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Organizational Climate and other Factors that Promote Satisfaction and Sustained Volunteerism in NPOs: The Role of Motivation and its Regulation

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ABSTRACT

The toughest challenge for NPOs is to maintain their volunteers to attach to the organization and fulfill their responsibilities. This research is aimed at finding out the factors, either individual or organizational, that increase volunteer interest or satisfaction or encourage them to quit the organization. For this, we propose a theoretical framework explaining how different organizational factors such as 1. Autonomy, 2. Consciousness, 3. Participation of Decision, 4. Perception of Relevance, 5. Relationship with Boards, and 6. Relationships with Volunteers promote outcomes such as Satisfaction and Sustained Volunteerism in NPO. These outcomes are represented by 1. Intention to Leave, 2. Satisfaction with Job, 3. Tenure as Volunteer. They would ultimately lead to Volunteer Satisfaction. We also contend that organizational factors influence the outcome through increasing Motivation and Better Regulation. Motivation factors included as 1. External Regulation of Motivation 2. Identified Regulation of Motivation, 3. Introjected Regulation of Motivation, and 4. Intrinsic Motivation. Empirical validity was established by conducting a survey using a close-ended questionnaire. For this purpose, two hundred sixty-five volunteers in five different NPOs were asked to fill in a self-reported questionnaire to observe their satisfaction and perception of the organization's conditions in the NPO they worked with, their motivation to work, and their service satisfaction with respect to work they involved in. Data were analyzed using confirmatory factor analysis and structured equation modeling. Results showed that organizational factors such as Autonomy, Perception of Relevance, and Relationship with Boards seem to have a significant positive impact on External, and Identified Regulation of Motivation, whereas Perception of Relevance, Consciousness of outcomes, and Relationship with Boards seem to have a positive impact on Intrinsic, and Introjected Regulation of Motivation. Relationships with Volunteers also have a significant positive effect on Identified Regulation of Motivation. Moreover, External and Identified Regulation of Motivation tends to increase the Intention to Leave, Satisfaction with Job, and Tenure as Volunteer. Intrinsic Motivation and Introjected Regulation of Motivation seem to increase Satisfaction with Job. Intrinsic Motivation also seems to affect Intention to Leave, whereas Introjected Regulation of Motivation has a significant positive effect on Tenure as Volunteer. Lastly, Autonomy and Relationship with Volunteers both have a direct and positive impact on Volunteer Satisfaction. The findings showed that motivation and its regulation intercede the relationship between organizational climate and intentions to quit an organization.

Keywords: *Volunteering Motivation, Organizational Climate, Characteristics of Service Satisfaction*

1. INTRODUCTION

1.1 Background to Study

The aim of researchers, researching on volunteers in non-profit organizations (NPO), is to find out the factors that impact volunteer's satisfaction and retention in NPO with respect to quality and continuity of service in specific organizational climate. In accordance with the tremendous amount of written material on volunteering, individual and organizational factors have been considered for volunteer satisfaction and retention. Mostly researchers focus on motivational factors (Clary 1998) to retain volunteer in organization (Omoto 1995; Stukas 2009). Volunteer retention mainly concerns with the fulfilment of their motives, while insufficient fulfilment may lead to decrease his/her satisfaction or quality of work or volunteer turnover as organizational factors may cause this procedure (Piliavin 2000; penner 2002). But non-fulfilment of their motives may not guide to decrease volunteer satisfaction or quality of work or higher turnover as organizational factor that might cautious this process (Piliavin 2000; penner 2002). So, it is difficult to make research for finding impact between volunteer motivations, service satisfaction and organizational climate to describe volunteer satisfaction and their intention to continue their work in NPO (Piliavin 2000).

1.2 Problem Statement

Non-profit organizations (NPOs) heavily rely on volunteers to achieve their missions, yet sustaining volunteer engagement over time remains a persistent challenge. While initial volunteerism may be driven by personal values or altruistic intentions, long-term satisfaction and sustained participation are influenced by a range of organizational and psychological factors. Among these, the organizational climate defined by the perceptions of fairness, support, communication, and recognition within the organization plays a critical role in shaping volunteer experiences. However, there is a gap in understanding how organizational climate interacts with motivational processes to influence volunteer satisfaction and retention.

Current research on volunteerism often isolates motivation from the organizational context or treats it as a static trait rather than a dynamic, regulated process. Volunteers may begin their engagement with intrinsic motivation but, over time, external influences and organizational conditions can either support or undermine that motivation. Poor communication, lack of appreciation, unclear roles, or misalignment of personal and organizational values can lead to dissatisfaction and eventual disengagement. On the other hand, a positive organizational climate can enhance motivation regulation shifting or sustaining motivation in ways that promote both satisfaction and long-term commitment.

This research is significant because it addresses the pressing need for NPOs to understand not just why volunteers join, but why they stay and how to keep them engaged. Exploring how organizational factors interact with different forms of motivation regulation offers practical insights into creating environments that support volunteer well-being and persistence. By identifying key organizational drivers of satisfaction and sustainable motivation, NPO leaders

can design better strategies for volunteer management, reducing turnover and enhancing the overall effectiveness of their programs.

Given the increasing reliance on volunteers in areas such as disaster relief, healthcare, education, and community development, understanding these dynamics is more relevant than ever. This study aims to fill a critical gap in volunteerism research by integrating organizational climate, motivational regulation, and volunteer satisfaction into a comprehensive framework for sustained engagement in the non-profit sector.

1.3 Gap Analysis

Several studies have explored volunteer motivation and organizational climate independently, highlighting their importance in promoting satisfaction and volunteer retention. For example:

Clary et al. (1998) developed the Volunteer Functions Inventory (VFI), categorizing motivations into value, enhancement, career, social, protective, and understanding. This framework has been widely used in subsequent research to understand why people volunteer.

Motivation affects not only volunteer participation but also satisfaction and intent to continue. Studer (2016) emphasized the importance of volunteer management and organizational context in sustaining volunteerism, arguing that volunteer satisfaction is tied to support, recognition, and role clarity. Eisenberger et al. (1986) introduced the concept of Perceived Organizational Support (POS), which has been adapted in nonprofit research to show that a supportive climate leads to greater volunteer commitment. These studies show strong links between motivation, satisfaction, and organizational factors but rarely explore how motivation regulation interacts with organizational climate to sustain volunteerism over time.

There are limited but growing studies in developing contexts like Pakistan that address volunteerism in relation to organizational practices. Emad et al. (2024) studied medical and dental students in Karachi, finding that community service enhances life satisfaction. Career development and social influence were key motivators. Naz & Sarwar (2021) analyzed CSOs in Islamabad and Multan, revealing that many lack effective systems for volunteer assessment, training, and recognition.

Weak organizational management discourages long-term volunteerism. Narejo et al. (2022) studied NGOs in Sindh and identified key engagement factors: autonomy, recognition, supervisor support, and career growth. A positive organizational climate improves employee performance, which can be extended to volunteers. Ali et al. (2010) examined organizational support and commitment in Pakistani nonprofits and found that perceived organizational support (POS) positively affects commitment.

While these studies confirm the relevance of motivation and organizational factors, most are isolated or focused on employees, not on volunteer motivation regulation.

Despite their contributions, the mentioned studies have notable limitations. Most studies examine either motivation or organizational climate, but not in an integrated model. Moreover, None of the studies focus on how motivation changes over time, especially in response to organizational environments. Furthermore, studies often treat volunteerism similarly to employment, ignoring the unique nature of unpaid voluntary work. For example, Naz & Sarwar (2021), Narejo et al. (2022), and Emad et al. (2024) all have short-term or employee/student-specific focus, lacking in-depth analysis of sustained volunteerism.

The gap in existing literature lies in the limited integration of organizational climate and motivation regulation as combined influences on volunteer satisfaction and long-term engagement, especially within the context of developing countries like Pakistan. While motivation and organizational factors have been studied separately, there is insufficient empirical evidence showing how these elements interact to influence sustained volunteerism, an area critical for the functioning of non-profit organizations (NPOs) that rely heavily on unpaid human resources. This study addresses that gap by offering a contextual, integrated framework that not only deepens academic understanding but also provides tangible benefits to the non-profit industry.

This study proposes to fill these gaps by integrating motivation regulation theory with organizational climate to understand their combined influence on volunteer satisfaction and sustained engagement. Contextualizing in Pakistan, where NPOs often lack structured volunteer programs. This will generate region-specific strategies. Focusing on volunteers, not paid staff, to draw conclusions that apply directly to non-monetary engagement. Offering practical recommendations for improving volunteer retention in NPOs through organizational reforms. Using a dynamic, possibly longitudinal design to assess how volunteers' motivation and satisfaction evolve over time based on organizational inputs.

1.4 Research Objectives

The study aims to Investigate the influence of organizational climate such as support, recognition, communication, and fairness on volunteer satisfaction.

- Explore the role of different types of volunteer motivation (intrinsic, extrinsic, and regulated forms) in sustaining long-term volunteerism.
- Analyze the interaction between organizational factors and motivation regulation in shaping volunteers' commitment and intent to continue service.
- Identify contextual and cultural factors in the Pakistani non-profit sector that affect volunteer motivation and satisfaction.
- Develop practical recommendations for NPOs to enhance volunteer retention through improved organizational practices and motivational strategies

1.5 Significance

By identifying which organizational factors contribute most to volunteer satisfaction, NPOs can reduce volunteer turnover and strengthen continuity in service delivery. Insights into motivation regulation can help tailor volunteer roles, communication, and recognition systems that align with volunteer needs and values. The findings can also guide the development of training and support systems that foster long-term commitment among volunteers.

