



Volunteer recruitment in charity organization in Vietnam

Case study: Tro Ngheo Vung Cao charity organization (TNVC)

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<p>This thesis researches volunteer recruitment for charity projects as well as motivations that drive people to apply for volunteer work. The case organization is a charity organization in Vietnam.</p> <p>The theoretical framework for the research includes key concepts of recruitment in managing human resources and theories of motivation at work which set the basis for the assumption that people go for volunteer work to satisfy their motivation and needs.</p> <p>The research methods used in this thesis are qualitative documenting and blueprinting the recruitment management process in the host organization from January to March. Furthermore, a survey for volunteers was conducted (Feb 2015).</p> <p>In conclusion, after researching and understanding the nature of volunteer recruitment for charity projects, the host organization is recommended to use the survey results to improve the motivation to apply for volunteer work. The more volunteers are motivated, the more they want to go for charity work to support distressed people and satisfy their own needs at the same time.</p>	
Keywords Recruitment, Internet recruitment, volunteer motivation, volunteer recruitment	

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1 Introduction

Recently there are many charity groups and organizations in Vietnam founded to help unfortunate people who suffer from the lack of essential living means. Most charity groups operate by people who do not get paid for their work in order to save all donations for ones who need help. To maintain frequent activities, a charity group or organization has to be able to have enough people volunteer to work unpaid for their fund-raising projects or charity events. This research project aims at getting on the recruitment of a charity organization in Vietnam in order to support them improve their management, more specifically to sustain the amount of volunteer intake.

This thesis has been commissioned by Tro-Ngheo-Vung-Cao charity fund signed by Tran Dang Tuan on 25th May 2015 in Hanoi, Vietnam. The organization and its representatives are therefore allowed to use all parts of this thesis for management purposes.

This thesis will be divided into three main parts. The first two chapters cover all base information about what the thesis is about, information about case organization, the researched project, and the reason why it is chosen for illumination in this thesis. After that, chapter 3 covers all theories that matter to answer research questions and chapter 4 includes research methods and data collection. Finally, the results and general conclusions are presented in chapter 5 and 6 which also end the thesis.

1.1 Demarcation

Firstly, it is important to point out the pool of volunteers who will be targeted for research. The survey was conducted in Viet language, targeting Vietnamese volunteers. Besides of being my native language, it is also the language spoken by stakeholders of the charity organization in commissioned, including volunteers who were recruited in the past and the management members who do the recruitment. My recommendations can support the managers remain and gain in their recruitment job.

Additionally, this thesis research does not cover all aspects of recruitment. This relates, for example, to steps and methods that were used in recruiting in a particular charity or-

ganization. To be specific, the aim is to study the use of Internet as one of recruiting channels, with Facebook as a platform. I demarcate the scale of observation within four addresses: the home website of the charity organization, its official Facebook page, the group page where all its jobs are posted, and Facebook profile of the manager who is responsible for all recruitment in the project. These addresses are important in keeping tracks and traces of job posts, volunteers' reaction and applications.

When speaking about volunteering without payment, it is more thorough to mention the concept of motivation at work, in order to figure out the motion behind that drives volunteers to work for free. The survey about this is highly beneficial for recruit manager who want to maintain or gain the number of volunteer intake by using the results for marketing purpose; and for volunteers who wish to see clearly what they can get.

In order to not taking too long to get results, I demarcate the researching time span to be within one project which is stated by managers of the charity organization as one of their main activities annually.

1.2 Research questions and methodology

This thesis aims to research on volunteer recruitment in a non-profit organization and the way to improve it by finding out which motivation driving people to apply for volunteer work.

Matrix for this research-oriented thesis is presented in figure 1.

Investigation questions	Theoretical Frameworks	Method	Measurement Questions	Data Analysis/Results
IQ 1 – How volunteer recruitment is done in TNVC?	Fundamentals of recruitment	Blueprint the project manager; observe and record the recruitment process	1-What is the recruitment process like? 2-How people are recruited for projects?	Paint the big picture of recruiting volunteer in a non-profit organization in Vietnam.
IQ 2 – How is the Internet used in volunteer recruitment in TNVC?	Internet-based recruitment	Blueprint the recruitment process, Collect data from recruitment channel: Facebook.	1-How many people are recruited through Facebook pages?	Get the quantity of people recruited; the number of people needed for each projects; count the percentage to see the effectiveness of recruitment.
IQ 3 – What motivate people to volunteer in TNVC?	Motivation at work, volunteer motivation, Maslow's hierarchy of needs	Survey on volunteers of TNVC; online through email and offline in TNVC fundraising events.	1-What motivates you to volunteer for TNVC projects? 2-How volunteer work in TNVC satisfies your needs?	Calculate and analyze results; visualize the answers using theoretical background. Use results to suggest recommendation for volunteer recruitment at TNVC.

Figure 1. Matrix of the thesis.

2 Case study organization

This chapter will present more in-depth about TNVC's history and related information which is important to understand the meaning of this thesis' work. The organization has a special character of operating projects to projects. That character perfectly fits for the amount of time and quantity of information research allowed in one bachelor's thesis. On the other hand, getting people to do the job in an organization that does not promise any payment for its people is a very interesting matter to research about. It is for pure curiosity purpose but as much as academically beneficial and fruitful research as well.

2.1 Overview

TNVC stands for Tro Ngheo Vung Cao, literally means "poor pupils of mountainous schools" in English. It is an independent and non-profit organization based in Hanoi, Vietnam. Its main purpose is to provide school kids in poor mountainous provinces with nutritious lunches on campus; together with warm clothes, kitchen facilities, school facilities, etc. It was first founded as a private charity fund for mountainous pupils whose parents cannot afford proper lunches. For that reason, TNVC's people do fund raising events, organize projects to help those poor kids to taste the sense of celebrating new-year, mid-autumn festivals, or international children's day, and so on.

2.2 A brief history

TNVC was founded in 2009 by Mr. Tran DangTuan, former vice president of VTV – Vietnam Television which is the national television station of Vietnam. After a business trip to Suoi Giang, a poor mountainous province, seeing the school kids have to study with hungry stomach after eating lunch with just rice and very watery soup, with no meat, not much vegetables, he and his fellows felt deep sympathy. He came back to the capital with that concern which he later share with his friends and followers in his personal blog tran-dangtuan.com. The story about school kids in far north mountains with poor nutrition lunches moved so many people that Mr. Tran soon received plenty of comments and messages suggesting that he should lead a donation for them. He keeps his personal blog as the communication channel, and his own bank account as the address to donate money. At first, he and his friends only intended to do one trip to donate money for those

kids at that certain school only. However, the more he went to the mountain, the larger situation he realized. Mr. Tran then shared his vision on providing “little, but frequent”, so that the money will be well-spent in the right original purpose of cooking nutritious lunches for the school kids (Tran 9 June 2014).

Members of TNVC do not get any payment. For the trips to the mountains, they spend their pocket money on meals and their own cars for traveling. Anyone is welcomed to join the trip in TNVC and become a volunteer. The fact that they do not hurt a penny donated for the kids make TNVC look good in community’s eyes. The financial data of TNVC in 2015 according to its homepage on Facebook ground is:

- Recorded fund: 19,786,919,582 VND (833,095 EUR)
 - Available fund : 7,560,803,432 VND (318,309 EUR)
- (Tran 9 June 2014.)

