. Therefore, what nonactive members may be defining as lacking time may actually refer to the inability to justify spending their time in volunteer activities with RMEF.

Active members know how donating their time will affect the organization and the resource, and therefore, time is less of an issue. Active members witness the effects of their contributions, witness the success of the organization and achieve a level of personal accomplishment (Manzo and Weinstein 1987). This, as in any volunteer situation, is a powerful motivator. Through greater personal contact active members are more likely to know and trust that they can make a difference. However, for nonactive members, who maintained limited knowledge, personal contact, and information regarding volunteer activity, the benefits and potential outcomes of their actions are unknown. Yet, the costs of the activity real and tangible. Nonactive members may have felt the costs of the activity were less than the benefit and therefore, the time spent participating would not be worthy of the effort.

Efficacy

Active members attributed greater importance to the issue of responsibility and items associated with efficacy in their decisions than did nonactive members. In fact, almost all active members indicated that the items associated with efficacy were most important in their decision to volunteer. This suggests that active members maintain a greater sense of importance for volunteering, and greater belief in the efficacy of their actions. However, it is unlikely that nonactive members who joined this volunteer-based organization would feel that volunteering was not important to the organization. In fact, the findings do not suggest that concern for efficacy was not important to nonactive members, but only that it was not important in their decisions regarding volunteer activity. What this suggests is that it is not the motivation to volunteer, but some other factor that prohibits nonactive members from participating in volunteer activities. This "other reason" may be the combined effect of not knowing enough about activities, limited knowledge of how actions would benefit the organization and its mission, with the known realities of life constraints such as employment, family and other activities.

Furthermore, as in the discussion regarding differences in organizational commitment, it is impossible to ignore the role that participation plays on shaping motivations. In particular, active members, because of their activity and experience may transpose these feelings to their reasons for volunteering (Heshka 1983, Pearce 1983, Manzo and Weinstein 1987, Pearce 1993, Verba et al. 1996). It is generally accepted that active members maintain a higher degree of efficacy of

their actions than nonactive members. Additionally, because nonactive members have limited information regarding their potential impacts, their decisions may have been made based on the “economics” of the situation rather than the efficacy of their actions. Thus, it is important to recognize that these factors may be alleviated with better and more specific information regarding participation in volunteer activities and the use of requests.

Factors Affecting Burn Out of Active Members

A third objective of this study was to determine what contributed to the feelings of burn out of active members. Burn out is defined as a “multi dimensional syndrome resulting from the constant impact of job-related stress and strain” and is characterized by three aspects: emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment (Nelson et al. 1995: 216). This “state” is common and well known to administrators of volunteer programs and to volunteers. Individuals devote a great amount of energy and time to activities and receive little or no tangible “compensation” in return. However, individuals receive intangible rewards such as satisfaction with the efficacy of their actions and feelings of personal accomplishment regarding their contributions (Pearce 1993, Nelson et al. 1995). However, if those intangible rewards breakdown, individuals find themselves donating resources to activities that do not reflect their original intent or that result in little or no feeling of accomplishment (Nelson et al. 1995). Burn out can be a serious problem if it leads to attrition of volunteers or lost productivity and quality of services provided.

Nearly one-half of the RMEF respondents (49%) indicated they suffered from burn out. The high burn out rate may be attributed to a combination of the nature of RMEF volunteer activities and the lack of personal satisfaction resulting from participation in these activities. RMEF active members who had experienced burn out donated more hours in one year, had been active for longer periods of time, and were younger and of higher income levels than those who had not experienced burn out. These differences complement other findings that individuals who are younger or have volunteered longer are more susceptible to burn out (Nelson et al. 1995). Active members who had experienced burn out also were more likely to have been recruited through a social network and indicated the need for some level of recognition for their efforts. Thus, an important factor associated with burn out is an individual’s sense of personal accomplishment and satisfaction. Individuals who lack a sense of accomplishment are more susceptible to emotional exhaustion and burn out which can lead to the breaking of intrinsic motivators that link the individual to the activity and the organization (Nelson et al. 1995).

Motivations and Characteristics

Active members who had experienced burn out attributed greatest importance to the items limiting their personal satisfaction and benefit from volunteer activities. Specifically, these members identified the importance of not gaining any personal satisfaction, making a difference, learning new skills, meeting new people, and not having enough volunteers to do all that was needed. Coupled with additional factors such as higher commitment levels and contributions than those members not suffering from burn out, this indicates that individuals experienced a decrease in the internalized benefits obtained from activity (Pearce 1993, Nelson et al. 1995). It also indicates why recognition was more necessary to these active members. Recognition

represented a source of justification members needed to assure themselves that their efforts were worthwhile, i.e., justification to “live with” the feeling of burn out because RMEF appreciated their efforts.

Burn out in the RMEF also may be related to the nature of activities available to active members. In most cases, RMEF volunteer activities involve intense inputs of resources leading up to one large event, the big game banquet. Big game banquets require immense amounts of coordination and planning and active members are responsible for obtaining donations for auction at the banquets. The success of these events is measured by the smoothness of the event and the amount of money raised through the auction of items to support RMEF activities. Expectations associated with the banquets are large and therefore, active members carry a great deal of pressure into them. However, in most cases, after the banquet, many active members lie dormant until the next year’s event. Therefore, ample time is normally available to reduce the impact of burn-out. However, the cumulative effect of planning many banquets may lead to dissatisfaction with the banquets, requiring greater needs for recognition of contributions made by active members.

Another explanation for the high levels of burn out may stem from the uncertainty many active members felt with regard to what the funds raised actually accomplished. Many felt that funds were lost to the administration of the RMEF’s national offices, and that funds were not being put towards purchasing elk habitat. Thus, members felt slightly “cheated” and had a decreased sense of personal accomplishment and benefit (Nelson et al. 1995).

In comparing what factors influenced active members decisions to initiate volunteer activity, I found that active members’ who had experienced burnout attributed more importance to the personal benefits than those active members who had not experienced burn out. Indicating that some active members may be predisposed to burn out, however, identifying these individuals may be impossible. It is important to understand that burn out is inevitable and that recognizing the sources of burn out allows RMEF to employ strategies that will accommodate and reduce its occurrence. This may be achieved through effective recognition or by providing enough support to those active members feeling overwhelmed.

Factors Affecting Retention of Active Members

Retention of competent and committed active members is the lifeline of any volunteer program. Individuals must make decisions regarding allocation of their personal resources; when needs are not being met, or the benefits of participation no longer exceed the costs, the decision may be to discontinue activity (Nelson et al. 1995). Loss of these vital resources not only affects the success of programs, but it also affects the ability of organizations to have effective and motivated voices in the field.

Attrition of volunteers occurs for many reasons and is inevitable. Individuals grow older, change values, relocate and change lifestyles (Smith 1994). These changes affect the cost-benefit analysis individuals perform in decisions of whether or not to contribute their resources. This is the nature of volunteer activities. Volunteers have the freedom to quit, with no explanation and no warning (Nelson et al. 1995). They are free to decide what they will

contribute for as long as they choose because these are voluntary associations. With that understanding, identifying the causes of attrition in the RMEF leads to understanding where to focus efforts to retain these vital resources.

Unfortunately, while the data obtained in this portion of the questionnaire provided identification of trends in attrition, it was inconclusive. First, I could not make a direct link between attrition and burn out. Aside from the frequency data of the number of previously active members who had experienced burn out, I have no data to support that burn out caused the attrition of these active members. Aside from the higher percentage of currently active members who were retired, and the slightly higher percentage of previously active members who had obtained bachelors degrees, these active members did not differ. Furthermore, the differences that occurred between these active members may not be all that significant. While the factor analysis identified three factors important in discontinuing volunteer activity, these factors did not differ in importance, and in fact, overall were only slightly important, to not at all important in decisions to discontinue activity. What this suggests is that I did not capture the causes of attrition with in RMEF in my questionnaire.

The content analysis identified that a few ($n = 20$) individuals felt little personal satisfaction with their involvement. When personal satisfaction is decreased, one potential outcome is discontinuation of participation. Generally, the lower sense of personal satisfaction stemmed from unhappiness with the administration of the organization, and within the local chapters. Additional sources of dissatisfaction came from limited support of the outcomes of the activity. In particular, many respondents felt they needed outcomes or results that had more local benefits. In particular, these members cited wanting to have projects in their localities versus contributing efforts that resulted in benefits, but one's that did not directly benefit them.

Attrition can be accommodated and its effects lessened, but, like burn out, it is inevitable. A low attrition rate, as in RMEF, may serve as a healthy component of volunteer programs because it opens doors for new resources and new ideas. It is when rates become high that an organization is negatively affected and the pressures exerted on remaining active members is increased. Therefore, evaluating why and at what rate attrition occurs is vital to any organization. While I did not achieve this objective, the results indicate that attrition may not be a severe problem for RMEF at this time. Therefore, time is available to gather these data and draw conclusions regarding its prevention and management.

ATC

Questionnaire Design

Survey response

As with the RMEF, I expected a 75% return rate among ATC members. I expected that response rates would be high in the active member sample because these respondents maintain an active “stake” in the ATC through their volunteer involvement. I also expected that nonactive member response would be high because although their involvement is not “active,” they hold a “stake” in the ATC by contributing financially. However, both active and nonactive response rates were lower than expected (54% and 53%, respectively). One possible explanation for these low rates rests in the timing of the mailing of the questionnaire. ATC members spend a great deal of time on the Appalachian Trail. Because of employment and season preferences, many individuals spend their summer on the Trail. Unfortunately, ATC mailed the questionnaire during June, July and August. I believe that most of the nonresponse occurred due to the timing of the survey.

Dolson and Machlis (1991) found response rates as low as 65% are as reliable as response rates as high as 86%. They also found that, at a response rate of 50%, only 4.5% of the variables tested were inaccurate. Goudy (1978) argued that when samples are drawn from homogenous populations, the resulting bias is low because one would not expect much difference between respondents and nonrespondents. In this survey, random samples were drawn from a homogeneous population of individuals share common interests and seek other like-minded individuals. Even though the ATC response rate was just slightly more than 50%, I remain confident that my results are reliable.

Regarding response bias between mailing events to active and nonactive members, I found two interesting differences that suggest it does not exist within my samples. Active members who responded to the third mailing belonged to ATC longer and donated more hours than those who responded to the first two mailing events. This suggests that some of the nonrespondents may have been extremely active, but because of their activity (e.g., they may have been working on the Trail) and the timing of the questionnaire, they were too busy to participate in the survey at that time. Nonactive members who responded to the first mailing had been members longer than those who responded to the following mailings. As in the case of RMEF, this was expected. Longer memberships imply these members are more committed to ATC, and may be more interested in providing information regarding one of ATC’s programs. Because there is homogeneity within the population as a whole, I remain confident in my results. As in the case of RMEF, telephone interviews were planned to determine whether differences existed between respondents and nonrespondents. Although this process has yet to be completed, telephone interviews are planned with samples of the nonrespondents.

Survey Instrument

In general, the questionnaire worked well. Respondents followed directions and answered questions correctly. However, several shortcomings in the questionnaire affected the quantity of data obtained. I discovered that the directions in question 6 directed individuals to the wrong section of the questionnaire. This resulted in missing about one-third of the active member responses to question 6. However, because this sample was large, I believe I captured the true nature of volunteerism decisions among ATC active members.

Motivations and Characteristics of ATC Members

I wanted to determine if differences existed in factors important to active and nonactive members of the ATC in decisions regarding volunteer participation. I identified many differences and found these differences have important implications for ATC. However, I also identified many similarities between the two groups, and these similarities identified areas of concern existing within ATC volunteer programs.

Profiles of Active and Nonactive Members

Active members had been members twice as long as nonactive members, held higher order memberships, and belonged to local trail clubs more than did nonactive members. Additionally, active members had greater knowledge and awareness of programs. Furthermore, a high percentage of active members joined ATC because of a friend or associate also belonged to ATC. Conversely, many nonactive members joined ATC after having hiked on the Trail and learned about the Trail on their own. Differences did not exist among active and nonactive members in socio-economic characteristics. As in RMEF, this suggests that active and nonactive members may differ in situational variables rather than in specific “profiles.” Specifically, because nonactive members were more likely to join ATC by their own motivation, they may have had limited opportunities to become ingrained into the social networks associated with ATC. Thus, recruitment efforts should focus on accommodating the situations of nonactive members rather than using profiles to predict who likely will volunteer.

Organizational Commitment

Several studies have shown that active members maintain higher commitment to organizations than their nonactive counterparts (Pearce 1983, Manzo and Weinstein 1987, Nelson et al. 1995). This occurs either because of direct participation in volunteer activities, or a greater initial commitment to the mission of the organization. I found that ATC active members maintained higher commitment to ATC than nonactive members. However, I also discovered several other unexpected characteristics displayed by both active and nonactive members belonging to ATC.

Eighty percent of both active and nonactive members belonged to two additional organizations and, as would be expected, active members made greater contributions to these organizations than did nonactive members. However, only 42% of the 111 active members and only 23% of the 103 nonactive members who indicated a preference for one organization said

that ATC was that organization. Interestingly, 27% of nonactive members preferred their local trail club to the national organization.