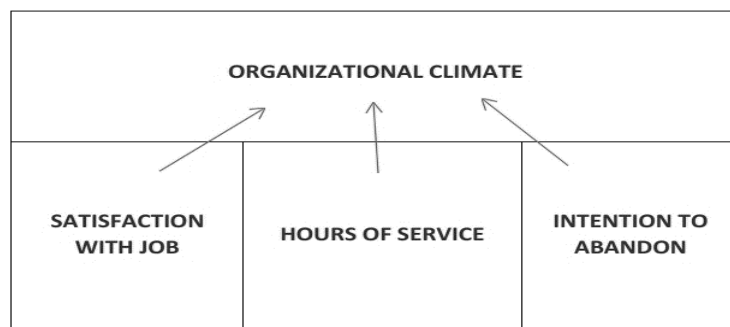
The research will enable leaders of NPOs to align organizational culture with volunteer motivations, ultimately boosting productivity and mission impact. For a sector often constrained by resources, this research offers cost-effective, human-centered solutions that directly support sustainability and effectiveness in community development and service delivery.

2. Literature Review

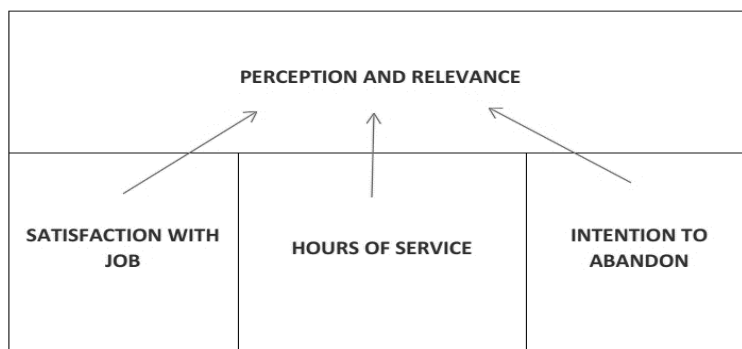
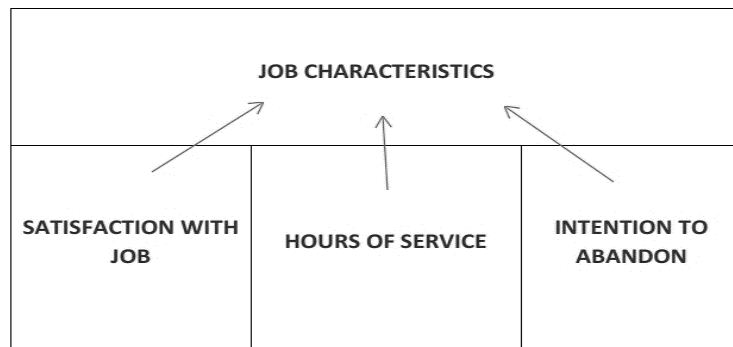
2.1 Organizational Climate

As investigations of the organizational elements that support motivation and elevate pledge to an organization have been created to a more prominent degree in the for-profit part, the aftereffects of these investigations can offer interesting clues of information volunteering.

Among organizational constructs, one of the most contemplated and applicable is the organizational climate (Schneider 2013). Organizational climate alludes to ‘the mutual perceptions of organizational policies, approaches, practices, and strategies’ (Reichers 1990, p # 22) and depends on the recognitions people have of the practices, connections and procedures in their work environment. In this manner, organizational policies are a consequence of individual variables (for example character and motivation) and logical variables. In addition, it is the consequence of the interaction between the individuals from the organization (Schneider 1983).



On the off chance that we apply this to the setting of voluntary work, it implies that the volunteers' feeling of having a place and duty with their NPO is included, just as the recognition that they care about the NPO and feel they are a part of it. In accordance with this, Greensdale (2005) and Da'vila and Chaco'n (2007) recommended that, as indicated by the Theory of Reasoned Action (Ajzen and Fishbein 1980), the length of voluntary help of a volunteer can be anticipated from the aim to remain, which is subject to different factors, for example, organizational climate and satisfaction with the activities being performed.



One of the most significant variables relating to organizational climate in this manner seems to be social relationships. Malanska (1996) utilized models dependent on auxiliary conditions and demonstrated that expectations to leave significantly diminished when backing was offered to volunteers by staff in the organization, while Tang (2010) stated that organizational support is a pivotal factor in advancing responsibility in more older volunteers. Jime'nez and Villodres (2010) found an opposite connection between social support offered by different volunteers in the organization and burnout associated with the sort of voluntary work being performed. To summarize, if volunteers experience positive associations with different volunteers, this outcomes in a decent organizational climate and expands satisfaction with the exercises performed (Haski-Leventhal 2008; Piliavin 2000). This implies, making full of affective bonds with different individuals from the organization can make volunteers hesitant to break those bonds and this thus improves the probability of their proceedings as volunteers (Piliavin 2000; Hidalgo 2009; Vecinaetal 2012). Also, regarding the profit area, research has demonstrated that authority is a significant predecessor of the organizational climate (Schneider 2011). For instance, Chuang's (2007) study uncovered that transformational authority is a significant

indicator of organizational climate in the region of administration and Walumbwa (2010) discovered equivalent outcomes when they examined the job of servant authority. Essentially, successful volunteer administration cultivates motivation, responsibility and service tenure in volunteers (Davis 2003; Schultz 2003; Wang 2004). It's clear that effective management (for example the capacity to meet organizational objectives and convey on expressed targets) is extremely significant as far as organizational climate, just like the support that board members offer and the nature of their associations with the volunteers which are similarly significant regarding cultivating volunteer motivation and satisfaction.

Notwithstanding different perspectives concerning the relationships among volunteers and members from the board, the qualities of the service performed by volunteers appear to comprise a relevant, in spite of the fact that disparaged, factor advancing satisfaction (Gagne' 2008; Vecina 2010). As indicated by certain models on work satisfaction (Houkes 2001), the motivating attributes of a task (skill variety, task identity and significance, autonomy and criticism from the activities) are one the principal indicators of worker satisfaction and motivation (Hackman and Oldham 1976).

To summarize, as organizational climate and the qualities of the service performed appear to be little explored in the research alluding to non-profit segment, the current investigation expected to investigate the impacts of these organizational variables and the idea of the motivation provoking volunteers on their satisfaction and on any aims to leave the NPO. We likewise wished to examine the connection between the degree of regulation in a volunteer's motivation and organizational climate as far as advancing satisfaction with service or decreasing the expectations of volunteers to quit.

Dimensions of Organizational climate are discussed below

2.1.1 Autonomy

The degree to which an individual feels liable for their own results, for example "This voluntary movement allows me to utilize my own drive or judgment in doing the service"

According to Self-Determination Theory (SDT), autonomy is one of the three basic psychological needs (alongside competence and relatedness) that are essential for fostering intrinsic motivation. When volunteers feel they are acting out of their own volition rather than external pressure, their motivation is more likely to be self-regulated and sustained over time.

2.1.2 Consciousness of outcomes

Consciousness of outcomes refers to an individual's awareness and consideration of the tangible results or consequences of their actions, such as rewards, recognition, or meeting organizational goals. It is a key motivational factor that can influence both satisfaction and sustained

engagement in volunteerism. In the context of motivation, particularly under Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), external regulation involves engaging in behavior primarily to attain external rewards or avoid punishments.

When volunteers understand how their work makes a difference, they are more likely to stay motivated even in the absence of external rewards. This understanding contributes directly to sustained volunteerism, particularly in resource-limited contexts where intrinsic motivators are key.

2.1.3 Participation in decision

Participation in decision refers to the extent to which volunteers are actively involved in organizational planning, problem-solving, or making choices related to their roles and responsibilities within the non-profit organization (NPO).

Participation in decision-making reflects an inclusive and empowering organizational climate. When volunteers are invited to contribute their ideas and opinions, they feel respected, valued, and trusted by the organization.

Being part of decisions enhances autonomous motivation by giving volunteers a sense of ownership and control over their work. This promotes integrated regulation, where volunteers align their goals with the organization's mission, boosting long-term engagement.

Volunteers who feel heard and included in decisions are more likely to be satisfied with their experience. This emotional and cognitive engagement encourages sustained volunteerism and reduces turnover.

In NPOs, especially in developing contexts like Pakistan where formal volunteer management systems may be limited, encouraging decision participation can be a low-cost, high-impact strategy to improve volunteer motivation, satisfaction, and organizational loyalty.

2.1.4 Perception of relevance

Perception of relevance” refers to a volunteer’s belief that their role and tasks within the organization are meaningful, aligned with their personal values, and contribute significantly to the organization's goals or societal impact.

When volunteers perceive their work as relevant, they are more likely to shift from external or introjected motivation to identified or integrated regulation, where their actions are self-endorsed and meaningful. This deepens internal motivation and promotes long-term commitment.

A strong sense of relevance increases emotional engagement and satisfaction, as volunteers feel their time and effort are worthwhile. This is especially important in NPOs where work is unpaid, and the psychological value of the work becomes a primary motivator.

Organizations that clearly communicate the purpose of each volunteer role, show the link between tasks and outcomes, and recognize each person's contribution help reinforce the perception of relevance. This creates a climate of purpose and alignment.