2.3 Growth and internationalization

Since 2010 founded in Vietnam and Australia, the fund now has its volunteers from the US, UK, Finland, Japan, Korea, China, Germany, Hungary, Russia, New – Zealand, Italy, France, Sweden, and still expanding. Each country has their own team of one leader - ambassador and a flexible number of volunteers (TNVC Ambassador Facebook Group 1 October 2012). These teams all have their own Facebook group pages, for public relations, communications, most importantly recruitment and fund-raising purposes. For an instance, the number of volunteers in 7 countries: Australia, Finland, Nederland, Japan, Korea, United States of America, and Vietnam are presented in figure 2.

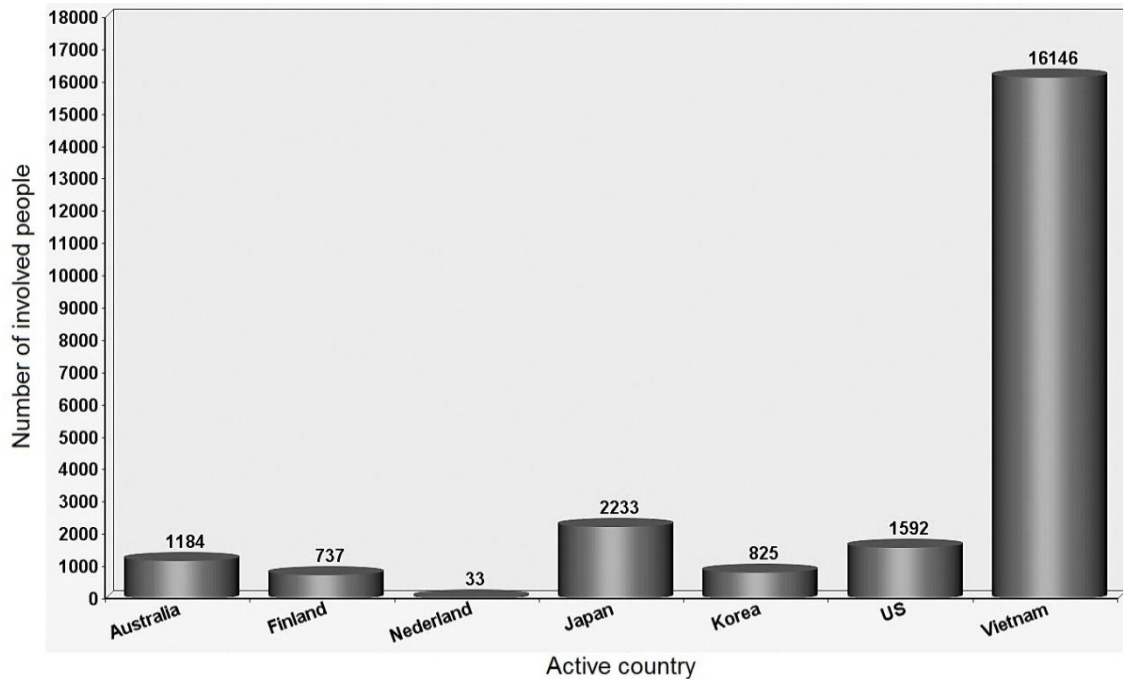


Figure 2. Number of TNVC's volunteers in some countries

As to be seen, there are 16146 volunteers as members in Vietnam page, nearly 8 times more than the most active branch: Japan with 2233 members. Following is the US with more than a thousand and a half. Australia is the fourth largest group with 1184 members. Another country in far-east Asia is Korea with 825 members in their page and very frequent donating activities. In Europe, Finland is the most active team with 737 members, followed by Nederland with a small team of 33 members.

2.4 Case study projects

This thesis researches during the beginning of 2015 from 1st January to 25th March when there were three active projects in TNVC.

The first two projects were fund-raising and the other was for a charity event. The jobs included design, logistics, sales and perform. Activities of these projects were overlapping, therefore the research went for a whole time span of three months for three projects without separating time for each. However, they all ended by 25th March, which was appropriate and supportive for documenting and surveying.

Details about researching methods of this thesis are in chapter 4 while results of literature research and surveys are presented in chapter 5.

3 Theoretical framework

This chapter establishes the background of theories needed to conduct the research. It examines main concepts that together illustrate the whole picture and set the base of a theoretical framework.

Since the thesis is written on the specialization of human resource management, and for human resource management purpose, first and foremost the concept of human resource management is defined. Secondly, as the core of this thesis, and for its appearance in most investigation questions, recruitment is brought in with its sub-concepts that related to this research. They are workforce planning, talent attraction, methods of recruitment and Internet as a recruitment channel. The concept of motivation at work will also be explained in this chapter as one of the researched factor in investigation question 3.

Finally, at the end of this chapter, a concept map of summarizing can be found.

3.1 Human resource management

The management function which is addressed in this thesis is managing the human resource. Even though a single universal definition of human resource management does not exist, different versions of it can be considered and have drawn a somewhat similar picture which helps to frame and outline the content of theoretical research for this thesis.

It was dated back to the nineteenth century that what we call Human resource now was once referred as Personnel. Regardless of all usages of the term “human resource management”, one used in this thesis is defined by Leopold (2002, 8) as “all management activity – beyond as well as within a personnel function – that involves relationships between the organization and its employees”. For a more abstract wording definition, Bratton and Gold (2007, 7) described human resource management as “a strategic approach to managing employment relations, which emphasizes that leveraging people’s capability is critical to achieving competitive advantage”. There is also a very short and simple statement that effectively defines human resources as “people who work in an organization” (Gomez, Mejia, Balkin & Cardy 2007, 3).

Specifically, the functions of human resource management include:

- Staffing – human resource planning; recruitment and selection
- Rewards – performance management; performance appraisal and rewards systems
- employee development
- employee maintenance; health and safety
- employee relations – individual and collective relationships with employees (Leopold 2002, 7)

However, it all begins with having people in the organization that later leads to a larger amount of managing the people resource, that we have a strategy as the grand plan, or tactic to advance the strategic goals.

The following key concepts explain further on recruitment as the first ground brick of human resource management.

3.2 Recruitment

Being as revealing as it is to external stakeholders of an organization, recruitment is one of the most visible roles that is indicated by the very word. As described by Leopold (2002, 53), recruitment tasks are as essential for the organization as to be carried out even a named department dedicated for it is there or not. Naturally, in case there is no human resource unit, recruitment becomes a responsibility of line managers from whichever department that needs more employees.

Putting words another way, recruitment can be described as a process of generating a pool of qualified candidates for a particular job which its availability be announced widely to the market (inside or outside the organization) and attract qualified candidates to apply (Gomez & al. 2007, 152). Recruitment process includes workforce planning and forecasting, estimating staff requirements, cost analysis, and method choosing. All those theories are explained further below in this chapter.

3.2.1 Workforce planning

Workforce planning is to forecast upcoming open positions from entry levels to top management levels. It is particularly tightly related to company strategy, not only for assuming the number of employees needs to recruit, but also for staffing requirements and Cost Analyses (Cascio & Aguinis 2011, 239.).

