

Summer 2019

An Analysis of the Differences Between Non-Profit Board Members According to the Method by Which Non-Profit Board Positions Are Acquired

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AN ANALYSIS OF THE DIFFERENCES BETWEEN NON-PROFIT BOARD MEMBERS ACCORDING TO THE METHOD BY WHICH NON-PROFIT BOARD POSITIONS ARE ACQUIRED.

by

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A Dissertation Submitted to the Faculty of
Old Dominion University in Partial Fulfilment of
the Requirements for the Degree of

DOCTOR OF PHILOSOPHY

PUBLIC ADMINISTRATION AND URBAN POLICY

OLD DOMINION UNIVERSITY
July 2019

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ABSTRACT

AN ANALYSIS OF THE DIFFERENCES BETWEEN NON-PROFIT BOARD MEMBERS ACCORDING TO THE METHOD BY WHICH NON-PROFIT BOARD POSITIONS ARE ACQUIRED.

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Old Dominion University, 2019
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This dissertation examines the differences between individuals who acquire non-profit board positions by actively seeking out these positions and individuals who acquire non-profit board positions in other ways in regards to the concept of public service motivation, antecedents of public service motivation, and characteristics of service. First, Public Service Motivation (PSM) theory is used to study how the concept of public service motivation relates to the method by which individuals acquire positions on non-profit boards. Second, using PSM theory, this dissertation examines how antecedents of public service motivation, such as religious socialization and family socialization, are related to an individual's method of acquiring a position on a non-profit board. This dissertation also examines the differences in characteristics of service between individuals who actively seek out board positions and individuals who acquire board positions in other ways, regarding their roles on the board, length of service, skills contributed on the current board, and organizational characteristics of non-profits served, such as non-profit size and focus area.

This study utilizes secondary data from a pre-existing online survey (Board Member Motivation survey) administered to approximately 3,000-member organizations of the Georgia

Center for Nonprofits (Miller-Stevens & Ward, 2013). The findings demonstrated that public service motivation and the theory's antecedents did not have significant effects on the method of actively seeking out a non-profit board position, and the method of actively seeking out a non-profit board position had to a considerable extent no effect on characteristics of service. The current study also exposed the relationship between PSM and characteristics of service, revealing that PSM possibly had statistically significant positive relationships with a significant number of characteristics of service.

In conclusion, although the findings showed no evidence that indicated that individuals who actively seek out positions on non-profit boards are significantly different from those who acquire these positions in other ways in relation to the concept of public service motivation, antecedents of public service motivation, and characteristics of service, the study uncovered valuable information on viable relationships between PSM and characteristics of service. This suggests that PSM theory can be applied, in part, to the study of the motives and resulting behaviors of governance volunteers. This research is theoretically significant because it contributes to the field of public administration by adding to the growing body of literature on the relationship between PSM theory and the characteristics of service of public service of volunteers. This research also further expands the application of PSM theory to the study of the motives and characteristics of service of governance volunteers in the non-profit sector. This research is practically significant because an understanding of the association between PSM, the method of acquiring a board position, and ensuing characteristics of service can be used to design efficient and effective processes related to the recruitment, engagement, and retention of suitable non-profit board members and public service volunteers in both the public and non-profit sectors.

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ACKNOWLEDGMENTS

All glory and honor for this work go to Jesus Christ, my Lord and Savior for doing exceedingly, abundantly, above all I could ever have asked, thought, or imagined. I dedicate this dissertation to my mother Connie Immaculate Kabugujjo Kizito for every sacrifice she continues to make. I am eternally grateful to my family and friends whose love and support have encouraged me throughout this entire academic journey. I especially acknowledge my dissertation committee for their dedication to my success and completion of this scholarly endeavor. Thank you!

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CHAPTER I

INTRODUCTION

Non-profits recruit board members in various ways. For example, public announcements are used to attract interested candidates, and personal referrals are used to solicit the service of persons with specific skills and talents (Inglis & Dooley, 2003; Ryan & Tippin, 2004). This dissertation focuses on the method by which individuals acquire positions on non-profit boards of directors. Recruitment of board members is defined by how potential board members initially acquire positions on a non-profit board by either actively seeking out a position on the board or being recruited in a different way, such as being asked to serve on the board without having previously inquired about the position. Researchers have identified differences between board members who actively seek out positions on non-profit boards and board members who are solicited to serve on non-profit boards. For example, according to the concept of “rational prospecting” in volunteer recruitment, in order to minimize recruitment costs, current board members reached out to people with the specific skills needed on the board and people they knew would be more likely to accept the invitation to join a board (Brady, Schlozman, & Verba, 1999; Baker, 2006).

On the other hand, individuals who actively seek out positions on non-profit boards were more likely to be motivated by the personal benefits associated with membership, such as the opportunity to engage in activities connected to their values (e.g., helping the less fortunate) and the opportunity to develop professional skills (Baker, 2006). This group was also significantly less likely to have a broad social network within the town they sought to serve mainly due to not having lived in the area for the same length of time as the board members who were asked to

serve (Baker, 2006). Volunteers who were asked to serve tended to have some social or professional relationships with the recruiters and often had strong social networks within the community (Granovetter, 1973; Granovetter, 1985). Recruiters were most interested in a volunteer's past volunteering activities, as well as possible resources that could be contributed to the board (Brady et al., 1999). While individuals who rated low on having professional skills considered beneficial to the board were more likely to self-recruit, people with significant resources in the form of money, time and skills were more likely to be asked to serve (Baker, 2006).

Purpose and significance of the study

This dissertation examines the differences that exist between board members who actively seek out positions on non-profit boards, and board members who acquire board positions in other ways in relation to the concept of public service motivation, antecedents of public service motivation, and characteristics of service. This research is significant because it contributes to the field of public administration by further expanding the application of Public Service Motivation (PSM) theory to the study of governance in the non-profit sector. The information obtained from the results can be used by non-profits to create efficient and effective processes related to the recruitment, engagement, and retention of suitable non-profit board members.

Summary of research questions

Overall, this dissertation answers the question, "What differences exist between board members who actively seek out positions on non-profit boards and board members who acquire board positions in other ways?"

Specifically, the dissertation addresses the following sub-questions:

1. How is public service motivation related to whether a board member actively seeks out a position on a non-profit board or acquires the position in other ways?

2. How are antecedents of PSM related to whether a board member actively seeks out a non-profit board position or acquires the position in other ways?
3. What is the relationship between actively seeking out a non-profit board position and characteristics of service on the board?

Conceptual Framework

This dissertation utilizes Public Service Motivation (PSM) theory as the theoretical foundation for the study, and the theory is discussed in detail in Chapter II of the dissertation. Initially and per the first research sub question, this study investigates the influence of PSM theory on individual board members' methods of acquiring a non-profit board position. This relationship is denoted "1" in Figure 1 below. This study also aims at answering the second research sub question by analyzing the relationship between antecedents of PSM and the method of acquiring a position on a non-profit board. This relationship is denoted by arrow "2" in Figure 1 below. The third sub research question focusing on how the method of acquiring a non-profit board position is related to the selected characteristics of service is denoted as "3" in Figure 1 below. Arrow "4" indicates the relationship between the antecedents of PSM and the PSM construct. Arrow "5" indicates the relationship between PSM and selected characteristics of service.

Arrow "6" represents the relationship between demographics and the method of acquiring a position on a non-profit board, and arrow "7" represents the relationships between demographic factors and selected characteristics of service. Arrow "8" indicates the relationship between demographics and PSM.

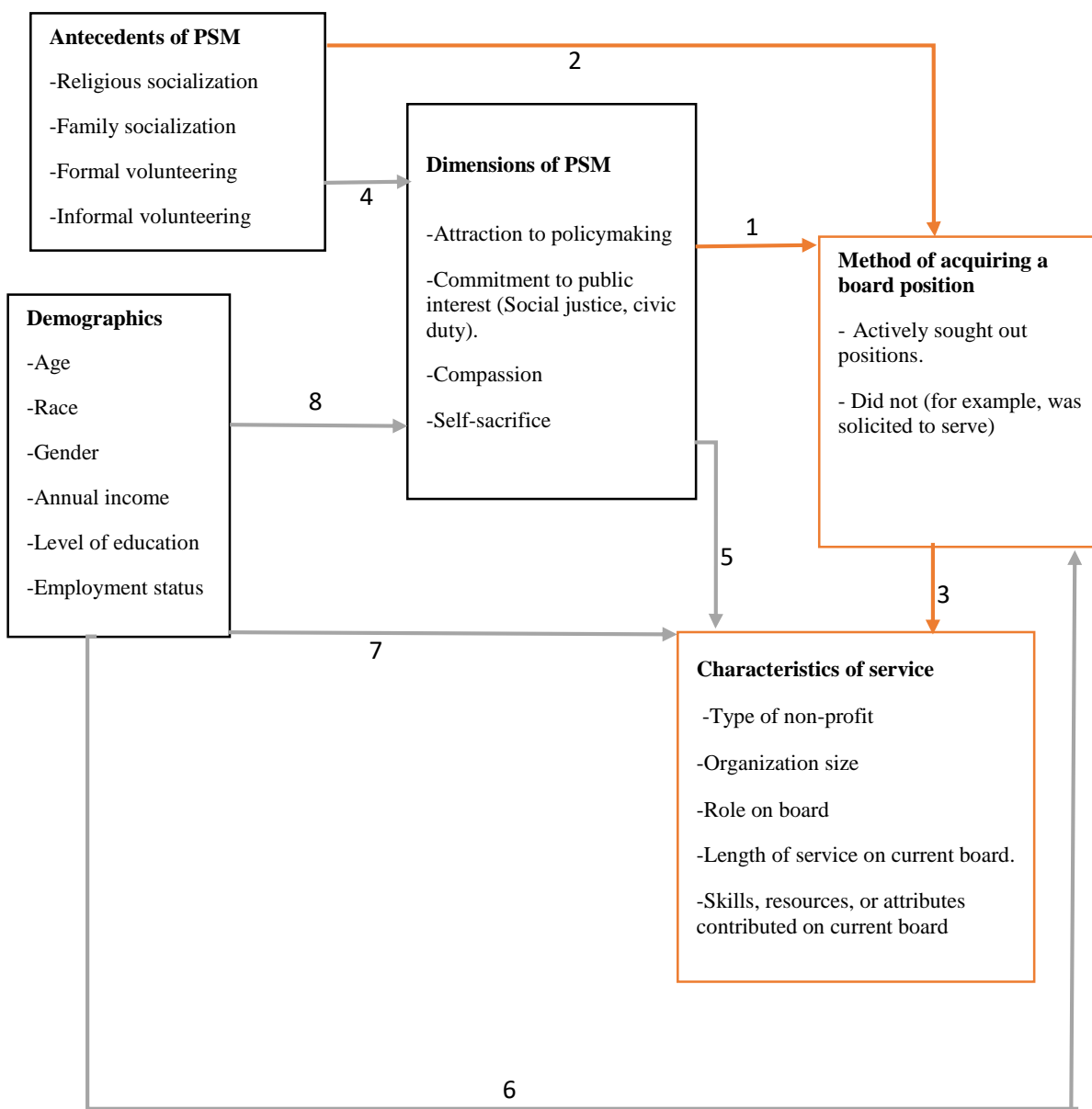


Figure 1. Conceptual Framework

Organization of the Study

In chapter I, the study is introduced with a background on the methods by which individuals join non-profit boards. This is followed by a description of the purpose and significance of the study, a summary of the research questions, and an overview of the conceptual framework guiding the research.

Chapter II provides a comprehensive review of the literature pertaining to the non-profit sector in general, the role of non-profit boards of governors, and the recruitment of non-profit board members. This is followed by an examination of the literature on volunteer motives in general and governance volunteers' motives in particular, as well as an exploration of the literature on theories of motivation in general and a description of Public Service Motivation (PSM) theory specifically. Chapter II also comprises of literature on the role of PSM in the study of volunteer motives in the non-profit sector, as well as an analysis of the literature on different characteristics of the service of non-profit board members in relation to board member recruitment methods. Chapter II also demonstrates how each of the research sub-questions has its foundation in the literature and the ensuing proposed hypotheses associated with each sub-question.

Chapter III describes the study's methodology, which is comprised of a description of the research design, data source, unit of analysis, and sampling frame. Chapter III also contains the definition, conceptualization, and measurement of both endogenous and exogenous variables, as well as a detailed description of the data analysis procedures.

In chapter IV, the results of the analysis are presented in two sections. The first section comprises of the results from all univariate and bivariate analyses, while the second section presents the results of the simultaneous confirmatory and structural equation modeling analysis.

The chapter is concluded with a summary of the results as they pertain to the proposed hypotheses.

Chapter V contains the discussion of the research findings as they pertain to each of the research sub-questions and hypotheses, a review of both theoretical and practical implications of the study's findings, a description of the study limitations, recommendations for future research endeavors, and a conclusion.

CHAPTER II

LITERATURE REVIEW

Background on the non-profit sector

Salamon and Anheier (1992) described the “third sector” as a sector distinguishable from the public and private sectors. This “third sector” is often also referred to as the non-profit sector, voluntary sector, tax-exempt sector, charitable sector, independent sector, and non-governmental sector (Salamon & Anheier, 1992). Salamon (1994) asserted that the development of a third sector went through a period of significant growth in the 1960s and had since continued to expand, mainly due to the inability of the public sector to function independently and citizen efforts to partake in their governance through grass-root efforts. Over the years, there have been limited qualms about the growing importance of the non-profit sector and its partnership with the state, chiefly about facilitating the provision of human services to the public.

This research defines the non-profit sector within the parameters of non-profit organizations' tax-exempt status with the Internal Revenue Service (IRS), where non-profit organizations are exempt from federal income tax under one of the 501(c) subsections of the Internal Revenue Code. Approximately 74% of the organizations are classified under 501(c) status and registered as 501(c)(3) public charities or private foundations (National Center for Charitable Statistics at the Urban Institute, 2013). While charitable organizations are involved in the provision of various social services, such as healthcare and education, and rely primarily on funds from charitable donations, gifts, and membership fees, private foundations are usually tax-exempt corporations, and trusts established as grant-making entities governed by wealthy families or large corporations (Foundation Group, 2017). For this research, the focus is on non-profit organizations registered as public charities under the 501(c)(3) Internal Revenue Code and these

organizations which make up the most significant percentage of the non-profit sector have been historically dedicated to social services, social causes, and advocacy.

Non-profit boards

Non-profits heavily rely on volunteers to accomplish a wide variety of activities, and volunteers can be broadly categorized as either direct service or governance volunteers (Inglis & Cleave, 2006). Direct service volunteers are individuals at the front line engaged in the delivery of services through various programs offered by non-profit agencies, and they have direct contact with the agency's constituents or beneficiaries (Cnaan & Goldberg-Glen, 1991). On the other hand, governance volunteers assume a sense of ownership of the agency with both legal and fiduciary responsibilities for the governance of the organization (Inglis & Cleave, 2006). Governance volunteers are usually members of boards of directors serving for two to three-year terms with the choice to renew service (Inglis & Graff, 1997).

Mainly, scholars have examined the motivations of direct service volunteers and given limited attention to the motives of governance volunteers (Inglis & Graff, 1997). However, information on the motivations of direct service volunteers can shed light on the motives of governance volunteers, because the intrinsic values embedded in the former category of volunteers have been found to exist in the latter (Inglis & Cleave, 2006). PSM, the primary theoretical underpinning of this dissertation, is a measure of intrinsic motivation or being motivated by intrinsic rewards, such as having an interest in serving the public and obtaining a sense of personal accomplishment from doing that (Mann, 2006; Park & Word, 2012). Extrinsic rewards, on the other hand, are economically driven (Park & Word, 2012). For example, having opportunities for advancements in monetary compensation and job security are extrinsic rewards (Park & Word, 2012). As will be covered later, PSM comprising of affective, normative, and

rational motives is associated with various managerial and organizational outcomes, such as organizational commitment and job satisfaction (Park & Word, 2012, Taylor, 2008).

Non-profit boards have a varied range of stakeholders and an even broader range of responsibilities that include management, fundraising, and community outreach (O'Regan & Oster, 2005; Oster, 1995). The task of the non-profit board is to act as an advisory panel that oversees the activities of the non-profit to ensure the following: that the organizational activities reflect the mission and the non-profit is operating in a financially responsible and legal manner (Jackson and Holland, 1998). Specifically, the board directs the activities of the executive director (Preston & Brown, 2004). The non-profit board is composed of socially well-connected professionals in the non-profit's field of operation who can offer expert advice concerning the non-profit's focus area and are instrumental in raising funds for the non-profit makeup non-profit boards (Cnaan & Cascio, 1999; Preston & Brown, 2004).

Resource dependency theory points to the fact that one of the fundamental resources for the effective operation of service-oriented organizations is the recruitment of talented and committed individuals (Brown, 2007). Individuals, such as board members, contribute to social and human capital regarding the skill sets they provide and the social and professional networks they belong to (Hoyman & Faricy 2009). Putnam (1995) asserted that, collectively, members of an organization create capital that applies towards the achievement of goals. Board members are instrumental in the accumulation of organizational resources (Hillman & Dalziel, 2003). Hence, the recruitment of capable board members is critical for the mobilization of essential resources such as skills, information, collaborations, and finances that fortify the organization (Brown, 2007). Therefore, it is essential to gain an in-depth understanding of the individuals recruited onto non-profit boards to gain insight into the value they add to the organization.

Although previous research has investigated the implications of the demographic composition of volunteer boards on board performance, the results have often been contradictory and inconclusive, hence the reliance on other individual factors, such as skill, experience, social, and professional networks in the study of the relationship between non-profit board characteristics and non-profit board performance (Ostrower & Stone, 2006; Reagans, Zuckerman, & McEvily, 2004). Preston and Brown (2004) asserted that possession of role-specific knowledge and skills is a significant characteristic used to evaluate individual board member performance. Hillman and Dalziel (2003) referred to the characteristics of individual board members that contribute to board performance as “board capital,” which consists of aspects of both human and relational capital, such as experience, expertise, reputation, and external networks. Boards consisting of individuals with elevated levels of board capital are more likely to provide essential and applicable advice, enhance organizational legitimacy and reputation, facilitate inter- and cross-sector collaboration with various stakeholders, and increase organizations’ propensity to acquire necessary financial resources (Hillman, Zardkiihi, & Bierman, 1999; Provan, 1980; Westphal, 1998).

Non-profit board recruitment

The literature on volunteer and human resource management asserts that to identify successful candidates, non-profit organizations must employ publicity strategies, such as public announcements and referrals aimed at creating a broad pool of potential staff or volunteers (Brown, 2007; Ryan & Tippins, 2004). Although public announcements are valuable, personal referrals have proven to be the most productive method of attracting the highest quality candidates (Inglis & Dooley, 2003). Public announcements let prospective board members know about the position, which leads them to seek out positions (Inglis & Dooley, 2003). Therefore, while personal referrals can be instrumental in helping non-profits identify prospective board members through current board members, public announcements would be defined as a strategy

geared towards the recruitment of individuals who are actively seeking positions on boards (Inglis & Dooley, 2003). Therefore, the expectation is that individuals recruited in diverse ways are perhaps motivated by differing factors to join the non-profit board and provide different forms of service while on the board.

As previously mentioned, the focus of this dissertation is on the differences between individuals who obtain positions on non-profit boards by actively seeking these positions out and individuals who acquire board positions in other ways. For example, as mentioned earlier, some people are sought out by non-profits and asked to serve due to having specific skills or characteristics that are of high value to the specific non-profit. Often, non-profits will solicit the membership of highly qualified people with technical expertise in fiscal management, social contacts that prove valuable for raising funds, or even merely for the semblance of respect attached to their membership (Bowen, 1994). These expert members would, therefore, have more specific roles and responsibilities on the board than members who personally sought out their board positions (Baker, 2006).

Regarding individuals who personally seek out positions, Bowen (1994) pointed out that business executives join non-profit boards for distinct reasons. Although the motivation of some executives may be their commitment to the organizations' values, these respected members of the business world are often surprisingly ineffective as members of non-profit boards because they may also be motivated to join the board merely for the status membership accords, the desire to portray their more sensitive aspects and "shed the barbarian image" that is often associated with the business sector, and the attraction of taking a break from their cutthroat business responsibilities, while having no real interest in the organization's mission (Bowen, 1994, p.4-5).

Volunteer motives

Volunteering has been defined as the contribution of a person's time to benefit the less fortunate members of society or to provide a solution to a societal problem (Wilson & Musick, 1997). Volunteers generally do not receive any monetary compensation for their work, but their activities produce social outcomes that would have otherwise cost the government considerable resources (Freeman, 1997). Formal volunteering, which is the subject of this research, has been described as the contribution of time to the activities of formal organizations (Carson, 1999).

Benson et al. defined volunteerism as “a kind of planned helping that requires a considerable amount of deliberate action, prioritizing and matching of interests, skills, and abilities with a mission-driven intervention” (1980, p. 89). Therefore, volunteers customarily seek out opportunities, take a considerable amount of time considering whether to help, how to help, the extent to which specific activities fit with their needs, how much time to commit to the helping relationship, and the personal costs involved in helping in the form of time and resources (Clary et al., 1998).

Motivational theories

Functional theory is a classic psychological model used to measure volunteer behavior and individual motivation (Phillips & Phillips, 2010). According to functional theory, individuals participate in specific behaviors because these behaviors fulfill specific psychological needs (Phillips & Phillips, 2010). However, these needs vary from person to person, which means that individuals can participate in similar activities for different reasons (Clary & Snyder, 1991; Smith, Bruner, & White, 1956). Clary et al. (1998) identified six specific motives for volunteering: career, esteem, social, protective, understanding, and value.

Benefits or enhancement of their careers in the form of business contacts made as a result of volunteering attracts career motivated individuals (Clary et al., 1998). People motivated by esteem are interested in the enrichment of their character and personal growth due to engaging in volunteer activities (Clary et al., 1998). The opportunity to engage with friends and partake in socially desirable activities inspires socially motivated individuals to volunteer (Clary et al., 1998). Protective motives constitute of the need to ease the guilt of being more fortunate than other people, as well as escaping from personal problems by focusing on caring for others by volunteering (Clary et al., 1998). Individuals motivated by understanding are inspired by the opportunity to practice skills and abilities through hands-on volunteer experiences, while those inspired by value deem the opportunity to express altruistic values and beliefs essential to their well-being (Clary et al., 1998).

According to functional theory, individual motives vary by activity because individuals choose to participate in activities according to how much the activities match with their motives (Coursey, Brudney, Littlepage, & Perry, 2011). Therefore, the core of the functional perspective is the existence of numerous individual motives for engaging in volunteer activities, and this suggests that the matching of individual characteristics to volunteer opportunities in the environment has consequences for the recruitment and successful engagement of volunteers (Clary et al., 1998). Individuals select organizations to volunteer with depending on their evaluation of how the opportunities provided relate to their motives (Coursey et al., 2011). The functional approach to volunteerism, therefore, asserts that individuals can be recruited by appealing to their psychological needs or motives, and they continue to serve to the extent that their psychological needs are being fulfilled through their service (Clary et al., 1998). Therefore, the functional approach offers a predictive aspect in a way that recruitment methods, such as

persuasive messages, are adequate to the extent to which they address and match individual motivations to volunteer (Clary et al., 1998).

Additionally, in assessing the motivations and effect of rewards on volunteers, scholars such as Phillips and Phillips (2010) have observed that, although volunteers may hold varied motives to serve, only few volunteer with an expectation of a tangible reward. Research has shown that some volunteers are less likely to serve if they believe that they will be compensated for their efforts (Phillips & Phillips, 2010). Hence, the existence of tangible rewards for volunteering can be a less significant motivation to serve.

Traditionally, motivation theories have been divided into either content theories or process theories (Miller-Stevens et al., 2014). Content theories focus on the intrinsic composition of a specific need, which may affect behavior, while process theorists are more concerned about the evolution of behavior relative to a person's needs (Gaines, Van Tubergen, & Paiva, 1984). Maslow's (1962) classic content theory created a hierarchical ordering of needs: physiological essentials, safety, belonging, self-esteem, and self-actualization. Other content scholars distinguished between intrinsic motivators, such as appreciation, growth, and achievement, from extrinsic motivators, such as salary and status (Herzberg, 1966).

On the other hand, process scholars essentially expound on content theory by asserting that needs, goals, and compensation do not necessarily translate into motivation, job satisfaction, and even performance because people can be affected by factors such as perception of inequity in rewards for work, which can negatively affect motivation (Gaines et al., 1984). Process theories, such as Vroom's (1964) expectancy theory, postulate that individuals evaluate the amount of effort it takes to get a reward, and if the reward is equivalent or higher than the effort, then

individuals are motivated. Process theorists are, therefore, more concerned about how behavior changes in relation to individual need (Gaines et al., 1984).

Public Service Motivation (PSM)

According to Perry and Wise (1990), the term public service is often synonymous with government service, which refers to individuals who work in the public sector. However, public service, in reality, is a sense of public duty or morality that transcends a person's area of employment (Perry & Wise, 1990). Public Service Motivation (PSM) theory is a process motivation theory because it focuses on how individuals act upon their needs to serve the public (Miller-Stevens et al., 2014). PSM is related to other motivational theories, such as functional theory, because PSM is a psychological need "for constructive civic engagement," which means that individuals engage in volunteer activities for reasons connected to their intrinsic needs and values (Clerkin et al., 2009, p.677). While the functional perspective addresses psychological needs, such as social, career, and esteem, PSM addresses individual values, such as a sense of civic duty, compassion, and self-sacrifice that compel people to engage in volunteer activities through which these needs and values are fulfilled and demonstrated.