In developing countries like Pakistan, where volunteers often balance time between personal obligations and unpaid work, a clear perception of relevance can determine whether they continue their service or disengage. It is a key psychological mechanism that NPOs can leverage to enhance motivation and reduce volunteer dropout.

2.1.5 Relationship with board

Relationship with the board refers to the nature and quality of interactions between volunteers and the governing body or leadership board of a non-profit organization (NPO).

A positive relationship with the board signals transparency, inclusiveness, and mutual respect within the organizational structure. When volunteers feel that the board is approachable, communicative, and supportive, it enhances their trust and connection with the organization.

Strong relationships with the board can foster identified and integrated motivation, as volunteers feel their values align with leadership and organizational vision. This deepens commitment and strengthens internal motivation regulation.

are more likely to remain engaged when they perceive the board as recognizing their efforts, seeking their input, and making decisions that reflect shared goals. Conversely, a disconnected or authoritarian board may cause feelings of exclusion or undervaluation, leading to disengagement.

Strategic Importance: In many developing country NPOs, boards are often focused on policy and fundraising, neglecting volunteer engagement. Bridging this gap by building relationships with volunteers can enhance morale, accountability, and organizational unity.

A healthy relationship with the board serves as a signal of organizational integrity and respect. It reinforces a positive organizational climate and directly contributes to volunteer satisfaction and long-term involvement.

2.1.6 Relationship with other volunteers

Relationship with other volunteers” refers to the interpersonal connections, sense of community, and social support that volunteers experience among their peers within a non-profit organization (NPO).

Positive peer relationships reflect a collaborative and inclusive environment where volunteers feel a sense of belonging. A strong team dynamic encourages open communication, shared purpose, and mutual encouragement.

Supportive relationships with other volunteers can strengthen introjected and identified regulations, where individuals are motivated by a desire to be accepted, appreciated, or to contribute to a valued group. Over time, this can foster more integrated motivation, enhancing long-term engagement.

When volunteers feel socially connected and emotionally supported by their peers, they are more likely to enjoy their roles and remain committed to the organization. Social bonds often serve as a buffer against burnout and stress, especially in demanding roles.

In collectivist societies like Pakistan, interpersonal relationships play a critical role in shaping behavior. A sense of community among volunteers can be a major driver of satisfaction and loyalty.

For many volunteers, social experience is as important as the task itself. Strong relationships with fellow volunteers enhance motivation, reduce isolation, and contribute significantly to sustained volunteerism. This is considered as behavior of other teammates while doing volunteer work, it gives a huge moral support and willingness to work more efficiently.

2.2 Motivation

2.2.1 External Regulation of Motivation

Ryan & Deci (1985) proposed that numerous kinds of motivation exist. These rely upon the level of self-assurance which underlies human behavior and the degree to which the external guideline of behavior, i.e. controlled motivation, is changed into inside guideline i.e. self-ruling motivation. At the point when motivation is self-governing it is on top of the person's values. The different sorts of motivation lie on a hypothetical continuum connecting extrinsic and intrinsic motivation and their situation on the continuum is dictated by the level of self-sufficiency in the individual behavior.

Along these lines, when exercises are not intriguing whether they are done or not relies upon external pressure and upon the view of positive anticipated outcomes, for example tangible rewards. These kinds of exercises are said to be **extrinsically motivating**.

2.2.2 Identified Regulation of Motivation

Further along the continuum is **identified motivation**. With identified guideline individuals feel more freedom and volition since their behavior is increasingly consistent with individual objectives and identity, for example it reflects a part of themselves.

2.2.3 Intrinsic Motivation

The correct hand end of the continuum lies **intrinsic motivation** i.e. self-ruling motivation. At the point when individuals take part in an action since they find it interesting, they do so completely independently and hence are intrinsically motivated. This happens at whatever activity satisfies the three essential fundamental needs, for example autonomy, ability and relatedness.

2.2.4 Introjected Motivation

Next on the continuum lies **introjected motivation** which is an incompletely disguised extrinsic motivation. Right now, guidelines are partially internal, however he/she is headed to pick up the endorsement of others.

2.3 Hypothesis Development

The hypothesis that autonomy has an insignificant effect on external regulation of motivation can be understood through the lens of Self-Determination Theory (SDT) by Deci and Ryan (1985, 2000), which differentiates between autonomous and controlled forms of motivation. Autonomy refers to the feeling of volition and self-direction, whereas external regulation is the most controlled form of motivation, where behavior is driven by external rewards or punishments rather than internal values. Since external regulation is rooted in external contingencies and pressures, enhancing a person's sense of autonomy does not necessarily reduce their dependence on these external factors. This is because autonomy primarily fosters more internalized and self-determined forms of motivation (such as identified or intrinsic motivation) but has little influence on purely externally driven behaviors. According to Gagné and Deci (2005), for motivation to shift from external to more internalized forms, individuals must begin to personally value or identify with the behavior something that autonomy alone cannot achieve without

deeper internalization processes. Motivation Regulation: Volunteers who experience higher autonomy are more likely to internalize their motivation (shifting from external rewards to internal values), which supports long-term engagement.

H1: Autonomy is positively related to External Regulation of Motivation

Identified regulation refers to a type of motivation in which individuals engage in activities because they personally value them and recognize their importance, even if the activity itself is not inherently enjoyable. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), this form of motivation is more autonomous than external or introjected regulation because the individual has accepted the behavior as personally meaningful. Autonomy plays a key role in this process, as individuals are more likely to internalize and identify with external goals when they feel they have the freedom to make choices and act in line with their personal values. In the context of volunteering in non-profit organizations, for example, a volunteer who values community service may continue volunteering because they view it as aligned with their beliefs and identity. When the environment supports autonomy by offering choice, acknowledging feelings, and minimizing pressure, individuals are more likely to internalize external motivations, thereby increasing identified regulation. This demonstrates how autonomy enhances the likelihood that individuals will adopt and sustain behaviors based on personally endorsed values, thus supporting a positive relationship between autonomy and identified regulation.

H2: Autonomy is positively related to Identified Regulation of Motivation

Intrinsic motivation refers to engaging in an activity for the inherent satisfaction and enjoyment it provides, rather than for external rewards or pressures. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), autonomy is one of the three basic psychological needs alongside competence and relatedness that are essential for fostering intrinsic motivation. When individuals feel autonomous, they perceive their actions as self-chosen and aligned with their true interests, which enhances their enjoyment and engagement in the activity. In volunteer settings, for instance, individuals are more likely to feel intrinsically motivated when they are given the freedom to choose how they contribute, make meaningful decisions, and express their personal values through their work. Autonomy-supportive environments that offer choice, encourage initiative, and minimize external control nurture this sense of volition and personal endorsement, thereby promoting intrinsic motivation. Thus, when people experience higher autonomy, they are more likely to engage in activities for the pleasure and satisfaction inherent in the activity itself, supporting a strong positive relationship between autonomy and intrinsic motivation.

H3: Autonomy is positively related to Intrinsic Motivation

Introjected regulation involves engaging in behavior due to internal pressures such as guilt, anxiety, or the desire to maintain self-esteem, rather than genuine personal endorsement. While it is a more internalized form of motivation than external regulation, it is still considered controlled rather than autonomous in Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000). However, a positive relationship between autonomy and introjected regulation may still emerge

under certain conditions. For example, individuals in non-profit organizations may feel driven by internal expectations such as being a “good person” or fulfilling moral obligations but can still experience a degree of autonomy if they perceive these internal pressures as partially self-endorsed or reflective of their identity. Additionally, environments that support autonomy may help individuals regulate introjected motives in a healthier, less controlling way, enabling them to act on these motivations while still feeling some volitional control. Although introjected regulation is not fully autonomous, the perception of choice in acting upon internalized expectations may lead to a moderate positive association with autonomy.

H4: Autonomy is positively related to Introjected Regulation of Motivation

Autonomy, as defined in Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), refers to the experience of acting with a sense of volition and self-endorsement. When volunteers feel that they have the freedom to make choices, express their values, and contribute in ways that are personally meaningful, they are more likely to experience satisfaction in their roles. Autonomy-supportive environments where volunteers are respected, listened to, and given meaningful responsibilities enhance feelings of ownership and purpose, which are key components of satisfaction. In contrast, controlling rigid environments can lead to frustration and disengagement. Studies in organizational psychology consistently show that when individuals perceive high levels of autonomy in their work or volunteer roles, they report higher job satisfaction, emotional well-being, and long-term commitment. Therefore, in the context of non-profit organizations, promoting autonomy not only fosters intrinsic motivation but also directly enhances overall volunteer satisfaction by fulfilling a fundamental psychological need.

H5: Autonomy is positively related to Volunteer Satisfaction

When individuals are highly conscious of outcomes such as public recognition, certificates, or performance evaluations, they are more likely to be motivated by these external factors. For example, a volunteer who is highly aware of how their actions will be perceived by others or rewarded by the organization may be driven to act to receive approval or avoid disapproval. This heightened focus on external consequences aligns closely with the concept of external regulation, where behavior is controlled by factors outside the self. Therefore, the more individuals focus on and value external outcomes, the more likely they are to experience externally regulated motivation.