In workforce planning techniques, there are two basic categories: qualitative technique and quantitative technique. A variety of mathematically sophisticated quantitative techniques has been developed to estimate labour demand and supply. However, there are both pros and cons even for these two basic methods. Firstly, although more often used, quantitative forecasting models are heavily dependent on past data or previous relationships between staffing levels and other variables, such as output or revenues, which are all may not hold in the future, and it may be better to change previous staffing practices than to perpetuate them. Besides, these models are mostly developed during the 1950s, the 1960s, and early 1970s, using large firms' data, which are less appropriate for today's business environment when firms are struggling with destabilizing forces such as rapid technological change and intense global competition. On the other hand, qualitative techniques rely on expert's judgments, which are more flexible. But they can be less accurate or lead to rougher estimates than those obtained through quantitative methods (Gomez & al. 2007, 150).

3.2.2 Talent attraction

It is important to study the factors that potential candidates usually consider whether or not they choose the job because obviously competitors tend to have more or less similar wanted kinds of talents into their houses. Psychologically, people pay attention to geographic factors like climate, recreation environment of the company's location; there are other factors as cost of livings, availability of housing, proximity to shopping places, schools, hospitals, and so on (Cascio & Aguinis 2011, 240).

Employer branding is growing to be a gold mine in talent attraction race. According to Rynes and Cable, there are three reasons why organizations with positive reputation strongly influence prospective candidates to apply:

- People seek to associate themselves with organizations that enhance their self-esteem.
- Organization with a good reputation is more likely to provide other desirable attributes, like high payment, more significant opportunities to grow in career and personal development chances.
- A reputable organization is supposed to provide trustworthy information.

(Cascio & Aguinis 2011, 240)

3.2.3 Methods of recruitment

After an employer has planned workforce, decided on the budget, recruiting inside or attracting talents elsewhere, it is time to choose a cost-effective and appropriate method of recruitment. There are many channels available to approach potential candidates. Employers may choose one that is most effective to them or use different methods at the same time to fill the same vacancies for best results. There are some recruitment methods like following.

- Press advertising, including local, regional and national newspapers, professional and trade journals, and other specialist publications.
- Other mass media tools, include TV, radio, leaflets, posters, etc.
- Waiting lists
- Job centres, career service, employment agencies.
- Internet recruitment
- Direct recruitment at schools and colleges
- Open days, recruitment fairs, career conventions

(Pilbeam & Corbridge 2006, 151)

While there are formal methods mentioned on the list above, informal methods like word of mouth and making unsolicited applications are also on trend. In fact, informal methods are as commonly used as formal methods of recruitment, as shown in a survey by Warhurst and Nickson on 2007 (Torrington, Hall, Taylor & Atkinson 2011, 162).

For a deeper insight, there is data from the Labour Force Study who asked over a million people how they get their job. The results are somewhat equal in formal and informal recruitment channels, with some slight differences on ratios for men and women.

Methods	Men	Women
Hearing from someone who worked there	30%	25%
Reply to an advertisement	25%	31%
Direct application	14%	17%
Private employment agency	10%	10%
Job center	9%	8%
Other	12%	9%

Table 1. Ratio of recruitment channels used by men and women (Torrington & al. 2011, 163)

3.2.4 Internet recruitment

The Internet is considered to be an emerging trend of recruitment. Employers are increasingly turning to the Web because of its low-cost job ads, more dynamic, and it can often provide faster results than traditional methods (Gomez & al. 2007, 157).

Online recruitment can be on organization's own website, advertising jobs alongside with products, services offered by that company. It can also be done on commercial websites, which are third party agencies, who advertise the jobs and even do the first step selection of suitable CVs before sending a list of those to employers (Torrington & al. 2011, 167).

From job seekers' point of view, the Internet makes job details to be easily viewed online, the job application forms, CVs, and cover letters can also be sent as attachments in the emails to the recruiters. This is also the basic difference that set Internet recruitment apart from traditional methods (Pilbeam & Corbridge 2006, 154).

In principle, Internet recruitment has a great deal to offer. It can rapidly attract millions of view on the ads; it makes huge savings on printing glossy recruitment brochures and leaflets – not to mention the environment friendly benefit right there; it is also an easy way for both sides of recruiters and candidates; another plus is the speed while people can response within seconds after seeing the job ads, just by clicking “apply”, or sending their applications to emails with pre-prepared CVs and other documents, all in electronic form. (Torrington & al. 2011, 168).

In short, it shortens the recruitment cycle, accommodating habits of growing section of job seekers (using the Internet), reduces the volume of paperwork, and provides availability 24/7. (Pilbeam & Corbridge 2006. 154).

However in practice, online recruitment can cause a headache too. One of the most popular drawbacks is the responses are made so easily that there can be hundreds or thousands of applications, many of which can be unsuitable for the position advertised.

3.3 Motivation

Motivation is defined in working environment as the force that energizes, directs and sustains behaviour. Dated back to its origins, the term “motivation” derives from the Latin root word “*movere*” which means “*movement*”. Thus, a motive is a reason for somebody to do something; it is the strength and direction of behaviour, influences people to behave in certain ways. Normally, someone is motivated when there is a valuable reward at the achievement of the goal, which satisfies their needs or wants (Armstrong & Taylor 2014. 170).

Motivation and job satisfaction are important issues in creating a stable and fruitful workforce. According to Leopold (2002, 109), “the relationship between the organization and its workforce is governed by what motivates people to be fulfilled in the work that they do”. However, it is noteworthy that motivation is not necessarily the positive movement. It can be in converse, that people can be motivated not to do something.

Even though most of the measures in hiring decisions focus on ability rather than motivation, but as the following equation makes clear, motivation is also critical to performance.

$$\text{“Performance = Ability x Motivation”}$$

The equation shows that a high ability level can yield poor performance if combined with low motivation. Likewise, a high level of motivation can hardly offset a lack of ability. However, motivation is very hard to measure and varied all the time, while ability is more stable and measurable (Gomez & al. 2007, 154).

Motivation has three components according to Armstrong and Taylor (2014, 170): direction, persistence and effort whose relationship is illustrated in figure 3.

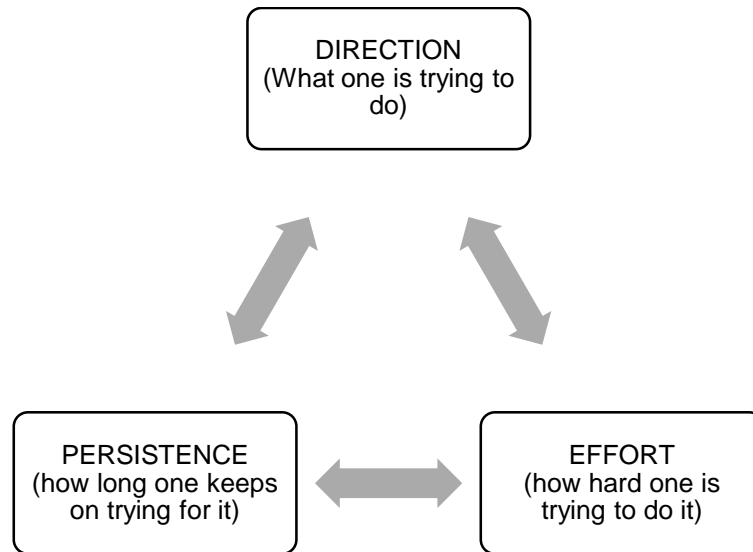


Figure 3. Components of motivation (Armstrong & Taylor 2014, 170)

Once people feel motivated, they decide to make an effort and engage in a positive discretionary behaviour. That is self-motivated and if it is in a right direction, it is the best kind of motivation there is. Besides, there are other factors that affect one's motivation: the nature of work itself, quality of leadership at the workplace, recognition and rewards one gets when performing well (Armstrong & Taylor 2014, 170).