Two possible interpretations exist for these results. One interpretation recognizes that 20% of active and nonactive members maintained sole membership in ATC. Although they represented a minority of the sample population, some active and nonactive members considered ATC important enough to “out-compete” all other organizations for membership resources. This suggests that a subpopulation of very committed active and nonactive members exists and that these individuals have the potential to become core active members of ATC. Recruitment and retention of these individuals would be important for the vitality of the ATC. The second explanation suggests that ATC was not very important to the majority of active and nonactive members. I also found that active members, on average, contributed more volunteer hours to other organizations than to ATC. In the case of nonactive members, ATC was second in importance to the local trail clubs. This indicates that organizational commitment, regardless of activity, was low for most ATC members. This is further illustrated by the low participation of active and nonactive members in ATC functions. Sixty percent of the active members and 94% of the nonactive members had never attended an ATC function. Because of this, this second explanation may be more valuable to understanding the nature of ATC members, and therefore, ATC volunteer recruitment efforts.

Individuals join organizations for many reasons. Members often join due to personal experiences related to the mission or central focus of the organization (Manzo and Weinstein 1987, Nelson et al. 1995). In the case of ATC, most active and nonactive members joined because they had an interest in the Appalachian Trail, enjoyed hiking it, and wanted to help protect it for future generations. Both active and nonactive members indicated that supporting ATC’s mission and protecting the Trail were important in their decisions to join ATC. However, active members attributed greater importance than did nonactive members for joining ATC to help achieve its mission.

What these findings may suggest is that for some members, upon joining, there is more commitment to achieving the mission of ATC than for others. Because a majority of active members joined through friends, the additional motivation may have originated from these outside influences that was lacking for nonactive members who joined through their own interest in the A.T. This suggests that when individuals become members, establishing a link between the ATC and that individual may be crucial in increasing the potential for participation in volunteer activities.

The Nature of Activities

Heshka (1983) suggested that focusing only on an individual’s motivations in volunteer decisions provides only a partial explanation of the situation. He stated that “it neglects the fact that in certain settings or situations there is considerable uniformity of behavior across different persons, indicating that an explanation of the behavior should be sought in the characteristics of the situation, rather than the person” (Heshka 1983: 138). An examination of the volunteer opportunities available to ATC members may help provide possible explanations for this lower commitment. The ATC has few volunteer opportunities at its national level. Aside from its

summer trail crews and ridge runner positions, limited opportunities exist. Furthermore, trail crew positions, which almost all members know about, are limited to about 400 people a year, many of which are returning “alumni.” These activities involve intense physical effort performed under potentially extreme outdoor conditions and intense social situations. Because limitations exist on the national level and because of the nature of the activities, fewer opportunities exist for members to participate in volunteer activities. Therefore, fewer opportunities exist to weave together individual and organizational values that can then fuel commitment (Manzo and Weinstein 1987, Pearce 1993, Nelson et al. 1995).

This is further magnified because ATC maintains relatively few membership functions. Once every two years, ATC holds a Biennial meeting in a region traversed by the Trail. The past two gatherings occurred in Georgia, the southern terminus of the Trail, and in Maine, the northern terminus of the Trail. Because most active and nonactive members work full-time, have middle incomes and often live far from these locations, travel to these gatherings probably requires greater outputs from limited resources. These gatherings, while important for building relationships, likely would not be viewed comparably by individuals who would rather put limited resources toward hiking the Trail.

One explanation for the importance of local trail clubs to nonactive members may be due to the need for individuals to have more local contact with others associated with the Trail, have greater access to volunteer opportunities, and reduce some of the costs associated with the activities. Local trail clubs meet frequently in social situations and demand less intense “work” situations. Local trail clubs do the day-to-day work on the Trail. Often it involves blazing and hiking the trail with a pair of clippers and a paintbrush once a month. Unlike ATC volunteer trail crews, where an average day of a 5-day work week may involve moving 2-ton rocks with rock bars and winches, contributions to a local trail club require less commitment and are less intense. In a local trail club it is easier to develop commitment because an individual can maintain social contact, participate in local activities where efforts and impacts can be witnessed, and work intensity is more personally controlled. Manzo and Weinstein (1987) found that behavioral commitment developed through participation in an organization, specifically, through the social nature of activities within an organization. The relevance of their research to this study is simple: the fewer the social networks available to participants, the lower the possibility is of them developing commitment. Interestingly, social networks were not important in decisions to participate, but not meeting new people did affect the feelings of burn out and attrition amongst active members.

Request

Request was an effective tool in recruiting ATC active members, but it was not the driving motivation affecting decisions about participation. Active members most often attributed initiating activity to receiving a request. Sixty-six percent of active members, compared to 6% of nonactive members, received requests to participate. However, both active and nonactive members indicated that request was not important to the decision to participate. Additionally, active members who knew the individual who asked them said the request affected their decision to participate and active members who received requests donated more hours and had been volunteers for longer periods than active members who had not received a request. Although

request was not deemed important, it was effective and highlights the importance of request in recruitment of active members.

One additional aspect that affects the likelihood of participation is that members often have to request applications to participate in volunteer activities. This may discourage individuals who come on their own with limited knowledge because it requires a greater output of resources. It simply requires more effort and motivation than when someone asks you to participate. It also requires the willingness to be “turned down” for offers, and for some this detracts from the nature of volunteering.

Motivations of Active and Nonactive Members

Active and nonactive members differed in their motivations regarding volunteer participation. Active members attributed greater importance to the efficacy of one’s actions and less importance to competing commitments and changes in lifestyle in decisions regarding volunteer participation. Interestingly, although nonactive members attributed greater importance to efficacy in their decision, this was followed in importance by competing commitments and having the skills necessary to participate. These findings illustrate a very common theme regarding active and nonactive members: both possessed the motivation to participate, but nonactive members believed they lacked the capacity to do so. Thus, it is possible that constraints in nonactive members’ lives override the potential benefits they may derive from contributions to an organization.

Barriers to participation, whether perceived or real, have definitive consequences on decisions to participate. Activities require inputs of resources that drain current and potential resources in an individual’s life. Compounded with beliefs that they lacked the necessary skills, nonactive members may have perceived the barriers to their participation were too great to overcome.

Situational factors also seemed to affect participation. Many nonactive members attributed importance to the distance of activities but not to items included in the outcomes and benefits factor. Sixty-one nonactive members commented that the distance of activities was the main reason for not being active. The content analysis suggested that many nonactive members felt that age and physical limitations affected their ability to participate, although the age distribution of nonactive members did not differ from active members. Thirty-three percent of nonactive members were at least 56 years of age. Because of the nature of ATC activities, physical barriers tied to age are real concerns for nonactive members. An aging public is of specific concern to ATC and its volunteer programs. With relatively low participation from younger members, aging may have major effects on the vitality of ATC’s current programs. This suggests that to nonactive members, the barriers are more important than the activities. Since nonactive and active members were not substantially different in characteristics, recruitment must focus on providing information that eliminates perceived barriers and creates more appealing situations to members who are currently inactive.

Factors Affecting Burn Out of Active Members

The occurrence of burn out is common in volunteer programs for a variety of reasons such as a lack of personal satisfaction and overburden from commitments. It results in psychological frustration attributed to volunteer activities (Pearce 1993, Nelson et al. 1995). Nineteen percent of the ATC active members indicated they had experienced burn out from volunteer activities. These individuals, on average, donated 50 more hours in a 12-month period and had volunteered for two years longer than members who had not experienced burn out. A greater percentage of members who experienced burn out belonged to local chapters, but they did not differ with respect to socio-economic characteristics. Additionally, regardless of an active member's status, recognition remained unimportant, suggesting that for most active members personal benefits and accomplishments still served as valuable payments for their contributions.

Although I did not find a statistical difference in burn out with respect to age, other researchers have linked age and burn out. A slightly greater percentage of members who had experienced burn out fell into the 36-45 years old and 46-55 years old age groups. Older members, those in the 56 – 65 years old and older groups were less likely to experience burn out. This finding is consistent with other research on burn out. Maslach (1982, cited in Nelson et al. 1995) attributed this connection to the nature of age and the experience it brings to any job, suggesting that younger individuals have less “padding ” to absorb the mental nature associated with work. Nelson et al. (1995) suggested that older volunteers find volunteer experiences more social and therefore remain more attached to their relationship with the organization and less attached to the actual work.

Another pertinent finding involved the role of request and its connection to burn out. Active members who had experienced burn out and received requests donated more than those who had not received requests and these members did not attribute any importance to being asked too frequently in their feelings. While being asked too frequently was not important, feeling that not enough volunteers were available was somewhat to very important. It is possible that requests may serve as a strong force in attaching individuals to an organization, even when suffering from burnout.

Motivations of Active Members Who Experienced Burn Out

Nelson et al. (1995) found that volunteers who had experienced burn out were role-conflicted and confused, newer to the program, less job involved, and felt less personal accomplishments from the activity. Pearce (1993) found that active members needed to feel that they gained skills from their participation in volunteer activities. She found that the vitality of programs was maintained when active members achieved higher levels of responsibility and skills because they associated more satisfaction and importance to participation than boredom and frustration. She also found that these opportunities drew in members because they had something to look forward to, or they could see that growth was possible.

ATC active members who experienced burn out attributed greatest importance to not achieving personal accomplishment and benefit from the activity. In particular, these active members attributed greatest importance to activities not helping them grow as an individual.

Self-improvement, combined with the importance of not learning anything new and lack of diversity in activities, indicates these members may not have been looking simply to contribute, but also to receive benefits. These individuals may have entered into volunteer activity thinking they would gain new skills or accomplish specific goals. Additionally, because many ATC active members are active in their local trail clubs, it is possible that active members hoped to gain something that would aid them in their contributions to their club. While personal benefits may have represented intangible rewards such as feeling good about one's contributions and meeting new people, satisfaction may have come from the tangible items, such as gaining skills or completing projects.

Because of the nature of ATC volunteer activities, lower personal satisfaction may have occurred because of the limits and lack of diversity of the volunteer projects available. ATC can account for this to a degree, but it may not be an area with great potential for improvement. However, it is important, because over the long term, if active members are not provided opportunities to grow or learn skills within ATC programs, then long-term "core" volunteers may be lost and this is of greater consequence to ATC.

Factors affecting Retention of Active Members

Attrition is of vital concern to ATC. Many of the administrators recognize they have an aging public and concern has developed about the vitality of not only their volunteer, but also their membership resources. Thirty-one percent of ATC active members indicated that they had discontinued participation in volunteer activities.

Current and previously active members of ATC differed in several respects. Compared to currently active members, a higher percentage of previously active members held trail maintainer memberships, they held ATC memberships longer and fewer of them belonged to local trail clubs. Additionally, while a majority of previously active members were between the ages of 36 and 55, 29 % of them were 66 years or older. This poses two concerns regarding attrition for ATC.

Attrition in the volunteer program may be a function of the age of the general membership. Discontinued participation could be due to the work being too physically demanding rather than not being enjoyable. When members felt they could no longer contribute because of their age, their only option was to discontinue participation. This is of vital concern because the ATC population is older and the effects of age and physical limitations may not readily disappear, but rather, increase.

A second concern regarding ATC volunteer activities is that the nature of the activities available appeal to a particular type of individual. Heidrich (1987) found that particular types of individuals prefer particular types of activities. Activities that offer immediate reward and accomplishment generally appeal to individuals who are older, retired, previously involved with the military and male. This not only characterizes ATC members, but ATC volunteer programs. Most volunteer activities involve one-week commitments that offer immediate daily reward, thereby appealing to these individuals. Additionally, because the ATC volunteer programs run Thursday to Monday, individuals with traditional employment find it difficult to participate, but

retired individuals do not. Therefore, volunteer activities themselves may contribute to recruitment and retention success.

Motivations and Characteristics of Previously Active Members

The most important factor identified by previously active members with regard to retention was lifestyle changes. These changes included changes in residence and employment status. The least important factor was competing commitments. In original decisions regarding volunteer activity, currently active members attributed more importance than previously active members to efficacy and personal motivation. Interestingly, in original decisions regarding volunteer activity, previously active members attributed greater importance for the time required by activities and the distance from their home. These findings suggest that for all previously active members, attrition is due to current lifestyles, or changes in those lifestyles, including aging, or greater employment and family constraints. In the case of retention, efforts may need to focus on providing information that allow individuals who decide to volunteer, to make better decisions. However, it the recognition that the nature of the membership of ATC may predispose ATC to maintaining high attrition rates. Furthermore, there may be little ATC can do to account for the distance individuals live from volunteer activities. What ATC must focus on then, is accounting for this occurrence and concentrating efforts on recruiting from a broader population.

CONCLUSIONS

The main objective of this study was to identify differences between active and nonactive members that could be used to determine the likelihood of participation in volunteer activities, as well as in affecting the retention of active member resources. However, I found that active and nonactive members are not substantially different in their characteristics and, most importantly, their motivations. Rather, it is the perceptions regarding capacity, level of awareness and knowledge of volunteer programs, and the occurrence of requests for participation that separates active and nonactive members. Additionally, the organizations I studied displayed several common themes associated with their volunteer programs

The most important common theme found in both RMEF and ATC was that active members attributed greater importance to the efficacy of their actions and least importance to competing commitments in their decisions to volunteer. Comparatively, nonactive members of RMEF attributed greatest importance to competing commitments and least importance to the efficacy associated with the activity. Nonactive members of ATC indicated that efficacy was most important, although it was lower in importance than in active members. Among ATC nonactive members, competing commitments was second in importance and they attributed more importance to this factor than active members. This suggests that active and nonactive members do not lack motivation with respect to volunteering, but that they need better reasons to volunteer with their organizations.

A second common theme in these organizations was the role of organizational commitment. In both RMEF and ATC, nonactive members maintained lower commitment to their organizations. Organizations must develop ties to their members that can fuel the likelihood of participation in volunteer programs.