H6: Consciousness of outcomes is positively related to External Regulation of Motivation

Identified regulation occurs when individuals engage in activities because they recognize and accept the underlying value or purpose of the behavior, even if it is not inherently enjoyable. When individuals are conscious of outcomes, especially meaningful or socially beneficial ones, they are more likely to internalize those goals and see the activity as personally important. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), this awareness facilitates the internalization process, allowing external goals to become part of the individual’s value system. In the context of volunteering, someone who is aware that their efforts contribute to significant social change or community improvement may feel a strong sense of purpose, which drives them to continue volunteering through identified regulation. Thus, the

more individuals are aware of and understand the positive impact of their actions, the more likely they are to adopt those actions as personally meaningful, supporting a positive relationship between consciousness of outcomes and identified regulation. Volunteers who are conscious of the outcomes of their work are more likely to internalize the value of their contributions. This internalization leads to identified or integrated regulation, where actions are aligned with personal values and purpose.

H7: Consciousness of outcomes is positively related to Identified Regulation of Motivation

Intrinsic motivation refers to engaging in an activity for the inherent enjoyment and satisfaction it provides, rather than for external rewards or pressures. While intrinsic motivation is typically associated with interest and pleasure in the task itself, being conscious of meaningful or fulfilling outcomes can enhance this motivation, especially in prosocial contexts like volunteering. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), when individuals see the positive, real-world impact of their actions such as helping others or contributing to a cause they may experience deeper satisfaction and joy in the activity itself. This outcome awareness can reinforce their internal sense of purpose and emotional engagement, thereby enhancing intrinsic motivation. For example, a volunteer who sees the direct benefits of their work in a community may find the task more enjoyable and rewarding, not because of external incentives, but because the outcomes themselves are meaningful and emotionally satisfying. Therefore, consciousness of outcomes, when aligned with personal values, can deepen the enjoyment and fulfillment derived from the activity, supporting a positive relationship with intrinsic motivation.

H8: Consciousness of outcomes is positively related to Intrinsic Motivation

Introjected regulation involves engaging in behavior due to internal pressures such as guilt, obligation, or the desire to maintain self-worth and avoid negative feelings. When individuals are highly conscious of the outcomes of their actions, especially outcomes tied to social expectations or moral standards, they may internalize the belief that they should act in certain ways to avoid guilt or gain approval. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), this form of regulation is controlled, but partially internalized. In a volunteer setting, for instance, someone who is aware that their contribution is expected to have a significant impact might feel an internal pressure to meet those expectations, even if they do not fully identify with the activity itself. This heightened awareness of outcomes can thus activate feelings of duty, pride, or fear of disappointing other key drivers of introjected motivation. Therefore, consciousness of outcomes, especially when linked to personal image or perceived obligations, can positively relate to introjected regulation of motivation.

H9: Consciousness of outcomes is positively related to Introjected Regulation of Motivation

When volunteers are aware of the outcomes and impact of their efforts such as helping others, contributing to a cause, or achieving meaningful goals they are more likely to experience a sense of purpose, value, and fulfillment in their roles. This awareness reinforces the belief that their time and energy are making a difference, which enhances feelings of accomplishment and satisfaction. According to theories of prosocial motivation and Self-Determination Theory (Deci

& Ryan, 1985; Ryan & Deci, 2000), perceiving meaningful outcomes satisfies the psychological needs for competence and relatedness, both of which are essential for well-being and satisfaction. In a non-profit context, volunteers who see tangible results from their work, such as improved community conditions or positive feedback, are more likely to feel emotionally rewarded and committed. Therefore, consciousness of outcomes strengthens the perceived value and emotional payoff of volunteering, leading to greater overall volunteer satisfaction.

H10: Consciousness of outcomes is positively related to Volunteer Satisfaction

External regulation occurs when individuals are motivated by external rewards or pressures, such as recognition, compensation, or avoiding criticism, rather than by internal values or personal enjoyment. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), this form of motivation is the least self-determined and often leads to lower satisfaction and weaker long-term commitment. When volunteers in non-profit organizations are driven primarily by external factors, they may feel less emotionally connected to their role and more susceptible to stress or dissatisfaction when those external rewards are absent or no longer meaningful. As a result, these individuals are more likely to consider leaving, especially if alternative opportunities offer more attractive external incentives. Empirical studies in organizational psychology have shown that externally regulated individuals are more likely to experience burnout and disengagement, both of which are strong predictors of turnover intentions. Therefore, high levels of external regulation are associated with an increased intention to leave, as the motivation lacks the internal stability and fulfillment necessary to sustain long-term volunteer commitment.

H11: External Regulation of Motivation is positively related to Intention to Leave

While external regulation is typically associated with lower levels of internal motivation and satisfaction, in certain contexts, it can still contribute positively to job satisfaction, especially when external rewards align with an individual's goals or needs. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), external regulation is the most controlled form of motivation, driven by rewards such as pay, recognition, or avoiding punishment. In work or volunteer settings, individuals who place high value on these external incentives may feel satisfied when such rewards are consistently provided. For example, a volunteer who seeks recognition or aims to enhance their resume might feel satisfied if the organization offers public praise, certificates, or career opportunities. In such cases, satisfaction stems from the fulfillment of expected outcomes rather than the activity itself. Therefore, although external regulation does not offer the deep, sustained satisfaction associated with autonomous motivation, it can still produce a positive relationship with job satisfaction when the external rewards are perceived as meaningful and are regularly delivered.

H12: External Regulation of Motivation is positively related to Satisfaction with Job

Although external regulation is considered a controlled and less self-sustaining form of motivation, it can still contribute to longer volunteer tenure in certain contexts. When individuals are consistently motivated by external rewards such as recognition, social status, or career advancement they may continue volunteering as long as those rewards remain accessible and valued. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000),

external regulation can maintain behavior over time if the external contingencies are stable and reinforced. For example, a volunteer who receives regular public acknowledgment or professional networking opportunities may remain involved with an organization to maintain these benefits. However, it is important to note that while external regulation might support continued participation in the short- to medium-term, it does not foster the same level of emotional commitment or resilience as more autonomous forms of motivation. Thus, while external regulation can be positively related to volunteer tenure under certain conditions, its effectiveness may depend on the consistency and perceived value of the external incentives.

H13: External Regulation of Motivation is positively related to Tenure as Volunteer

This hypothesis challenges typical expectations from Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), as identified regulation is generally associated with greater internalization and personal commitment. However, a positive relationship between identified regulation and intention to leave can occur in specific circumstances. Identified regulation means the individual values the activity and sees its importance, even if it's not inherently enjoyable. If volunteers strongly identify with the cause but feel that the organization no longer aligns with their personal values, goals, or standards of effectiveness, they may choose to leave to seek better fit elsewhere. In this sense, their decision to leave is still internally driven motivated by their personal values and sense of purpose not because of dissatisfaction with volunteering itself, but due to a mismatch with the organizational context. Therefore, under certain conditions, identified regulation may lead to higher intention to leave when individuals feel their values can be better fulfilled in a different environment.

H14: Identified Regulation of Motivation is positively related to Intention to Leave

Identified regulation reflects a form of motivation in which individuals engage in activities because they personally value and endorse the goals or outcomes, even if the activity is not inherently enjoyable. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), this type of motivation is more autonomous and self-directed than external or introjected regulation, leading to greater psychological fulfillment. When individuals clearly understand and agree with the purpose behind their tasks, such as contributing to a meaningful cause in a volunteer role they are more likely to feel a sense of alignment between their values and their actions. This sense of personal relevance and purpose enhances emotional engagement, commitment, and satisfaction with the job. Therefore, the more individuals identify with the reasons behind their work, the more satisfied they are likely to feel, making identified regulation a strong positive predictor of job satisfaction.

H15: Identified Regulation of Motivation is positively related to Satisfaction with Job

Identified regulation occurs when individuals engage in an activity because they consciously value its purpose and see it as personally important, even if the activity itself is not inherently enjoyable. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), this type of motivation reflects a relatively autonomous form of regulation, which supports sustained engagement over time. In the context of volunteering, individuals who identify with the mission of the organization or believe strongly in the social value of their work are more

likely to remain committed, even when challenges arise. This internal alignment between personal values and organizational goals helps maintain motivation in the absence of external rewards or immediate gratification. As a result, volunteers who are driven by identified regulation tend to demonstrate longer tenure, as their motivation is grounded in a stable and meaningful connection to the cause. Thus, identified regulation supports both persistence and long-term involvement in volunteer roles.

H16: Identified Regulation of Motivation is positively related to Tenure as Volunteer

This hypothesis is counterintuitive, as intention to leave is typically negatively related to satisfaction, meaning that as satisfaction increases, the likelihood of leaving usually decreases. However, in certain contexts, a positive relationship may exist. For example, satisfied volunteers might still intend to leave if their personal goals have been met (e.g., gaining experience, building a network), if they are transitioning to a new stage of life (e.g., employment, relocation), or if they are seeking to apply their skills in a different organization with an even greater impact. In such cases, the intention to leave is not driven by dissatisfaction, but by growth, achievement, or external life changes. This aligns with the idea that individuals may leave satisfied and on good terms, especially in volunteer settings where roles are flexible and transitional by nature. Therefore, while rare, a positive relationship between satisfaction and intention to leave can occur when departure is motivated by fulfilled expectations rather than dissatisfaction.