There are two kinds of motivation theories: the content theories and the process theories. Table 2 presents some theories of each kind.

Content theories	Process theories
Maslow hierarchy of needs	Expectancy-based models (Vroom, Porter, Lawler)
Alderfer's modified need hierarchy model	Equity theory
Herzberg's motivator/ hygiene factors theory	Goal - setting theory

Table 2: Theories of motivation (Leopold 2002, 110 -119).

Among those theories of motivation, Maslow hierarchy of needs is chosen to be presented in further details in the following chapter 3.1.1.

3.3.1 Maslow's hierarchy of needs

Maslow's hierarchy of needs is a series of levels based on a hierarchy of importance. It comprises of five levels beginning with physiological needs, ascending through safety needs, love needs, then esteem needs and the highest is self-actualization which is the ultimate human goal. A visual image of Maslow's pyramid is presented in figure 3.



Figure 4. Maslow's hierarchy of needs (Maslow 1943, in Strother 2013, 8)

In this theory of Abraham Maslow, people's needs are satisfied progressively and when basic needs are met, they are aspired to set higher goals. The most important point of the theory is the hierarchical nature of it, and that people's needs move up the column/pyramid (Forsyth 2010, 20).

It is also discussed by Maslow himself that once the lower needs are satisfied, they no longer act as motivation. Meanwhile, the needs in the higher levels demand satisfaction and become motivating factors. Nevertheless, Maslow also makes clear that the order is not fixed but can be interchangeable for individuals. This is because individuals' differences and preferences make them place different values on the same level of needs. On the other hand, one can have different motivation factors, therefore their ways of seeking satisfaction are not similar (Leopold 2002, 111 -112).

In conclusion, when people have their physiological needs and safety needs fulfilled, they seek for social organization belongings, society activities, making friends, doing social work and charity work – which belong to third and fourth levels. These concepts will help to build background for researching about motivation to work for a social organization on the following chapter.

3.3.2 Volunteer motivation

In order to define volunteer motivation, it is the first and foremost importance to define the term “*volunteer*”. Even though universally known as willingly do things unpaid, “*volunteer*” can also be described in an academic way as:

“an individual who performs hours of service for a public agency for civic, charitable, or humanitarian reasons, without promise, expectation or receipt of compensation for services rendered, is considered to be a volunteer during such hours.”
(Helene Robertson 2015)

A volunteer’s motivation is closely related to social interest. Volunteers may as well participate in services or expressive functions in which their expectation is to see the outcomes are achieved according to the mission and purpose of which they are committed to (Hall & al. 2005, in Wagen 2007, 63).

For a closer look at volunteer’s motivation, table 3 presents the research results of Mark Snyder (2010, 1).

Values function	The person is volunteering in order to express or act on important values, such as humanitarianism and helping the less fortunate
Understanding function	The volunteer is seeking to learn more about the world and/or exercise skills that are often unused
Enhancement function	the individual is seeking to grow and develop psychologically through involvement in volunteering
Career function	the volunteer has the goal of gaining career-related experience through volunteering
Social function	volunteering allows the person to strengthen one’s social relationships
Protective function	the individual uses volunteering to reduce negative feelings such as guilt, or to address personal problems

Table 3. The motivation of volunteering (Snyder 2010, 1)

It is noteworthy to know that the research is done bases on assumptions that are presented in table 4.

Assumption	on people	on volunteer
1	People are purposeful, planful, goal-directed	Volunteers engage in volunteer work to satisfy important personal goals
2	Different people may do similar things for different reasons	Volunteers performing the same activity for the same organization may have different reasons for volunteering
3	Any one individual may be motivated by more than one need or goal	An individual volunteer may be attempting to satisfy two or more motives through one activity at your organization
4	Outcomes depend on the matching of needs and goals to the opportunities afforded by the environment	Successful volunteer recruitment, satisfaction, and retention is tied to the ability of the volunteer experience to fulfil the volunteer's important motives

Table 4. Assumptions on volunteer's motivation (Snyder 2010, 1)

The relations between the assumptions and recruiting volunteer will be discussed in chapter 3.4 about recruiting volunteers.

3.4 Recruiting volunteers

The assumptions of Snyder (2010, 1) Volunteer recruitment is closely related to fulfilling their needs demand that motivates them.

On the other hand, according to Byrne & al. (2002, in Wagen 2007, 63-64), the one significant factor that distinguishes the difference between managing human resources of paid employees and volunteers is motivation.

These theories will be applied to the case study of recruiting volunteers and their motivation in the following chapters of researching and findings.

3.5 Concept map

The concept map below combines all aspects of the theoretical part in one framework (figure 5).

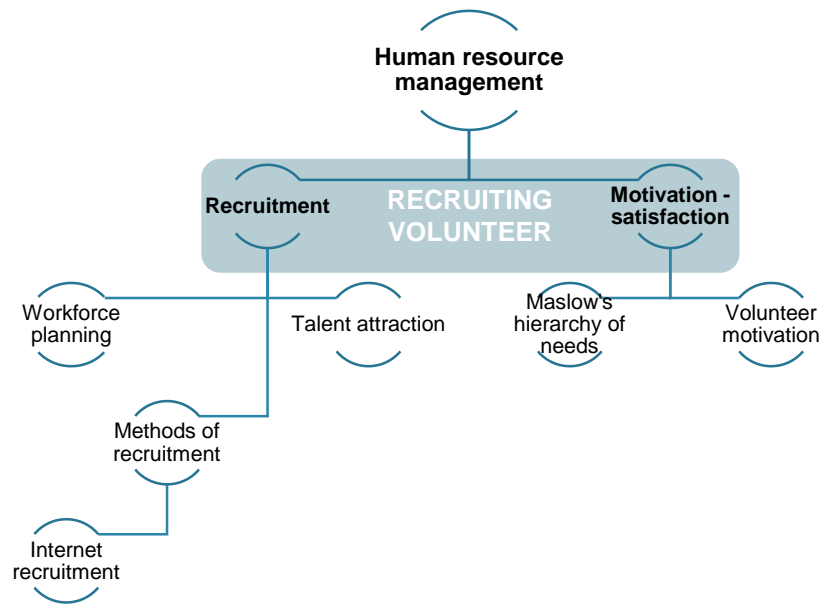


Figure 5. Theoretical framework concept map

Under the umbrella of human resource management, recruitment and motivation are merged into one purpose of recruiting volunteers.

In the following chapters, the theory in the concept map will be applied to the social organization to research on their recruitment management and their employees' motivation to work.

4 Research methods and data collections

The thesis uses mixed methods in research and collecting data. The researching methods are used flexibly, based on the required data to be collected, and the nature of the project's work. Qualitative research method and quantitative method are both used for research.