PSM is relevant in the study of the motivations of volunteers, such as non-profit board members, because individuals who serve in the non-profit sector exhibit similar characteristics and hold similar values as individuals in the public sector. Rainey (1982), asserted that PSM refers to a person being primarily motivated by the values inherent in public institutions. The motives therein are grouped into three motivational bases: rational, normative, and affective (Knoke & Wright-Isak, 1982; Perry, 1996; Perry, 2000). Rational motives are associated with actions rooted in self-satisfaction or utility maximization, while norm-based motives are grounded

in the desire to conform to societal norms, and affective motives are founded in emotional responses to social issues (Perry, 1996).

Perry and Wise (1990) developed a list of 40 items representing six dimensions of PSM: (1) attraction to policymaking, (2) commitment to the public interest, (3) social justice, (4) civic duty, (5) compassion, and (6) self-sacrifice. The desire to participate in the formulation of public policy is an example of a rational motive, while a desire and commitment to promoting the public interest, a sense of civic duty, and social justice are norm-based motives intrinsic to public service (Kelman, 1987; Buchanan, 1975). Social justice and social equity entail actions aimed at promoting the well-being of politically and economically marginalized minorities, and public administrators are obligated to portray these values while efficiently providing services to the public (Frederickson, 1971).

Compassion and self-sacrifice are constructs of affective motives undergirding public service due to their emotional connotations (Frederickson, 1971). Compassion is also termed as patriotic benevolence and defined as a love for and a desire to protect the rights of people within a person's political boundaries (Frederickson & Hart, 1985). Self-sacrifice refers to a person's ability to value the needs of others above their own needs (Frederickson & Hart, 1985). Public servants display self-sacrifice when they prefer the intangible emotional rewards of serving the public to financial rewards (Macy, 1971).

Utilizing confirmatory factor analysis, Perry (1996) translated the PSM theory into a measurable scale consisting of 24 items and four main dimensions: (1) attraction to public policymaking, (2) commitment to public interest, (3) self-sacrifice, and (4) compassion. To demonstrate the validity of the 24-item scale, scholars such as Clerkin, Paynter, and Taylor (2009) used the four-dimensional PSM scale to explore the relationship between students'

decisions to donate and volunteer and their levels of PSM. In this study, the researchers observed that PSM was positively related to the students' decisions to volunteer and donate, with the dimensions of compassion and commitment to public interest having the strongest significant associations to behavior, while self-sacrifice had no significant association to behavior, and attraction to policymaking had a negative association with the decision to volunteer (Clerkin et al., 2009).

Holding common antecedents, such as age, gender, religious participation, and education, constant in a study of U.S. elite volunteers, Coursey et al. (2011) explored the relationship between three of the four dimensions of PSM, "compassion, commitment to public service, and self-sacrifice," across four volunteering domains, religious, political or civic, educational, human services, and all others (such as arts) (p.55). Attraction to public policymaking was not included in their study because the scholars believed it to be a poor indicator of volunteer non-profit activity (Coursey et al., 2011). The scholar observed that volunteers for religious organizations displayed higher mean compassion and self-sacrifice values than education and human services volunteers (Coursey et al., 2011). In their study of the relationship between the four dimensions of PSM and the number of hours dedicated to volunteering among Korean national government employees, Lee and Jeong (2015) observed that attraction to policymaking was the only dimension that indicated a positive and statistically significant relationship to volunteering. The scholars offered that this may be because public employees are more apt to volunteer with organizations that make visible societal impacts through policy action than with smaller, less visible organizations (Lee & Jeong, 2015).

Overall, understanding the volunteers' motives to serve can be used by volunteer coordinators to create recruitment efforts and messages that convey that the provided volunteer opportunity can fulfill the specific needs of their targeted type of volunteers (Clary, Snyder, &

Ridge, 1992). Successful recruitment campaigns must focus on convincing potential volunteers that volunteer activities will satisfy their individual motivational needs both immediately and over a sustained period (Allison et al., 2002).

Board member motives

The majority of the literature on non-profit volunteers has focused on the motives of service volunteers, and this knowledge can be applied to understand the motives of governance volunteers (Inglis & Graff, 1997). Scholars have suggested that some volunteers are motivated into action by their pessimism regarding the actions of the majority (Oliver, 1984). Therefore, "conflict, dissatisfaction, and mutual suspicion may prompt citizens to volunteer" (Baker, 2006, p.142). In addition to motivation, individual characteristics, such as skills and abilities, and the context of the recruitment environment, such as characteristics of the recruitment process that may favor some individuals over others, significantly influence board member recruitment (Baker, 2006). Therefore, individuals motivated by pessimism are more likely to actively seek out positions on non-profit boards, while individuals with specific skills deemed desirable in the recruitment environment are more likely to be solicited for service.

Using the incentive-barrier model, Widmer (1985) proposed that the motivation to serve on organizational boards was a product of both incentives and barriers to participation. The incentives included in this model were material, social, developmental, and ideological (Widmer, 1985). While material incentives were tangible and included the opportunity to widen a person's professional network, social incentives were intangible rewards, such as an increase in a person's status because of the affiliation with a specific organization (Widmer, 1985). Developmental incentives had to do with a desire for personal growth, such as an increase in knowledge and ideological incentives, were related to the intangible satisfaction derived from contributing to the

success of a project connected to a person's passions (Widmer, 1985). On the other hand, barriers operated by undervaluing the effect of joining non-profit boards (Widmer, 1985).

More specifically, few researchers have examined the motivations of volunteer board members as key to the recruitment of these individuals. For example, the notion of "voluntarism" has examined the use of persuasion to overcome reluctance and motivate civic engagement among board members (Barber 1965, p.127). Persuasion takes the form of selective incentives, such as material, solidary, purposive, developmental, and service incentives, that have been identified to be significantly influential in volunteers' decisions to engage civically and politically (Oliver 1984; Widmer 1985). Material incentives include rewards, such as money, while solidary incentives are intangible rewards, such as psychological benefits of socializing and belonging, and purposive rewards focus on the positive emotions accrued from supporting missions of personal value (Baker, 2006). Developmental incentives point to the benefit of utilizing and sharpening a person's professional skill while serving on boards (Baker, 2006). Baker (2006) specifically examined the motivations and recruitment of small-town volunteer board and commission members, investigating the distinguishing factors between self-recruited board members and members asked to serve often by city leaders or current board members. Baker (2006) hypothesized that respondents who rated highly on any of the three forms of incentives viewed membership as a means to accrue these benefits and were, therefore, more likely to seek out positions on boards. The results indicated that personally seeking out board positions was significantly predicted by individual attributes, such as resources in the form of time, money, civic skills, and contextual factors, such as institutional structure and cultural contexts (Baker, 2006). Baker (2006) noted that, often, individuals with specific forms of expertise and substantial amounts of monetary resources had to be coaxed and informally recruited to boards and commissions. For example, several cities reported that their Planning Commission had to include

individuals in the real estate profession, in which case, recruitment efforts involved the direct solicitation of the membership of such individuals (Baker, 2006).

Building on Seale's (1989) study of the needs of municipal recreation boards of directors, Inglis (1994) created a model that included specific needs, such as the desire for increased responsibility, the opportunity to provide solutions to observed issues, the opportunity for professional development, and the desire for social interaction to explain individuals' decisions to join voluntary boards. Later, in a study of the motivations of governance volunteers, Inglis and Cleave (2006) examined the motivations of board members in the non-profit sector of a Canadian metropolitan region and created a framework of six factors: "Enhancement of self-worth, developing individual relationships, learning through community, unique contributions to the board, and self-healing and helping the community" (p.97). Specifically, the factor addressing individuals' contributions to the board is instrumental in the recruitment of new board members because nominating committees identify potential board members with specific skills, perspectives, and experiences relevant to the non-profit agency, and potential board members evaluate the fit of their skills to the needs of the non-profit agency (Inglis & Dooley, 2003). Across the literature, we see that various motivating factors for the members of non-profit governing boards or boards of directors can be directly correlated to the values embedded in public service, such as a sense of civic duty or commitment to promoting public good, interest in the policy-making process, compassion – also termed as patriotism of benevolence – and self-sacrifice or altruism (Mann, 2006; Word & Carpenter, 2013; Miller-Stevens, Ward, & Neill, 2014; Kelman, 1987; Downs, 1967; Buchanan, 1975; Frederickson & Hart, 1985; Perry, 1996).

While scholars were able to provide variously related motivations for individual volunteering, none of them was grounded in the theory of PSM. PSM theory is a relevant theory in this case because "public service" as a field of practice extends to more than government-

related activities, to include philanthropic and charitable work as done by non-profits with individuals who are motivated to serve their communities in various capacities beyond the public sector (Miller-Stevens et al., 2014). Moreover, as Perry, Brudney, Coursey, and Littlepage (2008) asserted because PSM is an individual characteristic, it should be able to be used to study the service motivations of individuals in more settings than the public sector. To this effect, Perry et al. (2008) specifically used samples of individuals engaged in the non-profit sector as volunteers to study the antecedents of PSM. Additionally, volunteering is empirically linked to the different dimensions of PSM. For example, in their study of commitment to public interest within a sample of public-sector employees in the Netherlands, Leisink, Knies, and van Loon (2018) concluded that this dimension of PSM was positively associated with volunteering and therefore was a definite, albeit small, predictor of the likelihood that employees would be engaged in volunteer activities. Moreover, the relationship between commitment to public interest was significant among organizations that upheld public service ideals and not significant in entities, such as trade unions or professional organizations and sport or leisure organizations (Leisink et al., 2018).

Empirical evidence demonstrates the presence of public service motives among volunteers in the non-profit sector. Moreover, individuals who serve on non-profit boards are individuals who work in public, private, and non-profit sectors and therefore already possess an interest in public service (Miller-Stevens & Ward, 2013). Therefore, the use of PSM theory as the theoretical foundation for studying the motives of non-profit board members in this dissertation is justified.

PSM in the non-profit sector

A considerable proportion of literature has been dedicated to the exploration of PSM theory as it relates to the motivations of public sector employees. However, public service

motivation has significant implications beyond the public sector, as several individuals outside government are often motivated to serve and develop their communities (Word & Carpenter, 2013). PSM, composed of affective, normative, and rational motives, is made up of intrinsic, altruistic, and prosocial values (Perry & Wise, 1990). Similarities have been drawn between the altruistic motivations of public service employees and other people who are dedicated to volunteering their time for the betterment of their communities. For example, Gassler (1998) asserted that public sector employees motivated by PSM are also often volunteering in the community, providing their services without any monetary compensation. Perry et al. (2008) intentionally drew their sample from a survey of recipients of national volunteer awards to explore the antecedents of PSM in a group of individuals not employed by the public sector. Consequently, Perry et al. (2008) asserted that PSM can be applied to individuals in a broader range of settings especially due to the increasingly significant role played by private and non-profit entities in the implementation of public policy and the delivery of public goods (Perry et al., 2008; Word & Carpenter, 2013).

Rotolo and Wilson (2006) asserted that non-profit employees display similar motivations as public-sector employees. In his examination of volunteering as a behavioral consequence of PSM, Lee (2012) concluded that individuals employed in the non-profit sector exhibited a higher likelihood of volunteering in religious and social organizations, and education-focused organizations attracted more public-sector workers.

In their adaptation of the PSM scale to non-profit employees, Word and Carpenter (2013) created the non-profit public service motivation model (NPSM) aimed at examining and measuring the motivation of non-profit employees. In their model, Word and Carpenter (2013) only examined three of the four constructs of Perry's model, "compassion, commitment to community service, and self-sacrifice" (p.319). The scholars decided not to include "attraction to

policy making” because they believed non-profit employees did not participate in the public policymaking process (Word & Carpenter, 2013). Their results indicated that non-profit employees are mainly motivated to join the non-profit sector by intrinsic rewards, such as innate personal satisfaction and attraction to the mission (Word & Carpenter, 2013). This research was also used to empirically demonstrate that PSM could be applied, albeit in the modified non-profit public service motivation form, to the understanding of non-profit service (Word & Carpenter, 2013).

In this regard, PSM and intrinsic motivation, theoretically and empirically, share common values and orientations, especially within the public and non-profit organizational contexts (Park & Word, 2012). Although the NPSM model created by Word and Carpenter (2013) focused on the non-profit sector, the study was limited by the facts that the sample did not include any volunteers, and the researchers incorrectly assumed that non-profit employees are not engaged in the public policymaking process. Research has indicated that various non-profits under IRS 501(c)(3) status are engaged in the public policymaking process on behalf of their constituents through advocacy, and some do so by employing individuals to administer the activities of their political action committees especially created to garner political influence (Nicholson-Crotty, 2007, Bernstein et al., 2015). Therefore, due to these limitations of the NPSM model, this dissertation uses Perry’s model instead, since it covers all aspects of PSM more comprehensively.

This study utilizes Perry’s 24-item scale primarily to investigate how the dimensions of motivation manifest distinctly between individuals who personally seek out positions on non-profit boards and those who do not. The 24-item scale composed of the four dimensions of PSM (i.e., attraction to public policymaking, commitment to the public interest, self-sacrifice, and compassion) is more suitable for this study mainly because previous literature has demonstrated

that the dimension of commitment to public interest adequately covers the two norm-based dimensions of civic duty and social justice.

Therefore, in light of the literature on the application of PSM in the non-profit sector, this dissertation answers the question, “*How is public service motivation related to whether a board member actively seeks out a position on a non-profit board or acquires the position in other ways?*” Hence it is hypothesized that:

H1: PSM is positively related to actively seeking out a non-profit board position.

The role of antecedents of PSM

A more substantial proportion of literature has been dedicated to analyzing the results of PSM, and only a handful of researchers have examined the precursors or antecedents of PSM using multivariate studies composed of control variables (Vandenabeele, 2011). There has been a general notion within the public administration community that certain people have strong inherent norms, characteristics, and emotions that attract them to public service in the government or other capacity dealing with promoting public interest (Brewer et al., 2000). This notion has been used to understand individual work motivation and productivity, as well as guide management practices (Brewer et al., 2000).

Perry’s (1997) initial research on the antecedents of public service motivation analyzed the influence of “parental socialization, religious socialization, professional identification, political ideology, on individual demographics” (p.183). Perry (1997) noted that his study could not examine all the possible antecedents of PSM, and he chose to focus on only a few of them. Perry (1997) asserted that one of the ways of identifying the antecedents of PSM is by analyzing the four dimensions of the construct or, at a more abstract level, examining the three motives within which the construct is grounded, which are rational, norm-based, and affective.

Perry (1997) utilized his 24-item scale to measure the relationship between public service motivation and specific factors, such as demographics, reported motives for service, performance, and antecedents such as religious socialization, political ideology, family socialization, and professional affiliation. Perry (1997) also created scales for each of the specific antecedents addressed in his study. Perry (2000) categorized the individual variables that influenced levels of PSM into four contexts: (1) sociohistorical context, (2) motivational context, (3) individual characteristics, and (4) behavior. While the social-historical context included the influence of education and professional training, the influence of religious socialization and parental modeling of behavior, as well as the influence of life events such as work experiences that influence behavior, the motivational context encompassed the influences of organizational incentives, job characteristics, and the work environment (Perry, 2000). He also took note of the influence of individual characteristics and the related behavior, for example, the influence of personalities and interests that attracted individuals to public service (Perry, 2000).

Perry and Hondeghem (2008) identified family, religion, and profession as three specific social institutions that shaped individual development of PSM. In a retrospective study of civil rights workers, Rosenhan (1970) demonstrated that adults whose parents had modeled altruistic behavior during childhood displayed higher levels of altruism themselves as adults. Clary and Miller (1986) replicated Rosenhan's research with a sample of volunteers at a telephone crisis-counseling agency and observed that volunteers whose parents had modeled altruism demonstrated a more significant commitment regarding time dedicated to volunteering than their counterparts. Compassion and self-sacrifice are both dimensions of PSM that are directly associated with altruism and can, therefore, be the products of parental socialization, especially in the form of parental modeling of altruistic behavior (Perry, 1996). Perry's (1997) family

socialization scale focused on measuring the modeling of parental altruistic behavior and included statements such as “My parents actively participated in volunteer organizations” (p.194).

Individual religious practice or religious socialization is another potentially significant predictor of PSM because, overall, religion is an institution within which beliefs about obligations to social good are fostered, and individuals are given the opportunity to practice those beliefs (Perry, 1996; Perry, 1997). Most religious foundational beliefs can be directly associated with several dimensions of PSM, such as commitment to the public interest or civic duty, compassion, and self-sacrifice (Perry, 1996). Therefore, individuals with a more communal worldview are expected to display higher levels of PSM than those with a more agentic or individual worldview (Perry, 1996). While the agentic worldview regards religion in relation to individual problems and religious solutions to them, the communal worldview sees religion regarding problems shared by people and their relationships with one another (Perry, 1996).

Apart from the influence of religious doctrines, PSM is likely to be affected by involvement in church activities (Perry, 1996). Church membership, active participation in its programs, and training in church schools or classes should facilitate the transmission of and commitment to religious doctrines (Perry, 1996). Higher levels of involvement in church activities should be associated with higher PSM (Perry, 1996). In their study of the predictors of PSM among individuals not directly employed in the public sector, Perry et al. (2008) observed that religious activity in the form of the frequency of participation in activities affiliated with a religious organization, such as church attendance, was the strongest predictor of PSM. The religious socialization scale created by Perry (1997) included questions on individual religious worldview, closeness to God, and involvement in church service and other activities affiliated with a religious organization.

Perry et al. (2008) asserted that individuals who have a significant history of engaging in volunteer activities for any reason, such as religious convictions, family socialization, career exploration, or even for social networking, exhibit higher levels of PSM than individuals with a limited volunteering history. In one study investigating the impact of youth service on the volunteering habits of adults, it was demonstrated that adults with a history of volunteering as youth donated more time and money than individuals who started philanthropy later in life as adults (Independent Sector, 2002). Moreover, volunteering is one of the behavioral outcomes of PSM because it is mostly done for the benefit of persons other than the volunteer and the common good (Brewer, 2003; Houston, 2006).

In his discussion of the effect of the profession as a social institution that influenced the development of PSM, Perry (1997) asserted that professionalism in any field is associated with characteristics such as specific formal education, specialized technical knowledge and ethical standards of conduct related to values, such as benevolence and social justice (May, 1980; Perry, 1997). According to March and Olsen (1989), professional institutions promote specific types of behaviors as appropriate behaviors in the minds of their employees, which leads to the development of PSM. The results of Perry's (1997) study demonstrated that, although no statistically significant relationship was observed between professional identification and the composite PSM construct, this antecedent was negatively associated with attraction to public policymaking and had a positive effect on the dimensions of civic duty and self-sacrifice. Perry (1997) also explored the roles of political ideology as an antecedent of PSM. He described political ideology as the beliefs individuals develop as a result of their political affiliations (Perry, 1997). In this study, the composite PSM construct was not significantly related to the political ideology measure of liberalism or conservatism (Perry, 1997). However, the results demonstrated

that conservatism was positively associated with attraction to public policymaking and negatively related to self-sacrifice (Perry, 1997).

Moynihan and Pandey (2007) examined the influence of organizational institutions on PSM by examining organizational characteristics, such as organizational culture, red tape, hierarchy, reform orientation, and length of organizational membership. Their findings demonstrated that the existence of red tape was associated with a reduction in PSM, while the perception of the implementation of organizational reform was a positive and significant predictor of PSM, especially in regards to the commitment to public interest dimension (Moynihan & Pandey, 2007). Professional membership and higher levels of education were significant positive predictors of PSM (Moynihan & Pandey, 2007).

Camilleri (2007) studied the effects of employee perception of the organization, relationships between supervisors and employees, and job-related variables, such as skill variety, task autonomy, task feedback, and task significance. Employee perception of the organization had a low but significant positive relationship with all the dimensions of PSM except compassion, and employee-leader relations was also positively associated with all dimensions of PSM. All job-related variables, other than task feedback, had significant positive relationships with PSM.

Socio-demographic characteristics are often included in PSM studies as control variables (Pandey & Stazyk, 2008). However, over the years, some scholars have examined the effects of socio-demographic factors such as age, education, and gender as antecedents on PSM (Bright, 2005; Camilleri, 2007; DeHart-Davis et al., 2006; Perry, 1997). In his study of antecedents of public service motivation, Perry (1997) included the demographic characteristics of gender, age, income, and education as controls with the expectation that age, gender, and income would be positively associated with public service motivation. However, the results of the analysis demonstrated that, in contrast with the hypothesis, an increase in income was associated with

lower commitment to public interest or civic duty, which refutes the assumption that the wealthy are attracted to public service careers as means of giving back to society (Perry, 1997). Perry (1997) asserted that a plausible explanation for this anomaly would be that the income-philanthropy relationship does not usually consider individual ability to give. Therefore, individuals with lower incomes made more significant contributions to charity relative to their total income than wealthier individuals (Perry, 1997). In a study of the United States federal employees, Naff and Crum (1999) noted that women had higher PSM scores than men, and individuals who had attained at least a bachelor's degree displayed, on average, higher levels of PSM than those with less than a bachelor's degree.

As demonstrated through the literature, there are several plausible determining factors, also known as antecedents, of PSM that influence individual levels of PSM. The current study will specifically examine the influence of religious socialization, family socialization, and both informal and formal volunteering as four of several plausible antecedents that have been studied by several scholars. This is because the current study is utilizing Perry et al.'s (2008) most recent measurement instrument of the antecedents of PSM that only included these four variables while excluding political ideology and professional identification. The results of Perry's initial study of the antecedents of PSM indicated that both political ideology and professional identification respectively had no statistically significant relationship to the composite PSM construct (Moynihan & Panday, 2007; Perry, 1997). Therefore, since Perry's updated instrument for measuring the antecedents of PSM did not include political ideology and professional identification, these variables will also not be included in this current study.

Consequently, this study also answers the second sub-question, "*How are antecedents of PSM related to whether a board member actively seeks out a non-profit board position or acquires the position in other ways?*" Hence, the following hypotheses are made:

H2: Religious socialization is positively related to actively seeking out a non-profit board position.

H3: Family socialization is positively related to actively seeking out a non-profit board position.

H4: Informal volunteering is positively related to actively seeking out a non-profit board position.

H5: Formal volunteering is positively related to actively seeking out a non-profit board position.

Characteristics of service

Volunteer management practices that include volunteer processes of recruitment, orientation, utilization, and retention influence the actions and performance of volunteers (Carroll & Harris 2000; Studer & Von Schnurbein, 2013). This dissertation defines characteristics of service as five aspects of the service of current individual board members. These aspects include (1) the focus area of the non-profit on whose board an individual serves, (2) the size of the non-profit organization on whose board an individual serves, (3) a person's role on the board regarding the position one holds on the board, (4) a person's length of service on the board, and (5) the skills, attributes and resources an individual contributes on their board. Non-profit focus area refers to the primary field or focus of the services provided by the non-profit. For example, focus areas might be healthcare, arts and culture, environment, and philanthropy or grantmaking. The non-profit organization's size is determined by the size of its operating budget for the current fiscal year. Board positions are associated with specific functions and include such positions as board chair, board officers such as vice-chair, treasurer and secretary, and ordinary board members who hold no official position.

Musick and Wilson (2008) asserted that organizational contexts affecting volunteers have rarely been discussed in previous literature. Some scholars believe that the number, type, and attitudes of volunteers attracted to an organization are strongly associated with an organization's

field or focus of activities and sector (Brewis et al., 2010; Meijs & Ten-Hoorn, 2008; Musick & Wilson 2003; Stirling et al., 2011). Low volunteer numbers are associated with highly specialized fields because individuals are less willing to volunteer in highly specialized environments (Studer & Von Schnurbein, 2013). However, since literature has asserted that non-profits in need of individuals with highly specialized skill-sets often seek out individuals with specialized skill-sets, it can, therefore, be expected that individuals who actively seek out board positions may be less attracted to highly specialized non-profit environments or focus areas.

More formalized volunteer management systems were associated with the size of the organization in terms of having a considerable number of employees and large budget sizes (Machin & Paine, 2008). Volunteer management procedures comprised of formal recruitment processes were significantly established in organizations in the health and human services field and organizations with more significant financial resources (Hager & Brudney, 2004). Formal volunteer recruitment processes include the utilization of specific criteria and protocols for identifying and recruiting potential volunteers within the community (Ostrower & Stone, 2010). Therefore, highly formalized volunteer recruitment processes characterized by having skill-oriented recruitment criteria are associated more with larger organizations and seeking out potential non-profit board members. Hence, individuals who actively seek out non-profit board positions may be less likely to serve on the boards of larger non-profits.