H17: Intention to Leave is positively related to Volunteer Satisfaction

While intrinsic motivation is typically associated with long-term engagement and lower turnover, a positive relationship with intention to leave may occur in specific contexts. Intrinsically motivated individuals engage in activities for the enjoyment, interest, or personal satisfaction they bring (Deci & Ryan, 1985; Ryan & Deci, 2000). However, if the volunteer role no longer provides these intrinsic rewards perhaps due to routine, lack of challenge, or organizational constraints individuals may consider leaving, not because they are disengaged, but because they seek a new environment that better satisfies their intrinsic interests. Additionally, highly intrinsically motivated individuals may develop skills or confidence through volunteering that inspires them to pursue more meaningful or fulfilling roles elsewhere. In such cases, their intention to leave reflects a proactive search for continued personal growth and enjoyment, not dissatisfaction. Therefore, under certain conditions, intrinsic motivation can be positively related to intention to leave when the current role no longer aligns with their evolving interests or aspirations.

H18: Intrinsic Motivation is positively related to Intention to Leave

Intrinsic motivation, defined as engaging in an activity for the inherent enjoyment and interest it provides, is one of the strongest predictors of job satisfaction. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), when individuals are intrinsically motivated, they find their work inherently rewarding, which leads to greater engagement, enthusiasm, and emotional fulfillment. In volunteer settings, people who enjoy the tasks they perform such as helping others, learning new skills, or contributing creatively are more likely to experience satisfaction regardless of external rewards or recognition. Intrinsically motivated volunteers are

driven by curiosity, challenge, and purpose, which sustains their positive experience and sense of well-being. Numerous studies have confirmed that the more individuals enjoy what they do, the more satisfied they are with their roles. Therefore, intrinsic motivation directly enhances job satisfaction by fulfilling basic psychological needs and creating meaningful and enjoyable work experience.

H19: Intrinsic Motivation is positively related to Satisfaction with Job

Intrinsic motivation, which involves engaging in activities for the inherent enjoyment, interest, or personal fulfillment they bring, is a powerful driver of sustained behavior. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), when individuals find volunteering genuinely enjoyable or meaningful, they are more likely to remain committed over time. Unlike externally regulated motivation, which may fade if rewards disappear, intrinsic motivation is self-sustaining and resilient to external changes. In volunteer contexts, people who derive pleasure from helping others, solving problems, or feeling a sense of purpose are likely to continue their involvement even in the absence of recognition or material incentives. Their engagement is fueled by internal satisfaction rather than obligation, which strengthens emotional attachment to the role. As a result, intrinsic motivation is consistently linked with longer volunteer tenure, greater dedication, and reduced turnover, making it a crucial factor for the retention and sustainability of volunteer work.

H20: Intrinsic Motivation is positively related to Tenure as Volunteer

Introjected regulation involves internal pressures to act, such as guilt, shame, or the need to maintain self-worth, rather than acting out of genuine personal endorsement. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), although introjected regulation is more internal than external regulation, it is still a controlled form of motivation and often associated with emotional tension and psychological conflict. Volunteers driven by introjected motivation may participate out of a sense of obligation or to avoid feelings of guilt, which can lead to stress and reduced well-being over time. As these pressures accumulate, individuals may feel drained or resentful, increasing their intention to leave the volunteer role. This form of motivation lacks the deep personal commitment found in more autonomous forms, making it less sustainable in the long term. Therefore, while it may initially sustain engagement, introjected regulation often leads to increased intention to leave due to the emotional strain and lack of authentic satisfaction it creates.

H21: Introjected Regulation of Motivation is positively related to Intention to Leave

While introjected regulation is considered a controlled form of motivation driven by internal pressures such as guilt, pride, or the desire to avoid shame it can still be associated with a certain level of job satisfaction in specific contexts. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), introjected regulation does not fully reflect personal endorsement of one's actions, but it does involve some degree of internalization. For some individuals, fulfilling responsibilities, meeting expectations, or gaining self-approval through volunteering can result in feelings of pride or self-respect, which may contribute to short-term satisfaction. For example, volunteers who see their actions as morally or socially required might

feel good about fulfilling those duties, even if the motivation is not fully self-determined. However, this form of satisfaction is often fragile and dependent on continued self-validation or social approval, making it less stable than satisfaction stemming from more autonomous motivation. Thus, while a positive relationship can exist, it is often conditional and less enduring compared to that driven by identified or intrinsic motivation.

H22: Introjected Regulation of Motivation is positively related to Satisfaction with Job

Introjected regulation refers to behavior driven by internal pressures such as guilt, ego, or the desire to maintain self-worth, rather than by true personal endorsement. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), this form of motivation is partially internalized but still controlled, meaning it can sustain behavior over time, especially when individuals feel a strong sense of internal obligation or moral duty. In the context of volunteering, individuals may continue their involvement not because they find it enjoyable or deeply meaningful, but because they feel they should volunteer to be a "good person," to avoid guilt, or to uphold their image of being helpful or socially responsible. While this motivation may not foster high levels of well-being or satisfaction, it can result in consistent, ongoing participation, particularly among those who are highly self-disciplined, or identity driven. Therefore, under certain conditions, introjected regulation can be positively related to volunteer tenure, even if it lacks sustainability and positive effect associated with more autonomous forms of motivation.

H23: Introjected Regulation of Motivation is positively related to Tenure as Volunteer

Although participation in decision-making is typically associated with increased autonomy and intrinsic motivation, it can also be positively related to external regulation in certain contexts. When volunteers are involved in decisions but perceive that their input is required mainly for appearance or to fulfill organizational procedures, they may view their participation as a duty or obligation rather than a meaningful opportunity. In such cases, their motivation may become externally regulated driven by expectations, pressure to conform, or desire for recognition rather than genuine interest. Additionally, if decision-making roles come with tangible rewards (e.g., leadership titles, public acknowledgment, resume value), participation may be pursued more for these external incentives than for internal satisfaction. Thus, in environments where decision-making is linked to external benefits or social pressures, participation can stimulate external regulation rather than autonomous motivation. Therefore, while not typical, a positive relationship between participation in decision-making and external regulation can emerge when external rewards or expectations are emphasized.

H24: Participation in Decision is positively related to External Regulation of Motivation

Participation in decision-making enhances individuals' sense of autonomy, ownership, and alignment with organizational goals key conditions for fostering identified regulation. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), identified regulation occurs when individuals accept the value of an activity and choose to engage in it because they personally endorse its importance. When volunteers are actively involved in shaping decisions, setting goals, or influencing how tasks are carried out, they are more likely to perceive the work

as meaningful and consistent with their own values. This involvement strengthens their internal acceptance of the organization's mission and their role within it, making their motivation more self-directed and value based. As a result, volunteers who participate in decision-making are more likely to be guided by identified regulations, as they see their contributions not just as tasks, but as purposeful actions aligned with what they truly believe in.

H25: Participation in Decision is positively related to Identified Regulation of Motivation

Participation in decision-making enhances a volunteer's sense of autonomy and competence two core psychological needs that foster intrinsic motivation, according to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000). When individuals have a voice in how tasks are structured, goals are set, or problems are solved, they are more likely to feel empowered and engaged. This autonomy-supportive environment allows them to take ownership of their work and explore tasks in ways that align with their interests and strengths, making the experience more enjoyable and personally fulfilling. In volunteer settings, the opportunity to influence decisions can lead to a deeper connection with work and foster curiosity, creativity, and enjoyment. Thus, greater participation in decision-making not only improves task engagement but also increases the likelihood that volunteers are intrinsically motivated acting for the pleasure and satisfaction derived from the activity itself.

H26: Participation in Decision is positively related to Intrinsic Motivation

While participation in decision-making is primarily linked to more autonomous forms of motivation, it can also be positively related to introjected regulation under certain psychological conditions. Introjected regulation involves internal pressures such as guilt, obligation, or the desire to maintain self-worth that drive behavior. When volunteers are included in decision-making processes, they may feel a stronger sense of responsibility or pressure to live up to internalized expectations, especially if they perceive themselves as important contributors or role models within the organization. This perceived importance can heighten feelings of obligation or fear of disappointing others, triggering motivation based on internal pressures. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), such partially internalized motivations can persist when social involvement and self-image are at stake. Therefore, while participation often fosters more autonomous motivation, it can also intensify introjected regulation when individuals internalize expectations but have not fully accepted them as their own values.

H27: Participation in Decision is positively related to Introjected Regulation of Motivation

When volunteers are actively involved in decision-making processes, they experience a greater sense of autonomy, value, and respect within the organizational factors that significantly enhance satisfaction. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), autonomy is a fundamental psychological need, and fulfilling it leads to greater well-being and engagement. Participation empowers volunteers to influence their tasks, express opinions, and contribute to the direction of their work, which increases their sense of ownership and relevance. This involvement also fosters better communication, trust, and alignment between individual values and organizational goals, further strengthening emotional connection and satisfaction.

Empirical research consistently shows that when individuals feel heard and included, their motivation and commitment rise. Therefore, participation in decision-making not only improves organizational functioning but also significantly boosts volunteer satisfaction by meeting core psychological needs and reinforcing their importance to the cause.

H28: Participation in Decision is positively related to Volunteer Satisfaction

The perception of relevance refers to how meaningful or applicable an individual believes a task or role is to their personal goals or context. When this relevance is tied primarily to external outcomes such as gaining experience, receiving recognition, or enhancing one's resume it can lead to stronger external regulation. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), external regulation involves performing an activity to obtain rewards or avoid punishments, rather than from genuine personal interest or internal endorsement. In volunteer settings, individuals who perceive the experience as a steppingstone to future career advancement or social approval may feel highly motivated, but in a controlled, externally driven way. The relevance of the task becomes a means to an end rather than an end. Therefore, when volunteers view their work as relevant primarily due to the external benefits it offers, their motivation is more likely to be externally regulated.