4.1 Qualitative research

The first step is to gain background knowledge about the matter at hand. I break the ice by preparing for literature review, generating first ideas and educate myself about TNVC and all of their activities related to recruiting volunteers while keeping in mind that to qualitative research, words, actions, and records are factors to be focused on. For that purpose, I use tools at hand such as available data resources of case study's organization, review all the data related to the research topics. For instance, I review all documents in keywords of "Volunteer recruitment", "International ambassadors", and "Projects". It is noteworthy that the title "Ambassadors" are to be used to indicate international volunteers. This title is used in TNVC as a special way to call their offshore human asset. During literature review, I keep notes about the recruitment process activities, records of numbers of volunteers recruited for each project, genders, and age of volunteers, as well as the method of recruitment. After completing doing the literature review for background knowledge, I repeat this method to keep records on the current projects that I take part in the recruitment process as a recruiter. However, instead of reviewing available documents, as a directly related member of the management board, I am able to record numbers, actions, words used in recruitments which are currently being done. I pay special attention to the process of how they are recruited which are either formal or informal; factors like genders, age, their specialization, which job they apply to, and finally the method by which they are recruited. I record the data for each phase of the project, observe the recruitment of each phase.

4.2 Volunteer survey

After having finished background research on recruitment in TNVC, I had enough information required to conduct a survey on volunteers' motivation to work.

The target group of my survey were all Vietnamese volunteers of TNVC, all age groups, all interest groups, nobody specifically. This was because charity work is something where everybody can do something for, and everybody needs to be considered when giving recommendations. The questions of the survey were specifically designed to answer investigative question 3 as indicated in the matrix (table 1).

The survey was conducted both online and offline. The online version was launched on Google Drive survey between 9th and 28th February 2015. The survey was distributed by social media website Facebook pages of TNVC and via email to ambassador group. Meanwhile, the offline survey was conducted during TNVC's fair in 12th February 2015 in Hanoi. The survey was printed and handed out to volunteers in the fair. The survey was only available in Viet language. The original and the English translation can both be found in the attachments (attachment 1)

The questionnaire design and the results will be presented and analyzed in detail in chapter 5.

5 Results

This chapter presents all results collected by research methods mentioned in chapter 4. The first part focuses on recruiting volunteers for three projects in early 2015 of TNVC charity organization while the latter is all about volunteer motivation survey.

5.1 Volunteer recruitment

This section aims to answer the first investigative question about volunteer recruitment in TNVC charity organization. As the main source of employee, volunteers are recruited frequently for each project by TNVC. The following sub-chapters will analyse volunteer recruitment in TNVC from different dimensions.

5.1.1 Number of volunteers recruited for projects

During investigated time in early 2015, there were three projects: two fund-raising projects and one event project. The first was selling home-design calendars with photos of TNVC's supported pupils, and the second was to open a fair to sell local resources of dried foods and hand-made products. For each job of each project, there are differences in the number of volunteers to recruit. The data is in table 5.

Projects		Volunteer Jobs	Number of volunteers
1	Fund raising – Calendar for sale	Design	1
		Logistics	13
		Sales	12
2	Fund raising - Fair	Logistics	21
		Sales	24
3	Event	Logistics	16
		Perform	2

Table 5: Number of volunteer recruited for projects of early 2015

Table 5 shows the number of volunteers recruited for specific jobs in each project. As can be seen, most jobs require a larger number of volunteers while design and perform could

be done by only one or two volunteers. Designing calendar in the first project has its job description of designing a whole calendar with all specific requirements, therefore the volunteer who recruited for this job was required to have a professional ability in graphic design and IT. Another exception was performers of the third project, who applied to do the job were expected to have experience in stage performing.

On the other hand, in all three projects, logistics requires larger amount of volunteers to load and transport goods from printing factory to warehouse, between the warehouse and the fair. Similarly, sales job was also planned to recruit many volunteers. In the first project, 12 volunteers were recruited for the sales job.

5.1.2 Age and gender of volunteers

This section draws focus specifically on age and gender of people who were recruited for volunteer work. These are seen through the lens of positions that they were recruited to do in TNVC's projects: logistics, sales, calendar designing and event performing. The age is grouped and the genders were calculated into percentages. Data is presented in table 6.

Volunteer position	Age	Gender	
		Male	Female
Logistics	26 – 40	86%	14%
Sales	18 - 35	21%	79%
Design	35	100%	0%
Perform	32 - 46	50%	50%

Table 6: Age and gender of volunteers

For logistics job, in all three projects there were respectively 13, 21 and 16 volunteers responsible. For the total number of 50 logistics people, 43 of them were male which make 86% of the whole. There were 7 ladies in logistics group, accounted for the other 14%. All of them are in the age group of 26 to 40, meaning that they are in their mature age. On the other hand, sales job shows in number that female sellers were 79%, nearly four times larger than the number of male sellers: 21%. It is noteworthy that sales volunteers were for the first two fund-raising projects which 36 sales volunteers were recruited. In the first

project, 12 volunteers did the independent job in selling calendars in their own supervision at different countries (chapter 2). Later on, the next project of fund raising fair gathered 24 volunteers to do sales job in one place where the fair was set up. Volunteers who do sales job are also in a younger age group than logistics volunteers; they are all from 18 to 35 years old. On the other hand, the independent job of calendar design in the first project was assigned for a male volunteer who was a 35-year-old; while two volunteers of their mature age 32 and 46 took care of the stage performance in the last event project. All in all, there were 64.25% male and 35.75% female volunteers of total 89 volunteers for three projects in early 2015, divided to four job sections of logistics, sales, design and perform.

5.1.3 Methods of recruitment

In the three projects during research time, information about recruiting volunteers for TNVC went to the public by Facebook job advertisement, spreading words to friends and families, and the information gets everywhere through word of mouth. The number of volunteers recruited by each of the above methods is summed up in percentage in figure 6.