In terms of board roles and functions, it has been asserted that volunteer board chairs are often appointed or selected from the existing group of board members, and the role of board chair is more likely to be filled through an internal recruitment process designed by the organization (Municipal Research and Services Center of Washington (MRSC), 2008). Hence, individuals who actively seek out positions are less likely to have the role of board chair. Previous literature on non-profit governance also highlighted the roles and responsibilities of board members to include

financial oversight, ethical resource management, ensuring organizational activities reflect the mission, and supervision of the chief executive officer (Ostrower & Stone, 2010). In an analysis of an initial framework created to understand differences in levels of engagement in board roles among non-profit board members, Ostrower and Stone (2010) noted that recruitment criteria for new board members were related to the degree of personal involvement in board roles and responsibilities. For example, the criteria highlighting financial skills was associated with engagement in various functions beyond those requiring financial oversight responsibilities (Ostrower & Stone, 2010). Recruitment for fundraising skills was related to the higher involvement of the overall board in fulfilling roles, such as fundraising, development of community partnerships, and conducting public education, and lower levels of participation in functions such as policymaking and program monitoring (Ostrower & Stone, 2010). Baker (2006) asserted that individuals with specific skill sets and expertise, such as fundraising, are more likely to be solicited to serve as governance volunteers on non-profit boards than self-recruited members, who are more likely to serve as general service volunteers. Resource dependency theory suggests that non-profits are more likely to seek out individuals who can provide access to critical financial and community resources (Miller-Millesen, 2003). Hence, individuals who actively seek out board positions are less likely to engage in board activities that require the provision of specialized skill-sets on their boards since the recruitment criteria highlighting specific skill-sets is associated with the practice of non-profits seeking out individuals with those skill-sets (Ostrower & Stone, 2010).

Satisfaction and commitment are some of the most significant predictors of volunteer service duration, and scholars assert that people will continue volunteering as long as their motivations continue to be satisfied (Clary & Snyder, 1991; Clary et al., 1998). Motives and the drive to satisfy those motives are significantly related to service duration of volunteering

(Chacon, Vecina, & Davila, 2007). Individuals who actively seek out non-profit board positions are strongly motivated by different factors to join specific non-profit boards, which could result in longer lengths of service.

Overall, since the literature associates individual motives, roles, skill-sets, resources and attributes with specific methods of recruitment, we can investigate whether individuals differ in their characteristics of service according to the method by which they acquired their board positions. Moreover, since individual motives are expected to vary according to modes of recruitment, differences in service on the board should also be expected. For example, individuals who actively seek out positions on non-profit boards should have different motives or reasons for service, which would inherently affect the type of service they provide on the boards in terms of the roles they play, the skills, resources, or attributes they contribute, their length of service, and the focus areas of non-profits on whose boards they serve. The literature on service characteristics of the non-profit board members is limited. Therefore, by addressing the difference in service of board members according to their mode of recruitment, this dissertation contributes to this meager body of scholarship by answering the third sub question, “*What is the relationship between actively seeking out a non-profit board position and characteristics of service on the board?*” This study hypothesizes that:

H6: Actively seeking out a non-profit board position is negatively related to having the role of board chair.

H7: Actively seeking out a non-profit board position is positively related to having the role of board member with no officer role.

H8: Actively seeking out a non-profit board position is positively related to the length of one’s service on the board.

H9: Actively seeking out a non-profit board position is negatively related to serving on the boards of each non-profit focus area.

H10: Actively seeking out a position on a non-profit board position is negatively related to contributing to the board in the form of each type of skill, resource, or attribute.

H11: Actively seeking out a non-profit board position is negatively related to the size of the non-profit organization.

CHAPTER III

METHODOLOGY

Research Design and Approach

Since data was collected at one point in time, this research utilizes a cross-sectional research design to examine the influence of PSM on individuals' methods of acquiring a non-profit board position, the relationship between antecedents of PSM on individuals' methods of acquiring a non-profit board position and the relationship between the method of acquiring a non-profit board position, and characteristics of service on the board (Creswell, 2009). Cross-sectional studies are used to gather data on all relevant variables at a single point in time or to investigate the prevalence of cases at a single point in time (Mann, 2003; O'Sullivan, Rassel, Berner, & Taliaferro, 2016). Although cross-sectional designs cannot be used to infer causation, they are useful in demonstrating the existence of relationships between variables for further study, which is the main reason a cross-sectional design is appropriate for this particular study (O'Sullivan et al., 2016). In regard to the current study, although motives precede action, and it may, therefore, appear the use of a cross-sectional design ignores the existence of a time lag between motives and action, the fact that the data on antecedents, motives, and actions were collected and measured simultaneously at one point in time justifies the application of a cross-sectional design.

This study will use secondary-data from a pre-existing online survey (Board Member Motivation survey) administered to approximately 3,000-member organizations of the Georgia Center for Non-profits between January 11 and February 11, 2013 (Miller-Stevens & Ward, 2013). Data for the original survey was collected from current board members of organizations belonging to the Georgia Center for Non-profit (Miller-Stevens & Ward, 2013). The original survey was created to collect data on the characteristics of non-profit board members and their

motivations to initiate and continue service on non-profit boards (Miller-Stevens & Ward, 2013). The survey included information on demographic characteristics such as age, race, household income, and education, method by which respondents acquired a position on their current board, their role on the board, length of service on both the current board and on any board, as well as information on the types of resources and skills they contribute to their current board (Miller-Stevens & Ward, 2013). The survey also comprised of questions on the respondents' motives for joining and continuing to serve on a non-profit board, specific life experiences that have influenced the respondents' desire to engage in public service by serving on a non-profit board, and questions addressing the respondents' levels of PSM adopted from Perry's (1996) PSM scale. Questions addressing life experiences have been identified as antecedents of PSM by previous studies, such as Perry (1997).

This data set is suitable for this study because the information was obtained from members of non-profit boards with a survey that contained questions addressing both the dimensions and antecedents of PSM theory within a non-profit setting and various demographic and service characteristics of non-profit board members. The questions addressing both motives associated with PSM theory and antecedents of PSM were initially designed by Perry (1996). The survey addresses the gist of the overall research question by having a question that distinguishes board members, according to the method by which they acquired a board position. For example, respondents were asked to select whether they sought out a position on their own, or joined the board in another way, such as being solicited to serve on their current board. This dissertation differs from previous studies by going beyond the motivations of non-profit board members to focus on the differences between board members according to the primary method by which they joined the board. This dissertation, therefore, analyzes the differences between board members regarding motivations, antecedents to PSM, and characteristics of service.

Sample size

The response rate for this survey is unknown because there was no way of knowing how many people actually received the survey due to the use of a chain referral method of administering the survey. The chain referral method was applied whereby the Georgia Center for Non-profits sent the survey to the CEOs of its non-profit members, and then the CEOs sent the survey to the board members. However, the original dataset contained 1,046 total responses. First, the dataset was filtered, and a new dataset that only included those individuals who answered “yes” to question 1 that stated, “Do you currently serve on a board of directors?” was created. The new sub-dataset only included individuals who currently serve on a non-profit board because these individuals are the focus of this study and subsequent questions in the survey collected information on individuals currently serving on a board. The new dataset was further filtered, all variables that were irrelevant to this current study were deleted, and cases with over 50% missing data were also deleted from the dataset, producing a sample of 659 cases. Tables 2 and 3 display descriptive statistics of the 659 cases across all relevant variables, most of which have been recoded into dummy variables for analysis.

Unit of analysis

The unit of analysis for this research is the individual non-profit board member who is currently serving on a non-profit board. The individual board member is the unit of analysis because the purpose of this research is to investigate the differences between individual board members who actively seek out positions on non-profit boards and individuals who acquire board positions in other ways regarding motives for service, antecedents of public service motivation, and characteristics of service.

Description of constructs and variables

The variables in this study are distinguished regarding being either endogenous or exogenous to the theoretical model. Exogenous variables are those not caused by other variables in the model, while endogenous variables are caused or affected by one or more variables in the model (Brown, 2015). Exogenous variables are, therefore, also known as predictor or independent variables, while endogenous variables are synonymous with dependent or outcome variables (Brown, 2015).

Endogenous variables

The method by which individuals acquired a board position is both the primary dependent variable and an independent variable because of its role in answering both the first and third research sub-questions, “How does PSM explain whether a board member actively seeks out a position on a non-profit board or acquires the position in other ways?” and “How are board members who actively seek out positions on non-profit boards different from board members who acquire board positions in other ways in terms of characteristics of service?” This variable is defined as the mechanism by which individuals acquired a position on their current board. Data for this variable is obtained from answers to the survey question, “How did you acquire a position on the board?” To answer the question, respondents had to select from three categories, “I actively sought out a position,” “I was asked to serve on the board without inquiring about the position beforehand,” and “other.” The last two answer categories are turned into reference categories to create a dichotomous variable known as “Actively sought out a position” with two possible answers, yes or no coded as 1 or 0, as shown in Table 1.

Role on the board is an endogenous variable defined as an individual’s primary role on their current board regarding whether they serve as the board chair, board officer, as an ordinary board member with no officer role on the board, or have any other role. Data for this variable is

obtained from answers to the question, “What is your role on the board of directors?” This variable is recoded into three dummy variables, “Board chair,” “Board Member,” and “Other role.” The reference category, in this case, is individuals who indicated having a “Board Officer (Other than Chair)” role. This reference category was selected because the roles of “Board member (with no officer role)” and “Board officer (other than chair)” are very similar in their functions because individuals often oscillate between the two roles on the same board during their board tenure. On the other hand, the role of “Board chair” is very distinct from the other two roles in terms of functions performed because the board chair has oversight over board activities, which includes ensuring that the board is functioning appropriately, facilitating board meetings, and acting as a liaison between the board and the executive director (Withers & Fitza, 2017). Since the intention was to analyze roles that were very distinct from each other, the decision was made to create dummy variables representing the roles of “Board chair” and “Board member (with no officer role).” Each of these dummy variables is measured on a dichotomous scale with two possible answers, 1 or 0.

Skills contributed to the board are endogenous variables defined as the category of skills, resources, or attributes the respondents primarily contribute to their current board. Data for these variables are obtained from answers to the question “What particular resources, skills, or attributes do you currently contribute to the organization as a board member? Check all that apply” The ten skills analyzed are “Personal financial contribution,” “Ability to fundraise or access individuals of high net worth,” “Pro-bono or in-kind contributions from self or others,” “Business management expertise,” “Financial and/or accounting expertise,” “Marketing or public relations expertise,” “Advocacy, public policy or lobbying expertise,” “Knowledge of the organization’s field or industry,” “Human resources expertise,” and “Networking on behalf of the organization.” The skillset “Legal expertise” is not included in the analysis because it had a very

low frequency of 7.7%. Each of these skills is measured on a dichotomous scale with two possible answers, yes or no coded 1 or 0.

Non-profit focus area is an endogenous variable defined as the focus area of the non-profit on whose board individuals serve. Focus areas are known by the field of services a non-profit typically provides, for example, healthcare, housing, or human and social services. This variable is recoded into fourteen dummy variables corresponding to fourteen of the survey categories by which the data was collected. The dummy variables include “Arts and culture,” “Community and economic development,” “School/college/university,” “Environment,” “Healthcare,” “Housing and shelter,” “Human/social service,” “International development/foreign affairs,” “Philanthropy/grantmaking,” “Religious congregation,” “Science and technology,” “Sports and recreation,” “Youth development,” and “Other.” “Business/industry” is considered the reference category. Each of these dummy variables is measured on a dichotomous scale with two possible answers, yes or no coded 1 or 0.

Organization size is an endogenous variable defined as the size of the operating budget for the current fiscal year for the organization on whose board an individual serves. This variable is measured on an ordinal scale with seven exclusive categories, “less than \$250, 000,” “\$250,000 to \$499, 999,” “\$500,000 to \$999, 999,” “\$1million to \$4,999, 999,” “\$5million to 9,999,999.” “\$10million to 24, 999, 999,” and “25million+.”

Length of service is an endogenous variable, defined as the length of time served on the current board rounded to the nearest whole year. This variable is measured on a continuous scale.

The public service motivation construct with its four underlying dimensions – attraction to public policymaking, commitment to the public interest and civic duty, compassion, and self-sacrifice – is also an endogenous variable (Perry, 1996). Each of the four underlying constructs is operationalized using several indicators each of which is measured on a 5-point Likert scale with

1 corresponding to “Strongly disagree,” 2 corresponding to “Disagree,” 3 corresponding to “Neutral,” 4 corresponding to “Agree,” and 5 corresponding to “Strongly Agree.”

The latent construct "Attraction to public policymaking" is defined as an individual's attraction to the policymaking process or to the opportunity to participate in the formulation of public policy (Perry, 1996). This construct is operationalized by three indicators: “The give and take of public policymaking doesn't appeal to me,” “Politics is a dirty word,” and “I don't care much for politicians.”

The latent construct “Commitment to the public interest and civic duty” is defined as a desire and commitment to promoting public interest, a sense of civic duty, and social justice (Perry 1996). This construct is operationalized using five indicators: “Meaningful public service is important to me,” “I unselfishly contribute to my community,” “I would prefer seeing public officials do what is best for the whole community even if it harmed my interests,” “It is hard for me to get intensely interested in what is going on in my community,” and “I consider public service my civic duty.”

The latent construct “Compassion” is defined as “the care for others and a feeling of connectedness and other-centeredness” (Coursey, Yang, & Pandey, 2012, p.574). It is operationalized using eight indicators: “It is difficult for me to contain my feelings when I see people in distress,” “Most social programs are too vital to do without,” “I am often reminded by daily events about how dependent we are on one another,” “To me, patriotism includes seeing to the welfare of others,” “I have little compassion for people in need who are unwilling to take the first step to help themselves,” “There are few public programs that I wholeheartedly support,” “I seldom think about the welfare of people whom I don't know personally,” and “I am rarely moved by the plight of the underprivileged.”

The latent construct “Self-sacrifice” is defined as an individual’s ability to value the needs of others above their own needs (Frederickson & Hart, 1985). This construct is operationalized using eight indicators variables: “Making a difference in society means more to me than personal achievements,” “I am prepared to make enormous sacrifices for the good of society,” “I think people should give back to society more than they get from it,” “I am one of those rare people who would risk personal loss to help someone else,” “Serving citizens would give me a good feeling even if no one paid me for it,” “Doing well financially is definitely more important to me than doing good deeds,” “I believe in putting duty before self,” and “Much of what I do is for a cause bigger than myself.”

These questions are generally accepted indicators of the latent variables because they were formulated and tested by Perry (1996) to measure PSM specifically and have been previously used by other scholars, such as Clerkin et al., (2009) and Brewer, et al., (2000), consistent with how this current study seeks to utilize them to measure PSM. For example, Brewer et al., (2000) used the same questions to analyze “Individual Conceptions of Public Service,” according to each of the six original dimensions of PSM. However, construct validity is also analyzed by evaluating the convergent validity of each dimension using Confirmatory Factor Analysis (CFA) to ensure that these specific sets of indicators from this dataset are valid measurements for each dimension.

Exogenous Variables

Antecedents of PSM, such as family socialization, religious socialization, and volunteer activity, are included as exogenous variables in this study. Family socialization is defined as an individual’s exposure to parents’ modeling of altruistic behavior (Perry, 1997). The construct is measured using six indicators operationalized using six statements: “My parents actively participated in volunteer organizations,” “In my family, we always helped one another,” “Concerning strangers experiencing distress, my parents generally thought that it was more

important to not get involved,” “My parents frequently discussed moral values with me,” “ When I was growing up, my parents told me I should be willing to ‘lend a helping hand,’” and “When I was growing up, my parents very often urged me to get involved with volunteer projects for children.” The statements are combined under one variable “Family socialization” using Confirmatory Factor Analysis and measured on a 5-point Likert scale with 1 corresponding to “Strongly disagree,” 2 corresponding to “Disagree,” 3 corresponding to “Neutral,” 4 corresponding to “Agree,” and 5 corresponding to “Strongly Agree.”

The construct “Religious socialization” is defined as an individual’s exposure and level of involvement in religious activities (Perry, 1997). The construct is measured using five indicators operationalized using five statements from the original survey, Please indicate how often you: “Attend religious services,” “Pray or read religious text,” “Practice traditional religious rituals at home,” “Take part in any of the activities of a church, synagogue, mosque, temple or other place of worship (other than attending service),” and “Take part in any of the activities or groups of a religious or faith service organization.” The five variables are combined under one construct “Religious socialization” using Confirmatory Factor Analysis and measured on a 5-point Likert scale with 1 corresponding to “Never,” 2 corresponding to “Rarely,” 3 corresponding to “Sometimes,” 4 corresponding to “Often,” and 5 corresponding to “Very often.”

Formal volunteering is defined as the category that is closest to the number of hours a respondent volunteered with five specific organizations in the past year. The composite variable is measured using five indicators operationalized as the respondents’ volunteer hours at the following organizations: “Religious organization (non-church affiliated schools),” “School or educational organization (can include church-affiliated schools, libraries),” “Political groups and campaigns (political parties or nonpartisan political groups),” “Human service organizations (YMCA, Red Cross, daycare, homelessness),” and “Other national or local organization (s).”

Volunteer hours are measured on ordinal scales with six categories, “0,” “1-19,” “20-39,” “40-79,” “80-159,” and “160+.”

Informal volunteering is defined as the category that is closest to the number of hours a respondent performed specific types of informal volunteering for strangers, friends, neighbors, or relatives who do not live with the respondent in the past year. This composite variable is measured using four indicators operationalized as the respondents’ volunteer hours performing the following informal volunteering activities: “Provide transportation, shop, or run errands,” “Help with upkeep for their house, car, or other things,” “Childcare without pay,” and “Any other form of helping out.” Volunteer hours are measured on ordinal scales with six categories, “0,” “1-19,” “20-39,” “40-79,” “80-159,” and “160+.”

Demographic factors such as age, race, gender, annual income, level of education, and employment status are included as control variables. The variable “Race” is defined and operationalized as the respondent’s reported racial or ethnic grouping. Race is measured on a nominal scale with six categories: “American Indian or Alaskan Native,” “African American/Black,” “Asian,” “Caucasian,” “Native Hawaiian or Pacific Islander,” and “Other.” For this study, race is recoded into one dummy variable “Caucasian” with the reference group being respondents who identified themselves as belonging to all minority racial groups. The dummy variable “Caucasian” is measured on a dichotomous scale with two possible answers, yes or no coded 1 or 0.

For this study, “Gender” is recoded into the dummy variable “Female” defined as an individual’s identification as either Female or not. Therefore, the variable “Female” has two mutually exclusive answers, yes or no coded as 1 or 0.

“Age” is defined and operationalized as a respondent’s reported age group. This variable is measured on an ordinal scale with nine exclusive categories, as indicated in Table 1.

Annual household income is defined and operationalized as a respondent's reported annual household income group. This variable is operationalized as the respondent's reported annual income group. This variable is measured on an ordinal scale with five categories: "less than \$50, 000," "\$50,000 to \$74, 999," "\$75,000 to \$99, 999," "\$100,000 to \$249, 999," and "\$250,000+."

Level of education is defined and operationalized as the respondent's highest level of formal education completed. This variable is measured on an ordinal scale with six levels: "Less than High School diploma/GED," "High School diploma/GED," "Associate's (2 year) degree," "Bachelor's degree," "Master's degree," and "Doctorate or other professional degree."

For this study, "Employment status" is recoded into three mutually exclusive dummy variables, "Working full-time," "Working part-time," and "Retired." "Full-time student," "Full-time stay-at-home-parent," and "Currently unemployed" are grouped into one reference category. Each of these dummy variables has two mutually exclusive answers, yes or no coded as 1 or 0, as shown in Table 1.

Table 1: *Variable operationalization*

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Actively sought	How did you acquire a position on the board? a. I actively sought out a position on the board. b. I was asked to serve on the board without inquiring about the position beforehand. c. Other	Respondent having either actively sought out a position or not.	Dichotomous 0-No 1- Yes
Board Role: • Board chair • Board member	What is your role on the board of directors?	<ul style="list-style-type: none"> • Board chair • Board member 	Dichotomous 0-No 1- Yes
Non-profit focus area • Arts and culture • Community and economic development • School/college/university • Environment • Healthcare • Housing and shelter • Human/social service • International development/foreign affairs • Philanthropy/grantmaking • Religious congregation • Science and technology • Sports and recreation • Youth development	Which part of the non-profit sector most closely fits your organization? <i>Select one:</i>	<ul style="list-style-type: none"> • Arts and culture • Community and economic development • School/college/university • Environment • Healthcare • Housing and shelter • Human/social service • International development/foreign affairs • Philanthropy/grantmaking • Religious congregation • Science and technology • Sports and recreation • Youth development 	Dichotomous 0-No 1- Yes
Organization size	What is your organization's operating budget for the current fiscal year?	Respondent's reported organization's budget for the current fiscal year.	Ordinal 0-less than \$250, 000 1-\$250,000 to \$499, 999 2-\$500,000 to \$999, 999 3-\$1million to \$4,999, 999 4-\$5million to 9,999,999 5- \$10million to 24,999,999," 6-25million+".

Table 1 continued

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Length of service	How long have you served on this board? Please round to the nearest whole year.	Length of time served on the board rounded to the nearest whole year.	Continuous
<p><i>Resources, skills, or attributes:</i></p> <ul style="list-style-type: none"> • Personal financial contribution • Ability to fundraise or access individuals of high net worth. • Pro-bono or in-kind contributions from self or others. • Business management expertise. • Financial and/or accounting expertise. • Marketing or public relations expertise. • Advocacy, public policy, or lobbying expertise. • Knowledge of the organization's field or industry • Human resources expertise. • Networking on behalf of the organization 	<p>What particular resources, skills, or attributes do you currently contribute to the organization as a board member? Check all that apply</p>	<ul style="list-style-type: none"> • Personal financial contribution • Ability to fundraise or access individuals of high net worth. • Pro-bono or in-kind contributions from self or others. • Business management expertise. • Financial and/or accounting expertise. • Marketing or public relations expertise. • Advocacy, public policy, or lobbying expertise. • Knowledge of the organization's field or industry • Human resources expertise. • Networking on behalf of the organization 	<p>Dichotomous</p> <p>0-No 1- Yes</p>
<p><i>Public Service Motivation (PSM) according to Perry 1996 has four dimensions-</i></p> <ol style="list-style-type: none"> 1) Attraction to public policymaking 2) Commitment to the public interest and civic duty 3) Compassion 4) Self-sacrifice 		An individual's predisposition to respond to motives grounded primarily in public institutions.	
Public policy-making 1	Response to the statement, "The give and take of public policymaking doesn't appeal to me."	The indicator, "The give and take of public policymaking doesn't appeal to me."	Ordinal /Likert 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
Public policy-making 2	Response to the statement, "Politics is a dirty word."	The indicator, "Politics is a dirty word."	Ordinal /Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree

Table 1 continued

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Public policy-making 3	Response to the statement, "I don't care much for politicians."	The indicator, "I don't care much for politicians."	Ordinal /Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Public Interest 1	Response to the statement, "Meaningful public service is important to me."	The indicator, "Meaningful public service is important to me."	Ordinal /Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Public Interest 2	Response to the statement, "I unselfishly contribute to my community."	The indicator, "I unselfishly contribute to my community."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Public Interest 3	Response to the statement, "I would prefer seeing public officials do what is best for the whole community even if it harmed my interests."	The indicator, "I would prefer seeing public officials do what is best for the whole community even if it harmed my interests."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Public Interest 4	Response to the statement, "It is hard for me to get intensely interested in what is going on in my community."	The indicator, "It is hard for me to get intensely interested in what is going on in my community."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Public Interest 5	Response to the statement, "I consider public service my civic duty."	The indicator, "I consider public service my civic duty."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Self-sacrifice 1	Response to the statement, "Making a difference in society means more to me than personal achievements."	The indicator, "Making a difference in society means more to me than personal achievements."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Self-sacrifice 2	Response to the statement, "I am prepared to make enormous sacrifices for the good of society."	The indicator, "I am prepared to make enormous sacrifices for the good of society."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree

Table 1 continued

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Self-sacrifice 3	Response to the statement, "I think people should give back to society more than they get from it."	The indicator, "I think people should give back to society more than they get from it."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Self-sacrifice 4	Response to the statement, "I am one of those rare people who would risk personal loss to help someone else."	The indicator, "I am one of those rare people who would risk personal loss to help someone else."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Self-sacrifice 5	Response to the statement, "Serving citizens would give me a good feeling even if no one paid me for it."	The indicator, "Serving citizens would give me a good feeling even if no one paid me for it."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Self-sacrifice 6	Response to the statement, "Doing well financially is definitely more important to me than doing good deeds."	The indicator, "Doing well financially is definitely more important to me than doing good deeds."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Self-sacrifice 7	Response to the statement, "I believe in putting duty before self."	The indicator, "I believe in putting duty before self."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Self-sacrifice 8	Response to the statement, "Much of what I do is for a cause bigger than myself."	The indicator, "Much of what I do is for a cause bigger than myself."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Compassion 1	Response to the statement, "It is difficult for me to contain my feelings when I see people in distress."	The indicator, "It is difficult for me to contain my feelings when I see people in distress."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Compassion 2	Response to the statement, "Most social programs are too vital to do without."	The indicator, "Most social programs are too vital to do without."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree

Table 1 continued

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Compassion 3	Response to the statement, "I am often reminded by daily events about how dependent we are on one another."	The indicator, "I am often reminded by daily events about how dependent we are on one another."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Compassion 4	Response to the statement, "To me, patriotism includes seeing to the welfare of others."	The indicator, "To me, patriotism includes seeing to the welfare of others."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Compassion 5	Response to the statement, "I have little compassion for people in need who are unwilling to take the first step to help themselves."	The indicator, "I have little compassion for people in need who are unwilling to take the first step to help themselves."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Compassion 6	Response to the statement, "There are few public programs that I wholeheartedly support."	The indicator, "There are few public programs that I wholeheartedly support."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Compassion 7	Response to the statement, "I seldom think about the welfare of people whom I don't know personally."	The indicator, "I seldom think about the welfare of people whom I don't know personally."	Ordinal/Likert 1-Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree
Compassion 8	Response to the statement, "I am rarely moved by the plight of the underprivileged."	The indicator, "I am rarely moved by the plight of the underprivileged."	Ordinal/Likert 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
Exogenous Variables			
<i>Antecedents of PSM</i>			
Family socialization			
Family socialization 1	Response to the statement, "My parents actively participated in volunteer organizations."	The indicator, "My parents actively participated in volunteer organizations."	Ordinal/Likert 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
Family socialization 2	Response to the statement, "In my family, we always helped one another."	The indicator, "In my family, we always helped one another."	Ordinal/Likert 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