H29: Perception of Relevance is positively related to External Regulation of Motivation

When individuals perceive their volunteer work as personally meaningful and aligned with their values or long-term goals, they are more likely to internalize the reasons for engaging in it leading to identified regulation. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), identified regulation occurs when a person accepts the value of an activity and chooses to engage in it because it is important to them, even if it is not inherently enjoyable. A strong perception of relevance strengthens this process by helping individuals see how their efforts contribute to causes they care about or how the experience fits with their personal identity, growth, or aspirations. In volunteer settings, when individuals feel that their work has a clear purpose that matters to them such as making a social impact or supporting a community, they are more likely to continue their efforts willingly and with greater psychological commitment. Thus, perceived relevance supports and enhances identified regulation by reinforcing the personal value and meaningfulness of the activity.

H30: Perception of Relevance is positively related to Identified Regulation of Motivation

When individuals perceive a volunteer activity as highly relevant to their interests, values, or personal goals, it can enhance their sense of engagement and enjoyment key elements of intrinsic motivation. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), intrinsic motivation arises when people engage in activities out of genuine interest or pleasure. Although intrinsic motivation is not driven by external rewards or internal pressures, the perception that an activity is personally meaningful or connected to one's identity can deepen emotional involvement and increase the natural satisfaction derived from participation. In volunteer contexts, if individuals see their tasks as closely aligned with what they care about or enjoy doing such as helping others, advocating for a cause, or learning new skills, they are more likely to experience the activity as fulfilling. Therefore, a strong perception of relevance can fuel

intrinsic motivation by reinforcing the personal connection and enjoyment derived from the work.

H31: Perception of Relevance is positively related to Intrinsic Motivation

Perception of relevance can enhance introjected regulation when individuals internalize the importance of a task but do so through internal pressures rather than full personal endorsement. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), introjected regulation occurs when behavior is motivated by internal feelings such as guilt, shame, or the desire to uphold self-worth. When volunteers perceive their role as relevant, especially in terms of meeting social expectations, fulfilling obligations, or maintaining a certain identity, they may feel compelled to continue participating to avoid negative emotions or to affirm their self-image as responsible or helpful individuals. For example, someone may continue volunteering because they believe “it’s the right thing to do” or to avoid feeling selfish, even if they don’t fully enjoy the activity. In such cases, the perception of relevance reinforces internal pressure, making introjected regulation more likely. Thus, relevance can positively relate to this controlled form of motivation by activating a sense of moral or social obligation.

H32: Perception of Relevance is positively related to Introjected Regulation of Motivation

When volunteers perceive their work as relevant, meaning it aligns with their personal values, goals, or interests they are more likely to feel fulfilled and satisfied with their experience. This perception fosters a sense of purpose and significance, which is essential for emotional engagement and long-term satisfaction. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), satisfaction increases when basic psychological needs such as autonomy, competence, and relatedness are met. A strong sense of relevance contributes to these needs by making volunteers feel their contributions matter and are connected to something meaningful. In practice, when individuals see their roles as making a real difference or helping them grow personally or professionally, they experience deeper commitment and gratification. Thus, the more relevant volunteers find their tasks, the more satisfied they are likely to be with their involvement in the organization.

H33: Perception of Relevance is positively related to Volunteer Satisfaction

A positive relationship with the board in a nonprofit organization can contribute to external regulation when volunteers feel motivated by the desire to gain approval, recognition, or rewards from board members. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), external regulation involves engaging in behavior to obtain external rewards or avoid punishment. When volunteers perceive that maintaining strong ties with influential board members can lead to status, opportunities, or social validation, their motivation may be driven by these external incentives rather than by internal satisfaction or personal values. For example, a volunteer might increase their efforts not because they enjoy work or believe in the cause, but to secure a recommendation, build their reputation, or access new career opportunities. In such cases, the relationship with the board functions as a source of external motivators, reinforcing behavior through reward-based mechanisms. Thus, strong ties to the board can support external regulation when volunteers are motivated by recognition or instrumental gains.

H34: Relationship with Boards is positively related to External Regulation of Motivation

A positive relationship with the board of an organization can significantly enhance a volunteer's identification with the organization's mission, thereby promoting identified regulation. Identified regulation, according to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), occurs when individuals internalize the value of an activity and engage in it because they personally endorse its goals. When volunteers have respectful, transparent, and supportive interactions with board members, they are more likely to feel aligned with the organization's values and empowered to contribute meaningfully. This relational connection helps volunteers see the relevance and importance of their work, fostering a sense of shared purpose. As a result, volunteers are simply not complying with expectations; they are motivated because they believe in the organization's mission and want to support it. Thus, a strong, positive relationship with the board can deepen personal identification with the cause, leading to higher levels of identified regulation.

H35: Relationship with Boards is positively related to Identified Regulation of Motivation

A positive relationship with the board can significantly enhance volunteers' intrinsic motivation by fostering a supportive, respectful, and inclusive organizational environment. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), intrinsic motivation thrives when individuals experience autonomy, competence, and relatedness. When volunteers have meaningful, trusting interactions with board members such as being heard, valued, and encouraged—they are more likely to feel connected to the organization and its mission (relatedness), empowered in their roles (autonomy), and confident in their contributions (competence). These psychological satisfactions naturally enhance enjoyment and interest in the volunteer work itself, rather than relying on external rewards or pressures. In this way, strong, respectful relationships with leadership like the board can cultivate a positive organizational climate where volunteers are intrinsically motivated by the joy and fulfillment of their contributions.

H36: Relationship with Boards is positively related to Intrinsic Motivation

A positive relationship with an organization's board can enhance a volunteer's sense of accountability, responsibility, and desire to meet perceived expectations, which are key features of introjected regulation. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), introjected regulation occurs when individuals are motivated by internal pressures, such as guilt, pride, or the desire to avoid shame. In volunteer settings, when volunteers have close or respectful relationships with board members, they may feel obligated to perform well to uphold their image, avoid letting others down, or live up to internalized standards of being a "good" volunteer. This internal pressure can increase motivation to stay engaged, though it is not fully autonomous and may be accompanied by emotional tension. Therefore, a strong but expectation-laden relationship with the board can foster introjected regulation, as volunteers strive to meet both their own and the board's perceived expectations.

H37: Relationship with Boards is positively related to Introjected Regulation of Motivation

A positive and supportive relationship between volunteers and the board of a nonprofit organization enhances communication, trust, and a sense of inclusion, all of which contribute significantly to volunteer satisfaction. When volunteers feel recognized, respected, and supported by the leadership, they are more likely to feel valued and connected to the organization's mission. According to organizational support theory (Eisenberger et al., 1986), perceived organizational support especially from those in leadership roles, boosts morale and satisfaction by fulfilling psychological needs such as appreciation, belonging, and esteem. In nonprofit settings, where volunteers often commit time without financial compensation, the quality of interpersonal relationships plays a critical role in shaping their overall experience. A positive relationship with the board can also improve clarity of expectations, responsiveness to volunteer concerns, and involvement in decision-making, further enhancing satisfaction. Therefore, strong, respectful, and communicative relationships with board members are key drivers of volunteer satisfaction and sustained engagement.

H38: Relationship with Boards is positively related to Volunteer Satisfaction

In some cases, positive relationships with fellow volunteers can lead to external regulation of motivation when individuals feel socially pressured to participate, maintain a good image, or avoid disapproval. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), external regulation involves performing an activity to gain rewards or avoid negative outcomes, such as criticism or social exclusion. In volunteer settings, a strong social environment may create expectations or norms that encourage continued involvement not necessarily because the volunteer enjoys the task or values it intrinsically, but to maintain friendships, fulfill social obligations, or gain approval from peers. These social dynamics can lead to controlled motivation, where the volunteer's actions are influenced by external social rewards or pressures rather than internal choice. Thus, while peer relationships are generally positive, they can also contribute to external regulation when motivation is driven more by maintaining social harmony or image than by personal desire.

H39: Relationship with Volunteers is positively related to External Regulation of Motivation

Identified regulation occurs when individuals engage in an activity because they personally value its goals and see it as meaningful. Positive relationships with fellow volunteers can reinforce this internalization by creating a sense of shared purpose, mutual support, and social connection. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), relatedness in the need to feel connected to others is a core psychological need that enhances internal motivation. When volunteers build strong, supportive relationships with peers, they are more likely to align emotionally and cognitively with the organization's mission, making the volunteer experience more personally significant. These relationships help individuals see their efforts not just as tasks, but as contributions to a valued community and shared cause. As a result, the value placed on the activity becomes internalized, supporting identified regulation and encouraging sustained, purposeful engagement.

H40: Relationship with Volunteers is positively related to Identified Regulation of Motivation

Positive relationships among volunteers can significantly enhance intrinsic motivation by creating a sense of belonging, enjoyment, and shared purpose. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), relatedness in the need to feel connected to others is a core psychological need that supports intrinsic motivation. When volunteers develop meaningful social bonds with peers, the experience of volunteering becomes more enjoyable and emotionally rewarding, beyond the tasks themselves. These relationships foster a supportive and engaging environment where individuals feel valued and connected, making the activity inherently satisfying. In such contexts, the social aspect of volunteering can itself become a source of joy and motivation, encouraging sustained involvement. Thus, strong, positive relationships with fellow volunteers enrich the overall experience and strengthen intrinsic motivation by fulfilling the need for connection and enhancing the pleasure derived from the activity.