A third common theme was the disproportionately low number of nonactive members in both ATC and RMEF who received requests. Requests for participation have many benefits aside from the benefit of increasing recruitment. In many cases, requests serve as the first contact individuals have with an organization and have the potential to build social ties. Request provides opportunities for the nonactive member to ask questions, to get first hand information regarding activities, and to catch a sense of excitement from active members about the potential of the activity.

A fourth common theme in these organizations was the low awareness and knowledge among nonactive members regarding volunteer activities. This lack of information has many implications but the most important is that it limits an individual's ability to make cost/benefit decisions regarding participation in volunteer activities. It also may affect the retention of individuals if volunteer participation decisions were based on limited information. Even if an individual has a disposition toward volunteering, knowing what benefits and outcomes can be achieved through volunteer contributions increases the motivation to participate in the organization.

Burn out and attrition are common occurrences within all voluntary organizations. In ATC and RMEF, burn out was due to the lack of personal satisfaction with activities. These findings suggest that by understanding what outcomes and benefits active members need, organizations

can potentially reduce the effect of burn out by decreasing its sources. In ATC, burn out was not a serious problem, but RMEF active members had a higher rate of burn out. However, in ATC, attrition rates were high. Attrition in ATC was attributed to age and physical barriers, not the lack of personal satisfaction.

Finally, these common themes indicate that volunteerism within these organizations may be due to situational rather than motivational components. The differences exhibited within each organization's active and nonactive members suggest these differences occurred as a result of activity. It may be participation in and knowledge about volunteer activities that fuels organizational commitment and the importance individuals attribute to their actions. Recruitment and retention efforts should use this information to focus on communicating the appropriate message that will be successful among the cross section of individuals present in the organization.

Using information about active and nonactive members to tailor messages and recruitment strategies, versus predicting who may or may not volunteer, has great implications for these organizations. First, organizations do not have to focus energy on providing information regarding the benefits of volunteering to particular types of individuals, but they should concentrate on advertising the benefits of volunteering with their organization to all members. Because active and nonactive members share similar profiles, an endless stream of volunteers may exist, although not all members should volunteer nor should all volunteers remain active. Rather, organizations should provide enough opportunities for those who wish to participate to become involved. Furthermore, because commitment and behavior may develop over time, the potential exists to develop deeply committed members who can serve as further networks and lobbyists for the organization.

In this project, I did not attempt to compare the RMEF and ATC nor did I evaluate the effectiveness of their respective volunteer programs. However, I attempted to study these organizations to understand the nature of volunteerism in NGOs, as well as to identify any differences between active and nonactive members that would aid future recruitment and retention efforts. Not surprisingly, I found several common themes in both organizations that underscored characteristics of and threats to volunteer programs. These findings will not only better aid each of these organizations in refining their volunteer programs, but also the general understanding of the nature of volunteerism in NGOs.

Recommendations

This research demonstrates that it may be possible to increase both recruitment and retention of active members in NGOs, and that the methods that can accomplish this may be rather simple to employ. These include:

1. increase the occurrence of requests for participation,
2. design recruitment messages and campaigns that appeal to the efficacy of an individual's actions,
3. provide opportunities that foster the development of relationships between

4. members and the organization on both the national and local levels,
5. identify and evaluate specific sources responsible for burn out and attrition among active members,
6. develop recognition programs that highlight the contributions made by active members and underscore their vital roles in the organization,
7. provide specific information regarding the commitment and skills required for activity,
8. when soliciting new members, gather information regarding membership and participation in other organizations,
9. further efforts to develop a dialog regarding these issues and ensure their continued success.

Recommendation #1

One of the most significant differences between active and nonactive members in both organizations occurred in the receipt of requests to participate in volunteer activities. Because requests are known to be effective recruitment tools and, in these organizations, active members who received request donated more to the organization, the most effective method to increase recruitment and volunteer contributions is to ask more individuals to participate. Because personally knowing the individuals who made requests was not important to the success of the request, extending offers to all members is critical. These requests can consist of personal (telephone solicitation and direct personal contact) and written (personalized mail solicitations and more personal requests in organizational publications) formats. Personalized messages may be more effective because they acknowledge the importance of the individual being asked and provide the opportunity to establish personal links to the organization. Additionally, the individuals who make requests can serve as sources of information for nonactive members, as well as future social contacts within the organization. Although social networks were not important in decisions, they were important in feelings of personal satisfaction of members who experienced burn out and discontinued activities.

Less personal forms of request may be effective in recruiting individuals and also serve a greater general purpose. Advertisements in magazines, and other publications, as well as articles that appear on television or in other publications, serve to broadcast information about the organization and its programs to a broader public than do publications within the organization. These advertisements may be the initial method for hearing about the organization and serve as both membership and volunteer recruitment strategies.

Requests must be tailored to the specific objectives and needs determined by the organization. If active member resources are needed on a short-term basis, less personal forms may serve to recruit ample volunteer resources. However, if the goal is to provide long term active members who will remain active for long periods of time and survive throughout temporary feelings of burn out, more personalized requests may be vital. Requests should

highlight the intangible and tangible benefits associated with volunteer activities and stress the importance of volunteers to the vitality of the organization.

Recommendation #2

Recruitment campaigns and messages must focus on the efficacy of an individual's actions and the other benefits associated with volunteering. Active members in both organizations attributed the most importance to efficacy in their decisions to volunteer. Nonactive members attributed greatest importance to competing commitments and indicated they would be more likely to volunteer if they felt they could make a difference. Furthermore, active members did not necessarily have fewer commitments; rather they attributed less importance to commitments in their decisions. Because of these relationships, appealing to efficacy may help to override the importance nonactive members attribute to competing commitments because it provides evidence that participation will lead to a sense of accomplishment. Because active members also believed that feeling responsible for volunteering was important in decisions, appeals also should focus on the role of active members in the overall success of the organization. Combined with the appeal to efficacy, this may increase the evidence to contribute resources in the face of other commitments. Appeals should focus on past accomplishments and future goals, to indicate that volunteer programs are integral to the success of the organization. This also will help to convey the message that activities are goal-oriented with direct benefits and outcomes for the organization and the individual. Additionally, personalized accounts of the experiences of active members may serve to fuel the excitement regarding volunteer programs and provide personal testimony to the benefits associated with the activities.

Recommendation # 3

Providing opportunities to foster development of relationships between members and the organization is vital to increasing participation in volunteer activities. Commitment to an organization serves as a motivator to encourage participation in activities that help strengthen the organization and improve its ability to meet its goals and objectives. Commitment is built only after an individual is able to align personal values and beliefs with those supported by an organization.

Because the social nature of NGOs add an additional dimension to organizations that can provide opportunities to align personal and organizational values, efforts may want to focus on these aspects. Opportunities to increase social involvement of all members may fuel commitment and provide an additional benefit from volunteer activity. This should occur on both a local and national level. Furthermore, campaigns should emphasize the interdependency between the national organization and its local chapter or club and highlight the commonalities and unique qualities of both types of organizations. This includes local, regional and national events that provide ample opportunities for all members to attend and feel compelled to do so.

Recommendation #4

Because active members decide at will when and at what level they will participate, volunteer programs are susceptible to the effects of both burn out and attrition. This can occur when personal costs and inputs exceed the satisfaction and benefits obtained from the activity. Identifying the expectations harbored by active members engaging in volunteer activities helps identify where sources of frustration and decreased personal satisfaction may occur. Additionally, this may help to refine recruitment messages and campaigns responsible for bringing in new active members.

The main cause for burn out was a decrease in the personal satisfaction and benefits obtained by active members. Therefore, providing opportunities for active members to grow as individuals and gain skills from the activities is essential to decreasing the occurrence of burn out in organizations. Additionally, encouraging a healthy turnover in volunteer positions increases the vitality of ideas and activities by decreasing the opportunities for individuals to experience burn out and become frustrated and decrease their contributions. Furthermore, active members can look forward to increasing their participation and growing within the organization, versus having to remain in the same position until somebody decides to relinquish their duties. It provides members the opportunity for self-improvement and ability to make greater contributions to the organization. This also serves to increase the number of volunteer resources that can be called upon to accomplish organization goals and objectives.

It is important to recognize that some factors tied to attrition may be out of the realm of an organization's control (e.g., changes in lifestyles such as employment or family status). It also may involve the location of an individual's residence and the distance required to travel to participate in activities. However, understanding the sources responsible for attrition aids in implementing appropriate strategies to reduce its effect. Recruitment efforts must focus on portions of the population that will increase the number of active members who are not highly susceptible to attrition or burn out.

Recommendation #5

As mentioned in recommendation four, burn out and attrition are closely linked to decreased personal satisfactions from participating in volunteer activities. Personal satisfaction often is associated with specific outcomes associated with volunteer activities. Recognition provides one method for reducing the feeling that contributions were not appreciated. Recognition has many forms. Common recognition methods involve recognizing individual efforts, or rewarding individuals with tokens of appreciation and discounts on merchandise. These methods serve to reward individuals for their contributions. However, it may be more important to recognize that accomplishments actually make a difference and that these accomplishments are highlighted and appreciated. Regardless of their magnitude, all contributions made to organizations should be acknowledged and appreciated. This places great demands on the organizations, but is likely to do the most in maintaining morale and excitement regarding contributions. Furthermore, highlighting the accomplishments of members only strengthens the intrinsic benefits and accomplishments felt by members regarding their

participation. This can also serve to fuel commitment to the organization because it reaffirms the importance of the individual to the organization.

Recommendation #6

Competing commitments and perceptions of the skills needed to participate in volunteer activities play roles in initial decisions regarding volunteer activity. Because of this, providing specific information regarding the commitments and skills necessary is vital to the recruitment of new volunteer resources. In particular, outlining what commitments, either time or money, that are necessary will help individuals make decisions based on sound information versus their own perceptions of what is necessary. Providing personal accounts from currently active members which may serve as examples to similar individuals, providing accounts of the types of contributions others have made, or simply highlighting various individuals may serve as examples to individuals currently hesitant about participation. Finally, this information simply allows individuals who decide to participate to become active with real expectations about the activity. This may help retain individuals because “hidden” costs or responsibilities have been discussed or understood, and expectations can be more realistically developed.

Recommendation # 7

The finding that many active and nonactive members are active in other organizations has many implications for these organizations. Because many individuals who are active in one organization are more likely to volunteer with other organizations, identifying who participates may be key in helping target potential volunteer resources. This may be particularly important if these individuals are of younger age groups. For example, knowing that individuals are active now with boy scout organizations, may indicate a willingness to volunteer, but also an individuals with competing commitments which would prevent activity in another organization. But, this combined knowledge of an individuals life-stage may help target that individual for volunteer recruitment in the future. This is important information because it will help ensure that recruitment campaigns are or will be successful and effective. This of course is important because of the potential for conserving valuable organizational resources.

Recommendation #8

This research represents the first attempt to understand the nature of volunteer activities in these two NGOs. While significant findings occurred, there still is much to understand regarding volunteer programs in NGOs. Therefore, these organizations should continue to gain an understanding of the nature of their volunteer programs.

SUMMARY

RMEF

1. Active and nonactive members differed in the occurrence of the receipt of requests. Ninety seven percent of active members compared to 15 % of nonactive members received requests. The success of a request was not dependent upon knowing the individual who made the request. Active members who received requests donated more hours and had been active for longer periods of time than those active members who did not receive a request.
2. Active members attributed greatest importance to the efficacy of their actions in decisions to participate in volunteer activities. In contrast, nonactive members attributed greatest importance to competing commitments in decisions regarding participation in volunteer activities.
3. Active members were slightly older than nonactive members and a greater percentage of active members were self-employed. Active and nonactive members tended to be highly educated, married and male.
4. Active members belonged to RMEF longer than nonactive members; held higher order memberships and a greater percentage of them belonged to local chapters.
5. Both active and nonactive members belonged to other organizations, although active members, on average, belonged to more organizations and donated more hours to them than did nonactive members. When members belonged to more than one organization and found one to be more important than others, two-thirds of active members, but only one-third of nonactive members indicated RMEF was that organization.
6. Active members were more aware and knowledgeable regarding RMEF volunteer activities than nonactive members. On average, 90 % of active members versus two-thirds of nonactive members were aware of positions within the board of directors and local chapters. However, only two-thirds of active members and 45 % of nonactive members were aware of project volunteer positions.
7. Two-thirds of the active and nonactive members had seen advertisements in the *Bugle* and WAPITI suggesting that these were effective places for advertisements to appear. Active members were more likely to have seen advertisements in chapter mailings, news articles, and other various sources, such as trade shows and functions.
8. Nearly one-half of all active members experienced burn out from their participation in RMEF volunteer activities. These members contributed more to RMEF over longer periods than did members who had not experienced burn out. Active members who experienced burnout attributed their feelings to the lack of personal satisfaction obtained through the activities. Active members who experienced burn out did not differ from active members who had not with respect to the reasons for deciding to volunteer.

9. Only 11 % of active members indicated they had discontinued participation in RMEF volunteer activities. Seventy percent of the previously active members belonged to local chapters compared to 95 % of the members still active in RMEF activities. Previously active and currently active members did not differ with respect to most socio-economic characteristics. Unfortunately, I was unable to determine the most important reason for discontinuing participation, although the available data suggest that lack of personal satisfaction may be responsible.