Table 1 continued

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Family socialization 3	Response to the statement, "Concerning strangers experiencing distress, my parents generally thought that it was more important to not get involved."	The indicator, "Concerning strangers experiencing distress, my parents generally thought that it was more important to not get involved."	Ordinal/Likert 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
Family socialization 4	Response to the statement, "My parents frequently discussed moral values with me."	The indicator, "My parents frequently discussed moral values with me."	Ordinal/Likert 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
Family socialization 5	Response to the statement, "When I was growing up, my parents told me I should be willing to 'lend a helping hand.'"	The indicator, "When I was growing up, my parents told me I should be willing to 'lend a helping hand.'"	Ordinal/Likert 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
Family socialization 6	Response to the statement, "When I was growing up, my parents very often urged me to get involved with volunteer projects for children."	The indicator, "When I was growing up, my parents very often urged me to get involved with volunteer projects for children."	Ordinal/Likert 1-Strongly Disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree
<i>Religious socialization</i>			
Religious socialization 1	Response to the statement, Please indicate how often you: "Attend religious services."	The indicator "Attend religious services."	Ordinal/Likert 1-Never 2-Rarely 3-Sometimes 4-Often 5-Very Often
Religious socialization 2	Response to the statement, Please indicate how often you: "Pray or read religious text."	The indicator "Pray or read religious text."	Ordinal/Likert 1-Never 2-Rarely 3-Sometimes 4-Often 5-Very Often
Religious socialization 3	Response to the statement, Please indicate how often you: "Practice traditional religious rituals at home."	The indicator "Practice traditional religious rituals at home."	Ordinal/Likert 1-Never 2-Rarely 3-Sometimes 4-Often 5-Very Often

Table 1 continued

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Religious socialization 4	Response to the statement, Please indicate how often you: “Take part in any of the activities of a church, synagogue, mosque, temple or other place of worship (other than attending service).”	The indicator “Take part in any of the activities of a church, synagogue, mosque, temple or other place of worship (other than attending service).”	Ordinal/Likert 1-Never 2-Rarely 3-Sometimes 4-Often 5-Very Often
Religious socialization 5	Response to the statement, Please indicate how often you: -Take part in the activities of a religious /faith service organization other than attending service	The indicator “Take part in the activities of a religious /faith service organization other than attending service.”	Ordinal/Likert 1-Never 2-Rarely 3-Sometimes 4-Often 5-Very Often
<i>Formal volunteering</i>			
Formal volunteering 1	Response to the category, “Religious organization (non-church-affiliated schools).”	The indicator “Religious organization (non-church-affiliated schools).”	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+
Formal volunteering 2	Response to the category, “School or educational organization (can include church affiliated schools, libraries).”	The indicator “School or educational organization (can include church affiliated schools, libraries).”	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+
Formal volunteering 3	Response to the category, “Political groups and campaigns (political parties or nonpartisan political groups).”	The indicator “Political groups and campaigns (political parties or nonpartisan political groups).”	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+
Formal volunteering 4	Response to the category, “Human service organizations (YMCA, Red Cross, day care, homelessness).”	The indicator “Human service organizations (YMCA, Red Cross, day care, homelessness).”	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+

Table 1 continued

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Formal volunteering 5	Response to the category, "Other national or local organization (s)."	The indicator "Other national or local organization (s)."	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+
<i>Informal volunteering</i>			
Informal volunteering 1	Response to the category, "Provide transportation, shop, or run errands."	The indicator "Provide transportation, shop, or run errands."	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+
Informal volunteering 2	Response to the category, "Help with upkeep for their house, car, or other things."	The indicator "Help with upkeep for their house, car, or other things."	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+
Informal volunteering 3	Response to the category, "Child care without pay."	The indicator "Child care without pay."	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+
Informal volunteering 4	Response to the category, "Any other form of helping out."	The indicator "Any other form of helping out."	Ordinal 0-0 1-1-19 2-20-39 3-40-79 4-80-159 5-160+
Demographics			
Caucasian	What is your race/ethnicity?	<ul style="list-style-type: none"> Caucasian 	Dichotomous 0-No 1- Yes
Female	What is your gender?	Respondent reporting gender as Female.	Nominal 0-No 1- Yes

Table 1 continued

Endogenous Variables	Survey Question and original categories	Operationalization	Measurement
Age	What age-group do you belong to?	Respondent's reported age group.	Ordinal 0-Under 25 1-25-29 years 2-30-34 years 3-35-39 years 4-40-44 years 5-45-49 years 6-50-54 years 7-55-59 years 8-60-69 years 9-70 years or older
Annual Household Income	What is your annual household income?	Respondent's reported annual household income group.	Ordinal 0-Less than \$50,000 1-\$50,000 to \$74,999 2-\$75,000 to \$99,999 3-\$100,000 to \$249,999 4-\$250,000+
Education	What is the highest academic degree you hold?	Respondent's reported highest education level attained.	Ordinal 0-Less than High school diploma/GED 1-High school diploma/GED 2-Associate's (2 year) degree 3-Bachelor's degree 4-Master's degree 5-Doctorate/ Other professional degree
Employment variables: <ul style="list-style-type: none"> • Working full-time • Working part-time • Retired 	What is your employment status?	<ul style="list-style-type: none"> • Working full-time • Working part-time • Retired 	Dichotomous 0-No 1- Yes

Data Analysis

Data analysis was done using SPSS Amos 26 data analysis software. Initially, the dataset was filtered and reduced to include only those respondents who indicated that they were currently serving on the board of a non-profit organization belonging to the Georgia Center for Non-profits. Variables that were not relevant to this research were also dropped from the dataset, and the resulting dataset was then screened using descriptive statistics for each relevant variable. Descriptive statistics provide a clear depiction of the nature of each variable and summaries of

each variable's statistics are used to identify any errors such as missing data that may be a result of mistakes during the data entry, coding, or even uploading process. Responses to negatively-keyed items were reverse-scored in the original dataset.

Missing data

Missing data analyses by the case I.D variable representing each case in the dataset were used to determine the missingness or mechanism by which data are missing. In addition to an inspection of missing counts, percentages, and patterns, the missing completely at random (MCAR) assumption was tested by performing Little's MCAR test, and the results produced a X^2 distance of 7767.59 with d.f. 7892 and p-value 0.8390, providing evidence to support the null hypothesis that the data are MCAR under significance level 0.05 (Little, 1988; Brown, 2015; Li, 2013). Data missing completely at random (MCAR) assumes that the probability of missing data on a specific variable is unrelated to that variable and the values of any other variable in the analysis (Little, 1988; Rubin, 1976; Brown, 2015).

Once it was determined that missing data were missing completely at random (MCAR), 215 cases with over 50% missing data were deleted from the dataset producing a sample of 659. Due to the presence of MCAR, it was decided that the dataset could then be analyzed using the Direct Maximum Likelihood (Direct ML) during the CFA/SEM analysis. Direct Maximum Likelihood (Direct ML) also known as full information ML (FIML) estimator is one of the most appropriate methods of analyzing datasets with missing data in SEM contexts (Allison, 2003; Schaffer & Graham, 2002; Duncun, Duncun, & Li, 1998). Direct ML produces both efficient and consistent parameter estimates when dealing with data missing completely at random (MCAR) (Brown, 2015).

Confirmatory Factor Analysis (CFA)/ Structural Equation Modeling (SEM)

All research sub-questions and all mediating relationships were addressed in simultaneous CFA/SEM models. The CFA analysis was used to validate the appropriateness of using the indicators of both the dimensions of PSM and two of antecedent latent variables (family socialization and religious socialization). The most common measurement theory in social sciences is grounded in classical test theory and the factor analytic perspective where indicators are considered to be reflective effects of their latent constructs (Howell et al., 2007). In this study, the indicators corresponding to the dimensions of PSM and two antecedents of PSM – religious and family socialization – are considered reflective indicators. An alternative modeling is having formative indicators that are causes of their latent constructs (Howell et al., 2007). Formal and informal volunteering were added to the SEM model as composite variables defined as linear functions of their formative indicators (MacCallum & Browne, 1993).

SEM was appropriate in this case because it allows for the application of regression analysis with latent variables, such as PSM, and enables the simultaneous regression of multiple relationships between numerous sets of endogenous and exogenous variables. As mentioned earlier, CFA/SEM parameters were estimated using the Direct Maximum Likelihood (Direct ML) because, when used within SPSS Amos software, this estimator permits full information estimation in the presence of missing ordinal and categorical data (Byrne, 2001, 2010; Flora & Curran, 2004). In order to minimize the chances of poor-model fit and issues of nonconvergence in the CFA/SEM models, the regression weights for all residuals and at least one of the path coefficients from each latent factor were fixed to 1 as a means of setting the scale of measurement for the latent factors and residuals which was necessary for model identification.

The PSM model was considered a hierarchical CFA model with the PSM construct being a second-order factor not directly measured by any indicator but presumed to have a direct effect

on the lower order factors representing the four dimensions of PSM (Kline, 2011). Therefore, the lower order factors representing the four dimensions of PSM had no unanalyzed associations with each other because the common direct effect of the PSM construct on these factors explained the correlations among them. This means that since the dimensions of PSM are modeled into a second-order analysis, they are correlated because they all measure the higher-order PSM construct and the higher-order PSM construct accounts for the correlations between the lower-order factors (McGartland Rubio, Berg-Weger, & Tebb, 2001).

The CFA/SEM analyses were done to test the following hypotheses:

H1: PSM is positively related to actively seeking out a non-profit board position.

H2: Religious socialization is positively related to actively seeking out a non-profit board position.

H3: Family socialization is positively related to actively seeking out a non-profit board position.

H4: Informal volunteering is positively related to actively seeking out a non-profit board position.

H5: Formal volunteering is positively related to actively seeking out a non-profit board position.

H6: Actively seeking out a non-profit board position is negatively related to having the role of board chair.

H7: Actively seeking out a non-profit board position is positively related to having the role of board member with no officer role.

H8: Actively seeking out a non-profit board position is positively related to the length of one's service on the board.

H9: Actively seeking out a non-profit board position is negatively related to serving on the boards of each non-profit focus area.

H10: Actively seeking out a position on a non-profit board position is negatively related to contributing to the board in the form of each type of skill, resource, or attribute.

H11: Actively seeking out a non-profit board position is negatively related to the size of the non-profit organization served on.

The simultaneous CFA/SEM models are represented by the following set of structural equations. The first set of equations (Eq1) represent the relationships between the PSM construct and its dimensions. The second set of equations (Eq2) represent the relationships between the PSM construct and the antecedents of PSM. Equation 3 (Eq. 3) depicts “Actively sought” as the dependent variable and the final set of equations (Eq. 4) depict the characteristics of service as the dependent variables. λ are path coefficients.

$$\begin{aligned}
 &\text{Public Interest} = \lambda \text{ PSM} + \text{residual} \\
 &\text{Public Interest}_{1,2,\dots,8} = \lambda \text{ Public Interest} + \text{error}_{1,2,\dots,8} \\
 &\text{Compassion} = \lambda \text{ PSM} + \text{residual} \\
 &\text{Compassion}_{1,2,\dots,8} = \lambda \text{ Compassion} + \text{error}_{1,2,\dots,8} \\
 &\text{Self-sacrifice} = \lambda \text{ PSM} + \text{residual} \\
 &\text{Self-sacrifice}_{1,2,\dots,8} = \lambda \text{ Self-sacrifice} + \text{error}_{1,2,\dots,8} \\
 &\text{Policy making} = \lambda \text{ PSM} + \text{residual} \\
 &\text{Policy making}_{1,2,\dots,8} = \lambda \text{ Policy making} + \text{error}_{1,2,\dots,8}
 \end{aligned}$$

Eq.1

$$\begin{aligned}
 &\text{Family socialization}_{1,2,\dots,6} = \lambda \text{ Family socialization} + \text{error}_{1,2,\dots,6} \\
 &\text{Religious socialization}_{1,2,\dots,5} = \lambda \text{ Religious socialization} + \text{error}_{1,2,\dots,5} \\
 &\text{Formal volunteering} = \lambda \text{ Formal volunteering}_{1,2,\dots,5} + \text{error} \\
 &\text{Informal volunteering} = \lambda \text{ Informal volunteering}_{1,2,\dots,5} + \text{error} \\
 &\text{PSM} = \lambda \text{ Family socialization} + \lambda \text{ Religious socialization} + \\
 &\lambda \text{ Formal volunteering} + \lambda \text{ Informal volunteering} + \text{error}
 \end{aligned}$$

Eq.2

$$\begin{aligned} \text{Actively sought} = & \lambda \text{ PSM} + \lambda \text{ Family socialization} + \\ & \lambda \text{ Religious socialization} + \lambda \text{ Formal volunteering} + \\ & \lambda \text{ Informal volunteering} + \lambda \text{ Demographics} + \text{error} \end{aligned} \quad \text{Eq.3}$$

$$\begin{aligned} \text{Board member (no officer role)} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \\ & \lambda \text{ Demographics} + \text{error} \\ \text{Board chair} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\ \text{Length of service} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\ \text{Organizational size} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\ \text{Human/social services} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\ \text{Youth development} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\ \text{Arts and culture} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\ \text{Community and economic development} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \\ & \text{Demographics} + \text{error} \\ \text{School/college/university} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \\ & \lambda \text{ Demographics} + \text{error} \\ \text{Environment} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\ \text{Healthcare} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\ \text{Housing and shelter} &= \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \end{aligned} \quad \text{Eq.4}$$

$$\begin{aligned}
 &\text{International development/foreign affairs} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \\
 &\lambda \text{ Demographics} + \text{error} \\
 &\text{Philanthropy/grantmaking} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \\
 &\text{error} \\
 &\text{Religious congregation} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\
 &\text{Science and technology} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\
 &\text{Sports and recreation} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\
 &\text{Other type} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\
 &\text{Personal financial contributions} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} \\
 &+ \text{error} \\
 &\text{Fundraising ability} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error}
 \end{aligned}$$

Eq.4
continued

$$\begin{aligned}
 &\text{Pro-bono or in-kind contributions from self or others} = \lambda \text{ PSM} + \lambda \text{ Actively sought} \\
 &+ \lambda \text{ Demographics} + \text{error} \\
 &\text{Business management expertise} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \\
 &\text{error} \\
 &\text{Financial and/or accounting expertise} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \\
 &\lambda \text{ Demographics} + \text{error} \\
 &\text{Marketing or public relations expertise} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \\
 &\lambda \text{ Demographics} + \text{error} \\
 &\text{Advocacy, public policy or lobbying expertise} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \\
 &\lambda \text{ Demographics} + \text{error} \\
 &\text{Human resources expertise} = \text{PSM} + \lambda \text{ Actively sought} + \lambda \text{ Demographics} + \text{error} \\
 &\text{Networking on behalf of the organization} = \lambda \text{ PSM} + \lambda \text{ Actively sought} + \\
 &\lambda \text{ Demographics} + \text{error}
 \end{aligned}$$

Eq.4
continued

CHAPTER IV

RESULTS

Chapter IV presents the findings pertaining to univariate and bivariate analyses, as well as the results of the CFA/SEM analysis geared towards answering all three research sub-questions. Findings are presented in two sections. The first section contains the results of univariate and bivariate analyses for each variable using descriptive statistics, such as means, standard deviations, and minimum and maximum values, as well as correlations among the indicators measuring both dimensions and antecedents of PSM, and correlations among demographic variables. The second section presents the results of the simultaneous CFA/SEM analysis addressing all three research sub-questions.

Section 1: Descriptive Statistics

Tables 2 and 3 display descriptive statistics for all variables. As shown in Table 2, only 14% of the board members actively sought out a board position, and 56% of the board members are ordinary board members with no specific officer role. Regarding characteristics of service, on average, board members have served five years on their current board, 18% serve on the boards of non-profits focused in “Human/social services,” while approximately 30% serve on the boards of non-profits focused in “Youth development.” On average, board members have served 5 years on their current board, and the average board member serves on the board of a non-profit with a budget of \$ 500,000 to \$999, 999 for the current fiscal year. 80% of board members provide personal financial contributions on the board, 56% provide business management expertise, and only 26% provide human resources expertise.

Table 2: *Descriptive statistics: Actively sought, Characteristics of service, and demographics.*

	Mean	sd	min	max	% Across categories
Actively sought	0.14	0.346	0	1	
Board chair	0.18	0.386	0	1	18.21
Board member	0.56	0.497	0	1	55.99
Other role	0.26	0.535	0	1	25.8
<i>Non-profit focus area</i>					
Human/social services	0.18	0.384	0	1	17.92
Youth development	0.30	0.458	0	1	29.86
Arts and culture	0.10	0.300	0	1	9.9
Community and economic development	0.05	0.216	0	1	4.9
School/college/university	0.07	0.215	0	1	6.7
Environment	0.02	0.140	0	1	2.0
Healthcare	0.08	0.266	0	1	7.6
Housing and shelter	0.06	0.231	0	1	5.6
International development/foreign affairs	0.00	0.055	0	1	0.3
Philanthropy/grantmaking	0.01	0.078	0	1	0.6
Religious congregation	0.01	0.110	0	1	1.2
Science and technology	0.00	0.055	0	1	0.3
Sports and recreation	0.01	0.117	0	1	1.4
Other type	0.05	0.225	0	1	5.3
Business/industry	0.06	0.240	0	1	6.4
Organization size	3.06	1.648	1	7	
Length of service	5.32	5.499	0	45	
<i>Skills, resources & attributes</i>					
Personal financial contribution	0.80	0.399	0	1	80.12
Ability to fundraise or access individuals of high net worth.	0.48	0.500	0	1	47.95
Pro-bono or in-kind contributions from self or others	0.44	0.497	0	1	44.3
Business management expertise	0.57	0.496	0	1	56.6
Financial and/or accounting expertise.	0.29	0.455	0	1	29.3
Marketing or public relations expertise	0.39	0.489	0	1	39.5
Advocacy, public policy or lobbying expertise	0.28	0.451	0	1	28.4
Knowledge of the organization's field or industry	0.40	0.491	0	1	40.2
Networking on behalf of the organization	0.58	0.494	0	1	58.1
Human resources expertise	0.26	0.441	0	1	26.4
<i>Demographics</i>					
White	0.85	0.353	0	1	85.43
Age-group	7.08	2.123	1	10	
Female	0.49	0.500	0	1	
Education	4.51	1.038	1	6	

Table 2 continued

	Mean	sd	min	max	% Across categories
Working full-time	0.64	0.479	0	1	64.47
Working part-time	0.09	0.282	0	1	8.73
Retired	0.19	0.394	0	1	19.14

N=659

Internal reliability of the scales of the dimensions and two antecedents of PSM was tested, and these results are displayed in table 3 alongside descriptive statistics for these dimensions. Cronbach's alpha for antecedents "Informal volunteering" and "Formal volunteering" were not calculated because they were treated as composite variables with formative indices whose sum results in the underlying construct which means they do not have to be correlated to be considered reliable indicators of their construct (Howell, Breivik, & Wilcox, 2007; MacCallum & Browne, 1993; Perry et al., 2008).

Table 3: *Descriptive statistics for the dimensions and antecedents of PSM*

Dimension	Mean	s.d	Cronbach's alpha
Attraction to public policy-making			0.7625
Public policy-making 1	2.93	1.059	
Public policy-making 2	3.30	1.042	
Public policy-making 3	2.62	1.071	
Commitment to public interest			0.6044
Public Interest 1	4.21	0.661	
Public Interest 2	3.75	0.682	
Public Interest 3	3.85	0.792	
Public Interest 4	4.01	0.816	
Public Interest 5	3.95	0.742	
Self-sacrifice			0.7593
Self-sacrifice 1	3.69	0.841	
Self-sacrifice 2	3.27	0.834	
Self-sacrifice 3	3.99	0.742	
Self-sacrifice 4	3.32	0.810	

Table 3 continued

	Mean	s.d	Cronbach's alpha
Self-sacrifice 5	4.10	0.748	
Self-sacrifice 6	3.84	0.807	
Self-sacrifice 7	3.60	0.753	
Self-sacrifice 8	3.79	0.799	
Compassion			0.7075
Compassion 1	3.19	0.968	
Compassion 2	3.35	1.055	
Compassion 3	3.87	0.753	
Compassion 4	3.90	0.829	
Compassion 5	2.84	1.098	
Compassion 6	3.17	1.107	
Compassion 8	4.09	0.834	
Family socialization			0.8073
Family socialization 1	3.21	1.442	
Family socialization 2	4.11	0.924	
Family socialization 3	3.56	1.039	
Family socialization 4	3.91	1.017	
Family socialization 5	3.92	0.967	
Family socialization 6	3.03	1.208	
Religious socialization			0.9340
Religious socialization 1	3.73	1.169	
Religious socialization 2	3.41	1.238	
Religious socialization 3	3.11	1.285	
Religious socialization 4	3.20	1.313	
Religious socialization 5	3.15	1.266	
Formal volunteering	11.94	4.1965	
Formal volunteering 1	2.32	1.567	
Formal volunteering 2	2.50	1.554	
Formal volunteering 3	1.61	0.931	
Formal volunteering 4	2.94	1.625	
Formal volunteering 5	2.68	1.566	
Informal volunteering	7.63	3.4231	
Informal volunteering 1	1.92	1.102	
Informal volunteering 2	1.76	1.149	
Informal volunteering 3	1.63	1.080	
Informal volunteering 4	2.45	1.286	

N=659

Tables 4 and 5 display the results of correlation analyses between the indicators of the dimensions of PSM and the indicators of family and religious socialization. Correlations between characteristics of service and demographics are presented in Tables 6 and 7. Correlation analyses were conducted to further test the construct validity by testing the convergent validity of the indicators within each dimension of PSM included in the CFA/SEM analysis. The results are displayed in Table 4. Table 4 demonstrates significant correlations between indicators corresponding to the same dimensions as well as significant correlations between indicators corresponding to different dimensions at $p < 0.05$. This is a sign of convergent validity for the PSM dimension as a whole. Table 5 demonstrates significant correlations between indicators measuring the same antecedent factors with a few weakly significant correlations among indicators measuring different antecedent factors at $p < 0.05$. Table 7 indicates significant but moderate to weak correlations between some of the demographic variables with coefficients $r \leq 0.7$ or ≤ -0.7 . These demographic variables were also tested for multicollinearity using variance inflation factors, and the results indicated an absence of multicollinearity with VIFs < 4 for all variables, hence ruling out the effect of multicollinearity on the CFA/SEM results.