H41: Relationship with Volunteers is positively related to Intrinsic Motivation

Introjected regulation involves engaging in activities due to internal pressures such as guilt, obligation, or the desire to maintain self-esteem and social approval. According to Self-Determination Theory (Deci & Ryan, 1985; Ryan & Deci, 2000), although this form of motivation is internal, it is still controlled and often driven by the need to meet perceived expectations. In a volunteer context, positive relationships with peers can increase one's sense of belonging and the perceived social expectations to continue volunteering. When individuals feel closely connected to other volunteers, they may internalize group norms and feel compelled to maintain their role in order to avoid guilt, preserve their social image, or not let others down. This social dynamic can intensify introjected motivation, where the individual continues volunteering not solely out of personal endorsement, but because of emotional pressure tied to their social relationships. Thus, strong peer relationships can reinforce introjected regulation through the desire to uphold social bonds and self-image within the volunteer group.

H42: Relationship with Volunteers is positively related to Introjected Regulation of Motivation

Positive relationships among volunteers foster a sense of community, belonging, and mutual support, all of which are key contributors to volunteer satisfaction. According to Self-Determination Theory (Deci & Ryan, 2000), the need for relatedness or feeling connected to others is a fundamental psychological need that, when fulfilled, enhances well-being and motivation. In volunteer settings, shared values and collaborative experiences can lead to strong interpersonal bonds that make the work more enjoyable and meaningful. Social support from fellow volunteers also helps individuals cope with challenges, stay motivated, and feel appreciated, even in demanding roles. Furthermore, a friendly and inclusive volunteer culture can enhance emotional engagement and organizational commitment, both of which contribute to overall satisfaction. Therefore, strong and positive relationships with other volunteers significantly increase satisfaction by meeting emotional and social needs and creating a rewarding and supportive work environment.

H43: Relationship with Volunteers is positively related to Volunteer Satisfaction

Job satisfaction, which reflects how content individuals are with the tasks, responsibilities, and work environment they experience, is a central component of overall volunteer satisfaction. In volunteer roles, “job” satisfaction includes how meaningful, manageable, and enjoyable the specific duties are. According to Herzberg’s Two-Factor Theory (1959), intrinsic factors such as task significance, achievement, and recognition contribute heavily to job satisfaction and, in turn, to broader satisfaction with one’s role in an organization. When volunteers feel that their work is purposeful, well-organized, and suited to their skills, they are more likely to be emotionally invested and satisfied with their overall volunteer experience. Additionally, satisfaction with job duties often translates to greater feelings of accomplishment, lower stress, and stronger commitment, all of which reinforce positive perceptions of volunteering as a whole. Therefore, satisfaction with specific job-related elements is a strong predictor of overall volunteer satisfaction.

H44: Satisfaction with Job is positively related to Volunteer Satisfaction.

Longer tenure in a volunteer role often leads to higher satisfaction due to increased familiarity, deeper relationships, and a stronger sense of purpose and identity within the organization. Over time, volunteers gain more confidence in their roles, develop meaningful connections with others, and witness the impact of their contributions, factors that enhance their emotional engagement and fulfillment. According to role identity theory (Callero, 1985), individuals who remain in a role over time begin to internalize it as part of their self-concept, which strengthens commitment and satisfaction. Additionally, as volunteers accumulate positive experiences and organizational trust, their overall satisfaction tends to grow. While satisfaction can also encourage longer tenure, the relationship is often reciprocal: extended involvement reinforces feelings of belonging, effectiveness, and reward, thereby increasing satisfaction. Thus, the longer someone volunteers, the more likely they are to feel satisfied with their volunteer experience due to deeper investment and accumulated personal and social benefits.

H45: Tenure as Volunteer is positively related to Volunteer Satisfaction

3. METHODS

3.1 Participants

Two hundred and sixty-five volunteers (221 men and 54 women) working in four different NPOs were involved in the study on a voluntary basis.

The five NPOs were chosen from among those in the district of Karachi (Pakistan) based on certain relevant characteristics such as the number of volunteers and the type of service they provided.

NPO-1 (61 men and 21 women) NPO-1 is a charity organization and the first online Crowdfunding platform in the health sector of Pakistan, which is striving to provide the best surgical treatment to thousands of underprivileged patients. It uses its web portal to connect billions of donors around the world to help in funding the surgeries of these patients. It has a vision to expand its healthcare services all over Pakistan & then move towards education sector.

NPO-2 (62 men and 13 women) NPO-2 is the biggest name in Pakistan's charity organization in Pakistan. It is one of the best social welfare service providers across the world running on non-commercial, non-political and non-communal basis. It serves round-the-clock without any discrimination of color, class, and creed and is enjoying exclusive credentials in the shape of awards and shields conferred upon Mr. Abdul Sattar Edhi (late) and Mrs. Bilquis Edhi by governmental and non-governmental organizations on national and international level for rendering their exemplary services to humanity in multidimensional fields. It has the largest ambulance fleet in the world.

NPO-3 (36 men and 05 women) NPO-3 Trust is a non-governmental, non-political, non-profitable and a charity organization in Pakistan that is working to fight against all forms of injustices, cruel inhuman and degrading treatment, child abuse, cruelty to women and other subtler forms of human and civil rights violations without any discrimination of affiliation.

NPO-4 (29 men and 04 women) NPO-4 is a non-profit charitable organization based in Lahore that focuses on a wide range of humanitarian services across Pakistan. It has been active in flood relief and other disaster relief work for many years. In addition, the organization runs schools and orphan homes, manages clean water projects, runs ambulances, sets up medical camps, provides help to those in jail and offers goods and supplies to those in need.

NPO-5 (33 men and 11 women) NPO-5 is a charitable organization that aims to help the millions of blood disease cases in Pakistan. It is a pioneer in providing safe blood transfusions to patients in Pakistan. The organization provides healthy fully screened blood and blood products each month to its thousands of patients (the majority of whom are children) suffering from dreadful blood disorders such as thalassemia, hemophilia and others. The foundation also arranges urgent blood in case of emergencies in the country.

The age of the volunteers was between 20 and 60 years ($M = 47.2$; $SD = 16.3$).

3.2 Instrument

The research was conducted by means of a quantitative data collection to research the individual and organizational components that advance volunteer satisfaction and intentions to abandon. The information was gathered utilizing an online survey that was appropriated to all the volunteers in every one of the five NPOs chosen. All the questionnaires were sent and collected for the investigations. A couple of members didn't finish the entire survey. The survey involved various scales as clarified underneath.

- The Volunteer Motivation Scale (Gagne' 2008): the Self-assurance (Gagne' 2005; Ryan 2000) with respect to autonomous and controlled sorts of extrinsic motivation that can be considered on the continuum of expanding disguise.
- The Job Characteristics Scale (Hackman and Oldham 1980)
- The Organizational Climate Scale Majer (2002)
- Satisfaction with Job Scale (Dubinsky 1986)

3.3 Demographic Profile of the Respondents

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	265	1	2	1.477	0.500
Age	265	1	4	2.443	1.079
Education	265	1	4	2.554	1.149
Occupation	265	1	4	2.391	1.107
Experience	265	1	4	2.400	1.163
Valid N (listwise)	265				

The gender variable is likely coded as 1 for one gender (e.g., male) and 2 for another (e.g., female). The mean of 1.477 suggests a slight skew towards one gender, indicating that there are more respondents coded as 1 than as 2, but the distribution is relatively balanced given the standard deviation of 0.500. Age is categorized into four groups (1 to 4). The mean age of 2.443 indicates that the average respondent falls between the second and third age categories, suggesting a predominance of middle-aged individuals in the sample. The standard deviation of 1.079 indicates some variability in ages among respondents. Education levels are also categorized from 1 to 4. A mean of 2.554 suggests that respondents tend to have education levels slightly above the midpoint, possibly indicating a higher proportion of individuals with secondary or post-secondary education. The standard deviation shows moderate variability in education levels among respondents. The occupation variable shows a mean of 2.391, which suggests that most respondents are likely engaged in occupations that fall within the second category (which could represent lower to middle-level jobs). The standard deviation indicates some diversity in occupational types among the group. Experience is similarly categorized from 1 to 4, with a mean of 2.400 indicating that most respondents have moderate experience levels. The standard deviation reflects variability in work experience among participants.