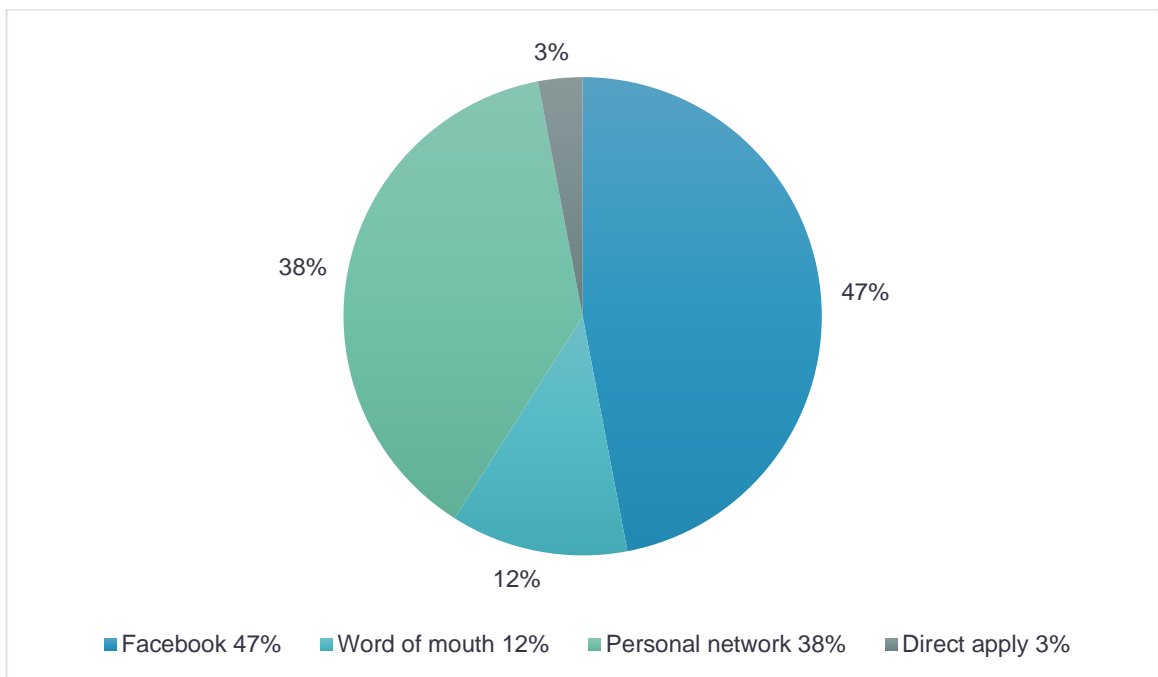


Figure 6. Methods of volunteer recruitment in TNVC

Facebook was the most effective channel that attracted 47% of total volunteers while the second was the personal network of TNVC's employees, which took the large part of 38%.

The other method was word-of-mouth, through which 12% volunteers were recruited. Lastly were 3% of volunteers who got the job by applying directly.

Referring from table 5 (chapter 5.1.1), the number of volunteers recruited for logistics and sales jobs were largest of all with 50 and 36 volunteers respectively. These volunteers were recruited through personal networks and Facebook job advertisements. Meanwhile, the last 3% were people who became volunteers by appearing while the logistics were on-going and applied directly to the responsible people and got accepted. On the other hand, most of sales volunteers were recruited internally from TNVC International Ambassador Club Facebook page where previous volunteers are members of (TNVC ambassador Facebook group). Meanwhile, sales position in the second project was recruited by both Facebook public page of TNVC and personal network. Even though logistics and sales took part of the largest amount of volunteers and were credited to the recruitment methods that have the most percentage, the other jobs of design and perform were as much important and they were recruited by personal networks of people who worked at TNVC charity organization.

5.2 Volunteer survey design and results

The idea of this survey design was to present both volunteer motivation factors and Maslow hierarchy of needs in statement form and have volunteers circle the answer number that is rightful for them. The survey was clearly divided into two parts with nine statements, and a rating ladder from 1: strongly disagree to 5: strongly agree. The first part includes four statements about factors that motivate them to do volunteer for TNVC projects. It bases strongly on theories of volunteer motivation (chapter 3.3.2) broken down into simple statements that are easy to catch. Meanwhile, the second part focuses on justifying how volunteer work in TNVC satisfies their needs. There are five statements of physiological, safety, belonging and self-esteem and self-actualization which altogether represent Maslow's theory (chapter 3.3.1).

General view of the survey's results can be seen on figure 7.

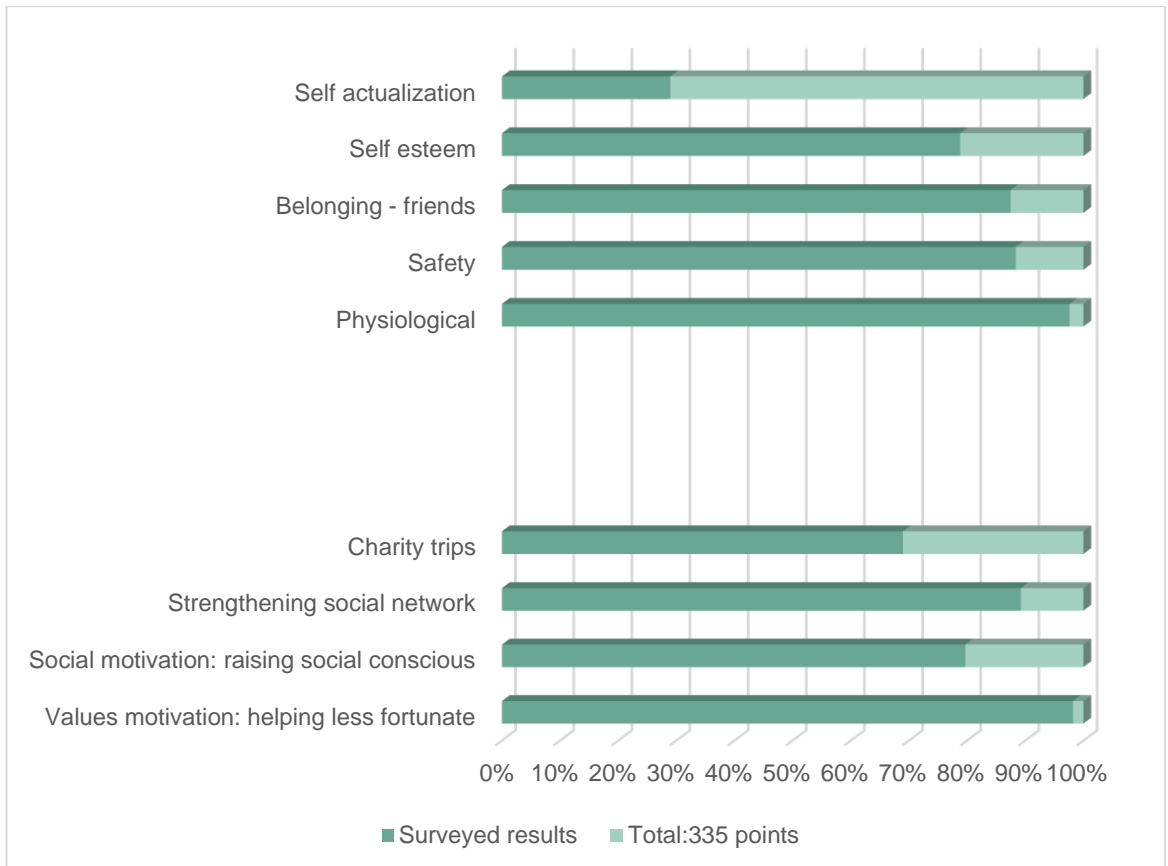


Figure 7. Results of volunteer survey

Details on the survey’s questions and calculation of the results are presented in chapter 5.2.1 and 5.2.2.

5.2.1 Volunteer motivation

Results for motivation factors valued by 67 volunteers were presented and calculated in table 7.

Motivation factors	Grading					Calculation	Total points
	1	2	3	4	5		
Helping the less fortunate	0	0	0	6	61	$(4 \times 6) + (5 \times 61)$	329

Social networking	2	0	18	24	23	$(1 \times 2) + (3 \times 18) + (4 \times 24) + (5 \times 23)$	267
Increasing social conscious	0	0	9	18	40	$(3 \times 9) + (4 \times 18) + (5 \times 40)$	299
Charity trips to the mountainous area	12	0	17	22	16	$(1 \times 12) + (3 \times 17) + (4 \times 22) + (5 \times 16)$	231

Table 7: Motivation factors graded by volunteers of TNVC

According to the results collected, the strongest reason behind volunteer act is helping the less fortunate people with the total sum of 329 points. 61 people which represents 91.04% of respondents chose “strongly agree” with the statement, the other 8.96% have the similar idea with 4/5 points. The second highest graded reason with 299 points is “*I want to learn more about the world and to raise my social conscious*” (attachment 1). 59.7% people gave the max point of 5/5 while 26.87% of respondents pretty much agree on 4/5 and 13.43% are positively neutral with 3/5 points. The similarity of these two statements is that none of them receive disagreement, which proves that they are the main reasons that motivate volunteers to work for free.