Table 4: Correlation matrix for the indicators of the dimensions of PSM

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
1 Public-policy1	1.00																								
2 Public-policy2	.472**	1.00																							
3 Public-policy3	.494**	.594**	1.00																						
4 Compassion1	-0.04	-0.02	-0.04	1.00																					
5 Compassion2	.086*	.158**	.153**	.213**	1.00																				
6 Compassion3	0.02	0.02	0.03	.237**	.458**	1.00																			
7 Compassion4	0.06	.096*	0.03	.130**	.420**	.401**	1.00																		
8 Compassion5	.189**	.244**	.240**	0.06	.354**	.213**	.267**	1.00																	
9 Compassion6	.184**	.312**	.255**	0.06	.352**	.145**	.216**	.321**	1.00																
10 Compassion7	.160**	.170**	.094*	.131**	.208**	.266**	.212**	.262**	.169**	1.00															
11 Compassion8	.177**	.206**	0.06	.188**	.262**	.279**	.401**	.287**	.219**	.482**	1.00														
12 Public Interest1	.143**	0.08	0.08	.122**	.215**	.282**	.266**	0.07	0.05	.175**	.275**	1.00													
13 Public Interest2	0.00	-0.03	0.03	.172**	.118**	.139**	.173**	0.03	-0.01	0.07	.172**	.308**	1.00												
14 Public Interest3	-0.04	-0.03	-0.02	.144**	.322**	.277**	.359**	.162**	.120**	.157**	.200**	.125**	.102*	1.00											
15 Public Interest4	.165**	.179**	.151**	.119**	.125**	.191**	.248**	.145**	.131**	.366**	.404**	.330**	.260**	.095*	1.00										
16 Public Interest5	.113**	.085*	.101*	.101*	.255**	.330**	.422**	.112**	.106**	.198**	.331**	.440**	.328**	.221**	.316**	1.00									
17 Self-sacrifice1	0.02	0.01	0.04	.165**	.191**	.242**	.339**	.175**	0.00	.120**	.238**	.326**	.241**	.211**	.256**	.387**	1.00								
18 Self-sacrifice2	.113**	0.03	.107**	.266**	.204**	.242**	.250**	.154**	0.04	.151**	.232**	.393**	.399**	.215**	.258**	.345**	.369**	1.00							
19 Self-sacrifice3	-0.01	-0.09*	-0.01	.238**	.219**	.277**	.322**	0.02	0.03	.138**	.238**	.283**	.296**	.313**	.206**	.307**	.346**	.315**	1.00						
20 Self-sacrifice4	0.04	-0.05	0.01	.218**	.163**	.249**	.225**	.142**	-0.02	.120**	.205**	.244**	.312**	.192**	.158**	.251**	.365**	.470**	.265**	1.00					
21 Self-sacrifice5	0.02	0.02	0.01	.116**	.185**	.276**	.277**	0.03	-0.03	.187**	.227**	.427**	.180**	.107**	.261**	.396**	.276**	.213**	.284**	.192**	1.00				
22 Self-sacrifice6	0.04	.096*	0.08	0.07	.108**	.194**	.241**	.150**	.107**	.292**	.385**	.204**	.114**	.107**	.358**	.211**	.340**	.224**	.212**	.216**	.182**	1.00			
23 Self-sacrifice7	0.06	-0.01	0.07	.148**	.096*	.231**	.323**	.107**	-0.02	.120**	.185**	.175**	.274**	.205**	.181**	.376**	.381**	.327**	.322**	.364**	.208**	.240**	1.00		
24 Self-sacrifice8	0.07	-0.05	0.01	.095*	.089*	.207**	.214**	0.04	-.108**	.184**	.232**	.292**	.349**	.124**	.259**	.424**	.422**	.350**	.242**	.257**	.272**	.232**	.341**	1.00	

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

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

Table 5: *Correlation matrix for Family socialization and Religious socialization*

	1	2	3	4	5	6	7	8	9	10	11
1 Family socialization 1	1.000										
2 Family socialization 2	.444**	1.000									
3 Family socialization 3	.338**	.321**	1.000								
4 Family Focializatio n4	.347**	.455**	.204**	1.000							
5 Family socialization 5	.458**	.546**	.344**	.602**	1.000						
6 Family Focializatio n6	.605**	.391**	.314**	.410**	.586**	1.000					
7 Religious socialization 1	0.071	.103**	0.054	.197**	.184**	.148**	1.000				
8 Religious socialization 2	0.028	.132**	.091*	.202**	.174**	.122**	.731**	1.000			
9 Religious socialization 3	.099*	.208**	.115**	.300**	.220**	.178**	.663**	.744**	1.000		
10 Religious socialization 4	.094*	.115**	0.056	.155**	.129**	.163**	.791**	.667**	.678**	1.000	
11 Religious socialization 5	.097*	.156**	.088*	.197**	.169**	.192**	.770**	.691**	.676**	.880**	1.000

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

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

Table 6: Correlation matrix for the characteristics of service

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	
1 Board chair	1																											
2 Board member		1																										
3 length of service			1																									
4 orgsize				1																								
5 Personal financial contribution					1																							
6 Fundraising ability						1																						
7 Probono in kind contributions							1																					
8 Business magement								1																				
9 Financial and accounting									1																			
10 Marketing or Public relations										1																		
11 Advocacy											1																	
12 Human resources												1																
13 Knowledge of organization													1															
14 Networking														1														
15 Arts and culture															1													
16 Community economic development																1												
17 School colleg univarsity																	1											
18 Environment																		1										
19 Healthcare																			1									
20 Housing and shelter																				1								
21 Human social services																					1							
22 Internatioanal development																						1						
23 Philanthropy																							1					
24 Religious congregatoin																								1				
25 Sciencea nd technology																									1			
26 Sports and recreation																										1		
27 Youth development																											1	

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

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

Table 7: *Correlation matrix for the demographic variables*

	1	2	3	4	5	6	7	8	9
1 White	1								
2 Working Full-time	-0.025	1							
3 Working Part-time	0.047	-0.417**	1						
4 Retired	0.007	-0.655**	-0.150**	1					
5 Length of service	0.046	-0.104*	0.038	0.131**	1				
6 Organizational size	0.034	0.044	-0.018	-0.023	0.078	1			
7 Education	-0.016	-0.004	0.029	-0.037	-0.056	0.022	1		
8 Age	0.077*	-0.457**	0.117**	0.490**	0.321**	-0.017	-0.021	1	
9 Annual Household income	0.212**	0.130**	0.003	-0.133**	0.100*	0.316**	0.203**	0.013	1

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

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

A Gaussian distribution was assumed for all variables because the FIML estimator in SPSS Amos assumes multivariate normality of the data. Variable normality was investigated by analyzing the skewness and kurtosis of distribution, as well as conducting a Shapiro-Wilk W test for normality on all but the dichotomous variables (D'Agostino & D'Agostino, 1990; Shapiro & Wilk, 1965). An absolute skew value >2 or an absolute kurtosis value >7 is an indication of substantial non-normality and as shown in Table 8, the significant chi2 statistics obtained from the Shapiro-Wilks W tests indicate that the hypotheses which state that the variables are normally distributed can be rejected (West, Finch, & Curran, 1995). Skewness is a measure of lack of symmetry relative to the mean in a unimodal distribution (Kline, 2011). The skewness of a normal distribution is 0 (Kline, 2011). Therefore, a positive skew is an indication that the largest proportion of scores occur above the mean to the right of a distribution, while a negative skew indicates that most scores lie below the mean to the left of a distribution (Kline, 2011). Kurtosis is

a measure of whether data are heavy-tailed or light-tailed relative to a normal distribution, and positive kurtosis indicates heavier-tailed distributions with high peaks, while negative kurtosis is an indication of the opposite (Kline, 2011). The kurtosis value for a normal distribution is 3 (Kline, 2011). Therefore, any values below that indicate a negative kurtosis and values above 3 indicate positive kurtosis (Kline, 2011). Although the normality tests indicated a lack of normality, the decision was made to use the FIML estimator instead of alternative estimators such as ADF (Asymptotic Distribution of Fit) and Bayesian estimation, which have no assumption of normality, mainly because FIML enables the application of structural equation modeling in the presence of data missing completely at random (MCAR), which allowed for the use of all remaining data in the dataset in the simultaneous CFA/SEM analysis. The ADF function for SEM is described as the arbitrary generalized least squares (AGLS) in the EQS package and weighted least squares (WLS) in LISREL (Bentler, 2006). The ADF estimator requires sample sizes of close to over 5000 to produce reliable estimates and is sensitive to any variable limitations making it an unideal estimator for nonnormal distributions (Olsson, Foss, Troye, and Howell, 2000). Moreover, there is evidence that nonnormality has negligible effects on parameter estimates for ML if most of the variables have univariate skewnesses and kurtoses in the range -1.0 to 1.0 (Bollen, 1989; Boomsma, 1983; Browne, 1987; Finch, West, & MacKinnon, 1997; Gao, Mokhtarian, & Johnston, 2008; Muthen & Kaplan, 1985). Chou, Bentler, and Satorra (1991) concluded that ML was satisfactorily robust to deviations from multivariate normality, produced the least biased estimates in comparison to ADF in the presence of nonnormality, and exhibited higher levels of accuracy in terms of theoretical and empirical fit (Yuan & Bentler, 1997, Olsson et al., 2000). Transformations of the variables were not done because this would have produced curvilinear relationships between variables which would make interpretation of coefficients

difficult (Gao et al., 2008). Outliers were not deleted because this would have led to the loss of data and model power (Gao et al., 2008).

Table 8: *Normality tests results*

	Pr(Skewness)	Pr(Kurtosis)	Prob>chi2
Public-policy1	0.038	-0.734	0.000
Public-policy 2	-0.367	-0.301	0.000
Public-policy 3	0.125	-0.743	0.000
Public Interest1	-0.426	0.463	0.000
Public Interest 2	-0.576	0.694	0.000
Public Interest 3	-0.724	0.953	0.000
Public Interest 4	-1.044	1.745	0.000
Public Interest 5	-0.691	1.055	0.000
Self-sacrifice1	-0.464	-0.062	0.000
Self-sacrifice 2	-0.073	-0.264	0.000
Self-sacrifice 3	-0.529	0.364	0.000
Self-sacrifice 4	-0.236	0.090	0.000
Self-sacrifice 5	-0.631	1.878	0.000
Self-sacrifice 6	-0.370	0.016	0.000
Self-sacrifice 7	-0.391	0.318	0.000
Self-sacrifice 8	-0.553	0.414	0.000
Compassion 1	-0.379	-0.537	0.000
Compassion 2	-0.317	-0.580	0.000
Compassion 3	-0.658	0.886	0.000
Compassion 4	-1.056	1.846	0.000
Compassion 5	0.063	-0.843	0.000
Compassion 6	-0.142	-0.812	0.000
Compassion 7	-0.929	1.086	0.000
Compassion 8	-1.083	1.775	0.000
Family socialization1	-0.316	-1.281	0.000
Family socialization2	-1.098	1.205	0.000
Family socialization3	-0.421	-0.443	0.000
Family socialization4	-0.828	0.217	0.000
Family socialization5	-0.786	0.171	0.000
Family socialization6	-0.004	-0.903	0.000
Religious socialization 1	-0.598	-0.603	0.000
Religious socialization 2	-0.382	-0.817	0.000
Religious socialization 3	-0.173	-1.029	0.000
Religious socialization 4	-0.192	-1.084	0.000

Table 8 continued

	Pr(Skewness)	Pr(Kurtosis)	Prob>chi2
Religious socialization 5	-0.142	-1.003	0.000
Formal volunteering 1	1.095	-0.002	0.000
Formal volunteering 2	1.012	-0.006	0.000
Formal volunteering 3	1.714	2.953	0.000
Formal volunteering 4	0.606	-0.778	0.000
Formal volunteering 5	0.846	-0.273	0.000
Informal volunteering 1	1.833	3.785	0.000
Informal volunteering 2	1.898	3.689	0.000
Informal volunteering 3	2.018	3.965	0.000
Informal volunteering 4	1.174	1.011	0.000
Organizational size	0.503	-0.339	0.000
Education	-0.497	0.198	0.000
Age	-0.531	-0.629	0.000
Annual household Income	-0.743	-0.356	0.000
Length of service	1.771	3.068	0.000

Section 2: CFA/SEM Analysis

Model fit

The models were modified several times to obtain improved goodness of fit statistics without compromising the theoretical integrity of the study. Relevant goodness of fit results are presented in Table 9. The Chi-square is traditionally considered a measure of overall model fit, and a Chi-square value that is statistically non-significant at $p < 0.05$ is considered as evidence of a good fitting model (Barrett, 2007; Hooper, Coughlan & Mullen, 2008; Hu & Bentler, 1999). The Chi-square results in Table 9, therefore, indicate a lack of model fit. However, scholars such as McIntosh (2006) have pointed at some of the limitations of the Chi-square as a measure of model fit stating that, since the test assumes multivariate normality, any deviations from this assumption will likely result in the rejection of the model even with well-specified models.

The Tucker-Lewis index (TLI) and Comparative Fit Index (CFI) are both comparative or relative fit indices that were designed to compare Chi-square values to the baseline model with a null hypothesis that all variables are not correlated (McDonald & Ho, 2002; Miles & Shevlin, 2007). TLI and CFI values $\geq .95$ are considered signs of good model fit (Hu & Bentler, 1999; Schreiber et al., 2006). As shown by Table 9, TLI and CFI values are less than the .95 threshold, indicating a lack of model fit.

The Root mean square error of approximation (RMSEA) created by Steiger and Lind (1980, cited in Steiger, 1990) reveals how well the model fits the population covariance matrix. The RMSEA is considered one of the most significant fit indices available mainly due to its emphasis on the number of model parameters, selecting the model with the least number of parameters (Diamantopoulos & Siguaw, 2000). RMSEA cut-off points have changed over the years, ranging between 0.05 to 0.10 for a fair fit in the early nineties, to 0.08-0.10 for moderate fit, and values below 0.07 as indicators of good fit (Hu & Bentler, 1999; MacCallum et al., 1996; Steiger, 2007). Table 9 shows an RMSEA of 0.048, which is an indication of a good model fit. It has been asserted that researchers should not be alarmed by seemingly unacceptable model fit values because these values are sensitive to a multiple set of factors and are not a sufficient evaluation of the correctness of the entire theoretical model (Barret, 2007; Hayduk et al., 2007). Some scholars maintain that fixing indicative thresholds for approximate fit indices was impossible in varied conditions because often misspecified models were incorrectly identified as fitting due to so-called acceptable fit indices (Barrett, 2007; Beauducel & Wittmann; 2005; Yuan, 2005). For example, as a model fit index, the X^2 test is used to determine the statistical significance or lack thereof of a model in regards to the differences between model implied and observed covariances and not whether the model provides any substantive explanation of the relationships among the modeled variables (Barrett, 2007). Hence, the excessive emphasis on

model fit indices, such as the X^2 , instead of model testing is considered a barrier to research (Hayduk et al., 2007).

Overall, although the chi-square related fit indices indicate a lack of model fit that may have been due to the small sample size and variable nonnormality, this model may be the best fitting model because the RMSEA shows good model fit and a considerable number of statistically significant relationships within the model are corroborated by existing research. For example, all relationships within the measurement models functioned as theorized by previous literature, relationships between the PSM construct, and a significant number of characteristics of service and demographic variables were also corroborated by previous literature. However, the results of the structural model may be invalid due to the evident lack of model fit.

Table 9: *Model Fit Summary*

Fit statistic	Value
Population error	
RMSEA (Root mean squared error of approximation)	0.048
90% CI, lower bound	0.046
upper bound	0.049
pclose	0.998
Baseline comparison	
CFI (Comparative fit index)	0.653
TLI (Tucker-Lewis index)	0.700
Likelihood ratio	
chi2	7164.34
df	2876
p>chi2	0.000

The following tables present the detailed results of the simultaneous CFA/SEM analysis shown in Figures 2 and 3. Figure 3 highlights the main significant results from the CFA/SEM analysis. Standardized estimates (beta weights) in the models demonstrate the magnitude of the effects of the independent variables on dependent variables. The standardized estimates (beta weights) represent standardized direct, indirect, and total effects of the independent variables on the dependent variables. The unstandardized coefficients were not presented because the variables in the models are measured on different scales.

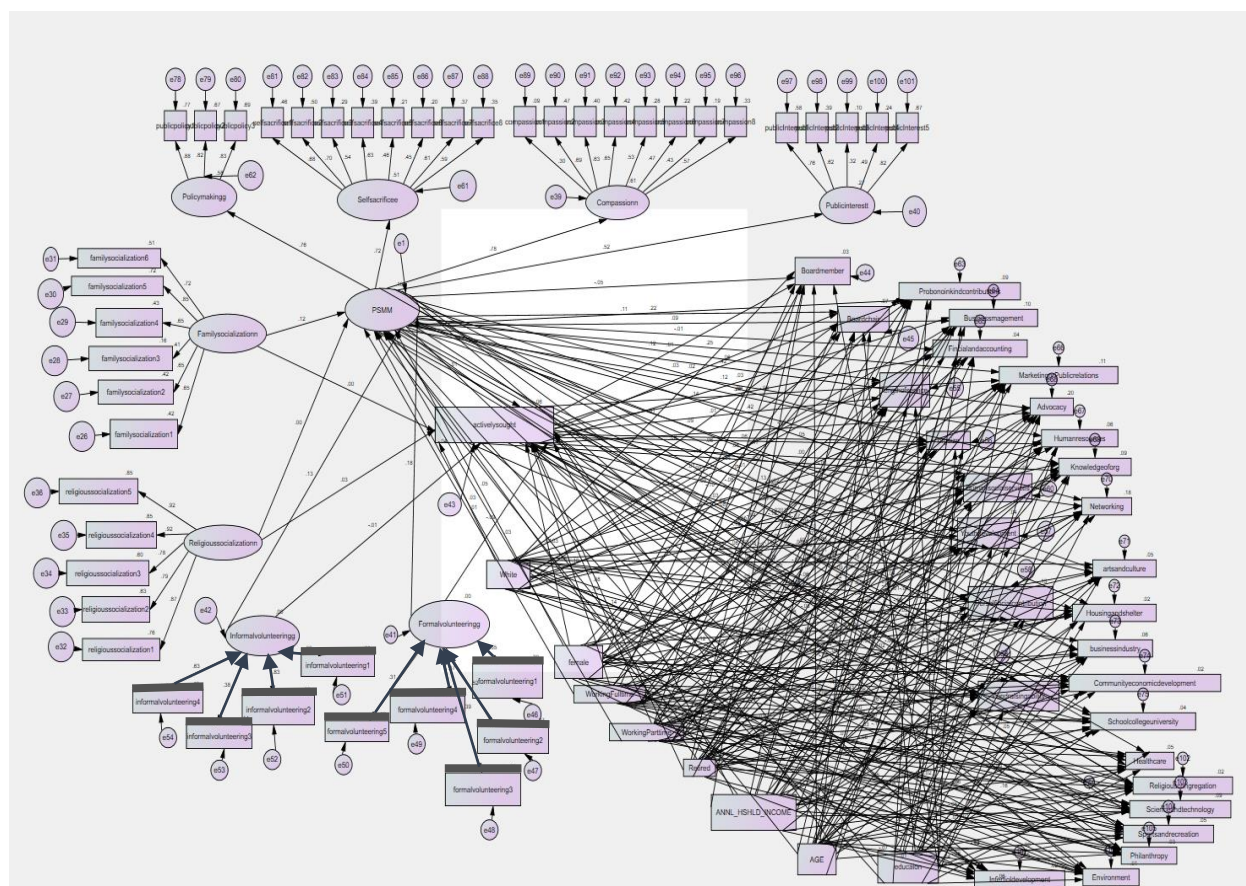


Figure 2. Complete CFA/SEM Models

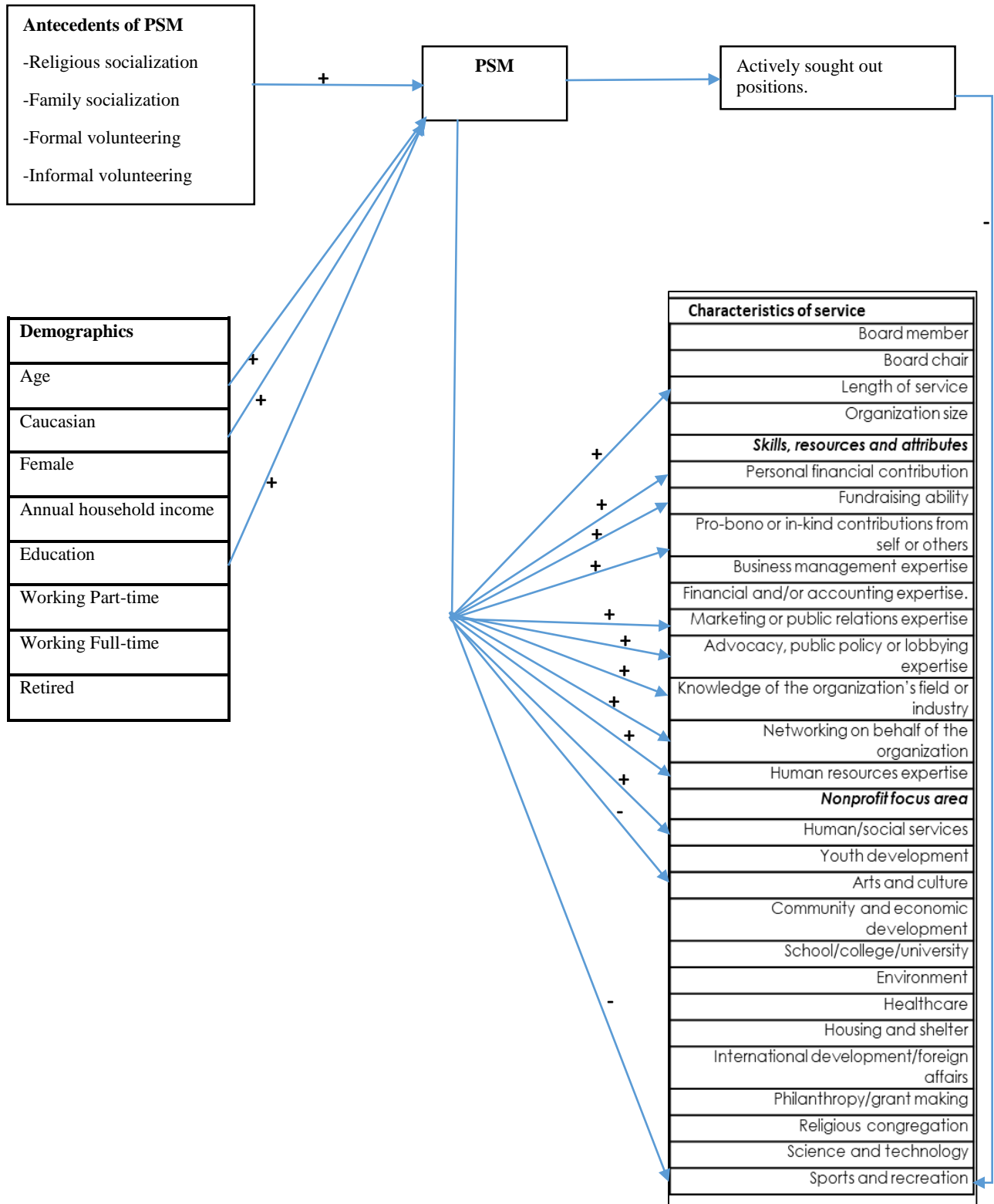


Figure 3. Summary of CFA/SEM results

Measurement models

Tables 10 and 11 display standardized factor loadings, standard errors, critical ratios, and p-values from the measurement models for the PSM construct and the two reflective antecedents, family socialization, and religious socialization. These results show that all indicators are statistically significantly related to their underlying latent constructs at $p < 0.01$. Therefore, all indicators corresponding to the four dimensions of PSM, and the two antecedents of PSM are significantly related to each of their latent variables corresponding with Perry's (1996,1997) measurement scales for the dimensions and antecedents of PSM. Table 10 also shows that all dimensions of PSM are statistically significantly related to their underlying latent construct PSM at $p < 0.01$ supporting Perry's (1996) research on the measurement of the PSM through the construct's underlying dimensions.

Table 10: *Dimensions of PSM*

	Estimate	Std. Err	Critical Ratio	p-value
<i><---Self-sacrifice</i>				
Selfsacrifice1	0.678			0.002**
Selfsacrifice2	0.708	0.068	15.319	0.002**
Selfsacrifice3	0.542	0.057	12.177	0.002**
Selfsacrifice4	0.629	0.064	13.875	0.002**
Selfsacrifice5	0.463	0.056	10.519	0.002**
Selfsacrifice6	0.447	0.060	10.193	0.001**
Selfsacrifice7	0.614	0.059	13.589	0.002**
Selfsacrifice8	0.591	0.062	13.139	0.001**
<i><--- Compassion</i>				
Compassion1	0.302			0.002**
Compassion2	0.686	0.372	6.908	0.002**

Table 10 continued

	Estimate	Std. Err	Critical Ratio	p-value
Compassion3	0.633	0.247	6.802	0.001**
Compassion4	0.647	0.278	6.833	0.002**
Compassion5	0.525	0.309	6.498	0.002**
Compassion6	0.463	0.283	6.249	0.002**
Compassion7	0.431	0.208	6.093	0.002**
Compassion8	0.567	0.249	6.631	0.002**
<---Policymaking				
Publicpolicy1	0.874			0.003**
Publicpolicy2	0.813	0.029	25.516	0.002**
Publicpolicy3	0.832	0.03	26.367	0.001**
<---Public interest				
PublicInterest1	0.762			0.001**
PublicInterest2	0.624	0.024	16.541	0.002**
PublicInterest3	0.322	0.028	7.756	0.002**
PublicInterest4	0.490	0.029	12.347	0.002**
PublicInterest5	0.820	0.026	23.193	0.004**
<---PSM				
Self-sacrifice	0.740	0.030	13.969	0.001**
Compassion	0.761	0.031	6.841	0.001**
Policymaking	0.759	0.069	8.516	0.003**
Public interest	0.526	0.054	10.956	0.001**

p < 0.05* p<0.01**

Table 11: *Antecedents of PSM*

	Estimate	Std. Err	Critical Ratio	p-value
<---Family socialization				
Familysocialization1	0.646			0.001**
Familysocialization2	0.649	0.046	13.938	0.001**
Familysocialization3	0.406	0.049	9.255	0.002**
Familysocialization4	0.653	0.051	14.017	0.004**
Familysocialization5	0.846	0.053	16.666	0.002**
Familysocialization6	0.717	0.062	15.066	0.002**
<---Religious socialization				
Religioussocialization1	0.870			0.003**
Religioussocialization2	0.794	0.037	25.992	0.003**
Religioussocialization3	0.777	0.039	25.050	0.004**
Religioussocialization4	0.924	0.034	34.704	0.004**
Religioussocialization5	0.920	0.033	34.405	0.002**

p < 0.05* p<0.01**

Table 12 indicates that as theorized, the antecedents of PSM each have statistically significant positive effects on the PSM construct as asserted by Perry (1997) in his research that specified that factors such as religious socialization, family socialization, and volunteering had statistically significant positive effects on PSM.