ATC

1. Active and nonactive members belonging to ATC tended to be employed full-time or retired, highly educated, and between the ages of 36 to 55 years old. Both groups tended to be married and male.
2. Sixty-six percent of active members and 6% of nonactive members received requests to participate. Active members who received requests indicated that it affected the outcome of their decision, but that not knowing the individual did not. This finding highlights that the most effective and immediate method for increasing recruitment is to ask more individuals to participate.
3. Active members attributed more importance to efficacy in their decisions compared to nonactive members. However, nonactive members attributed more importance to competing commitments than did active members. Nonactive members also attributed greater importance to the distance from one's home.
4. Nineteen percent of active members had felt burnt-out from their participation in ATC volunteer activities. Compared to active members not experiencing burn out, active members experiencing burn out volunteered longer with ATC and donated more hours in a 12-month period. Active members experiencing burn out attributed the most importance to lack of personal satisfaction.
5. Thirty-one percent of active member respondents had discontinued their participation in ATC volunteer activities. Compared to currently active members, on average previously active members belonged to ATC longer, volunteered for fewer years, and took longer to begin volunteer activity. Although not significantly different, previously active members attributed greatest importance to physical changes in their lives for discontinuing participation.
6. When asked to indicate the importance of ATC compared to other organizations, 42% of the active members who indicated a preference indicated ATC. Of the 44% of nonactive members who responded, 27% identified their local trail club and 23% identified ATC as the most important organization. A large percentage of active and nonactive members indicated they did not attend ATC functions.
7. Most active members indicate joining ATC through a friend, where as most nonactive members indicated joining ATC through their own initiative.

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Appendix A

Appendix A-1. Sample size (N), percentage (%), and mean value scores (\bar{x}) of importance of items in RMEF active members' decisions to participate in RMEF volunteer activities. The importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA)= 0, not very important (NVI) = -1, and not at all important (-3).

	N	VI(n)	Importance Scale Percentages				Mean(\bar{x})
			SWI(n)	NA(n)	NVI(n)	NI(n)	
<u>Component One (social networks)</u>							
To meet others with similar interests	949	29 (276)	55 (517)	.8 (8)	12 (118)	3 (30)	1.2
To spend time with friends	949	15 (142)	44 (414)	5 (48)	26 (248)	10 (97)	0.3
To learn new skills	945	13 (125)	33 (314)	7 (61)	32 (302)	15 (143)	-0.04
I was asked to volunteer	941	13 (121)	35 (325)	15 (136)	27 (258)	11 (101)	0.1
It seemed like something I would enjoy	952	23 (214)	57 (542)	4 (38)	12 (116)	4 (42)	1.0
<u>Component Two (efficacy)</u>							
To contribute to the protection of elk habitat	957	93 (885)	7 (70)	0 (0)	0.2 (2)	0 (0)	2.9
To ensure the existence of elk for future generations	956	94 (898)	6 (58)	0 (0)	0 (0)	0 (0)	2.9
To contribute to the protection of ...elk populations	956	86 (817)	14 (131)	0.1 (1)	0.7 (7)	0 (0)	2.7
To ensure the future of elk for my enjoyment	947	67 (637)	27 (254)	0 (0)	5 (50)	0.6 (6)	2.2
<u>Component Three (personal motivation)</u>							
To contribute to achieving the mission of RMEF	954	71 (680)	26 (254)	0.2 (2)	2 (18)	0.6 (6)	2.4
To contribute to the management of natural resources	950	51 (484)	38 (355)	0.7 (7)	9 (86)	2 (15)	1.8
I felt it was my responsibility to volunteer	945	18 (172)	36 (337)	12 (116)	20 (184)	14 (136)	0.3
I had skills to offer	942	18 (172)	47 (440)	9 (84)	19 (176)	7 (70)	0.6
To grow as an individual	943	10 (95)	32 (306)	20 (188)	21 (196)	17 (158)	-0.1
<u>Component Four (competing commitments)</u>							
To gain experience for future employment	946	4 (33)	7.9(75)	32.9(311)	19.9(188)	35.8(339)	-1.1
I had free time to donate	943	6 (53)	17.1(161)	21.5(203)	30.2(285)	25.6(241)	-0.7
To spend time with family	943	10 (94)	15.2(143)	35.0(330)	15.5(146)	24.4(230)	-0.4
<u>Items not included in factors</u>							
I had a change in marital status	937	1 (9)	2 (19)	81 (758)	5 (45)	11 (106)	-0.3
I had a change in employment status	940	1 (11)	2 (19)	77 (728)	7 (65)	12 (117)	-0.4
I had a change in residence	939	1 (11)	2 (22)	77 (729)	6 (60)	13 (117)	-0.4

Appendix A-2. Sample size (N), percentages, and mean score values of the importance of factors in decisions of RMEF nonactive members to not participate in RMEF volunteer activities. Importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA) = 0, not very important (NVI) = -1, not at all important (NI) = -3.

	N	Importance Scale Percentages					Mean
		<u>VI (n)</u>	<u>SWI (n)</u>	<u>NA(n)</u>	<u>NVI(n)</u>	<u>NI(n)</u>	
<u>Component One: (skills)</u>							
Lack the skills	493	2 (8)	7 (36)	35 (169)	24 (127)	31(153)	-1.1
Not interested in types of activities	492	2 (8)	7 (32)	40 (195)	18 (90)	34 (167)	-1.1
I won't learn any new skills	491	0.2 (1)	3 (13)	42 (205)	15 (75)	40 (197)	1.3
It isn't my responsibility	490	2(9)	2 (12)	43 (210)	12 (58)	41 (201)	-1.3
It won't make a difference	490	2 (12)	4 (20)	44 (213)	13 (64)	37 (181)	-1.1
<u>Component Two (competing commitments)</u>							
Family Commitments	503	36 (183)	34 (169)	11 (53)	13 (63)	7 (35)	1.1
Lack the time	512	52 (264)	29 (147)	7 (37)	7 (38)	5 (26)	1.6
Employment Commitments	505	36 (180)	35 (178)	10 (49)	12 (59)	8 (39)	1.1
<u>Component Three: (social networks)</u>							
I didn't know anybody else	491	8 (43)	17 (54)	30 (214)	20 (71)	26 (111)	-0.5
I have never been asked	506	36 (180)	18 (92)	18 (90)	18 (88)	11 (56)	0.7
I didn't know I could volunteer	493	9 (43)	11 (54)	43 (214)	14 (71)	23(111)	-0.5
<u>Component Four (capacity)</u>							
Activities are too far away	497	14 (68)	30 (147)	20 (99)	23 (116)	14 (67)	0.1
Lack the financial resources	492	12 (60)	24 (119)	17 (82)	27 (133)	20 (98)	-0.3
<u>Items Not included</u>							
Volunteer with other organizations	500	16 (82)	24 (122)	25 (123)	18 (88)	17 (85)	0.05

Appendix A-3. Sample size (N), Percentages (%), and Mean score values (\bar{x}) of factors that would be likely to change decisions of RMEF nonactive members regarding participation in RMEF volunteer activities. Likelihood scale ranged from very likely (VL) = 3, somewhat likely (SWL) = 1, not applicable (NA) = 0, not very likely (NVL) = -1, not at all likely (NL) = -3.

	N	<u>Likelihood Scale Percentages</u>					<u>Mean</u>
		<u>VL (n)</u>	<u>SWL (n)</u>	<u>NA(n)</u>	<u>NVL(n)</u>	<u>NL(n)</u>	
<u>Component One (</u>							
There were more opportunities for you family to participate	535	14 (75)	37 (196)	12 (63)	23 (122)	15 (79)	0.10
You could see the direct effects of your action on RMEF	522	26 (134)	42 (217)	7 (34)	16 (84)	10 (53)	0.70
You could see the direct effects of your actions on elk	529	41 (214)	39 (205)	6 (34)	6 (33)	8 (43)	1.3
You knew more of the people involved	521	18 (93)	41 (211)	10 (50)	20 (103)	13 (64)	0.40
If someone were to personally ask you to	543	23 (126)	41 (225)	7 (40)	18 (100)	10 (52)	0.60
The type of work involved more physical work	537	16 (86)	43 (228)	10 (55)	19 (104)	12 (64)	0.40
The work involved less administrative work	515	7 (36)	30 (156)	15 (76)	31 (160)	17 (87)	-0.30
You were able to learn new skills	514	15 (75)	38 (197)	14 (70)	19 (98)	14 (74)	0.50
There was a greater diversity of activities	515	6 (34)	30 (154)	18 (93)	30 (153)	16 (81)	-0.30
The work involved training in skills that interested you	512	21 (108)	42 (216)	10 (51)	15 (77)	12 (60)	0.60
<u>Component Two</u>							
You had the opportunity to travel	520	11.3(59)	29.2(152)	13 (67)	30 (155)	17 (87)	-0.20
You could hold a position of responsibility	517	7.0(26)	19.3(100)	16 (85)	39 (201)	18 (95)	-0.50
<u>Component Three (lifestyle changes)</u>							
You had a change in residence	520	8.8(46)	19.4(101)	22 (114)	28 (147)	22 (112)	-0.50
You had more time	526	54.6(287)	27.9(147)	5 (26)	8 (44)	4 (22)	1.70
Your employment status changed	519	19.5(101)	27.2(141)	16 (85)	22 (114)	15 (78)	0.20
<u>Component Four (nature of work)</u>							
The work involved less physical work	507	0.8 (4)	7 (37)	15 (77)	45 (226)	32 (163)	-1.30
The type of work involved more administrative work	525	3 (16)	16 (83)	12 (62)	37 (196)	32 (168)	-1.10
You were able to work alone	523	2 (11)	22 (114)	15 (79)	38 (200)	23 (119)	-0.80
<u>Items Not Included in Components</u>							
You had more skills to offer	518	6 (30)	18 (94)	23 (121)	33 (171)	20 (102)	-0.60

Appendix A-4. Sample size (N), percentage (%), and mean value scores (\bar{x}) of importance of items in RMEF active members' feelings of "burn out" due to RMEF volunteer activities. The importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA)= 0, not very important (NVI) = -1, and not at all important (-3).

	N	Importance Scale Percentages					Mean(\bar{x})
		VI(n)	SWI(n)	NA(n)	NVI(n)	NI(n)	
<u>Component One: (personal satisfaction)</u>							
My efforts are not sufficiently acknowledged	465	10 (46)	16 (73)	20 (92)	30 (139)	25 (115)	-0.6
I have not gained any personal satisfaction from my involvement	460	30 (136)	24 (108)	30 (138)	13 (60)	4 (18)	0.9
I feel I have not made a difference	460	28 (127)	23 (105)	30 (137)	14 (63)	6 (28)	0.7
I have no responsibility with in RMEF	457	3 (15)	12 (53)	31 (143)	24 (111)	30 (135)	-0.9
I haven't learned anything new	461	26 (119)	34 (154)	29 (133)	9 (42)	3 (13)	0.9
I do not have any control over the types of activities I can participate in	463	6 (26)	15 (69)	22 (101)	32 (146)	26 (121)	-0.8
<u>Component Two (social networks)</u>							
RMEF Activities keep me away from my family	467	19 (88)	36 (167)	11 (52)	26 (123)	8 (37)	0.4
I am active in too many things	463	23 (108)	34 (155)	16 (75)	17 (79)	10 (46)	0.6
I am continually asked to volunteer	457	13 (60)	25 (116)	20 (89)	25 (115)	17 (77)	-0.1
<u>Component Three ()</u>							
RMEF activities require too much responsibility	456	4 (20)	22 (100)	6 (29)	49 (222)	19 (85)	-0.7
RMEF activities require to much time	464	9 (42)	41 (188)	5 (22)	39 (179)	7 (33)	0.1
<u>Items not included in factors</u>							
RMEF activities are not diverse	460	6 (29)	20 (94)	14 (65)	39(179)	20 (93)	-0.6
There are not enough volunteers	464	41 (191)	37 (171)	5 (22)	14 (64)	3 (16)	1.4

Appendix A-5. Sample size (N), percentage (%), and mean value scores (\bar{x}) of importance of items in RMEF active members' decision to discontinue RMEF volunteer. The importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA)= 0, not very important (NVI) = -1, and not at all important (-3).

	<u>N</u>	<u>Importance Scale Percentages</u>					<u>Mean(\bar{x})</u>
		<u>VI(n)</u>	<u>SWI(n)</u>	<u>NA(n)</u>	<u>NVI(n)</u>	<u>NI(n)</u>	
<u>Component One (personal satisfaction)</u>							
I did not meet new people	96	26 (25)	16 (15)	52 (50)	3 (3)	3 (3)	0.8
I was not making a difference	94	23 (22)	15 (14)	44 (41)	10 (9)	9 (8)	-0.5
I didn't learn any new skill	92	26 (24)	15 (14)	51 (47)	7 (6)	1 (1)	0.8
There wasn't enough diversity in activities	95	22 (21)	14 (13)	41 (39)	12 (11)	12 (11)	0.3
I joined other organizations	97	1 (1)	11 (11)	63 (61)	10 (10)	14 (14)	-0.4
I was not having fun	96	16 (15)	16 (15)	39 (37)	9 (9)	21 (20)	-0.9
<u>Component Two (lifestyle changes)</u>							
I became active in other organizations	97	5 (5)	12.4(12)	60(58)	11 (11)	11 (11)	-0.2
Change in Marital Status	100	3 (3)	3 (3)	80 (80)	6 (6)	8 (8)	-0.2
Change in residence	98	13 (13)	3 (3)	69 (68)	4 (4)	10 (10)	0.1
Change in family status	97	5 (5)	4 (4)	76 (74)	6 (6)	8 (8)	-0.1
Change in Employment Status	98	10 (10)	5 (5)	71 (70)	4 (4)	9 (9)	0.04
<u>Component Three (competing commitments)</u>							
I didn't have any free time	96	16 (15)	16 (15)	34 (33)	18 (17)	17 (16)	-0.05
There are not enough volunteers	97	24 (23)	17 (16)	32 (31)	13.4(13)	14.4(14)	0.8

Appendix B

Appendix B-1. Sample size (N), percentages (%), and mean value scores (\bar{x}) of the importance of items to ATC active members' decisions to participate in ATC volunteer activities. The importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA) = 0, not very important (NVI) = -1, not at all important (NI) = -3.