On the other hand, getting 267 and 231 points, the other two statements are in neutral opinion group. The second statement was “*I want to strengthen my social network through this volunteer work*” (attachment 1). It receives the positive agreement of 47 respondents representing 70.14% of all; 26.86% give neutral opinions about this, and 2.9% do not think so as their motivation at all. Meanwhile, an even higher percentage of 17.91% which are 12 among 67 respondents strongly disagree with the fourth statement: “*The trips to the mountains were what attracts me to go volunteer*” (attachment 1). There is an additional amount of 17 people representing 25.37% chose neutral opinion about this with 3/5 points. However, there are still 38 volunteers agreed with this, making more than a half of total 67 respondents. After analyzing, it can be concluded that social networking and mountain trips are not what most of them are looking forward to in their volunteer work. Nevertheless, there are still a number of people chose 4 and 5/5 points, proving that these

are still attractive reasons for more than half of volunteers. Further discussion about these results can be found in chapter 6.

5.2.2 Volunteer motivation base on Maslow's hierarchy of needs

The second part of volunteer survey focuses on needs satisfaction when working for TNVC. Results of the five statements are broken down on table 8.

Satisfaction of needs	Grading					Calculation	Total points
	1	2	3	4	5		
Self – actualization	43	22	0	0	2	$(1 \times 43) + (2 \times 22) + (5 \times 2)$	97
Self – esteem	0	0	3	15	39	$(3 \times 3) + (4 \times 15) + (5 \times 39)$	264
Belonging – love (friends, belonging)	0	0	25	7	38	$(3 \times 25) + (4 \times 7) + (5 \times 38)$	293
Safety (secured, fairness)	0	0	8	13	46	$(3 \times 8) + (4 \times 13) + (5 \times 46)$	306
Physiological (food, water, transportation self-afford)	0	0	0	8	59	$(4 \times 8) + (5 \times 59)$	327

Table 8: Needs satisfaction graded by TNVC volunteers

For this part of the survey, all five statements are designed according to Maslow's hierarchy of needs (chapter 3.3.1), therefore the results are to be analyzed from physiological up to self-actualization.

The first level is physiological needs, where all of the respondents strongly agree or agree with the statement *“I feel fine to pay for my own food/water/transportation when doing volunteer”* in the survey (attachment 1). With a number of 59/67 people graded 5/5, and the other 8 chose 4/5, it is positively clear that volunteers of TNVC are all willing to self – satisfy their basic needs without hesitation.

Following is safety level, appearing in the survey as the second statement of *“I feel safe from abuse, cheat, or any kind of unfair act when doing volunteer”* (attachment 1). The result in this level is 306 points, with 46 people graded 5/5, 13 people gave 4/5, and 8 volunteers were positive neutral with 3/5 points. As theoretically researched before in chapter 3 that employees tend to choose to work for a reputable organization that they trust (Cascio & Aguinis 2011, 240), it is reflected in this result that volunteers find TNVC as a trustworthy organization to work for.

The next level of Maslow’s theory is “belonging – love” of friends, family, spouse, lover (chapter 3.3.1); correspondingly stated in the survey as *“I make friends during volunteer time and feel belong to the group”* (attachment 1). There are 38 volunteers came up with strongly agree: 5/5 points, making 56.71% of total respondents. 7 volunteers rated 4/5 points which are positively agreeing while 25 volunteers gave 3/5 points for friends making and belonging feelings. The total point of this level is 293.

Self-esteem came up in the survey with 264 points, as *“I feel more self-respected and also get recognition and respect from other people for doing volunteer work”* (attachment 1). This statement received maximum rate 5/5 from 39 volunteers, making 58.2% of total response. Meanwhile, 15 people agree with this on 4/5 point and 3 people felt positive neutral with 3/5 point.

The highest level of Maslow’s hierarchy of needs is self – actualization, written in the survey as *“Doing volunteer makes me feel more self – fulfilled, realize my maximum potential and possibilities”* (attachment 1). The results were that only 2 volunteers strongly agreed with it while the majority disagree with 43 people rated 1/5 and other 22 rated 2/5, representing 97% of all respondents.

Discussion about survey’s results on this part can be found on chapter 6.

6 Conclusion

This chapter aims at concluding the thesis by discussing the results of the research and the volunteer survey base on the theoretical ground. The following sub-chapters would answer all three investigative questions; furthermore provide suggestions to the host organization and recommendation for further research. Finally is personal learnings reflected after thesis process.

6.1 Volunteer recruitment in TNVC

IQ 1: "How volunteer recruitment is done in TNVC?"

IQ 2: "How the Internet is used in volunteer recruitment in TNVC"

Volunteer recruitment in TNVC includes normal recruiting work of workforce planning, talent attraction, and choosing applicants (Gomez & al. 2007, 152). The methods that are most used are the internet and personal networking.

Workforce planning in TNVC is done with the qualitative technique which relies on expert's judgements which are flexible and varied time to time (Gomez & al. 2007, 150). Estimated number of volunteers needed bases solely on experience and opinion of senior managers in the organization. The good side is that it is flexible, but can be less accurate than numbers obtained by quantitative methods which use stored data and forecasting models to calculate. Volunteers are attracted to work for TNVC because they are motivated, and their needs can be satisfied by volunteer work (chapter 5.2), which is well reflected in the conclusion of Rynes and Cable that reputable and trustworthy organization enhancing people's self-esteem gets more attraction from applicants (Cascio & Aguinis 2011, 240).

In the first three projects of 2015, TNVC recruited 89 volunteers in design, logistics, sales, and performing (chapter 5.1.1); the age of people applied are from 18 to 46 years old (chapter 5.1.2). The methods used by TNVC to attract and recruit volunteers are Internet with Facebook as the platform, word of mouth, personal network, and directly apply. To be more specific, people also get to know about the job and apply through personal networks (38%), word of mouth (12%) and 3% of direct applicants. Especially 47% of 89 volunteers were recruited from Facebook which is nearly a half of total volunteer intake. It can be

seen from TNVC case that the Internet makes it convenient for applicants to see job details and apply easily online (Pilbeam & Corbridge 2006, 154), while offering savings from paper advertising brochures, advertisement fees, as well as attracting and recruit successfully a large number of applicants through internet (Torrington & al. 2011, 168). Internet recruited volunteers are mostly in logistics and sales with 50 and 36 volunteers respectively (chapter 5.1). TNVC utilizes the advantage of having an internal pool of volunteers (TNVC ambassador Facebook group) to recruit from inside, using the Internet to overcome the difficulties of geography and costs due to the fact that its ambassadors and volunteers live in different countries (chapter 2).

6.2 Volunteer survey on motivation and needs satisfaction

IQ 3: "What motivate people to volunteer in TNVC?"