Table 12: *Effects of Antecedents of PSM on PSM*

	Estimate	Std. Err	Critical Ratio	p-value
PSM<---				
Family socialization	0.121	0.053	2.551	0.011**
Religious socialization	0.012	0.045	0.261	0.009**
Informal Volunteering	0.157	0.052	3.309	0.003**
Formal Volunteering	0.194	0.076	3.102	0.002**

p < 0.05* p<0.01**

Research sub-question 1- Effect of PSM on Actively sought

As per research sub-question 1, the study examined the effect of PSM on actively seeking out a non-profit position. The results in Table 13 show that the PSM construct does not have a statistically significant relationship with the main endogenous variable “Actively sought.” Hence, the results do not support hypothesis H1 that PSM is positively related to actively seeking out a non-profit board position. As discussed later in chapter V, this may be due to the presence of other motives for joining the board other than public service-related motives. The survey contained questions to do with the reasons why individuals decided to join the board. These motives are most probably more associated with the action of actively seeking out a non-profit board position than the public service-related motives. Moreover, the method of acquiring a non-profit board position may not be in its-self a direct means by which individuals satisfy their need to serve the public. Hence the lack of significant association.

Table 13: *Relationship between PSM and Actively sought*

	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
<---PSM Actively sought	0.009	0.840	0		0.009	0.859

p < 0.05* p<0.01**

Research sub-question 2- Effects of antecedents of PSM on Actively sought

The study also examined the effect of each of the antecedents of PSM on actively seeking out a non-profit board position to answer research sub-question 2. Table 14 displays the direct, indirect, and total effects of the antecedents of PSM on the dependent variable “Actively sought.”

Table 14 indicates that the antecedent factors have no statistically significant relationships with the variable “Actively sought.” Therefore, the findings do not support any of the hypotheses H2-H5 that each of the antecedents is positively related to actively seeking out a non-profit board position. Due to the lack of significant relationship between PSM and actively seeking out a non-profit board position, it is not surprising that the results do not indicate significant relationships between the antecedents of PSM and the endogenous variable actively sought since the effect of the antecedents of PSM on behavior is theorized to be mediated by PSM.

Table 14: *Relationships between antecedents of PSM and Actively sought*

	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
Actively sought<---						
Informal volunteering	0.015	0.713	0.001	0.843	0.016	0.790
Formal volunteering	0.093	0.079	0.002	0.847	0.095	0.052
Family socialization	0.000	0.977	0.001	0.825	0.001	0.939
Religious socialization	0.030	0.441	0.000	0.864	0.030	0.449

$p < 0.05$ * $p < 0.01$ **

Research sub-question 3- Effect of Actively sought on characteristics of service

In response to research sub-question 3, the study analyzed the relationship between actively seeking out a non-profit board position and characteristics of service. Table 15 presents the relationships between the main endogenous variable “Actively sought” and characteristics of service corresponding to hypotheses H6-H11. The results indicate that actively seeking has a statistically significant direct positive relationship with serving on the board of non-profits focused on “Housing and shelter” $\beta = 0.080$ ($p < 0.05$) but no statistically significant total effect.

Actively seeking also has a statistically significant negative total effect on serving on the boards of sports and recreation-focused non-profits with a total effect of $\beta = -0.061$ ($p < 0.01$). Hence this specific result supports the hypothesis that “Actively seeking out a non-profit board position is negatively related to serving on the boards of each non-profit focus area.” However, the rest of the results do not indicate that actively seeking out a position on a non-profit board is significantly related to any other characteristics of service. These results could be explained by the literature that asserts that non-profits of any kind are more likely to seek out individuals with specific skill-sets, attributes, and resources to join their boards, hence actively seeking out a non-profit board position is less likely to be associated with individuals who contribute specific skill-sets, resources, and attributes. Moreover, apart from the exception of the significant relationship between actively seeking a non-profit board position and serving on the boards of non-profits focused on recreation, the majority of the results that depict a lack of evidence of relationship between actively seeking a non-profit board position can be explained by the assertion that non-profits indiscriminately recruit individuals of varying backgrounds, races, ages, and skill-sets to serve in various capacities as direct service and governance volunteers due to the diverse needs of every non-profit (Grossman & Furano, 1999). Therefore, the literature that implied that actively seeking a non-profit board position is negatively associated with serving on the boards of each non-profit focus areas due to the specialization of service needs is not supported by these results implying that volunteers, in general, are not repelled by the specialization of non-profit focus areas, hence the method by which they join the board has no bearing on the typed of non-profits on whose boards they volunteer (Studer & Von Schnurbein, 2013).

Table 15: *Relationships between Actively sought and characteristics of service*

	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
<---Actively sought						
Board member	0.009	0.899			0.009	0.899
Board chair	0.018	0.644			0.018	0.644
Length of service	0.013	0.733			0.013	0.733
Organization size	0.058	0.116			0.058	0.116
<i>Skills, resources, and attributes</i>						
Personal financial contribution	-0.007	0.849			-0.007	0.849
Fundraising ability	0.043	0.266			0.043	0.266
Pro-bono or in-kind contributions from self or others	0.055	0.208			0.055	0.208
Business management expertise	0.027	0.393			0.027	0.393
Financial and/or accounting expertise.	0.041	0.246			0.041	0.246
Marketing or public relations expertise	-0.063	0.113			-0.063	0.113
Advocacy, public policy or lobbying expertise	-0.014	0.699			-0.014	0.699
Knowledge of the organization's field or industry	0	0.985			0	0.985
Networking on behalf of the organization	-0.012	0.699			-0.012	0.699
Human resources expertise	0.052	0.233			0.051	0.233
<i>Non-profit focus area</i>						
Human/social services	0.002	0.946			0.052	0.946
Youth development	0.022	0.570			0.022	0.570
Arts and culture	0.008	0.821			0.008	0.821
Community and economic development	0.014	0.774			0.014	0.774
School/college/university	-0.056	0.145			-0.056	0.145
Environment	-0.024	0.566			-0.024	0.566
Healthcare	-0.039	0.298			-0.039	0.298
Housing and shelter	0.080	0.045*			0.08	0.083

Table 15 continued

	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
International development/foreign affairs	0.058	0.707			0.058	0.707
Philanthropy/grant making	0.020	0.680			0.020	0.680
Religious congregation	0	0.940			0	0.940
Science and technology	-0.016	0.324			-0.016	0.324
Sports and recreation	-0.061	0.013*			-0.061	0.001**

p < 0.05* p < 0.01**

Effects of PSM on characteristics of service

Although not hypothesized, the CFA/SEM models also produced results for the relationships between the PSM construct and characteristics of service. The results are displayed in Table 16. The results indicate that PSM does not have any statistically significant relationships with either role on the board. Table 16 shows that PSM has a statistically significant positive relationship with “Length of service” with $\beta = 0.124$ ($p < 0.01$ and $p < 0.05$). In terms of skills, resource, or attributes contributed to the board, the results indicate that PSM has statistically significant positive relationships with “Making personal financial contributions on the board,” “contributing fundraising abilities to the board,” “making pro-bono or in-kind contributions,” contributing in the form of “Marketing or public relations expertise,” “Advocacy, public policy or lobbying expertise,” “Knowledge of the organization’s field or industry,” “Networking on behalf of the organization,” and providing “Human resources expertise.” Regarding the relationship between PSM and non-profit focus areas, the results indicate that PSM has statistically significant positive relationships with serving on the boards of “Youth development,” “Human/ social services,” “Environment” focused non-profits. On another hand, the results indicate statistically significant negative relationships with serving on the boards of non-profits focused on “Arts and

culture” and “Science and technology” with total effects of $\beta = -0.175$ and $\beta = -0.127$ ($p < 0.05$) respectively. These results are supported by existing literature that states that PSM affects volunteer behavior since the values and needs contained within the PSM attributes of compassion, self-sacrifice, attraction to policymaking, and commitment to public interest can be satisfied by specific behaviors such as those presented as characteristics of service in this current study (Perry & Wise, 1990). For example, the PSM values of compassion and self-sacrifice have been described as the tendency to elevate the needs of the unfortunate above one’s own, and these values are closely associated with majority of the characteristics of service analyzed in this study such as making personal financial contributions and serving on the boards of human and social services focused non-profits (Frederickson & Hart, 1985; Perry & Hondegem, 2008). All other characteristics of service

Table 16: *Relationships between PSM and characteristics of service*

	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
<---PSM						
Board chair	0.105	0.182	0	0.784	0.105	0.176
Board member	-0.051	0.506	0	0.880	-0.05	0.527
Length of service	0.124	0.002**	0	0.658	0.124	0.044*
Organization size	0.034	0.406	0.001	0.708	0.034	0.591
<i>Skills, resources, and attributes</i>						
Personal financial contribution	0.155	0.012*	0	0.961	0.155	0.012*
Fundraising ability	0.277	0.002**	0.001	0.590	0.278	0.002**
Pro-bono or in-kind contributions from self or others	0.216	0.007**	0.001	0.584	0.216	0.007**

Table 16 continued

<---PSM	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
Business management expertise	0.086	0.037	0	0.599	0.086	0.245
Financial and/or accounting expertise	-0.005	0.941	0	0.640	-0.004	0.982
Marketing or public relations expertise	0.247	0.003**	-0.001	0.742	0.247	0.002**
Advocacy, public policy or lobbying expertise	0.411	0.002**	0	0.979	0.411	0.002*
Knowledge of the organization's field or industry	0.256	0.002**	0	0.866	0.256	0.001 * *
Networking on behalf of the organization	0.410	0.002**	0	0.998	0.41	0.002**
Human resources expertise	0.122	0.004 **	0	0.703	0.122	0.055
<i>Non-profit focus area</i>						
Youth development	0.095	0.166	0	0.694	0.095	0.163
Human/social services	0.142	0.021*	0	0.926	0.142	0.022 *
Arts and culture	-0.176	0.022*	0	0.955	-0.175	0.022 *
Community and economic development	-0.073	0.091	0	0.675	-0.073	0.176
School/college/university	-0.042	0.329	-0.001	0.709	-0.042	0.393
Environment	0.048	0.295	0	0.827	0.048	0.306
Healthcare	-0.086	0.117	0	0.738	-0.086	0.114
Housing and shelter	0.059	0.465	0.001	0.729	0.032	0.576
International development/foreign affairs	-0.058	0.177	0.001	0.713	-0.058	0.051
Philanthropy/grant making	-0.006	0.764	0	0.757	-0.006	0.778
Religious congregation	0.058	0.178	0	0.999	0.058	0.223
Science and technology	-0.127	0.002**	0	0.599	-0.127	0.037 *
Sports and recreation	-0.051	0.228	-0.001	0.839	-0.052	0.379

p < 0.05* p<0.01**

Effects of Demographics on PSM

Table 17 displays the relationship between demographic variables and PSM. These results indicate that being a woman has a significant positive total effect on PSM with $\beta = 0.053$ ($p < 0.01$). The results also indicate that age has a significant positive total effect on PSM with $\beta = 0.095$ ($p < 0.05$). Education too has a significant positive total effect on PSM with $\beta = 0.129$ ($p < 0.01$). The results show that annual household income has a significant negative total effect on PSM with $\beta = -0.083$ ($p < 0.05$). The results are corroborated by previous research that asserts that women exhibit higher levels of PSM and higher levels of education and an increase in age are associated with higher levels of PSM (Naff & Crum, 1999; Perry, 1997). Literature also asserts that higher levels of income are associated with lower levels of PSM (Perry, 1997).

Table 17: *Relationships between Demographics and PSM*

	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
PSM <----						
White	0.044	0.316			0.044	0.191
Female	0.053	0.012*			0.053	0.009**
Working Full-time	0.011	0.809			0.011	0.775
Working Part-time	0.027	0.543			0.027	0.449
Retired	-0.007	0.877			-0.007	0.930
Annual household income	-0.083	0.059			-0.083	0.011*
Age	0.095	0.029*			0.095	0.017*
Education	0.129	0.003**			0.129	0.002**

$p < 0.05^*$ $p < 0.01^{**}$

Effects of Demographics on Actively sought and characteristics of service

Table 18 displays the relationship between each of the demographic variables on the primary endogenous variable “Actively sought,” and on each of the characteristics of service. Being White has statistically significant positive total effects on contributing to the board in the form of “fundraising abilities,” “marketing or public relations,” and serving on the boards of non-profits focused on “philanthropy and grant-making.” Annual household income has positive statistically significant total effects on “length of service,” “organizational size,” contributing to the board in the form of “personal financial contributions,” “fundraising abilities,” “business management expertise,” and serving on the boards of “human/social service” focused non-profits. The positive relationships between annual household income and characteristics of service associated with finances such as organizational size, contributions in the form of personal finances and fundraising abilities occur as expected because individuals with high household incomes are more likely to serve on the boards of larger non-profits, contribute especially in the form of personal financial contributions, and have professional and social networks that are valuable for fundraising (Miller-Millesen, 2003). Age has a statistically significant positive relationship with “length of service” with a total effect of 0.313 ($p < 0.01$). Working fulltime and being retired both have statistically significant positive relationships with “Actively sought” with $\beta = 0.102$ ($p < 0.10$) and $\beta = 0.141$ ($p < 0.05$) respectively. This could be due to professional socialization in some industries that promotes volunteering as well as the assertion that retired individuals have more time to dedicate to volunteering (March & Olsen, 1989).

Table 18: *Relationships between Demographics, Actively sought out, and on Characteristics of service*

	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
<---White						
Actively sought	0.027	0.473	0		0.027	0.484
Board member	-0.006	0.868	0	0.617	-0.006	0.863
Board chair	0.058	0.125	0	0.406	0.058	0.125
Length of service	0.004	0.915	0	0.482	0.004	0.976
Organization size	-0.026	0.482	0.002	0.317	-0.024	0.495
<i>Skills, resources, and attributes</i>						
Personal financial contribution	0.037	0.307	0	0.593	0.037	0.329
Fundraising ability	0.110	0.003**	0.001	0.296	0.111	0.005**
Pro-bono or in-kind contributions from self or others	0.056	0.179	0.002	0.277	0.057	0.164
Business management expertise	0.063	0.092	0.001	0.260	0.064	0.083
Financial and/or accounting expertise	0.036	0.291	0.001	0.303	0.037	0.289
Marketing or public relations expertise	0.122	0.003**	-0.002	0.317	0.12	0.003**
Advocacy, public policy or lobbying expertise	0.037	0.293	0	0.545	0.037	0.266
Knowledge of the organization's field or industry	0.037	0.344	0	0.997	0.037	0.343
Networking on behalf of the organization	0.011	0.786	0	0.446	0.011	0.813
Human resources expertise	-0.021	0.668	0.001	0.270	-0.02	0.683
<i>Non-profit focus area</i>						
Youth development	0.061	0.109	0.001	0.370	0.062	0.098
Human & social services	0.015	0.771	0	0.857	0.015	0.750
Arts and culture	0.008	0.780	0	0.558	0.009	0.773
Community and economic development	-0.056	0.127	0	0.431	-0.056	0.115

Table 18 continued

<---White	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
School/college/university	-0.056	0.168	-0.002	0.332	-0.057	0.146
Environment	-0.030	0.442	-0.001	0.354	-0.031	0.437
Healthcare	-0.042	0.302	-0.001	0.331	-0.043	0.307
Housing and shelter	-0.050	0.258	0.002	0.300	-0.048	0.260
International development/foreign affairs	0.033	0.213	0.002	0.425	0.035	0.182
Philanthropy/grant making	0.034	0.011*	0.001	0.429	0.035	0.009**
Religious congregation	-0.022	0.613	0	0.898	-0.022	0.586
Science and technology	-0.058	0.593	0	0.273	-0.058	0.590
Sports and recreation	0.015	0.863	-0.002	0.392	0.014	0.857
<hr/>						
<---Female						
Actively sought	-0.034	0.362	0		-0.034	0.362
Board member	-0.002	0.961	0	0.593	-0.005	0.947
Board chair	-0.096	0.019*	-0.001	0.363	-0.091	0.017*
Length of service	-0.143	0.003**	0	0.499	-0.144	0.003**
Organization size	-0.034	0.356	-0.002	0.265	-0.036	0.364
<i>Skills, resources, and attributes</i>						
Personal financial contribution	-0.061	0.096	0	0.668	-0.061	0.093
Fundraising ability	-0.116	0.001**	-0.001	0.265	-0.118	0.002**
Pro-bono or in-kind contributions from self or others	0.045	0.227	-0.002	0.273	0.043	0.254
Business management expertise	-0.216	0.002**	-0.001	0.273	-0.217	0.002**
Financial and/or accounting expertise.	-0.158	0.002**	-0.001	0.247	-0.16	0.002**
Marketing or public relations expertise	-0.065	0.092	0.002	0.246	-0.062	0.103
Advocacy, public policy or lobbying expertise	-0.018	0.625	0.001	0.430	-0.017	0.626
Knowledge of the organization's field or industry	0.035	0.351	0	0.940	0.035	0.437
Networking on behalf of the organization	0.026	0.543	0.001	0.464	0.026	0.514

Table 18 continued

<---Female	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
Human resources expertise	-0.004	0.954	-0.002	0.267	-0.006	0.831
<i>Non-profit focus area</i>						
Youth development	-0.144	0.003**	-0.001	0.397	-0.145	0.003**
Human & social services	-0.002	0.963	0	0.751	-0.002	0.951
Arts and culture	0.092	0.016*	0	0.571	0.092	0.031*
Community and economic development	-0.047	0.223	0	0.481	0.092	0.210
School/college/university	0.033	0.426	0.002	0.247	0.034	0.403
Environment	0.055	0.184	0.001	0.334	0.056	0.161
Healthcare	0.021	0.641	0.001	0.267	0.023	0.626
Housing and shelter	0.027	0.460	-0.003	0.174	0.024	0.498
International development/foreign affairs	0.058	0.135	-0.002	0.438	0.056	0.140
Philanthropy/grant making	0.078	0.041*	-0.001	0.432	0.078	0.014*
Religious congregation	-0.024	0.527	0	0.977	-0.024	0.579
Science and technology	-0.064	0.087	0.001**	0.269	-0.063	0.013*
Sports and recreation	-0.005	0.893	0.002	0.293	-0.003	0.972
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<---Annual household income						
Actively sought	0.015	0.685	0		0.015	0.685
Board member	0.081	0.034*	0	0.623	0.082	0.051
Board chair	-0.052	0.164	0	0.597	-0.052	0.199
Length of service	0.101	0.005**	0	0.623	0.101	0.005**
Organization size	0.345	0.002**	0.001	0.532	0.346	0.002**
<i>Skills, resources, and attributes</i>						
Personal financial contribution	0.247	0.005**	0	0.709	0.256	0.001**
Fundraising ability	0.114	0.002**	0.001	0.485	0.115	0.008**
Pro-bono or in-kind contributions from self or others	-0.035	0.354	0.001	0.507	-0.034	0.410
Business management expertise	0.159	0.002**	0	0.521	0.159	0.002**
Financial and/or accounting expertise.	0.030	0.435	0.001	0.459	0.03	0.447

Table 18 continued <---Annual household income	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
Marketing or public relations expertise	-0.025	0.493	-0.001	0.474	-0.026	0.565
Advocacy, public policy or lobbying expertise	-0.067	0.062	0	0.542	-0.067	0.080
Knowledge of the organization's field or industry	-0.097	0.010*	0	0.954	-0.097	0.016*
Networking on behalf of the organization	-0.020	0.571	0	0.582	-0.021	0.612
Human resources expertise	0.004	0.915	0.001	0.500	0.005	0.926
<i>Non-profit focus area</i>						
Youth development	0.035	0.392	0	0.502	0.036	0.383
Human & social services	0.083	0.028*	0	0.866	0.083	0.027*
<i>Non-profit focus area</i>						
Human & social services	0.083	0.028*	0	0.866	0.083	0.027*
Arts and culture	-0.081	0.035*	0	0.598	-0.08	0.083
Community and economic development	0.008	0.828	0	0.669	0.009	0.937
School/college/university	0.024	0.526	-0.001	0.458	0.023	0.668
Environment	0.012	0.756	0	0.545	0.012	0.678
Healthcare	-0.060	0.112	-0.001	0.504	-0.061	0.112
Housing and shelter	0.001	0.981	0.001	0.457	0.002	0.988
International development/foreign affairs	-0.070	0.069	0.001	0.526	-0.069	0.306
Philanthropy/grant making	0.009	0.811	0	0.604	0.009	0.737
Religious congregation	-0.049	0.207	0	0.940	-0.049	0.200
Science and technology	-0.032	0.394	-0.001	0.426	-0.032	0.061
Sports and recreation	-0.012	0.748	-0.001	0.638	-0.013	0.742
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<---Age						
Actively sought	-0.122	0.001*	0		-0.122	0.014*
Board member	-0.080	0.039*	-0.001	0.799	-0.081	0.077
Board chair	0.115	0.003*	-0.002	0.506	0.112	0.021*
Length of service	0.313	0.001**	-0.002	0.600	0.312	0.001**
Organization size	-0.025	0.492	-0.007	0.065	-0.032	0.496

Table 18 continued

<---Age	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
<i>Skills, resources, and attributes</i>						
Personal financial contribution	0.053	0.147	0.001	0.766	0.054	0.257
Fundraising ability	-0.021	0.577	-0.005	0.147	-0.026	0.497
Pro-bono or in-kind contributions from self or others	0.020	0.588	-0.007	0.113	0.014	0.694
Business management expertise	0.072	0.054	-0.003	0.299	0.068	0.147
Financial and/or accounting expertise.	0.044	0.248	-0.005	0.169	0.039	0.480
Marketing or public relations expertise	-0.022	0.552	0.008	0.069	-0.014	0.734
Advocacy, public policy or lobbying expertise	0.073	0.044*	0.002	0.524	0.075	0.061
Knowledge of the organization's field or industry	0.020	0.607	0	0.979	0.02	0.633
Networking on behalf of the organization	-0.043	0.240	0.002	0.579	-0.041	0.317
Human resources expertise	0.122	0.001**	-0.006	0.147	0.116	0.016
<i>Non-profit focus area</i>						
Youth development	-0.050	0.189	-0.003	0.412	-0.053	0.210
Human & social services	-0.008	0.839	0	0.924	-0.008	0.866
Arts and culture	0.032	0.409	-0.001	0.723	0.031	0.557
Community and economic development	-0.030	0.448	-0.002	0.603	-0.031	0.567
School/college/university	0.054	0.163	0.007	0.074	0.061	0.141
Environment	-0.058	0.137	0.003	0.366	-0.055	0.301
Healthcare	0.076	0.046	0.005	0.187	0.081	0.078
Housing and shelter	-0.020	0.611	-0.01	0.052	-0.03	0.419
International development/foreign affairs	0.011	0.780	-0.007	0.584	0.004	0.629
Philanthropy/grant making	-0.094	0.015	-0.002	0.557	-0.097	0.146
Religious congregation	0.060	0.123	0	0.942	0.06	0.193
Science and technology	0.018	0.625	0.002	0.180	0.02	0.819
Sports and recreation	-0.131	0.008*	0.008	0.006**	-0.123	0.008**

Table 18 continued

<---Education	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
Actively sought	0.047	0.213	0		0.047	0.259
Board member	0.040	0.301	0	0.593	0.040	0.339
Board chair	-0.007	0.860	0.001	0.424	-0.006	0.855
Length of service	-0.074	0.039*	0.001	0.494	-0.074	0.030*
Organization size	-0.034	0.351	0.003	0.160	-0.031	0.377
<i>Skills, resources, and attributes</i>						
Personal financial contribution	0.019	0.602	0	0.651	0.019	0.624
Fundraising ability	-0.078	0.033*	0.002	0.194	-0.076	0.056
Pro-bono or in-kind contributions from self or others	-0.027	0.466	0.003	0.199	-0.025	0.489
Business management expertise	-0.090	0.015*	0.001	0.272	-0.088	0.032*
Financial and/or accounting expertise.	-0.095	0.013*	0.002	0.236	-0.093	0.012*
Marketing or public relations expertise	-0.142	0.002**	-0.003	0.151	-0.159	0.002**
Advocacy, public policy or lobbying expertise	0.029	0.417	-0.001	0.438	0.029	0.436
Knowledge of the organization's field or industry	0.022	0.567	0	0.953	0.022	0.569
Networking on behalf of the organization	-0.076	0.034*	-0.001	0.484	-0.077	0.033*
Human resources expertise	-0.025	0.512	0.002	0.192	-0.022	0.543
<i>Non-profit focus area</i>						
Youth development	-0.041	0.280	0.001	0.351	-0.04	0.329
Human & social services	0.057	0.135	0	0.817	0.057	0.124
Arts and culture	0.044	0.246	0	0.572	0.045	0.223
Community and economic development	-0.090	0.020*	0.001	0.462	-0.09	0.026*
School/college/university	0.162	0.002**	-0.003	0.204	0.159	0.001**
Environment	-0.060	0.124	-0.001	0.290	-0.061	0.047*
Healthcare	0.079	0.037*	-0.002	0.218	0.078	0.060
Housing and shelter	-0.029	0.461	0.004	0.124	-0.025	0.538

Table 18 continued

<---Education	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
International development/foreign affairs	0.038	0.320	0.003	0.430	0.041	0.365
Philanthropy/grant making	-0.049	0.201	0.001	0.432	-0.048	0.149
Religious congregation	0.021	0.590	0	0.928	0.021	0.764
Science and technology	-0.010	0.788	-0.001	0.234	-0.011	0.220
Sports and recreation	-0.002	0.949	-0.003	0.157	-0.005	0.782
<i><---Working Full-time</i>						
<i>Actively sought</i>	0.102	0.007**	0		0.102	0.008**
Board member	0.088	0.023	0.001	0.726	0.088	0.191
Board chair	-0.084	0.026*	0.002	0.464	-0.083	0.233
Length of service	0.033	0.369	0.001	0.533	0.034	0.715
Organization size	0.006	0.878	0.006	0.112	0.012	0.874
<i>Skills, resources, and attributes</i>						
Personal financial contribution	0.117	0.001**	-0.001	0.682	0.116	0.097
Fundraising ability	0.080	0.030*	0.004	0.171	0.084	0.225
Pro-bono or in-kind contributions	-0.100	0.008**	0.006	0.150	-0.095	0.186
Business management expertise	0.073	0.050	0.003	0.239	0.076	0.282
Financial and/or accounting expertise.	0.045	0.238	0.004	0.184	0.049	0.428
Marketing or public relations expertise	-0.027	0.476	-0.006	0.090	-0.033	0.594
Advocacy, public policy or lobbying expertise	0.068	0.060	-0.001	0.483	0.067	0.374
Knowledge of the organization's field or industry	-0.030	0.426	0	0.975	-0.03	0.717
Networking on behalf of the organization	-0.036	0.322	-0.001	0.545	-0.037	0.620
Human resources expertise	0.091	0.017*	0.005	0.136	0.097	0.146