	Importance Scale Percentages						<u>Mean(\bar{x})</u>
	<u>N</u>	<u>VI(n)</u>	<u>SWI(n)</u>	<u>NA(n)</u>	<u>NVI(n)</u>	<u>NI(n)</u>	
<u>Component one: (efficacy)</u>							
I am able to help protect the Appalachian Trail	270	61 (165)	31 (83)	3 (8)	3 (9)	1 (5)	2.1
I am able to ensure the existence of the AT for future generations	268	65 (176)	30 (79)	2 (4)	3 (7)	0.7 (2)	2.2
I can ensure the AT for my enjoyment	270	52 (141)	36 (96)	3 (7)	7 (19)	3 (7)	1.8
I can contribute to the management of natural resources	268	50 (136)	34 (92)	4 (10)	8 (22)	3 (8)	1.7
<u>Component two: (competing commitments)</u>							
The demand activities would have on my time	267	38 (102)	39.0(104)	2.6(7)	15.4(41)	5 (13)	1.2
The demand activities would place on my finances	266	16 (43)	28.9(77)	3.4(9)	37.2(99)	14 (38)	-0.03
The effect activities would have on family commitments	265	26 (71)	33.2(88)	8.3(22)	20.0(53)	12 (31)	0.60
The effect activities would have on employment commitments	267	25 (67)	28.1(75)	17.6(47)	16.9(45)	12 (33)	.50
<u>Component three: (social networks)</u>							
I am personally asked to volunteer	265	11 (30)	29 (76)	11 (29)	30 (78)	20(52)	-0.3
I knew others participating	264	9 (24)	33 (86)	9 (23)	33 (86)	17 (45)	0.2
I can meet others with similar interests	263	23 (61)	46 (121)	3 (8)	22 (58)	5 (15)	0.8
I felt it was my responsibility to volunteer	267	32 (86)	38 (100)	5 (13)	18 (49)	7 (49)	0.9
<u>Component four: (personal motivation)</u>							
I am able to grow as an individual	258	18 (46)	31 (79)	17 (45)	19 (48)	16 (40)	0.2
I am able to learn new skills	265	22 (58)	41 (109)	3 (8)	28 (74)	6 (16)	0.6
I will gain experience for future employment	266	5 (12)	11 (30)	21 (56)	22 (58)	41 (110)	-1.2
<u>Component five: (lifestyle changes)</u>							
I changed my marital status	261	2 (4)	3 (9)	72 (189)	7 (19)	15 (40)	-0.5
I changed my place of residence	264	5 (14)	7 (18)	68 (180)	7 (18)	13 (34)	-0.23
<u>Factors not included:</u>							
I have skills needed to participate	268	22 (59)	53 (142)	3 (7)	19 (51)	3 (9)	0.90
I am interested in the types of activities offered by ATC	265	33 (87)	45 (120)	4 (11)	14 (37)	4 (10)	1.2
It seemed like something I would enjoy	267	40 (106)	49 (130)	2 (6)	8 (22)	1 (3)	1.6
I have volunteer commitments with other organizations	268	25 (66)	28 (76)	13 (35)	25 (66)	9 (25)	1.1
I didn't feel it would make a difference	257	4 (9)	9 (22)	33 (84)	21 (53)	35 (89)	-1.1
I knew I could participate in volunteer activities	259	14 (36)	46 (118)	9 (22)	22 (57)	10 (26)	0.4
Distance from my home	267	32 (85)	37 (99)	3 (8)	23 (61)	5 (14)	0.94

Appendix B-2. Sample size (N), percentages (%), and mean value scores (\bar{x}) of the importance of items to ATC nonactive members' decisions to not volunteer. The importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA) = 0, not very important (NVI) = -1, not at all important (NI) = -3.A

	Importance Scale Percentages						Mean(\bar{x})
	N	VI(n)	SWI(n)	NA(n)	NVI(n)	NI(n)	
<u>Component One (efficacy):</u>							
I am able to help protect the Appalachian Trail	400	41 (165)	42 (169)	6 (22)	8 (31)	3 (13)	1.5
I am able to ensure the existence of the AT for future generations	399	49 (195)	36 (144)	5 (22)	7 (29)	2 (9)	1.7
I can contribute to the management of natural resources	398	34 (137)	42 (168)	6 (24)	14 (54)	4 (15)	1.2
I can ensure the AT for my enjoyment	400	41 (164)	40 (158)	6 (23)	11 (42)	3 (13)	1.4
<u>Component Two (skills):</u>							
I have skills needed to participate	406	25 (100)	46 (186)	7.0(28)	16 (66)	6 (26)	0.8
I am interested in the types of activities offered by ATC	394	20 (78)	49 (193)	6 (25)	20 (77)	5 (21)	0.7
I am able to learn new skills	398	14 (56)	47 (188)	6 (24)	24 (95)	9 (35)	0.4
I knew I could participate in volunteer activities	389	8 (30)	38 (150)	10 (41)	31 (122)	12 (46)	-0.05
<u>Component Three (Social networks):</u>							
I knew others participating	404	5 (21)	26 (106)	13 (51)	40 (160)	16 (66)	-0.04
I can meet others with similar interests	405	13 (54)	48 (194)	5 (22)	26 (103)	8 (32)	-0.5
I am personally asked to volunteer	407	12 (50)	27 (108)	10 (41)	33 (134)	18 (74)	0.4
I felt it was my responsibility to volunteer	396	11 (42)	41 (164)	12 (47)	24 (95)	12 (48)	0.1
I will gain experience for future employment	398	2 (10)	6 (26)	16 (66)	29 (119)	45(177)	-1.5
I am able to grow as an individual	395	10 (40)	38 (152)	14 (56)	19 (73)	19(74)	-0.06
<u>Component Four (competing commitments):</u>							
The demand activities would have on my time	410	51 (207)	32 (133)	5 (19)	10 (40)	3 (11)	1.6
The demand activities would place on my finances	409	16 (66)	38 (156)	5 (20)	28 (115)	13 (52)	0.2
The effect activities would have on family commitments	408	39 (157)	29 (117)	11 (43)	15 (60)	7 (31)	1.1
The effect activities would have on employment commitments	409	36 (147)	25 (102)	13 (53)	15 (60)	12 (47)	0.8
<u>Competing Commitments (lifestyle changes):</u>							
I changed my marital status	389	2 (9)	6 (23)	65 (254)	8 (31)	19(72)	-0.5
I changed my place of residence	393	6 (25)	9 (36)	59 (231)	11 (42)	15 (59)	-0.3
<u>Items not included:</u>							
I have volunteer commitments with other organizations	401	25 (99)	28 (114)	14 (54)	21 (83)	13 (51)	0.4
It seemed like something I would enjoy	395	26 (102)	52 (205)	7 (29)	11 (42)	4 (17)	1.1
I didn't feel it would make a difference	389	4 (15)	11 (43)	22 (85)	27 (106)	36 (140)	-1.1
Distance from my home	415	48 (200)	35 (146)	3 (12)	11 (45)	3 (12)	1.6

Appendix B-3. Sample size (N), percentages (%), and mean value scores (\bar{x}) of the importance of items contributing to feelings of “burn out” in ATC active members. The Importance scale ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA) = 0, not very important (NVI) = -1, not at all important (NI) = -3.

	Importance Scale Percentages						<u>Mean(\bar{x})</u>
	<u>N</u>	<u>VI(n)</u>	<u>SWI(n)</u>	<u>NA(n)</u>	<u>NVI(n)</u>	<u>NI(n)</u>	
<u>Component One: (personal satisfaction)</u>							
I feel I have not made a difference	58	40 (23)	12 (7)	35 (20)	10 (6)	3 (2)	1.1
I have no responsibility with in ATC	57	35 (20)	16 (9)	33 (19)	12 (7)	4 (2)	1.0
My efforts are not sufficiently recognized	57	44 (25)	21 (12)	16 (9)	7 (4)	12 (7)	1.1
Volunteering with ATC has not help me grow as an individual	59	44 (26)	15 (9)	31 (18)	10 (6)	0	1.4
I have no control over which activities I can participate in	58	40 (23)	19 (11)	19 (11)	21 (12)	2 (1)	1.1
<u>Component Two: (competing commitments)</u>							
I am active in too many things	59	29 (17)	34 (20)	15 (9)	7 (4)	15 (9)	0.7
Volunteer activities keep me away from my family	59	12 (7)	44 (26)	10 (6)	19 (11)	15 (9)	0.2
Volunteer activities require too much time	60	17 (10)	52 (31)	5 (3)	20 (12)	7 (4)	0.6
There isn't enough diversity of activities	58	36 (21)	35 (20)	17 (10)	12 (7)	0	1.3
<u>Component Three:</u>							
I have not learned anything new	57	39 (22)	23 (13)	25 (14)	11 (6)	4 (2)	1.2
Activities require too much responsibility	59	3 (2)	22 (13)	10 (6)	39 (23)	25 (15)	-0.8
<u>Component Four (request)</u>							
I am continually asked to participate	57	5 (3)	25 (14)	18 (10)	28 (16)	25 (14)	-0.6
<u>Items not included:</u>							
There are not enough volunteers	60	30 (18)	35 (27)	5 (3)	13 (8)	17 (10)	0.2

Appendix B-5. Sample size (N), percentages (%), and mean value scores (\bar{x}) of the importance of items contributing to ATC active members' decisions to discontinue participation in ATC volunteer. The importance ranged from very important (VI) = 3, somewhat important (SWI) = 1, not applicable (NA) = 0, not very important (NVI) = -1, not at all important (NI) = -3.

	Importance Scale Percentages						<u>Mean(\bar{x})</u>
	<u>N</u>	<u>VI(n)</u>	<u>SWI(n)</u>	<u>NA(n)</u>	<u>NVI(n)</u>	<u>NI(n)</u>	
<u>Component One: (personal satisfaction)</u>							
I made few friends	90	0	6 (5)	44 (40)	18 (16)	32 (29)	-1.1
I was not making a difference	90	1 (1)	8 (7)	51 (46)	11 (10)	29 (26)	-0.9
I was not having fun	90	2 (2)	7 (6)	50 (45)	8 (7)	33 (30)	-0.9
I did not contribute any expertise	89	1 (1)	9 (8)	48 (43)	17 (15)	25 (22)	-0.8
I didn't learn new skills	90	1 (1)	1 (1)	51 (46)	14 (13)	32 (29)	-1.1
There was not enough diversity in activities	89	1 (1)	3 (3)	49 (44)	16 (14)	30 (27)	-1.0
<u>Component Two: (competing commitments)</u>							
I joined other organizations	91	11 (10)	9 (8)	55 (50)	9 (8)	17 (15)	-0.2
I became active in other things	90	11 (10)	12 (11)	50 (45)	10 (9)	17 (15)	-0.1
I have no free time	89	28 (25)	25 (23)	24 (21)	11 (10)	11 (10)	0.7
<u>Component Three: (lifestyle changes-personal)</u>							
I had a change in my marital status	91	14 (13)	3 (3)	76 (69)	3 (3)	3 (3)	0.3
I had a change in my family status	91	15 (14)	4 (4)	69 (63)	6 (5)	6 (5)	0.3
<u>Component Four: (lifestyle changes-physical)</u>							
I had a change in my place of residence	96	21 (20)	13 (12)	53 (51)	9 (9)	4 (4)	0.5
I had a change in my employment status	92	24 (22)	12 (11)	47 (43)	7 (6)	11 (10)	0.5

Appendix C

Content Analysis

RMEF Active Members

Question 1: Why did you join the RMEF?

Mission:

1. To help protect the resource, i.e. the long term health of wild lands for future generations, so my children will also have these opportunities, in particular the rapid decrease in the numbers of Nookshack elk herd in Washington State (31)
2. To educate myself and others, especially youth, about elk and elk habitat, as well as hunting and shooting ethics (24)
 - including my son or family members
 - including awareness about Elk Foundation
3. Land Acquisition: Buying back wild land suitable for elk habitat seems the only way to ensure their survival (7)
4. Believe in the mission (4)
5. Reputation of RMEF for on the ground projects (3)

Social Networks:

1. Friendship with others who share my interests and work towards a common goal (36)
2. I got involved because I knew a friend who was involved and/or worked for RMEF. (5)

Personal:

1. To give something back to the enjoyment and thrill wildlife, especially elk, has given me(14)
2. The beauty of wildlife (2)
3. Fulfillment at end of a banquet (1)
4. To be involved in projects and planning (1)

Agenda:

1. To get more elk licensees in state as well as to ensure hunting opportunities leading to more opportunities to hunt there/to protect our Hunting Heritage (9)
2. To get elk back in state (5)
3. Self Advertising/ business networking (3)
4. Preserve and improve public access (2)
5. To do a better job than states (1)
6. reduce taxes (1)
7. to help start a local chapter (1)
8. Participate in local committee (1)

Question 2: Where would you allocate money to?