According to Leopold (2002, 109), motivation to fulfil the work is the whole relationship between the organization and its workforce. People feel motivated and decide to make an effort and engage in positive discretionary behaviour which is called self-motivated and it is the best kind of motivation if in the right direction. Factors that affect motivation can be the nature of work, leadership, recognition and rewards (Armstrong & Taylor 2014, 170). It is measured by the survey's results that volunteers of TNVC were well motivated the most by the nature of work itself: to help the less fortunate (329/335 points). Reflecting by the research results of Snyder (2010, 1), the result shows the functions of motivation shown in volunteers of TNVC. Their motivation contains values function, understanding function and social function, which are represented respectively by their act of helping the less fortunate, seeking to learn more about the world and strengthen one's social relationships.

The motivation side is dug deeper in the second part of the survey which was built on Maslow's hierarchy of needs framework. The results of the survey show what TNVC volunteers expectation in their work and the organization and how it is satisfied. For the first level of physiological needs, even though it is not satisfied by TNVC – volunteers pay for their own personal needs, but it is absolutely acceptable for volunteers by the result of 327 points over the max grade of 335 with no one disagreed. It is discussed by Maslow himself that once the needs are satisfied, they no longer act as motivation. It can be understood that volunteers seek to work for TNVC with no needs that the organization will cover their physiological needs of food or water. Moving on to higher levels of motivation, the

statements in the survey were designed to ask about their needs that TNVC actually can satisfy. According to the results, the needs that TNVC satisfy their volunteers on providing a safe environment, give them a chance to make friends and to feel belong to a group, also boost their self-esteem. The three levels on the hierarchy received 296, 293 and 264 points from the survey respectively. The highest level got only 9 points which proved that volunteer work in TNVC does not satisfy the need of self-actualization.

6.3 Recommendations

Firstly, for TNVC as an organization whose need to recruit volunteer is frequent, I suggest that they use the survey's results to improve their volunteers' experience. They can utilize the motivation factors that received lower points than others, such as the fourth survey statement of "*the trips to the mountains were what attracts me to go volunteer*" and the "*belonging*" level in Maslow's hierarchy survey. TNVC can design charity trips to the mountain to be more attractive, or even ask people to introduce the volunteer programs to their friends so that they have more sense of belonging with their friends in the group. When motivation factors are enhanced, the organization itself will be benefited as volunteer recruitment is closely related to fulfilling their needs demand that motivates them (Snyder 2010, 1). It is important to improve volunteer motivation because it is the only thing that differs paid employees and volunteers (Byrne & al. 2002, in Wagen 2007, 63-64). While not rewarded by money, volunteers seek for reward in other forms which are their needs and motivation demand. Therefore, it is recommended for TNVC to improve their people's motivation which eventually benefits volunteer recruitment.

For further research, I suggest exploring more about methods of enhancing motivation at work for employees.

6.4 Thesis process learnings

The thesis process started in 2014 with the first ideas of the research topics, but it was not decided by that time due to the problem of no case company. After that, there was a year of idle for the thesis when I had my work placement with TNVC which later on had become the case study organization for this research topic. The major barrier was overcome thanks to the intern organization's agreement to research. The thesis was actually on its actual writing track in 2015. During that time, contact and meetings with the thesis advisor were beneficial as in fixing parts that needed improvement or removal of the unnecessary

details. The thesis was presented as planned on April 2015. Overall the thesis process went well, obstacles were successfully overcome.

The learning after this thesis writing process was mainly on employee motivation and recruiting volunteers. The conducted research and studied literature were fruitful and content-wise to learn. Moreover, I broaden my knowledge and skills of doing research on the survey. The thesis writing was stressful at the beginning, but later on I learned that writing a little at a time and keep writing every day were much more effective so that I did not get overloaded and much of stress. That approach paid off well in terms of project management. Additionally the length and quality of the thesis were reached. All in all, the result of this thesis is as planned.

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Attachments

Attachment 1: Volunteer survey questions (English translated version – for reference only)

Please circle the number on which extent that you agree with each statement below.

1: strongly disagree ←-----→ 5: strongly agree

Part 1: What motivates you to volunteer for TNVC projects?

I volunteer in order to help the less fortunate

1 2 3 4 5

Results: 329/335 points

I want to strengthen my social network through this volunteer work

1 2 3 4 5

Results: 267/335 points

I want to learn more about the world and to raise my social conscious

1 2 3 4 5

Results: 299/335 points

The trips to the mountains were what attracts me to volunteer

1 2 3 4 5

Results: 231/335 points

Part 2: How volunteer work in TNVC satisfies your needs?

I feel fine to pay for my own food/water/transportation when doing volunteer

1 2 3 4 5

Results: 327/335 points

I feel safe from abuse, cheat, or any kind of unfair act when doing volunteer

1 2 3 4 5

Results: 296/335 points

I make friends during volunteer time and feel belong to the group

1 2 3 4 5

Results: 293/335 points

I feel more self-respected and also get recognition and respect from other people for doing volunteer work

1 2 3 4 5

Results: 264/335 points

Doing volunteer makes me feel more self-fulfilled, realize my maximum potential and possibilities

1 2 3 4 5

Results: 97/335 points

Attachment 2: Survey in Vietnamese

Khảo sát tình nguyện viên Trò Nghèo Vùng Cao

Khoanh tròn số điểm cho mỗi câu dưới đây theo chủ kiến của riêng bạn khi làm tình nguyện viên cho TNVC

1: hoàn toàn không đồng ý ←-----→ 5: hoàn toàn đồng ý

Phần 1: Điều gì đã khiến bạn tình nguyện làm việc cho các dự án của TNVC?

Tôi muốn giúp những người kém may mắn hơn

1 2 3 4 5

Kết quả: 329/335 điểm

Tôi muốn mở rộng quan hệ xã hội

1 2 3 4 5

Kết quả: 267/335 điểm

Tôi muốn hiểu biết thêm về xã hội

1 2 3 4 5

Kết quả: 299/335 điểm

Tôi muốn đi lên vùng cao cùng đoàn tình nguyện viên

1 2 3 4 5

Kết quả: 231/335 điểm

Phần 2: Bạn thấy việc tình nguyện ở TNVC thỏa mãn những nhu cầu gì của bạn?

Tôi thấy ổn, tôi có thể tự trả tiền cho đồ ăn thức uống và đi lại trong khi làm việc cho TNVC

1 2 3 4 5

Kết quả: 327/335 điểm

Tôi thấy an toàn khi làm cho TNVC, không lo lắng về bị lừa lọc hay đối xử tàn tệ gì cả

1 2 3 4 5

Kết quả: 296/335 điểm

Tôi kết thêm bạn bè trong các chuyến từ thiện và cảm thấy là một phần của TNVC

1 2 3 4 5

Kết quả: 293/335 điểm

Tôi thấy tự trọng của mình cao hơn, và cũng được những người xung quanh tôn trọng hơn khi làm từ thiện ở TNVC

1 2 3 4 5

Kết quả: 264/335 điểm

Tôi thấy được sử dụng tất cả tiềm năng bản thân, nhận ra những khả năng tối đa mà mình có thể khi làm từ thiện ở TNVC

1 2 3 4 5

Kết quả: 97/335 điểm