Table 18 continued

<---Working Full-time	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
<i>Non-profit focus area</i>						
Youth development	0.062	0.106	0.002	0.362	0.064	0.384
Human & social services	-0.138	0.083	0	0.904	-0.138	0.080
Arts and culture	-0.047	0.221	0.001	0.671	-0.046	0.525
Community and economic development	0.005	0.890	0.001	0.591	0.007	0.930
School/college/university	-0.003	0.935	-0.006	0.112	-0.009	0.860
Environment	0.008	0.845	-0.002	0.346	0.005	0.967
Healthcare	-0.106	0.005**	-0.004	0.203	-0.11	0.202
Housing and shelter	0.037	0.339	0.008	0.062	0.045	0.513
International development/foreign affairs	0.060	0.120	0.006	0.499	0.066	0.010*
Philanthropy/grant making	0.050	0.199	0.002	0.481	0.052	0.150
Religious congregation	0.071	0.067	0	0.938	0.071	0.031*
Science and technology	-0.165	0.599	-0.002	0.188	-0.166	0.560
Sports and recreation	0.037	0.334	-0.006	0.042*	0.031	0.105
<---Working Part-time						
Actively sought	0.076	0.044*	0		0.076	0.043*
Board member	0.040	0.300	0.001	0.723	0.041	0.418
Board chair	-0.087	0.021*	0.001	0.419	-0.086	0.110
Length of service	0.036	0.320	0.001	0.576	0.037	0.539
Organization size	-0.008	0.828	0.004	0.082	-0.004	0.932
<i>Skills, resources, and attributes</i>						
Personal financial contribution	0.072	0.050	-0.001	0.687	0.071	0.171
Fundraising ability	0.049	0.187	0.003	0.176	0.052	0.325
Pro-bono or in-kind contributions from self or others	-0.040	0.286	0.004	0.151	-0.036	0.479
Business management expertise	0.009	0.806	0.002	0.227	0.011	0.853
Financial and/or accounting expertise.	-0.007	0.845	0.003	0.173	-0.004	0.868
Marketing or public relations expertise	0.011	0.763	-0.005	0.092	0.006	0.994
Advocacy, public policy or lobbying expertise	0.015	0.680	-0.001	0.443	0.014	0.839

Table 18 continued

<---Working Part-time	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
Knowledge of the organization's field or industry	0.037	0.325	0	0.973	0.037	0.454
Networking on behalf of the organization	0.031	0.398	-0.001	0.520	0.03	0.562
Human resources expertise <i>Non-profit focus area</i>	0.067	0.078	0.004	0.153	0.071	0.231
Youth development	-0.026	0.499	0.002	0.340	-0.024	0.533
Human & social services	-0.076	0.045	0	0.918	-0.076	0.168
Arts and culture	-0.017	0.656	0.001	0.655	-0.016	0.792
Community and economic development	0.023	0.554	0.001	0.554	0.024	0.655
School/college/university	0.031	0.423	-0.004	0.087	0.026	0.640
Environment	0.005	0.903	-0.002	0.300	0.003	0.957
Healthcare	-0.052	0.173	-0.003	0.179	-0.055	0.369
Housing and shelter	0.016	0.682	0.006	0.076	0.022	0.589
International development/foreign affairs	0.003	0.939	0.004	0.480	0.007	0.318
Philanthropy/grant making	0.076	0.048	0.002	0.496	0.078	0.106
Religious congregation	-0.009	0.818	0	0.956	-0.009	0.232
Science and technology	-0.093	0.013*	-0.001	0.178	-0.094	0.689
Sports and recreation	0.148	0.002**	-0.005	0.048*	0.143	0.004**
<hr/>						
<---Retired						
Actively sought	0.141	0.012*	0		0.141	0.012*
Board member	0.071	0.066	0.001	0.820	0.072	0.297
Board chair	-0.126	0.090	0.003	0.527	-0.124	0.091
Length of service	0.014	0.706	0.002	0.637	0.016	0.859

Table 18 continued

<---Retired	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
Organization size	0.034	0.357	0.008	0.069	0.042	0.488
<i>Skills, resources, and attributes</i>						
Personal financial contribution	0.110	0.003**	-0.001	0.774	0.109	0.013*
Fundraising ability	0.013	0.724	0.006	0.151	0.019	0.791
Pro-bono or in-kind contributions from self or others	-0.162	0.014*	0.008	0.132	-0.154	0.014*
Business management expertise	0.050	0.182	0.004	0.283	0.053	0.456
Financial and/or accounting expertise.	-0.036	0.351	0.006	0.190	-0.03	0.547
Marketing or public relations expertise	-0.036	0.336	-0.009	0.077	-0.045	0.490
Advocacy, public policy or lobbying expertise	0.022	0.537	-0.002	0.550	0.021	0.792
Knowledge of the organization's field or industry	-0.003	0.939	0	0.977	-0.003	0.958
Networking on behalf of the organization	-0.087	0.017*	-0.002	0.615	-0.088	0.199
Human resources expertise	0.099	0.009**	0.007	0.135	0.107	0.083
<i>Non-profit focus area</i>						
Youth development	0.043	0.268	0.003	0.421	0.046	0.490
Human & social services	-0.032	0.403	0	0.918	-0.032	0.665
Arts and culture	-0.025	0.516	0.001	0.751	-0.024	0.729
Community and economic development	-0.016	0.681	0.002	0.666	-0.014	0.833
School/college/university	-0.034	0.374	-0.008	0.071	-0.042	0.608
Environment	0.046	0.237	-0.003	0.387	0.043	0.624
Healthcare	-0.095	0.013*	-0.005	0.184	-0.1	0.245
Housing and shelter	0.033	0.394	0.011	0.047	0.045	0.420
International development/foreign affairs	0.002	0.959	0.008	0.584	0.01	0.566
Philanthropy/grant making	0.051	0.185	0.003	0.573	0.054	0.088
Religious congregation	0.025	0.529	0	0.940	0.025	0.512

Table 18 continued

<---Retired	Direct effects	p-value	Indirect effects	p-value	Total effects	p-value
Science and technology	-0.156	0.672	-0.002	0.181	-0.158	0.665
Sports and recreation	0.087	0.024*	-0.009	0.005**	0.078	0.005**

p < 0.05* p<0.01**

Summary of hypotheses results

Table 19 is a summary of the results concerning the hypotheses. Table 19 indicates that the results did not support hypotheses H1-H8, and hypothesis H9 was partially supported with a statistically significant negative relationship between actively seeking out a position and serving on the boards of non-profits focused on sports and recreation. Hypotheses H10 and H11 were also not supported by the results.

Table 19: *Summary of hypotheses test results*

Hypothesis	Findings based on Total Effects
H1: PSM is positively related to actively seeking out a non-profit board position.	Not Supported
H2: Religious socialization is positively related to actively seeking out a non-profit board position.	Not supported
H3: Family socialization is positively related to actively seeking out a non-profit board position.	Not supported
H4: Informal volunteering is positively related to actively seeking out a non-profit board position.	Not supported
H5: Formal volunteering is positively related to actively seeking out a non-profit board position.	Not supported

Table 19 continued

Hypothesis	Findings based on Total Effects
H6: Actively seeking out a non-profit board position is negatively related to having the role of board chair.	Not supported
H7: Actively seeking out a non-profit board position is positively related to having the role of board member with no officer role.	Not supported
H8: Actively seeking out a non-profit board position is positively related to the length of one's service on the board.	Not supported
H9: Actively seeking out a non-profit board position is negatively related to serving on the boards of each non-profit focus area.	It is partially supported with a statistically significant negative relationship between Actively seeking out a position and serving on the boards of non-profits focused on sports and recreation.
H10: Actively seeking out a position on a non-profit board position is negatively related to contributing to the board in the form of each type of skill, resource, or attribute.	Not supported
H11: Actively seeking out a non-profit board position is negatively related to the size of the non-profit organization served on.	Not supported

CHAPTER V

DISCUSSION AND CONCLUSION

Chapter V consists of a discussion of research findings in relation to the study's research questions, implications of findings to research and practice, limitations of the study, recommendations for future research, and a conclusion.

Discussion of findings

This dissertation sought to examine the differences between individuals who actively seek out positions on non-profit boards and individuals who acquire board positions in other ways regarding their motives for service, antecedents of public service motivation, and characteristics of service. The purpose of this study was achieved in a three-fold manner: by examining the relationship between the PSM construct and an individual's method of acquiring a position on a non-profit board, by analyzing the relationship between antecedents of public service motivation and an individual's method of acquiring a position on a non-profit board, and finally, by examining the differences in characteristics of service between individuals who actively seek out board positions and individuals who acquire board positions in other ways.

This dissertation sought to answer the first research sub-question, "How is public service motivation related to whether a board member actively seeks out a position on a non-profit board or acquires the position in other ways? The study hypothesized that "PSM is positively related to actively seeking out a non-profit board position." The results did not support this hypothesis, indicating that there was no statistically significant relationship between PSM and actively seeking out a non-profit board position. Although these results indicated that PSM has no statistically significant effect on the method by which individuals acquire positions on non-profit boards, this does not negate previous literature that has indicated that the values inherent in PSM

theory go beyond the public sector to affect behavior in the other sectors such as the non-profit sector (Perry et al., 2008; Rotolo & Wilson, 2006; Word & Carpenter, 2013). The lack of significant relationship between PSM and the method of acquiring a non-profit board position could be due to the fact the method of acquiring a non-profit board position is not in of its-self a direct means by which individuals satisfy their need to serve the public, but only a mechanism of getting to the actions that will satisfy their public service motives. The actual means by which individuals satisfy their inherent needs to serve the public is represented by the actions presented as specific characteristics of service, such as making personal financial contributions on the board, providing fundraising skills, and serving on the boards of human service focused non-profits. This is because individual values associated with PSM such as civic duty, compassion, and self-sacrifice that motivate individuals to volunteer are demonstrated through the characteristics of service. Moreover, the action of actively seeking out a non-profit position could have been more associated with the reasons individuals initially joined the non-profit board. These reasons were identified within the survey as factors that were important to individual decisions for joining the non-profit board. However, these factors were not analyzed in this current study because this study was focused on public service motives.

Ultimately in accordance to the first research sub-questions, the findings mean that there is no evidence that indicates a difference between individuals who actively seek out non-profit positions and those who acquire these positions in other ways, in terms of the concept of PSM. This implies that both individuals who seek out non-profit board positions and individuals who acquire these positions by other means such as being solicited for their service should exhibit similar levels of PSM.

Further relying on the theoretical underpinnings of PSM theory, this dissertation sought to examine the relationship between the antecedents of PSM and an individual's method of

acquiring a position on a non-profit board by answering the second research sub-question, “How are antecedents of PSM related to whether a board member actively seeks out a non-profit board position or acquires the position in other ways?” Previous research maintained that certain individuals possessed innate norms, characteristics, and experiences that attracted them to public service, the study of which, was necessary for understanding individual motives and behavior (Brewer et al., 2000; Vandenabeele, 2011). As mentioned in the literature review, in his preliminary research on the antecedents of PSM, Perry (1997) concluded that factors such as parental altruistic behavior, exposure to religious doctrine and involvement in religious activities as well as having a history of volunteering significantly influenced individual levels of PSM. These findings were corroborated by other scholars such as Perry and Hondeghem (2008), who affirmed that family and religion were some of the social institutions that affected the development of individual levels of PSM among individuals. Rosenhan (1970) also maintained through his findings that individuals whose parents modeled altruistic behavior through formal and informal volunteering, grew into adults who exhibited the same characteristic. Since there is empirical evidence of the influence of PSM on individual behavior, it would be remiss in examining the effect of PSM without examining the influence of the antecedents of PSM on behavior. Therefore, the current study hypothesized that each of the four antecedents of PSM – “Family socialization,” “Religious socialization,” “Formal volunteering,” and “Informal volunteering” – had positive relationships with the behavior of actively seeking out a non-profit board position or acquiring the position in other ways. In accordance with previous literature, the current results indicated significant positive relationships between each of the antecedents of PSM and the PSM construct.

However, contrary to the hypotheses, the findings demonstrated that none of the antecedents had statistically significant effects on actively seeking out a non-profit board position.

This is not surprising since the results also indicated that the PSM construct did not have a statistically significant effect on actively seeking out a non-profit position because as mentioned earlier, actively seeking out a non-profit board position is not considered a direct means by which the need to serve the public is satisfied and hence not a direct bi-product of PSM. Therefore, since the antecedents of PSM are supposed to affect behavior through the PSM construct, it is understandable that the antecedents of PSM would not have a significant relationship with the method of acquiring a non-profit board position as well. Similar to the reason for lack of a significant relationship between PSM and actively seeking out a non-profit board position, the antecedents of PSM being factors that affect behavior mainly through the PSM construct, are also not associated with actively seeking out a non-profit board position because the method of acquiring a non-profit board position is not a direct means by which the need to serve the public associated with PSM theory is satisfied. The method of acquiring a non-profit board position, which in this case is by actively seeking out the position is only a mechanism to the actions that will satisfy the needs to serve the public which are represented in this study by the characteristics of service. Hence, these results have not shown statistical evidence that individuals who actively seek out non-profit positions are significantly different from those who acquire these positions in other ways in regards to having experiences consistent with the antecedents of PSM.

This dissertation also sought to examine the relationships between actively seeking out a non-profit board position and selected characteristics of service by answering the third research sub-question, “What is the relationship between actively seeking out a non-profit board position and characteristics of service on the board?” To answer this question, several theoretically-based hypotheses regarding the relationships between actively seeking out a non-profit board position and characteristics of service were made and tested. This dissertation hypothesized that actively seeking out a non-profit board position was negatively related to having the role of board chair.

The results indicated that there was no statistically significant relationship between actively seeking out a non-profit board position and having the role of board chair. These results may be due to the assertion that board chairs are usually selected from among existing board members and hence individuals who actively seek out board positions are initially less likely to take on the role of board chair and more likely to take on board positions with no officer roles (MRSC, 2008). However, the results also did not support the hypothesis that is actively seeking out a non-profit board position is positively related to having the role of a board member with no officer role which means that actively seeking out a non-profit board position had no significant effect a board member's role on the board. This result may be explained by the literature that asserts that referrals and soliciting for the service of non-profit board members are some of the most widely used board member recruitment strategies, hence these strategies and methods are more likely to be associated with board roles in comparison with the method of actively seeking out a non-profit board position (Brown, 2007; Inglis & Dooley, 2003). Therefore, there is no statistical evidence of a difference between non-profit board members in terms of the roles or positions they hold on their boards of directors.

It was asserted through the literature that individuals who actively sought out positions were less likely to serve on the boards of large non-profits because large non-profits were associated with highly formalized volunteer processes characterized by having recruitment criteria that specifically sought out individuals with highly specialized skill sets (Hager & Brudney, 2004; Ostrower & Stone, 2010). However, the results did not indicate any significant relationship between actively seeking out a non-profit board position and organizational size hence not supporting the hypothesis that is actively seeking out a non-profit board position is negatively related to the size of the non-profit organization. This result is an indication that actively seeking out a non-profit board position had no effect on the size of the non-profit on

whose board an individual serves. Non-profits of various sizes utilize the services of volunteer board members, and contrary to the literature, non-profit size does not seem to be a factor when individuals are deciding to volunteer on non-profit boards. Clary et al. (1998) identified career, esteem, social, protective, understanding, and value as six motives for volunteering and asserted that identification with an organization's mission and values had the most significant effect on volunteer behavior. This implies that although individuals could be motivated to seek out non-profit board positions with large non-profits due to the desire to enhance their careers through opportunities with large non-profits, majority of individuals are most attracted by an organization's mission and how that mission aligns with their values. This could explain why organizational size is not significantly related to the method of acquiring a non-profit board position in general and specifically to acquiring the position by actively seeking out the position. Moreover, as discussed further in this chapter, the results show that PSM, in general, is possibly significantly associated with organizational size, which reaffirms the notion that volunteer motives are more associated to characteristics of service such as organizational size than the method of acquiring a non-profit board position.

The findings did not support the hypothesis that actively seeking out a non-profit board position is positively related to the length of one's service on the board. This finding was contrary to the literature that implied a positive association between actively seeking out a non-profit board position and length of service because actively seeking out a non-profit board position was associated with an individual's motives and the drive to satisfy those motives was associated with volunteer service duration (Clary & Snyder, 1991; Clary et al., 1998; Meyer & Allen, 1991, 1997). While the results of this study supported the literature that asserted that PSM motives were positively associated with length of service, actively seeking out a non-profit board position was not significantly associated with service duration as theorized probably because actively seeking

out a position may not be a significant bi-product of PSM as shown by the lack of evidence of a relationship between PSM and actively seeking out a position. This means that the length of service of individuals who actively sought out non-profit board positions is not associated with the method of acquiring a non-profit board position and hence, there is no statistical evidence to indicate a difference in length of service between non-profit board members who actively seek out their non-profit board positions and those who acquire their positions in other ways.

The results did not indicate any significant relationships between actively seeking out a non-profit board position and any of the analyzed skill-sets, resources, or attributes. Hence, the hypothesis that is actively seeking out a position on a non-profit board position is negatively related to contributing to the board in the form of each type of skill was not supported. The results imply that actively seeking out a non-profit board position has no bearing or is not significantly associated with the skill-sets, resources, or attributes individuals contribute to their boards. An explanation for this result could be the fact that individuals often join non-profit boards with various personal motivations that may have nothing to do with a passion for supporting the mission of the non-profit. Bowen (1994) asserts that often business executives seek out positions on non-profit boards for the status membership accords and as a means of taking a break from the cut-throat world of business which often translates into passive service characterized by the contribution of a range of skill-sets, attributes, and resources dictated by the changing needs of the boards. Moreover, since the literature asserts that individuals who possess specific skill-sets, resources, or attributes that are valuable to non-profits are more often solicited to serve on non-profit boards, it makes sense then that actively seeking out positions would have no significant associations with providing specific skill-sets, attributes, or resources on the board (Baker, 2006).

The findings partly supported the hypothesis that is actively seeking out a non-profit board position is negatively related to serving on the boards of each non-profit focus area by indicating

a statistically significant negative relationship between actively seeking a non-profit position and serving on the boards of non-profits focused on sports and recreation. This result is corroborated by literature that asserts that individuals are less willing to seek out volunteer positions with highly specialized non-profits (Ostrower & Stone, 2010; Studer & Von Schnurbein, 2013). The results, however, did not indicate any statistically significant relationships between actively seeking a non-profit position and any other non-profit focus areas. In this case, the significant relationship between actively seeking a non-profit board position and serving on the boards of non-profits focused on sports and recreation was an anomaly, and the lack of significant relationship between the method of acquiring a non-profit board position and the non-profit focus areas seems to be the standard result. A plausible explanation for these results would be that the non-profit focus areas analyzed were not as highly specialized as the literature depicted specialization to be. Hence individuals who acquire non-profit board positions in various ways can, in fact, choose to serve in any of the specializations presented in this current research. Moreover, literature asserts that non-profits of all types engage the services of a wide range of volunteers of varying age-groups, experiences, and both technical and general personnel and administrative skill-sets (Grossman & Furano, 1999). Hence the boards of specialized non-profits do not have to be entirely composed of individuals with professional industry related skill-sets. This would mean that specialized non-profits would attract individuals from various backgrounds who would acquire their board positions in diverse. This would explain why there is barely any statistical evidence that individuals who actively seek out non-profit board positions are significantly different from individuals who acquire the positions in other ways in terms of most of the characteristics of service. This implies that that the method by which an individual acquires a non-profit board position has largely, no significant effect individual characteristics of service.

Although not hypothesized, the current study also may have exposed a number of plausible relationships between PSM and the selected characteristics of service. As noted in chapter IV, the findings revealed that PSM had statistically significant positive relationships with length of service, contributing to the board in the form of personal financial contributions, pro-bono or in-kind contributions, marketing or public relations expertise, advocacy, public policy or lobbying expertise, knowledge of the organization or field, networking on behalf of the organization, human resources expertise, and fundraising abilities. While PSM also had statistically significant positive relationships with serving on the boards of non-profits focused on human/social services, PSM was negatively associated with serving on the boards of non-profits focused on arts and culture, and science and technology and these negative associations warrant further investigation in future studies. The positive findings are supported by previous research that affirms the influence of PSM on the behavior of individuals serving in the non-profit sector. Since PSM is composed of the values of compassion, self-sacrifice, commitment to public interest, and attraction to public policymaking, and these values can be satisfied through specific actions presented as characteristics of service such as the skills, resources, or attributes contributed to the board, it is not surprising that the results indicated significant relationships between PSM and most of the characteristics of service (Leisink et al., 2018; Perry & Wise, 1990; Rotolo & Wilson, 2006).

Overall, in regards to the overarching research question, “What differences exist between board members who actively seek out positions on non-profit boards and board members who acquire board positions in other ways?” most of the findings provide no evidence that individuals who actively seek out positions on non-profit boards are significantly different from those who acquire these positions in other ways in relation to the concept of public service motivation, antecedents of public service motivation, and characteristics of service. The evidence so far

suggests that the reason for this lack of difference is that while PSM affects the behaviors of volunteers associated with the dimensions of PSM, the method of acquiring a non-profit board position is not a direct result of these motives and hence is not affected by PSM. Hence the lack of evidence that shows a difference in terms of the concept of public service motivation and its antecedents. As indicated by the results, individuals who acquire positions in different ways are also not different in terms of characteristics of service mainly because non-profits recruit volunteers from diverse backgrounds to serve in various technical and non-technical capacities, contributing diverse skill-sets, resources, and attributes and the method by which volunteers in general and direct service volunteers, in particular, obtain their volunteer positions generally has no bearing on the type of service they provide. However, this study may have revealed several possible significant relationships between PSM and characteristics of service, implying that PSM has some significant effects on different aspects of a non-profit board member's service.

Implications

This study has implications for both research and practice. In regards to theory development, this study further affirms the utility of PSM theory to the non-profit sector and adds to this body of knowledge by focusing on PSM among non-profit board members. PSM theory was initially a public administration theory created to understand the motives of individuals who serve in the public sector as alluded to in the definition of PSM as an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions (Perry & Wise, 1990). This study contributes to theory in the field of public administration by adding to the growing body of literature on the relationship between PSM theory and the characteristics of service of public service of volunteers. This information is practically useful for the formulation of volunteer management systems composed of policies and strategies grounded in an understanding of the association between PSM and desirable characteristics of service to govern the recruitment,

engagement, and retention of public service volunteers engaged in volunteer programs such as the Peace Corps, AmeriCorps, and various volunteer programs within public service agencies such as the United States Department of Veterans Affairs.

However, since Perry and Wise (1990) affirmed that the public service attitude transcends the public sector, over the years, several studies have applied the theory to understanding the motives of individuals working in both private and non-profit sectors. Specifically, scholars such as Miller-Stevens et al. (2014) have affirmed that PSM theory is a relevant theory for examining the motives of non-profit board members. The fact that the results of this dissertation especially indicate that all measurement models associated with PSM and the antecedents of PSM function as theorized as demonstrated by the significant relationships between all indicators and their associated constructs, reaffirms the application of Perry and Wise's (1990) complete PSM model to the study of the motives of service of governance volunteers in the non-profit sector. This is a significant contribution of this research to theory in the sub-field of non-profit management as most studies have only applied modified models of PSM to the study of the motives of direct service volunteers. The findings that show significant relationships between PSM and characteristics of service imply that the theory can especially be used beyond examining the motives of non-profit board members to understanding the behavioral implications of those motives.

This study has several practical implications for the recruitment, engagement, and retention of non-profit board members. It has been noted through research that higher levels of motivation are positively associated with performance (Miller-Stevens & Ward, 2013). This study reveals both positive and negative relationships between PSM and service characteristics, such as length of service, contributing to the board in the form of personal financial contributions and fundraising abilities, as well as serving on the boards of specific mission-focused organizations.

This insight can be used by non-profit leaders to assess the suitability of potential board members for service in a variety of settings. PSM theory is composed of the dimensions of compassion and self-sacrifice, which are affective motives associated with passion for a non-profit's cause, as well as the intention to contribute to that cause (Miller-Stevens et al., 2014; Perry & Wise, 1990).

Research shows that board recruitment committees were more likely to select candidates who demonstrate the traits associated with affective motives (Miller-Stevens et al., 2014; Perry, 1996).