Funding:

1. Feel state agencies should do or as a cooperative partnership for elk management and research, not spend RMEF funds on this (9)
2. re-introductions (5)
3. Education is extremely important / Project WILD (3)
4. water development (2)
5. Without land acquisition and enhancement other programs are not important (2)

Political:

1. Concern for Anti-hunting Issues (22)
2. Lobbying and taking a stand for hunters, ensure that general public sees positive things and sides of hunters (2)
3. Don't want land given to government (1)
4. Do not think that money should be spent on habitat enhancement when the money subsidizes the Forest Service for projects they would do anyway (1)
5. Best left to experts (1)

Question 3: Where have you seen advertisements for volunteering with RMEF

Organized Media:

1. Outdoor shows/magazines (12)
2. Newspaper article (6)
3. RMEF brochure/ mailing/postcards (6)
4. Radio Adds (4)
5. TV ads (3)
6. Internet (2)
7. Need more advertisements (1)
8. Billboards (1)

Social Networks:

1. Banquet and Banquet surveys (40)
2. word of mouth (13)
3. Telephone calls (6)
4. Chapter meetings/committee camps (5)
5. community events (1)
6. return response from field director (3)
7. was personally asked (1)
8. Local request for projects at LBL Project (1)

Other:

1. Probably seen, but don't pay attention to them if they are there (10)

2. committee camps (2)
3. direct visitations (1)
4. state agencies (1)

Question 4: Which volunteer activities have you heard about?

1. State chairman (3)
2. BGB (2)
3. National Rendezvous (1)
4. Becoming an Outdoor Woman (1)
5. Land Purchase pledge (1)
6. Research volunteer (1)
7. Project wild (1)
8. special projects (1)
9. Association with other groups (1)
10. sponsor (1)
11. state activity volunteer (1)
12. Workshops (1)
13. Don't know much about Conservation education projects, but would like to know more (1)
14. submit info and articles for *Bugle/wapiti* (1)
15. Habitat camps (1)

Question 9: What volunteer activities have you participated in ?

1. Project Advisory committee (6)
2. white hat (2)
3. Project leader (1)
4. Annual elk camp (3)
5. National Banquet (6)
6. Eastern Rendezvous (1)
7. Manned local booth/wildlife convention/hunting show (5)
8. Field days event (1)
9. ticket sales (3)
10. Ambassador for local archery class (1)
11. State Committee Chair (9)
12. state committee meeting (5)
13. Banquet Chairman/ banquet committee (15)
14. Donation (3)
15. speaker (2)
16. National Task Force (1)

Question 10: Most preferred

1. Projects (1)
2. Board of Directors (1)
3. Committee Chairman (1)

Question 11: Least Preferred

1. Don't mind any of them (11)
2. Conservation Education Volunteer (1)
3. getting burned out on committee (1)

Question 16: How did you first start to volunteer?

Organized recruitment effort:

1. Mailing insert or a general direct mailing about a new chapter being formed or needing volunteers (31)
2. Received a letter from Regional/field Director (6)
3. At Trade show booth met committee members/volunteers (4)
4. Responded to add in local paper for donations for a banquet (2)
5. Internet (2)
6. Saw magazine and joined (1)
7. I thought it was a good organization (1)
8. Banquet Survey (1)

Social Networks:

1. Local Chapter was being organized by myself or my friends and so I became active in the project (55)
2. Worked because of family members/friends, then joined (8)
 - after friend's death kept it going
3. Attended a social event and met people involved in RMEF (1)

Request:

1. I attended a local banquet and there was a request made (30)
 - there was a questionnaire at local banquet
2. I was asked by a local committee member after attending previous years banquet event (19)
3. I was asked to start a chapter/put on a banquet (4)
4. Volunteers were needed at the local chapter asked for volunteers (4)
5. Local RMEF Regional Field director (1)

Self Motivation:

1. I wanted to be personally involved/personal interest, because I care alot about it so I asked to participate. No one asked me, I just did it. (66)
2. Contribute to elk preservation, after I had shot an elk , wanted to give something back (15)
3. After attending a local banquet, decided my town needed one, so I started one(7)
4. I work in the field and it is important to me(3)

5. Good judgment as a good sportsman, to do something positive to promote hunting and wildlife (3)
6. I bought a *Bugle* at a magazine stand and wanted to be an active member (2)
7. After I bought a ticket, I called the number on the back and got involved (1)
8. To help teach son about hunter ethics (1)

Question 17: How do you prefer to be recognized for your efforts?

Gifts/Benefits:

1. The pins and hats, with RMEF logos, are just fine(17)
 - maybe a shirt instead, with committee identifier
 - while not important to me, these help advertise
2. Membership and Banquet paid by RMEF ticket, or a special dinner sponsored y RMEF for volunteers trip drawings, raffles (15)
3. Do something that is cheap and easy, like pictures of local committees, or articles in Wapiti and *Bugle* of “star” chapters, something little goes a long way, but, get facts correct (14)
 - A substantial investment into volunteering, may require a substantial investment into the volunteer
 - full committee should be recognized because it is all of our job not just one person
 - all committee should be recognized for their efforts
4. Opportunity to receive direct pricing or gift certificates on merchandise (11)
 - current discounts aren’t much incentive, especially at international rates,
 - Just as life members donates money, volunteer donate time, worth more than a 10% discount
5. Whatever is done should be based upon time and history and level within (state/regional) with RMEF. This includes jobs and amount of dedication and quality of contributions to success of organization(10)
6. Thank You from Head Quarters, in form of a personal letter. It would be nice if this letter also told you what your contributions helped accomplish (8)
7. Recognition plaques/certificates are great and rewarding, something unique (7)
8. Free/ or reduced rate of year’s membership (3)
9. Be able to secure elk permit in area where I work/ live (1)
10. Whatever is done should help advertise foundation and committee (1)

Opinions:

1. Thank You’s are nice, but keep money for elk, discounts nice but not necessary (9)
2. Recognition, whether I need it or not, is important because it makes me feel additionally good about what I am doing. Otherwise, I feel used and never thanked. (8)
3. Way its done now is O.K., that is with names and chapter listed in *Bugle* (6)
4. Discounts are nice, but we need more time to use them. (5)
5. Awards should be given to show appreciation, not just because somebody volunteered, people should volunteer because they want to contribute. (4)
6. Recognition now is a joke (2)

Personal:

1. I don't need to be recognized, that's not what I do this for, I just love it. (7)
2. So that people know that I am working for elk and to see a future for them (6)
3. Peer recognition or simply treated with respect (4)
4. See money wisely used, to see the foundation work well (3)
5. Personal accomplishment (3)
6. Opportunity to voice opinions and have input in RMEF matters (2)
7. Also so that it might inspire others to participate (1)

Question 18: Why did you decide to volunteer?

1. To give back some of what I have taken (7)
2. It was something that I wanted to be a part of (4)
3. To keep hunting an American heritage (4)
4. To start local chapter (3)
5. to compliment my employment/life goals (3)
6. I love elk, self satisfaction (3)
7. I don't have free time, but good cause, so I make it (2)
8. Opportunity for wife and family to do something together and contribute to cause (2)
9. Local chapter needed my help (1)
10. Purchase habitat (1)
11. I work as a guide (1)
12. to learn and challenge myself (1)
13. If I didn't who would (1)
14. for the camaraderie (1)

Question 20: What contributed to your burn out?

Leadership/Organization:

1. Disappointment with RMEF leadership(field and regional directors), including lack of timely support and lack of professionalism (20)
2. Too much politics and too large, with too much focus on money and the bottom line and not on fun, and after banquet responsibilities. Can't condone money hungry ethics of RMEF(14)
3. Lack of structure and organization in committee. Meetings take too long to accomplish anything (6)
4. Decision making process does not work in a democratic manner. (6)
 - one person tries to run everything even though he is not in charge
 - Attitude of other committee members , especially after long time in one position
5. Could use help with logistics from state HQ, otherwise had to "reinvent wheel" each time we started a banquet or organized a banquet. (2)
6. Used to be bunch of friends together planning, not it is like a business (1)

Tasks:

1. Banquet preparations can be very hectic/overwhelming
 - Would be nice to have infrastructure set up so each banquet wouldn't require reinventing the wheel and wasting precious time in set up
 - I need to do a better job of delegating(12)
2. Not comfortable asking for donations (8)
 - especially from the same people year after year
3. Lack of new volunteers, need to hit more sportsmen/women/young people for help (5)
4. I have had the same experience every time, has not changed, all we do is raise money (5)
5. We started a new chapter and no one else would volunteer so I did, led to burn out (4)
6. Too many banquets all competing in small community, all with same format (2)
7. Would like to do other things (2)
8. Only did ticket sales (1)
9. I was on the life membership committee meeting and ran out of prospects. (1)

Personal:

1. Time away from work, my job responsibilities keep me very busy (7)
2. Age/health and fitness added greatly to my stress (3)
3. It was too much in a short period of time, just need a break to get re-focused (4)
4. Lack of time (2)
5. Family required more time (2)
6. Time for new people with fresh Ideas (2)
7. Costs me too much money (1)

Inequality:

1. Plenty of volunteer, but too few who are actually committed or who put out effort, but get same recognition(23)
 - If every committee member served two years, then there wouldn't be this crunch on the few dedicated ones
 - I will always be involved, but at lower level
2. Fail to see projects in my own area, not just burnt out, but left out (5)
3. When there are projects in our area, its too late to participate. (1)
4. Hunters with money will not come to banquet (1)

Lack of Appreciation:

1. Sometimes RMEF expects more than banquet related efforts (post fund raiser off-season). Ask and ask and expect too much. The more you do the more they ask, and are told what you have to do. It has become like a job. (6)
2. Not acknowledged for donations (2)
3. Disappointment in appreciation shown for goals accomplished(1)

Question 22: Why did you quit?

Inequality:

1. Too many people gain recognition, but abuse privileges (3)

Personal

1. I am thinking about it because of poor personalities and bickering within committee. One person has the potential to make it miserable, and the lack of support in upper levels to deal with these personalities, This has led to disappointment in local leadership which limits fresh ideas and participation (11)
2. Moved to new area, have not located a new chapter (4)
3. other family obligations (4)
4. I was asked to not participate after joining another organization due to a potential conflict of interest, was disappointed. conflict of interest (5)
5. RMEF should give back to community, that it takes from (1)
6. Eight years was long enough, I needed a break, (1)
7. Job changed and ate up more time (1)

Tasks:

1. Same stuff year after year (1)
2. Had become a like job (1)
3. The banquet has been my primary volunteer activity. Because I teach, it is difficult to find time unless there is a summer activity of which I am unaware of. (1)

Leadership:

1. Dissatisfaction with non professional viewpoints of field director/national organization (4)

Administrative:

1. Don't even know my name and continually spell it wrong on list, I quit, I was not that important after all(1)
2. No money returning for local projects (1)
3. I wasn't asked again (1)

Appreciation :

1. Too much about money and not grassroots anymore, there are not enough common people in the high positions of the Organization. Its getting to be too much about money and not the vision of what the Elk Foundation started out to be. (7)
 - Allot of emphasis on patronizing only the wealthy, verses focusing on procuring and securing habitat.
2. In the two years that I worked with the Elk Foundation I received one thank you which did not come from the HQ. (2)
3. After long term commitment was not treated professionally or with respect. (1)
4. Was a very tight group and did not feel welcome (1)

Question 25: Where did you first hear about RMEF?

Organized Media:

1. Sport show membership booth (8)
2. News article in local paper (6)
3. Went by HQ in MT (3)
4. Magazine article (2)
5. Magazine ad (2)
6. Bought a magazine in their first year/ A friend gave me a magazine and I decided to join after reading it (2)
7. banquet flyer (1)
8. Outfitter (1)

Social Networks:

1. Family/friend told me about it (8)
2. A friend/business contact bought me a membership (8)
3. Meeting with RMEF staff person (7)
4. family member invited me to banquet (3)
5. Sponsor Barbecue (1)
6. Asked to sponsor the local foundation (1)
7. asked to auctioneer (1)
8. searched it out on my own (1)
9. RMEF dedication (1)
10. Won a scholarship through RMEF (1)

Other:

1. Started a new chapter in my home town (11)
2. RMEF project in Jackson hole got me involved (1)
3. Had trouble getting tickets to banquet, so I started a chapter to insure myself tickets for a banquet (2)
4. Heard about it and wanted to be involved (1)

Question 27: What events have you attended?

1. Chapter Workshops (16)
2. Special project and event (9)
3. Local banquet / functions (8)
4. State committee meetings (6)
5. sponsor banquet (3)
6. Project Advisory Committee (3)
7. Summer workshops (3)
8. Committee Rendezvous (3)

9. sporting clay tournaments (2)

Question 39: Other Comments?

Leadership:

1. Desperately need district (local) leadership because we have now lost committee participation. Help from HQ to maintain is important. Some individuals abuse privileges and make it buddy system. Infighting and bickering amongst committee members has disappointed me(10)
 - Have discovered local committee members in illegal activities, when approached FD about it, was told to not do anything, feel this has caused a rift and will quit if not allowed to do anything about it (2)
2. Need more support and response from field reps and state directors, National HQ (8)
 - in particular in getting free or low cost items, and in getting funds for sport shows and banquets.
 - Also in recruiting new members and volunteers, and in keeping old ones together
 - Need more effort from Field director to get project proposals to meet HQ criteria
3. RMEF should watch staff performance, staff should be of good moral and ethics, and good people type people(8)
4. I appreciate the non-political stance RMEF takes, keep focus on land acquisition(1)
5. I would be glad to step aside if someone was there to step up (1)
6. Volunteers should not be pushed to hard, but rather provided with good support, recognition and communication. (11)
 - The current field director has me questioning the want to continue.
 - No banquet this year because volunteers are burned out, definite factor

Administrative:

1. Ensure quality and diversity of products being auctioned or sold. This should be of top quality so as not to cheat anybody who provides support. Disappointed in support for sponsor dinners and sponsor items (quantity and quality) available to sponsors. (15)
 - In particular bought a hunt at a banquet and it was a scam, RMEF should review all contributions and such to ensure quality for cost.
2. Any dollar earned is more than before, do not get greedy, continual mailings asking for sponsorship is not always well received(14)
 - RMEF should do what is right for elk and hunters first, and money second
 - Many hunters feel RMEF is taking them for granted, is the elk foundation about outfitting or about free roaming elk.
3. Keep RMEF simple and basic, stay and keep money towards original mission. There is also a feeling that the Elk Foundation is not what it used to be.(12)
 - regardless of pressure to contribute to gun-legislation or anti-hunting issues
 - keeps funds toward habitat and elk not lawyers and such
 - do not want to see RMEF become like another NRA-type group.

4. It is important to get new blood in the ranks of volunteers. Problem is with recruiting new committee members. Also when there are new volunteers they should be introduced and mentioned so that they feel a part of the process. (9)
 - Additionally, members should be rotated and allow for new blood, even if think they don't need, and also to keep everyone involved. (2)
5. RMEF would improve its image/relationship in certain areas if it would open up lines of communication(3)
6. Magazine is becoming eclectic (2)
7. Getting field directors at meetings would be nice, especially when they are close. It would really help morale (2)
8. National needs it coordinate their membership renewals better. It ends up often that many people have just joined national and don't feel need to come to banquet and if they do, sell a meal only ticket. (1)
9. I have felt disenfranchised after writing a letter to RMEF which needed a response but was not a complaint and received no return response. (1)
10. Make activities known more widely (1)

Financial:

1. Concern that money is not spent on posh jobs for employees or executive or surveys or administrative costs, including museums and offices, versus on continued elk benefit (23)
 - it doesn't appear that RMEF has time for its members unless they have money or donations.
 - Would like to see where everything is being spent
2. While our chapter raises allot of money, we have no projects close to us, nor do we have any say where the money goes, need more to show locally, small projects etc., and need to have something to show for people (our friends) who donate the money. (16)
 - Would like to know when these activities take place.
 - especially in east, so we have something to show for our hard work
3. Dropping membership because do not feel confident in Local state coordinators decisions on money, not sure that money is being used correctly. (10)
4. Would like to see funds to be continued to be spent on public access, for both resident and no-resident folks(5)
 - land protection is critical because of threat from development and overgrazing or just locked up by private ownership
5. Limit costs of volunteers, stuff shouldn't have to come from our own pockets, in lieu of what we do for the organization, especially at upper levels, it is a job like experience (3)
6. Too much fundraising and money , fundraising year after year gets old quick (3)
7. Allow local chapters to have more funds for radio ads for spreading word and advertising organization and banquets, or have leeway in spending the money(6)
8. Would like to fundraising broadened so as to not rely solely on bgb. (2)
9. Would like to see funds spent on migration routes to do away with artificial feed lots.(1)

Appreciation:

1. There should be more sincere recognition from headquarters for year round contributions, volunteers do not get enough recognition, versus always asking for more (11)
 - The recognition should also be sincere, don't take people for granted
 - This includes donors and outfitters
2. Need incentive program for amount of money raised, which is dependent on years of service(2)
 - Discrepancy between what a committee member and sponsor member do, and the benefits they receive(2)
3. Giving prizes on a national basis versus simply membership category.
4. The recognition should be equal regardless of where and how much money raised. Rural areas are limited in some cases. It seems sometimes the real grassroots groups are being ignored. (2)
5. Feel when moved no one contacted when moved about chapters close by, or starting a new chapter if needed, even though very active in previous chapter (1)

Programs:

1. Increase education efforts so we can help raise more funds through increased awareness of what RMEF is and does, especially with the non-hunter(15)
2. Maybe we have done too good of a job. The middle class person is getting squeezed out, do not want to loose grassroots nature, including the grassroots nature and such (9)
3. Need to be more wildlife management oriented (7)
 - we need to spend more time/effort on improving and acquiring habitat and restricting access and improving our current herd in Saskatchewan.
 - additionally, in western states where grazing is a big conflict, ensure that wildlife has a priority on RMEF purchased lands
4. Don't do away with eastern rendezvous, or midwest programs (5)
5. Need to provide more opportunities for volunteers to get involved in project planning, and have some input in spending money raised, this will increase motivation (4)
 - or just diversify work tasks
6. Not enough work projects for local committee members to work on, too much land protection projects (2)
7. Should provide volunteers great opportunities, but not push them too hard (2)
8. Should have chapter start -up ready instead of ordering everything piece by piece, as well as be able to contact members for help who have experience (2)
9. My chapter needs more new members and to advertise for them, we have nothing in Virginia to show for local donations, which may decrease future donations (1)
10. Programs should remain professional (1)
11. Elk management should be the job of the local divisions of wildlife and not the job of the RMEF (1)
12. Promote committee activity in *Bugle*, to help get word out (1)
 - public is not adequately informed on the need for carefully managed game and the need to harvest to prevent local population disasters.
 - WOW program excellent
13. Have had enough of gov't, should give to lands to state land agencies (1)
14. RMEF should take a stand against wolf introductions (1)

Personal:

1. Volunteerism is return of investments people made in me and is vital to make effective change occur, although it takes a lot of time and effort(13)
 - At times some or all groups should unite for a common purpose of wildlife and conservation as a whole.
 - Most of all I enjoy my children growing up and witnessing and being involved in the natural world and learning from ethical and responsible sportsman
2. Would like to do stuff, but lack of time prevents me (7)
3. I found it hard to continue with the organization, even though I strongly agree with their goals, because I just didn't seem that important to them (6)
4. Family is a priority right now, after children grow up, will return or initiate to do more active work(5)
 - because of the age and activities of our kids, we are only involved in the committee for now.
5. I enjoy activity, different than other things that I do, helps me grow as a person. It is also a great family activity (4)
6. I love elk and I owe much, I want to ensure the future of elk for my enjoyment and my grandchildren (3)
7. Hope RMEF continues fight to preserve and maintain habitat (3)
8. I am burnt out and
 - did not remain just to say I was on the committee (1)
 - will make changes next year (2)
9. Wouldn't mind if RMEF took a small stand against anti-hunt/gun lobbies, or support wise-use movement (3)
10. The RMEF should allocate funding depending on state needs. (2)
11. I do not have money for donations or for elk hunting so I give my time instead (2)
12. Feel it is restrictive with directors on committee staff. (2)
13. Couldn't get a president, not sure of future of local org (2)
14. Troubled by trend of non-resident hunter exclusion legislation. As a nonresident who works to raise money for elk, I think RMEF needs to recognize the issue of this (2)
15. If not for being personally asked, I would not have joined or now be chapter chair (1)
16. Mission seems to please everybody except hunters (1)
17. Volunteer activity negatively affected my business, spent too much time(1)
18. Would do more if there was more to do. (1)
19. I asked, then was asked, but I never felt comfortable and never went back. Did not renew membership after this experience(1)
20. Volunteer time depends on season and other things that I am involved in. (1)
21. Because family is involved, it is great (1)
22. It gives me time to be with people (1)
23. Do not like donating money to Champion Lumber company. (1)
24. While I have stopped participation and membership, it is due to a change in values, not the organization (1)
25. Many folks who quit or are uncommitted simply came because they were asked, the ones who are decided seem to be the ones who came on their own. (1)

26. Willing to do if asked (1)
27. Successful banquet does allot for removing burnout feelings (1)
28. Needs to be more organized (1)
29. When I moved didn't have the opportunity to become a banquet committee member (1)
30. RMEF should have a recommend list for outfitters by state (1)

RMEF Nonactive Members

Question 1: Why did you join the RMEF ?

Mission

1. Attempt to educate the anti-hunting public (11)
2. To help save all hunting for future generations on public lands and leave a legacy (7)
3. Improve elk hunting/return healthy elk to wild in NW Montana (5)
4. To do the right thing (2)
5. Conservation and protection of wildlife is vital (2)
6. Land Acquisition (1)

Social Networks

1. To be personally involved (2)
2. Meet other people with common interests (2)

Personal

1. The magazine (2)
2. Maintain conflict resolution (1)
3. To give something back (1)
4. Someone needs to do it. (1)
5. Membership was a gift (1)
6. Contribution from Elk foundation to DU (1)
7. State programs for elk are pretty poor (1)

Question 2: Where would you allocate money to?

1. To combat Anti-hunting initiatives (8)
2. Don't know about Conservation Education projects (1)
3. Re-introductions of predators (1)
4. Get the land first, then worry about the management (1)

Question 3: Where have you seen advertisements advertising for volunteering with RMEF

1. Maybe not paying attention (6)
2. I don't recall (4)
3. Banquet (3)
4. Bill Boards/sign at habitat project area (2)
5. Word of mouth (2)
6. Videos (1)
7. Radio (1)
8. Postcard mailed to me (1)

Question 4: Which volunteer activities have you heard about?

1. Banquets (2)
2. Other chapter banquets (2)
3. Drawing for hunts (1)
4. I wasn't aware of any projects (1)

Question 7: What affected your decision to or not to volunteer?

Request

1. Haven't been asked or heard about any projects, I would volunteer if I was asked (19)
2. Just ask, because I would like to volunteer. (3)
3. Never decided not to volunteer, just haven't been active 2
4. I didn't decide not to, I wasn't asked. 1 Not interested in fund raising 1

Competing Commitments

1. I have no time (6)
2. Too far away (5)
3. Medical problems (4)
4. I am not an outgoing person (2)
5. Involved in other volunteer activities (2)
6. Work demands prevent me from helping out (2)
7. Too expensive (1)
8. Church Commitments (1)
9. I would like to but I have limitations seasonally (1)

Personal

1. Don't know about them, because I am a new member (6)
2. RMEF is too indifferent at top of the organization (1)
3. just not interested (1)
4. Other than banquet related activities (1)
5. If I could have direct effect on the resource (1)
6. I just retired (1)
7. Something that I am able to perform (1)
8. Ideas not adopted by USFS (1)
9. Burnout from previous volunteer experience with other organizations (1)

Question 8: What would make you change your mind?

Competing Commitments

1. I live too far away (3)
2. Need to/ have just retire (3)

3. No time (2)
4. Younger and healthier (2)
5. If I could use my skills (1)
6. Money is easier to contribute (1)
7. Regular hours to be able to keep commitments (1)
8. Had a higher income (1)

Request

1. I could do alot, but would prefer in the woods type or animals activities (5)
2. If I were personally asked (4)

Personal

1. There are not many elk in NY, if there were and I could see the benefit of my actions in my own local area, then I would. (3)
2. I hate sales (1)
3. Gain employment with RMEF (1)

Question 25: How did you learn about RMEF

1. It was a gift (10)
2. Family member/friend was a member (8)
3. Outdoor show (3)
4. I bought magazine (2)
5. General Knowledge of RMEF's outstanding performance (1)
6. I hunt elk (1)
7. Bull of the Woods contest (1)
8. I don't remember (1)
9. A hunter I met in New Mexico (1)
10. State Agency /live in Missoula (1)
11. Bought a product from outfitter (1)
12. Stopped in at HQ in Missoula (1)
13. Outfitters (1)
14. Brochure at work (1)
15. Help start a chapter (1)
16. Combined federal campaign contributions (1)
17. Another organization (1)

Question 27: What events have you attended ?

1. Dedication to porcupine game range (1)
2. Visited a speaker in KS (1)
3. local banquet (1)
4. Denver Rendezvous (1)

Question 39: Any other comments?

Administrative

1. Keep up good work (19)
2. I would be interested to hear in a timely fashion of chapter and opportunities, especially in my local area (14)
3. Elk and Elk hunting are becoming for the wealthy, must keep it free and open for all (9)
4. Concerned about loss of habitat. Stay focused on habitat protection and enhancement (7)
5. Respect work and mission of RMEF (4)
6. The middle class person is being squeezed out of the bidding at benefits, there should be some limit to the wealthy or the middle class man will not have a place (4)
7. Enjoy the banquets and such but fear they are becoming to expensive for the average person. Don't make this organization only for the wealthy. (4)
8. I feel RMEF needs to support hunters rights in state and federal legislatures (4)
9. I believe in RMEF, but don't like high administrative costs of these organizations. It is most important to keep management costs down and to use funds primarily for the benefit of land acquisition and habitat enhancement. (3)
10. The increasing lack of ability for me to go elk hunting in the face of ever increasing herds and the lack of effort on the part of RMEF to try and make a difference, has soured my interested in working hard to gain habitat for elk that I may never get a chance to hunt. Considering, along with others, to drop membership (3)
11. Like the *Bugle* Magazine (3)
12. Would like to see RMEF spend more money on land acquisitions that become available to the public and help state agencies compete with Indian tribes and corporations (3)
13. Do not like RMEF buying up land and then going to private ranches, should be public. There is alot of public land but can't get to it because it is tied up in big money (3)
14. Disgusted with RMEF because of their policy to buy land, instead they should promote land use-practices and work on habitat and hunting rights (3)
15. Would like to see more articles on local situations like the Pacific NW and the Roosevelt herd and CA (2)
16. Don't like land going to government and they control the access of it (2)
17. Concern that outfitters are gaining too much and closing access (2)
18. Need to do something about Wolf re-introductions (2)
19. Banquet is too large and long, sort of like bingo more than evening. Should provide film footage of elk, (2)
20. Self employed logger and cattle rancher (2)
21. Too much money goes towards big shot salaries (2)
22. Banquets are fun (2)
23. The staff person who works with us does not provide enough or timely support, and he is very far away. (2)
24. Would like to see money coming back to local chapter (1)
25. Need to have a better screening of outfitter groups, just because they join does not mean they are respectable (1)
26. Thank You for opportunity to respond (2)
27. Don't discontinue the Eastern Rendezvous (1)

28. It is becoming more and more about money. Don't lose sight of what it is really about: the People (1)
29. What activities for elk improvement have they done in NW Montana (1)
- 30.