Non-profit leaders assert that some of the indicators of passion for the mission include a candidate's association of the mission to personal aspects of their lives, as well as their use of collective pronouns such as, "we," "our," and "us," instead of "you" and "your" when speaking of solutions to a non-profit's challenges (Miller-Stevens et al., 2014). Therefore, non-profit administrators could use the information on PSM to identify different verbal cues and phrases that align with PSM during conversations or interviews with board candidates. These verbal cues would serve as guides during informal or formal interviews with board candidates to help non-profit administrators identify through conversations, those potential board members who would be a good match for the organization because their motives are more likely to result in desirable service that aligns with the culture and mission of the organization (Miller-Stevens & Ward, 2013).

The insight provided by this study's findings into the relationship between PSM and characteristics of the service of non-profit board member could result in improved board experiences and performance, which would contribute to longer board tenure (Miller-Stevens & Ward, 2013). This study specifically observed a significant positive relationship between PSM and length of service. This information could be used by non-profit administrators to design and assign board tasks and duties to enhance board member satisfaction and engagement, resulting in higher levels of commitment, performance, and longer board member tenure. Assigning

volunteers tasks related to their motivational needs results in higher levels of volunteer satisfaction (Bang & Ross, 2009; Clary et al., 1998; Houle et al., 2005). For example, non-profit administrators could design and classify board duties, functions, and tasks according to the motives they satisfy, and board members could be asked to choose from this list the activities that most appeal to their motivational needs. This would help non-profit administrators in assigning suitable tasks to the right board members, which would promote board member satisfaction because board members would be involved in tasks that appeal to their motivational needs. Moreover, designing board activities that appeal to a variety of motivational needs would widen non-profits' recruitment pools, as more individuals would be able to find a board activity that appeals to them which would make them more likely to volunteer.

This study also stresses the need for non-profit administrators to be aware of the evolving motivational needs of the volunteers and be ready to modify tasks as motivations change (Clary et al., 1992). For example, by designing board activity schedules with a variety of tasks classified according to the dimensions of PSM, non-profit administrators would ensure that every board member has an opportunity to perform the duties that appeal to their current motivational needs as well as the opportunity to explore activities or functions that focus on other motivational needs they may develop later. This would introduce variety in the day to day operations of the board which would reduce the monotony of individual duties and functions, and keep board members engaged as they evolve within the organization (Clary et al., 1992). This again would contribute to improving board member engagement, satisfaction, commitment, and performance, which could transfer into low board turnover and increase board effectiveness.

The results indicated that there were no significant associations between actively seeking out a non-profit board position and most of the characteristics of service. This means that non-profit administrators can continue using the most efficient and cost-effective methods of

recruiting individuals onto non-profit boards without being concerned about the type of service that will result from these recruitment methods since these results show whether an individual seeks out a non-profit board position or acquires the position in other ways has no significant bearing on their motives for service or the kind of service they will provide on the board. The emphasis, therefore, should be placed in creating recruitment criteria composed of desirable motives and skillsets to guide the selection of suitable board members.

Identifying the various motivations that volunteers seek to satisfy has implications for the design of effective recruitment campaigns aimed at persuading potential volunteers to initiate service (Clary et al., 1992). For example, knowledge of the motivational needs of potential volunteers could be used to design creative and persuasive public announcements that appeal to and target specific types of volunteers by addressing specific motivational needs (Clary et al., 1992). Regardless of the recruitment strategy employed, targeting, and appealing to the motivational needs of potential volunteers strengthens recruitment efforts and persuades more suitable people to volunteer (Clary et al., 1992). Overall, non-profit board member recruitment and engagement strategies informed by an understanding of the relationships between PSM, recruitment criteria, and desirable characteristics of service on the board, have the potential to enhance board member experiences and performance resulting in more productive non-profit boards and non-profits in general.

Limitations

This study uses a cross-sectional design that provides information on the variables at a single point in time because the dataset used originated from a cross-sectional study. This was a limitation in the study of antecedents of PSM theory because the data could be subject to inaccuracies due to recall bias. Recall bias may have been introduced in the study when respondents were required to recall past experiences to answer questions on some of the

antecedents of PSM, such as family socialization and formal and informal volunteer hours. Perry et al. (2008) also affirm that the use of number of hours to measure volunteering can be subject to measurement difficulties due to individuals' inability to recall hours dedicated to volunteering. However, this did not significantly affect the validity of the results because the concepts of informal volunteering and family socialization were measured as constructs composed of a group of indicators.

To some extent, the research was subject to coverage bias and low external validity because the study utilizes secondary data collected from a sample of board members of organizations belonging to the Georgia Center for Non-profits. Coverage bias occurs when the members of the sampling frame are systematically different from the target population in ways that influence the study results (Remler & Van Ryzin, 2010). The sample of individuals serving on the boards of the organizations belonging to the Georgia Center for Non-profits may be a reflection of the unique context of the state of Georgia regarding demographics such as race/ethnicity, social, economic status, and social-political culture. This unique context would make the sample different from individuals who serve on the boards in other dissimilar contexts within the country or in the world with different compositions and cultures. That means the results of this research could have limited external validity beyond contexts that are significantly different from the state of Georgia.

This research also used secondary data for analysis, which is the re-analysis of pre-existing data (O'Sullivan, 2016). Although this is an efficient and convenient method of obtaining research data, one of its major flaws is that, because the data was not collected for this study, the study was limited by the type of data that was collected regarding variables covered and measurement scales used. For example, the current study required information on the size of the non-profit on which individuals served and the dataset only provided information on non-profit

size in terms of and the amount of an organization's operating budget for the current fiscal year. A more comprehensive view of the size of the non-profit would have included information on the number of employees a non-profit has. The original dataset also contained a significant number of irrelevant variables that had to be deleted to make the dataset more appropriate for this study, which contributed to significant data loss. However, significant amounts of time were spent diagnosing and remedying potential data problems such as issues with missing data to make it more suitable for the current study.

χ^2 exact-fit test, Tucker-Lewis index (TLI), and Comparative Fit Index (CFI) estimates implied a lack of overall model fit for the simultaneous CFA/SEM models. As discussed in the results section, values of the χ^2 -related indices could have been negatively affected by the small sample size and non-normality of most of the variables which could invalidate the results obtained from the structural model. In order to improve model fit, the models were modified several times without jeopardizing the theoretical significance of the study. Additionally, the Root Mean Square Error of Approximation (RMSEA) which is a test of approximate fit was also used to evaluate model fit further, and this statistic indicated that the model fit the data well since the observed RMSEA of 0.048 is <0.05 a standard threshold indicative of good model fit (Bentler, 1999).

The study was also limited by the fact that it did not take into account the possibility that the respondents currently serving on non-profit boards of directors could be currently serving on multiple boards and could have acquired their different positions in different ways. For example, while an individual could be serving on one non-profit boards where he or she actively sought out that position, they could also be serving on another board where they had been sought out by the non-profits due to possessing a specialized skill.

Recommendations for future research

It would be invaluable for future research to include a qualitative component that would include interviews with current non-profit board members to provide more comprehensive insight into recruitment practices for new board members, motives for service, and characteristics of service. In-depth information on what non-profit leaders view as valuable motives and desirable characteristics for service, as well as their views on the utility of different recruitment methods to creating ideal non-profit boards, would also be gathered. This qualitative component would expound on the quantitative results from this study to provide context to associations or lack thereof among the variables. It would be especially valuable to qualitatively explore the relationship between PSM, specific recruitment methods, and characteristics of service by speaking with non-profit administrators.

Future research could also be used to dissect the PSM construct further to examine the differences in the effects of each dimension on characteristics of service. It would be of theoretical importance to determine whether particular dimensions are associated with specific characteristics. For example, this research could be used to determine which characteristics are associated with affective motives such as compassion and self-sacrifice and how such information can be utilized within volunteer management processes.

Future research could also examine the relationships between PSM theory and more characteristics of service, especially pertaining to individuals who contribute skill-sets, resources, or attributes different from those covered in this current study. For example, associations between PSM and characteristics such as commitment to and passion for the organization's mission, practicing servant leadership, and ability to engage in teamwork. This information would be valuable in expounding on the knowledge of the association between the motives and desirable characteristics of service of individuals who serve on non-profit boards.

Conclusion

The purpose of this dissertation was to examine the differences between non-profit board members according to the method by which they acquired non-profit board positions, while focusing on individuals who actively sought out these positions, and analyzing both the influence of PSM on this method and the association between this method and characteristics of service. The results indicated no evidence of a significant difference between board members according to the method by which they acquired their non-profit board positions. Specifically, although the findings suggested that public service motivation and the theory's antecedents did not have significant effects on the method of actively seeking out a non-profit board position, the study uncovered several possibly significant relationships between PSM and characteristics of service. For example, the results indicated that PSM had positive effects on length of service, contributing to the board in the form of personal financial contributions, and serving on the boards of human and social service focused non-profits. These results imply that PSM theory can, in part, be applied to the study of the motives and resulting behaviors of governance volunteers, and more research needs to be done to explore more aspects of the effect of the PSM on the behavior of non-profit board members. The lack of evidence of significant relationships between actively seeking out a non-profit board position and most characteristics of service suggests that the method by which an individual acquires a non-profit board position is not associated with the kind of service they provide once they join the board. Therefore, non-profits should be less concerned about how a potential board member obtains information about available positions and acquires the positions. Instead, more emphasis should be placed on creating recruitment criteria that specify skills, resources, attributes, and motives suitable for service on specific boards and organizations and using the information on public service motivation to create engaging and satisfying volunteer experiences for board members.

The main implication of these results for practice is that in understanding the association between PSM, recruitment methods, and ensuing characteristics of service, non-profits can use this information to create more efficient and effective board member recruitment and engagement strategies that would enable them to recruit and retain suitable individuals whom both possess motives and exhibit desirable characteristics for service on their boards. This would inherently result in more productive non-profit boards and non-profit organizations.

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Appendix A

Board Member Motivation Survey

Thank you for taking time to participate in this survey. We are interested in knowing *why* individuals decide to serve on a nonprofit board of directors, and why they *continue* to serve on the board. This survey asks you questions about your motivations to serve on a board of directors. You will also be asked about your role on the board of the directors. The survey is part of a collaborative research project with the Georgia Center for Nonprofits, Georgia Southern University, and Old Dominion University. This survey should take about 15 minutes to complete. Your participation is voluntary, and you can stop taking the survey at any time. The information you provide will be used to produce technical reports and scholarly journal articles to explain the characteristics of individuals who serve on nonprofit boards, why they serve, and how nonprofit organizations can assemble the most effective boards. Information will be reported in aggregate only and will not include any identifying information such as individual or organization names, therefore your identity will remain anonymous. There are no known or anticipated risks related to participation in this survey.

The first set of questions asks about your role on the board of directors.

1. Do you currently serve on a board of directors?
 - a. Yes
 - b. No
2. What is your role on the board of directors?
 - a. Board chair
 - b. Board officer (other than chair)
 - c. Board member
 - d. Other _____

3. How long have you served on this board? *Please round to the nearest whole year*
 - a. _____ year(s)
4. Do you serve on a sub---committee of the board (i.e. executive committee, finance committee, etc.)?
 - a. Yes
 - b. No (skip to Q6)
5. If yes to Q4, what committee(s) do you serve on? *Check all that apply*
 - a. Executive Committee
 - b. Finance Committee
 - c. Advocacy Committee
 - d. Development Committee
 - e. Strategic Planning Committee
 - f. Other _____
6. How did you acquire a position on the board?
 - a. I actively sought out a position on the board.
 - b. I was asked to serve on the board without inquiring about the position beforehand.
 - c. Other _____
7. On average, how many hours per month do you spend on board or committee work for this organization?
 - a. _____ hours

**Original survey created and administered by Dr. Katrina Miller-Stevens and Dr. Kevin Ward

8. Thinking back to when you originally decided to join the board of directors *you currently serve on*, how important were the following factors in making your decision to serve on this board?

Please use the following scale to respond:

1=Not important at all

2=Somewhat important

3=Important

4=Very Important

5=Critically Important

	Ni	Si	i	Vi	ci
a. To enhance my self---worth	1	2	3	4	5
b. For recognition in the community	1	2	3	4	5
c. To contribute to society	1	2	3	4	5
d. To network and develop personal relationships	1	2	3	4	5
e. To network and develop professional relationships	1	2	3	4	5
f. Simply because the nonprofit asked me to join the board	1	2	3	4	5
g. To share my expertise and professional skills	1	2	3	4	5
h. For self---healing purposes	1	2	3	4	5
i. I have a sense of duty/commitment to the mission	1	2	3	4	5
j. To serve the organization and contribute to its success	1	2	3	4	5
k. To be helpful to others	1	2	3	4	5
l. I have a desire to work with others	1	2	3	4	5
m. To make connections so that I can eventually work in a paid position with the organization	1	2	3	4	5
n. For altruistic reasons	1	2	3	4	5
o. For an opportunity for personal growth	1	2	3	4	5
p. Out of loyalty and respect for the organization	1	2	3	4	5
q. To learn more about my community	1	2	3	4	5
r. To learn more about the organization and the cause it supports	1	2	3	4	5
s. To fulfill a need to volunteer	1	2	3	4	5
t. Because I have friends on the board	1	2	3	4	5
u. Because I really want to help the particular group the organization serves	1	2	3	4	5
v. Because my friends serve on other boards	1	2	3	4	5
w. To feel important	1	2	3	4	5
x. Because my employer expects me to serve on the board					
y. I am retired or unemployed and want something to do					
z. Because my church expects me to					
aa. Other _____	1	2	3	4	5

9. What particular resources, skills or attributes do you currently contribute to the organization as a board member?

Check all that apply

- a. Personal financial contribution
- b. Ability to fundraise or access individuals of high net worth
- c. Pro bono or in-kind contributions from self or others
- d. Business management expertise
- e. Financial and/or accounting expertise
- f. Marketing or public relations expertise
- g. Advocacy, public policy, or lobbying expertise
- h. Legal expertise
- i. Human resources expertise
- j. Knowledge of the organization's field/industry
- k. Networking on behalf of the organization
- l. Other _____

- b. 1---3 years
- c. 4---6 years
- d. 7---10 years
- e. Over ten years

10. Have you served on any other boards of directors in the past?

- a. Yes
- b. No (skip to Q13)

11. If yes to Q10, how many other boards of directors have you served on? _____

12. If yes to Q10, how many years in total have you served on a board of directors over the course of your lifetime?

- a. Less than 1 year

13. Now that you have served on your *current* board for some time, how important are the following factors in deciding to *continue* serving on this board?

Please use the following scale to respond:

1=Not important at all

2=Somewhat important

3=Important

4=Very Important

5=Critically Important

	Ni	Si	i	Vii C
a. To enhance my self---worth	1	2	3	4 5
b. For recognition in the community	1	2	3	4 5
c. To contribute to society	1	2	3	4 5
d. To network and develop personal relationships	1	2	3	4 5
e. To network and develop professional relationships	1	2	3	4 5
f. Simply because the nonprofit asked me to join the board	1	2	3	4 5
g. To share my expertise and professional skills	1	2	3	4 5
h. For self---healing purposes	1	2	3	4 5
i. I have a sense of duty/commitment to the mission	1	2	3	4 5
j. To serve the organization and contribute to its success	1	2	3	4 5
k. To be helpful to others	1	2	3	4 5
l. I have a desire to work with others	1	2	3	4 5
m. To make connections so that I can eventually work in a paid position with the organization	1	2	3	4 5
n. For altruistic reasons	1	2	3	4 5
o. For an opportunity for personal growth	1	2	3	4 5
p. Out of loyalty and respect for the organization	1	2	3	4 5
q. To learn more about my community	1	2	3	4 5
r. To learn more about the organization and the cause it supports	1	2	3	4 5
s. To fulfill a need to volunteer	1	2	3	4 5
t. Because I have friends on the board	1	2	3	4 5
u. Because I really want to help the particular group the organization serves	1	2	3	4 5
v. Because my friends serve on other boards	1	2	3	4 5
w. To feel important	1	2	3	4 5
x. Because my employer expects me to serve on the board				
y. I am retired or unemployed and want something to do				
z. Because my church expects me to				
aa.				

bb. Other _____

1 2 3 4 5

14. Does your employer do any of the following? *Check all that apply*
- a. Reimburse you for expenses incurred in attending board meetings
 - b. Give you paid time off to attend board meetings or related events
 - c. Match your personal contributions
 - d. Provide pro bono or in-kind support
15. Which sector do you currently work in?
- a. Public
 - b. Private
 - c. Nonprofit
 - d. I currently am not working
16. Over your entire career, which sector have you primarily worked in?
- a. Public
 - b. Private
 - c. Nonprofit

The next set of questions asks for information regarding the nonprofit organization for which you serve on the board of directors.

17. Which category best describes your organization?
- a. Public charity
 - b. School/college/university
 - c. Governmental agency
 - d. Association or professional trade/society
 - e. Foundation
 - f. Other _____
18. Which part of the nonprofit sector most closely fits your organization? *Select one:*
- a. Arts and culture
 - b. Business/industry
 - c. Community/economic development
 - d. School/college/university
 - e. Environment
 - f. Health care
 - g. Housing and shelter
 - h. Human/social services
 - i. International development/foreign affairs
 - j. Philanthropy/grantmaking
 - k. Religious congregation
 - l. Science and technology
 - m. Sports and recreation
 - n. Youth development
 - o. Other _____

19. What is your organization's operating budget for the current fiscal year?
- Less than \$250,000
 - \$250,000 to \$499,999
 - \$500,000 to \$999,999
 - \$1 million to \$4,999,999
 - \$5 million to \$9,999,999
 - \$10 million to \$24,999,999
 - \$25 million +
 - I don't know or am unsure
20. Which of the following best describes your organization?
- Local
 - Regional (within state)
 - State
 - Regional (multi state)
 - National
 - International

The next set of questions asks you to think about life experiences that may have influenced your desire to participate in public service and serve on a board of directors.

The following statements involve possible experiences within your family as you were growing up. Read each statement carefully and check the column that best reflects your experience.

Please use the following scale:

1= Strongly Disagree (SD)

2= Disagree (D)

3= Neutral (N)

4= Agree (A)

5= Strongly Agree (SA)

	SD	D	NA	SA
21. Family Socialization				
a. My parents actively participated in volunteer organizations	1	2	3 4	5
b. In my family, we always helped one another	1	2	3 4	5
c. Concerning strangers experiencing distress, my parents generally thought that it was more important to not get involved	1	2	3 4	5
d. My parents frequently discussed moral values with me	1	2	3 4	5
e. When I was growing up, my parents told me I should be willing to "lend a helping hand"	1	2	3 4	5
f. When I was growing up, my parents very often urged me to get involved with volunteer projects for children	1	2	3 4	5

The following statements involve possible religious activities that you may have participated in throughout your life. Read each statement carefully and check the column that best reflects your experience.

Please use the following scale:

1=Never (N)

2=Rarely(R)

3=Sometimes (S)

4=Often (O)

5=Very Often(VO)

22. Religious Activity		<u>N</u>	<u>R</u>	<u>S</u>	<u>O</u>	<u>VO</u>
a.	Attend religious services	1	2	3	4	5
b.	Pray or read religious text	1	2	3	4	5
c.	Practice traditional religious rituals at home	1	2	3	4	5
d.	Take part in any of the activities or groups of a church, synagogue, mosque, temple or other place of worship (other than attending a service)	1	2	3	4	5
e.	Take part in any of the activities or groups of a religion or faith service organization	1	2	3	4	5

Please indicate which category is closest to the number of hours you volunteered with the following types of organizations in the past year:

23. Formal Volunteering		<u>Number of Hours</u>				
a.	Religious organization (non church---affiliated schools)	01---19	20---39	40---79	80---159	160+
b.	School or educational organization (can include church affiliated schools, libraries)	01---19	20---39	40---79	80---159	160+
c.	Political groups and campaigns (political parties or nonpartisan political groups)	01---19	20---39	40---79	80---159	160+
d.	Human service organizations (YMCA, Red Cross, day care, homelessness)	01---19	20---39	40---79	80---159	160+
e.	Other national or local organization(s)	01---19	20---39	40---79	80---159	160+

Please indicate which category is closest to the number of hours you performed any of the following types of informal volunteering for strangers, friends, neighbors, or relatives who do not live with you, in the past year.

24. Informal Volunteering		<u>Number of Hours</u>				
a.	Provide transportation, shop, or run errands	01---19	20---39	40---79	80---159	160+
b.	Help with upkeep of their house, car, or other things	01---19	20---39	40---79	80---159	160+
c.	Child care without pay	01---19	20---39	40---79	80---159	160+
d.	Any other form of helping out	01---19	20---39	40---79	80---159	160+

For the next set of questions, please use the following scale:

1= *Strongly Disagree (SD)*

2= *Disagree (D)*

3= *Neutral (N)*

4= *Agree (A)*

5= *Strongly Agree (SA)*

25.	SDD	N	ASA
a. It is difficult for me to contain my feelings when I see people in distress	1 2	3	4 5
b. Meaningful public service is very important to me	1 2	3	4 5
c. I am prepared to make enormous sacrifices for the good of society	1 2	3	4 5
d. I unselfishly contribute to my community	1 2	3	4 5
e. I don't care much for politicians	1 2	3	4 5
f. I think people should give back to society more than they get from it	1 2	3	4 5
g. I would prefer seeing public officials do what is best for the whole community even if it harmed my interests	1 2	3	4 5
h. Most social programs are too vital to do without	1 2	3	4 5
i. I am often reminded by daily events how dependent we are on one another	1 2	3	4 5
j. I am one of those rare people who would risk personal loss to help someone else	1 2	3	4 5
k. The give and take of public policy making does not appeal to me	1 2	3	4 5
l. Making a difference in society means more to me than personal achievements	1 2	3	4 5
m. To me, patriotism includes seeing to the welfare of others	1 2	3	4 5
n. I have little compassion for people in need who are unwilling to take the first step to help themselves	1 2	3	4 5
o. Serving other citizens gives me a good feeling even if no one paid me for it	1 2	3	4 5
p. There are few public programs that I wholeheartedly support	1 2	3	4 5
q. Politics is a dirty word	1 2	3	4 5
r. I seldom think about the welfare of people I don't know	1 2	3	4 5
s. Doing well financially is definitely more important to me than doing good deeds	1 2	3	4 5
t. It is hard for me to get intensely interested with what is going on in my community	1 2	3	4 5
u. Much of what I do is for a cause bigger than myself	1 2	3	4 5
v. I consider public service my civic duty	1 2	3	4 5
w. I am rarely moved by the plight of the underprivileged	1 2	3	4 5
x. I believe in putting duty before self	1 2	3	4 5

The last set of questions asks for your demographic information.

26. What is your gender?
- a. Male
 - b. Female
27. What is your race/ethnicity?
- a. American Indian or Alaska Native
 - b. African American/Black
 - c. Asian
 - d. Caucasian
 - e. Hispanic or Latino
 - f. Native Hawaiian or Pacific Islander
 - g. Other _____
28. Which age group do you belong to?
- a. Under 25
 - b. 25---29 years
 - c. 30---34 years
 - d. 35---39 years
 - e. 40---44 years
 - f. 45---49 years
 - g. 50---54 years
 - h. 55---59 years
 - i. 60---69 years
 - j. 70 years or older
29. What is your annual household income?
- a. Less than \$50,000
 - b. \$50,000 to \$74,999
 - c. \$75,000 to \$99,999
 - d. \$100,000 to \$249,999
 - e. \$250,000 +
30. Which is the highest academic degree you hold?
- a. Less than a high school diploma/GED
 - b. High school diploma/GED
 - c. Associate's (2 year) degree
 - d. Bachelor's degree
 - e. Master's degree
 - f. Doctorate or other professional degree
 - g. Other

31. What is your employment status?
- a. Working full---time
 - b. Working part---time
 - c. Currently unemployed
 - d. Retired
 - e. Full---time student
 - f. Full---time stay---at---home parent
 - g. Not employed
 - h. Other _____
32. What is your current occupation?
- a. _____

Thank you for participating in the survey. If you have any questions regarding the survey, please contact Dr. Ward at kward@georgiasouthern.edu or Dr. Stevens at klmiller@odu.edu

Vita

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Ph.D., Old Dominion University, July 2019.
Major: Public Administration & Urban Policy
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M.P.H., Eastern Virginia Medical School, August 2012.
Major: Health Promotion/Education
Capstone Project Title: Screen -Now: A Church- based Intervention to Increase Mammography Rates among African American Women Living in Low-Income Housing Projects.

B.S., Makerere University, September 2007.
Major: Population Studies
Area of Emphasis: Health Statistics
Thesis Title: Analysis of the most significant factors influencing infant mortality rates in Northern Uganda.

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Assistant Professor of Public Administration, Tagliatela School of Business and Leadership, Albertus Magnus College, January 2019- Present.

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Graduate Research Assistant, School of Public Service, Old Dominion University. (August 2013 - August 2017).

Program Support Specialist, Department of Educational Foundations & Leadership, Old Dominion University. (November 2012 - August 2013).

Graduate Research Assistant, College of Health Sciences, Old Dominion University. (July 2009 - August 2012).

TEACHING EXPERIENCE

Albertus Magnus College

-MP-500 Introduction to Public Administration.

-MP-550 Politics and Public Policy.

-MP-512 Ethical Issues in Public Administration

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-Instructor of record for Public Affairs and Service (PAS) 301, Ethics, Governance and Accountability, 3 Consecutive semesters.

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RESEARCH

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Birungi, P. (2019). *An Analysis of the Differences Between Non-profit Board Members According to the Method by which Non-profit Board Positions are Acquired*. (Unpublished doctoral dissertation). Old Dominion University, Norfolk, Virginia.