Reasons for not volunteering:
Request

1. Would do if I were asked. I don't even know how to volunteer, if they need volunteers they don't make very good use of their members (5)
2. I would like to volunteer, please make members feel as if they are more than just yearly membership dues, and make feel welcome (2)
3. Keep asking and I will assess my ability, I believe in mission just hard to commit right now (1)
4. I think volunteering would be fun and educational, I would love to (2)
5. I have never been asked. (1)

Competing Commitments

1. Employed in large firm, at home with kids. In a few years maybe, but now no time to volunteer (14)
2. If I lived closer to on the ground projects I would do it. Especially to see some local projects, a lot of people would like to see what their donations really can do, first hand. Especially here in Canada (11)
3. I would like to help out with best use of my time towards limited time I have, (6)
4. Retiring next year, will involve myself at that time (5)
5. Too old/health (4)
6. Banquets and such are too far away (3)
7. Volunteer with other organization (2)
8. Low priority due to other constraints (1)
9. Being a member fulfills need to help out, until I have the time I need (1)
10. Job prevents me from (1)
11. I am just exhausted at this time (1)

Programs

1. Would like to be involved in work projects or projects outside (4)
2. We need to put something back to protect our memories and opportunities (3)
3. I wouldn't mind volunteering in the future, I have always wanted to, this may be the push I need (3)
4. Projects were I can have my family with (2)
5. After 20 years, it was time to step down (2)
6. Have a project to do, if would get response from National, and have volunteers to do so. (1)

Acknowledgment

1. Just joined don't know a lot yet (1)
2. Let members determine programs (1)
3. Many of my friends are on the committee and get nothing, not even a free meal (1)

Personal

1. Would like to see local chapters have more contact with members and volunteers (1)
2. Would like to see more involvement of outfitters in industry (1)
3. Close access to bring back herds (1)
4. Would like to see where the money actually goes (1)
5. Don't hunt the elk in PA because right now they are a very important source for the economy (1)
6. I no longer support large national organizations because of the effect to local communities, including that they take away potential revenue when goes back to state ownership. Prefer the more local level. (1)
7. We are the 3rd largest city in CO, and we have no local chapter (1)
8. I like RMEF because it works for the land not the eastern environmental mindset (1)
9. The newsstand gets the *Bugle* before I get it., if I get it (1)
10. Local chapter needs to rotate the leadership because it is getting stagnate and banquet has been going downhill ever since. (1)
11. Need help developing ideas with regard to fundraising (1)
12. Concern about involvement in Indian reservations (1)
13. I have great concerns about the affects of grazing and associated issue and their affect on elk and elk habitat and food. (1)

ATC Active Members

Question 1. Why did you join ATC?

1. To help protect important natural recreational resources (16)
1. Because I maintain a one mile section of AT and enjoy it. (13)
2. Outdoor exercise and fellowship (13)
3. To give back (11)
4. I plan to thru hike one day (11)
5. To receive pubs from a reliable source (3)
6. I used to enjoy the solitude (2)
7. Because the Trail is managed by volunteers (2)
8. Because ATC had responsibilities beyond the local club effort. (1)
9. Discounts (1)
10. It was a gift (1)
11. To learn new skills (1)

Question 2. Where did you hear about volunteer activities?

1. word of mouth (9)
2. Local Club (4)
3. Poster in shelters (4)
4. magazine (3)
5. newspapers (3)
6. AHS (2)
7. Catalog (1)
8. while hiking (1)
9. Through guide book editing (1)
10. Outdoor retailer /
11. Internet (2)

Question 3. Which activities are you aware of?

1. Ridgerunners (7)
2. Local Club organizer (2)
3. Conference organizer (1)
4. Trail cleaner (1)

Question 6. Why did you volunteer?

1. I was hiking when I ran into a trail crew (2)
2. Interest in learning more to aid my section maintenance (1)
3. Wanted a new experience (1)
4. In order to keep remote areas remote (1)

Question 8: What encouraged you to volunteer for the first time?

1. I joined a local club (35)
2. I just wanted to help the AT and give something back (27)
3. After meeting ridgerunner/somebody told me about it on thru-hike (17)
4. I maintained a section of AT (7)
5. project needed to be done (5)
6. while hiking (5)
7. Article in BP magazine (4)
8. I helped in HF office (3)
9. Somebody called me (3)
10. Needed something meaningful (3)
11. College career center (3)
12. I wanted to be out and working with others (3)
13. Internet (2)
14. volunteer vacations book (1)
15. Philosophers guide (1)

Question 15. How do you prefer to be recognized

1. Crew t-shirts are great (5)
2. Just say thanks (4)
3. discount on ATC/USFS fees (3)
4. patches good (3)
5. ATC membership was great in that it allowed me to keep it on backburner till I could do it again (2)
6. already thanked, but now feel unappreciated (2)
7. Thanks from hikers (2)
8. I never was (1)

Question 17. What factor attributed to your feelings of burn out?

1. Politics of local board (4)
2. Time (2)
3. I am not in agreements with some of the policy changes (2)
4. I have volunteered countless hours in fight against power line and receive no thank you at all for effort. (1)
5. Inability to obtain assistance in local club (1)
6. The work is never ending (1)
7. Took on too many jobs that were time consuming (1)
8. I really don't know, most of the time I don't need a thank you, but it does bother me to give and not be. (1)
9. Distance (1)
10. Difficulty between club and crew volunteers, the tension is between individuals in clubs who don't know much, but try to dictate actions which are poor decisions (1)
11. I felt I couldn't do the physical nature of the work, (1)

Question-19. What factors contributed to your decision to discontinue participation ?

1. Age and physical limitations (11)
2. Other current commitments (7)
3. My offer of expertise was ignored (6)
4. Poor personality of staff (6)
5. I didn't have as much time as older/retired members so when I went out to do work, it was often already done. (4)
6. Distance (4)
7. I no longer live near the trail (4)
8. I tried to volunteer but it seemed all the positions were full, so I work locally instead (2)
9. The club is rather elite (2)
10. Not enthusiastic about the local club, did not want to make AT a committee experience (2)
11. They are trying to put too many people on the trail. I hike elsewhere now. 1
12. I wasn't asked (1)
13. It was simply a one time deal (1)
14. Once project completed, wasn't recruited again (1)
15. After several calls to office and request for info, I still have not received info. (1)

Question 21. How did you originally hear about ATC?

1. Local Trail Club (5)7
2. books (12)
3. Publication was shown to me by a family member (11)
4. magazines (10)
5. unknown (1)0
6. While hiking (6)
7. Boy scouts (3)
8. newspapers (3)
9. College career center (3)
10. employment (2)
11. Through working on the AT (2)
12. Proximity to AT (2)
13. volunteer vacations book (1)

Question 23 Which functions have you attended?

1. Trail Maintenance workshops (6)
2. ATC committee (1)
3. Local meetings (8)

Question-34. Additional Comments:

1. While I like to volunteer distance/time provides some barrier, will when I can (31)
2. keep up good work (12)
3. I would join a local club, how do I get information (10)

4. I have met a lot of wonderful people on the trail, it is my favorite activity (9)
5. age and physical limitations (6)
6. Concerned of aging public, I send my students to do work and this helps get them involved (4)
7. I am very active in other things, but I have been active for ten years with trail (4)
8. The local club does nothing to foster development of trail monitors, otherwise I feel like I am going it alone (4)
9. Sometimes it is hard to get into inner circle (3)
10. I would like to do it again (3)
11. Volunteered because I thru-hiked (3)
12. There are a lot of people with diverse talents who should be utilized more. (3)
13. The trail is often bureaucratic and hard time communicating with club (3)
14. There are often more volunteers than needed, it is hard to be active so far removed from trail, combined with demand, give it to someone else (2)
15. The management and spirit of the local club is the most critical factor. ATC provides resources for high level coordination. I've seen the best and worst.(2)
16. Many people volunteer on the Trail who do not belong to ATC, and only care about the local club.(2)
17. Its hard to know when things are happening with everything, including volunteer activities (2)
18. Application process is confusing and difficult. (2)
19. I was extremely frustrated after 2 weeks because of patronizing and moody personality of staff (2)
20. My association with ATC is simply thru local club (2)
21. There is also a barrier from ensuring that the people you are working with are compatible (1)
22. Family Activity (1)
23. one shot deals are easier than longer commitments (1)
24. Feel they want to make a difference (1)
25. More people would volunteer if they were asked without feeling obligated (1)

ATC Nonactive Members

Question 1. How important were the following in your decision to join ATC?

1. It is the only way that I can repay for thru-hiking (14)
2. Feeling part of a special group of people (5)
3. Discounts (2)
4. I believe in it (1)
5. Membership was a gift (1)
6. I wanted to work on the AT (1)
7. Land Acquisition (1)
8. ATC Biennial Conference (1)

Question 2. Where have you seen advertisements ?

1. Trail Clubs (3)
2. Washington Post (1)
3. Email/internet (1)

Question 3. Which activities were you aware of?

1. I am not close to the trail, so I don't know of any (4)
2. Ridge runners (1)

Question 6. What was important in your decision to not volunteer?

1. New parenthood (2)
2. Distance (6)
3. Being outdoors (1)

Question 7. What would make you more likely to volunteer?

1. If I lived closer (12)
2. Time (8)
3. If I were retired (2)
4. If I were younger and stronger (1)

Question 21. How did you hear about ATC?

1. Backpacker magazine (19)
2. Books (14)
3. Can't remember (12)
4. Local club (7)
5. While hiking (6)
6. Proximity to AT (6)
7. Newspaper (5)

8. Boy scouts (3)
9. My job (3)
10. Family (3)
11. Internet (2)
12. Handouts at AMC facilities (1)
13. New England Conference had newsletters (1)
14. By chance while hunting in 1948 (1)
15. School (1)
16. stickers (1)

Question 23. Which functions have you attended?

1. Trail Days in Damascus (2)
2. none available (1)

Question 34. Other comments

Barrier to involvement

1. I would volunteer for ATC, but their projects are not close enough, so I stay with the local club where I can see the results (49)
2. I would like to help out, but right now I have other commitments and projects to finish (37)
3. Physical disabilities (18)
4. Time (12)
5. When I retire, I plan to volunteer (7)
6. I will as soon as my children are older, I believe in it. (5)
7. I would if I had the opportunity (3)
8. Financial Constraints (2)
9. Change in marital status (1)

Administrative

10. Keep up the good work (18)
11. What is the Register? (10)
12. I wanted to volunteer but then I got the application and it seemed like I needed a security clearance, so I didn't pursue it further, it was rather elite (5)
13. I love the Trailway news (3)
14. Local Trail maintenance clubs should have members assigned based on their zip code, not a separate process and as a consequence of ATC membership (3)
15. If you want volunteers, need small local groups. (2)
16. Just acknowledge and recognize, that will be enough (2)
17. Don't know about anything yet (4)
18. Need to dispell feeling that ATC is only in the North east (1)
19. After trail rerouting, the AT moved farther away from our hostel, now cease shuttle service and help. (1)
20. Belong to local club, not ATC, don't think I should participate (1)

Request

- 21. Get me involved (8)
- 22. We plan to thru-hike, so I will volunteer before then (4)
- 23. I don't know how I could help the organization (3)
- 24. We are local to DWG, and no one has approached us about helping. Would do! (1)

Personal

- 25. I hike and joined ATC to make sure the trail is there for others, especially thru-hikers (1)
- 26. I would like some land survey volunteering activities (1)
- 27. I teach and mention your organization in my classes (1)
- 28. I only want to donate financial not anything else (1)

VITA
Teresa Ana Martinez

Teresa Ana Martinez was born in Santo Domingo, Dominican Republic, on August 12, 1969, to Alejandro and Gloria Martinez. She graduated from Park View High School in Sterling, Virginia in 1987 and on May 13, 1992, received her Bachelors Degree in Wildlife Science from Virginia Polytechnic Institute and State University. While an undergraduate, she spent her summers working as a volunteer for the ATC as a trail crew member, building sections of the Trail across the southeastern region of the Appalachian Trail. In the summer of 1990, she worked for the United States Forest Service on the Mount Rogers National Recreation Area as a Wilderness Ranger. In the fall of 1991, she became employed by the ATC as the Southwest and Central Virginia Assistant Regional Representative, in Newport, Virginia. In 1995, she became a Masters Degree Candidate in the Department of Fisheries and Wildlife Sciences at Virginia Polytechnic and State University, Blacksburg, Virginia. She completed her research requirements in May 1998.

She also has worked as a bike shop mechanic, high school teacher, and swim coach. For the past 11 years she has resided in Blacksburg, Virginia. She is a member of the East Coasters Cycling Team, and is an avid mountain biker, rock climber, and triathlete and has competed in many local, regional and state competitions.