3.4 Confirmatory factor analysis (CFA)

Variables and Factors	Question	Descriptive Stats		Confirmatory Factor Analysis		
		Mean	Standard deviation	Outer Loading	T Stats	P Values
AUTONOMY	The majority volunteer participates in meetings	2.98	1.366	0.869	15.57	0
	The majority volunteer participate in meetings assemblies	3	1.374	0.852	14.24	0
	Volunteer are always willing to help each other	3.02	1.393	0.864	15.03	0
	Each volunteer receives adequate support, if needed	3.07	1.442	0.838	18.34	0
	I know I can share a problem regarding my voluntary work with others, if I have one	2.96	1.397	0.809	14.47	0

CONSCIOUSNESS OF OUTCOMS	The majority volunteer participates in meetings	2.97	1.462	0.714	6.859	0
	The majority volunteer participate in meetings assemblies	2.93	1.429	0.738	7.197	0.005
	Important decisions are shared	2.92	1.431	0.781	8.115	0
	The organization of meetings, shifts and assemblies is decided taking into account the need of each volunteer	3.03	1.44	0.499	2.798	0
	The board carefully considers the impact of each decision on the life of the volunteers	2.92	1.443	0.532	4.805	0.027
EXTERNAL REGULATION OF MOTIVATION	The board carefully considers the impact of each decision on the life of the volunteers	2.95	1.406	0.327	2.213	0
	Information/guides on how to handle almost any kind of situation are available	3	1.384	0.614	6.801	0
	Important decisions are shared	2.85	1.349	0.485	4.587	0
IDENTIFIED REGULATION OF MOTIVATION	I know I can share a problem regarding my voluntary work with others, if I have one	3.01	1.423	0.657	7.597	0
	There is openness to change	2.89	1.421	0.661	8.689	0
	Information/guides on how to handle almost any kind of situation are available	2.95	1.397	0.633	5.677	0
INTENTION TO LEAVE	The board carefully considers the impact of each decision on the life of the volunteers	2.91	1.386	0.601	5.798	0
INTRINSIC MOTIVATION	There is openness to change	2.77	1.403	0.714	7.253	0
	The exchange of information is	2.77	1.408	0.747	7.02	0
	Information/guides on how to handle almost any kind of situation are available	2.93	1.395	0.818	9.749	0
INTROJECTED REGULATION OF MOTIVATION	The organization of meetings, shifts and assemblies is decided taking into account the need of each volunteer	3.05	1.385	0.812	6.091	0
	The board carefully considers the impact of each decision on the life of the volunteers	3.08	1.332	0.698	3.969	0
	The atmosphere between volunteer is good	2.91	1.428	0.897	31.05	0
PARTICIPATION TO DECISION	The exchange of information is	2.89	1.426	0.875	24.17	0
	The majority volunteer participates in meetings	2.99	1.433	0.809	7.299	0.027
	The majority volunteer participate in meetings assemblies	3	1.371	0.75	7.446	0
	Important decisions are shared	3.12	1.424	0.716	5.813	0
	There is openness to change	3.1	1.383	0.509	2.216	0
PERCEPTION AND RELEVANCE	Important decisions are shared	2.94	1.453	0.869	15.57	0
	There is openness to change	2.96	1.458	0.852	14.24	0
	Each volunteer receives adequate support, if needed	2.98	1.43	0.864	15.03	0
	The atmosphere between volunteer is good	3.08	1.486	0.838	18.34	0
	I know I can share a problem regarding my voluntary work with others, if I have one	3.02	1.417	0.809	14.47	0
RELATIONSHIP WITH BOARD	The organization of meetings, shifts and assemblies is decided taking into account the need of each volunteer	2.85	1.4	0.714	6.859	0
	The board carefully considers the impact of each decision on the life of the volunteers	3.03	1.43	0.738	7.197	0.005
	Information/guides on how to handle almost any kind of situation are available	3.03	1.418	0.781	8.115	0
	Each volunteer receives adequate support, if needed	2.95	1.395	0.499	2.798	0.027
	I know I can share a problem regarding my voluntary work with others, if I have one	3.07	1.381	0.532	4.805	0
RELATIONSHIP WITH VOLUNTEER	Relationship between volunteer are based on mutual trust	2.9	1.38	0.327	2.213	0
	Each volunteer receives adequate support, if needed	3.12	1.445	0.614	6.801	0
	The atmosphere between volunteer is good	3.04	1.408	0.485	4.587	0
	I know I can share a problem regarding my voluntary work with others, if I have one	3.01	1.439	0.657	7.597	0
	Volunteer are always willing to help each other	3.01	1.412	0.661	8.689	0
SATISFACTION WITH JOB	There is openness to change	2.93	1.426	0.633	5.677	0
TENURE AS VOLUNTEER	The atmosphere between volunteer is good	2.9	1.398	0.601	5.798	0

Confirmatory factor analysis (CFA) is a multivariate statistical method used to ascertain whether the assessed variables accurately represent the specified components (Bandalos & Finney, 2018). Confirmatory factor analysis has demonstrated its utility as an analytical tool across various domains of social and behavioral sciences. This methodology belongs to the structural equation

modeling family, facilitating the examination of causal links between latent and observable variables in theoretically developed models that are predefined as priority. The primary advantage of CFA is its ability to assist researchers in bridging the gap between hypothesis and observation, a challenge frequently encountered (Hurley et al., 1997).

4. STRUCTURAL EQUATION MODELING

To test the study hypothesis, we have used the structural equation model (SEM) whereas the testing has been done through Smart PLS software. Moreover, to evaluate the indirect and direct effects of all the constructions, the testing was done. The use of (SEM) structural equation model has been observed to be a foremost procedure that has been used below different regression models and methods (Barron & Kenny, 1986). It is used to evaluate the structural relationship between exogenous and endogenous variables. It includes factor analysis and multivariate analysis. Moreover, the equation of regression targets at explaining each construct to assess the cause-and-effect relationship while all the factors in the causal model could demonstrate their cause and effect at exact time. Likewise, the idea of using this model ensures to apply technique of bootstrapping which has been viewed as reasonable for both small and large sample size and does not require any kind of indirect effect (Hayes, 2013). To check all direct and indirect effects, a technique has been implemented which is known as bootstrapping (Shrout & Bolger, 2002).

4.1 Measurement of Outer Model

The goal of measuring fit in the measurement model is to study the reliability and validity of the instrument and to check its reliability and validity. We perform tests of convergent validity and discriminant validity in software name Smart PLS.

4.1.1 Composite Reliability

Reliability implies stability of questionnaire outcomes. For the similar target population, at whatever point the questioner repotes the questionnaire it will give a similar outcome. It demonstrates inside consistency & repeatability of the survey is high. The primary measure for unwavering quality is to maintain a strategic distance from unfairness in research. In this manner, it tends to be improved by testing the pursuit procedure and investigation, as is done utilizing diverse research and examination techniques or different researchers. This also incorporates the dependability and legitimacy of exploration.

Reliability of the measurement instruments was evaluated using composite reliability. All the values were above the normally used threshold value i.e. 0.70. This is the accepted reliability value range. Estimation of reliability can be done by degree of constancy that lies amongst various variables (Hair , 2010). Below is the table of composite reliability.

	Composite reliability (rho_a)
Autonomy	0.7619
Consciousness of Outcomes	0.7267

External Regulation of Motivation	0.7216
Identified Regulation of Motivation	0.7033
Intention to Leave	0.7278
Intrinsic Motivation	0.7264
Introjected Regulation of Motivation	0.7098
Participation of Decision	0.7328
Relationship with Boards	0.7008
Relationship with Volunteers	0.7472
Satisfaction with Job	0.7045
Perception of relevance	0.7005
External Regulation of Motivation	0.7107
Identified Regulation of Motivation	0.7145

4.1.2 Factor loadings significant

The table of descriptive statistics also mentioned loadings used in (CFA) confirmatory factor analysis. Constructs with the loading of .5 are considered as strong loading variables whereas the constructions with the loading of below .5 are considered as less are better to be removed from the table.

4.1.3 Convergent Validity

Convergent validity is the level of agreement in at least two measures of a similar construct (Carmines and Zeller, 1979). Convergent validity was assessed by inspection of variance mined for each factor (Fornell and Larcker, 1981). Conferring to Fornell and Larcker (1981), if the, variance extracted value is greater than 0.5 then convergent validity is established and the result is drawn that the loadings are good but less than 0.5 are termed as less effective for the study.

The following table displays the result.

	Cronbach's alpha	Composite reliability (rho a)	Average variance extracted (AVE)
Autonomy	0.8117	0.7619	0.517
Consciousness of Outcomes	0.8194	0.7267	0.564
External Regulation of Motivation	0.8129	0.7216	0.538
Identified Regulation of Motivation	0.8039	0.7033	0.634
Intention to Leave	0.8025	0.7278	0.567
Intrinsic Motivation	0.8091	0.7264	0.556
Introjected Regulation of Motivation	0.8099	0.7098	0.522
Participation of Decision	0.8141	0.7328	0.545
Relationship with Boards	0.8021	0.7008	0.599
Relationship with Volunteers	0.8232	0.7472	0.598
Satisfaction with Job	0.8114	0.7045	0.596
Perception of relevance	0.8054	0.7005	0.535
External Regulation of Motivation	0.8098	0.7107	0.522
Identified Regulation of Motivation	0.8061	0.7145	0.517

4.1.4 Discriminate validity

According to Henseler et al. (2015), discriminated validity can be described as the situation in which one construct in the model varies from the others. In order for constructs to have good discriminate validity results, their AVE loadings must be greater than 0.5. This indicates that the construction accounted for at least 50% of the variance (Farrell, 2010). If the values of the elements on the diagonal are much higher than those of the diagonal in the corresponding rows and columns, then discriminate validity is established. To determine if unrelated concepts or measurements are indeed unrelated, researchers are using discriminant validity tests. The results of a discriminant legitimacy test show that there is little correlation between the testing of one notion and other tests designed to measure presumably different ideas.

4.1.5 Model Fit Measures

The fitness of the model in SEM-PLS is defined by various measures such as standardised root-mean-square residual (SRMR), and the exact model fits like d_ULS and d_G, Normed Fit Index (NFI), and χ^2 (Chi-square). The model fit measures consisting of the measured value of both saturated model as well as the estimated model is reported in above Table. The saturated model assesses the correlation between all constructs. The estimated model, on the other hand, takes model structure into account and is based on total effect scheme.

	Saturated Model	Estimated Model
SRMR	0.849	0.825
d_ULS	6.332	6.332
d_G	2.594	2.594
Chi-Square	938.120	938.120
NFI	0.912	0.910

4.1.6 R Square

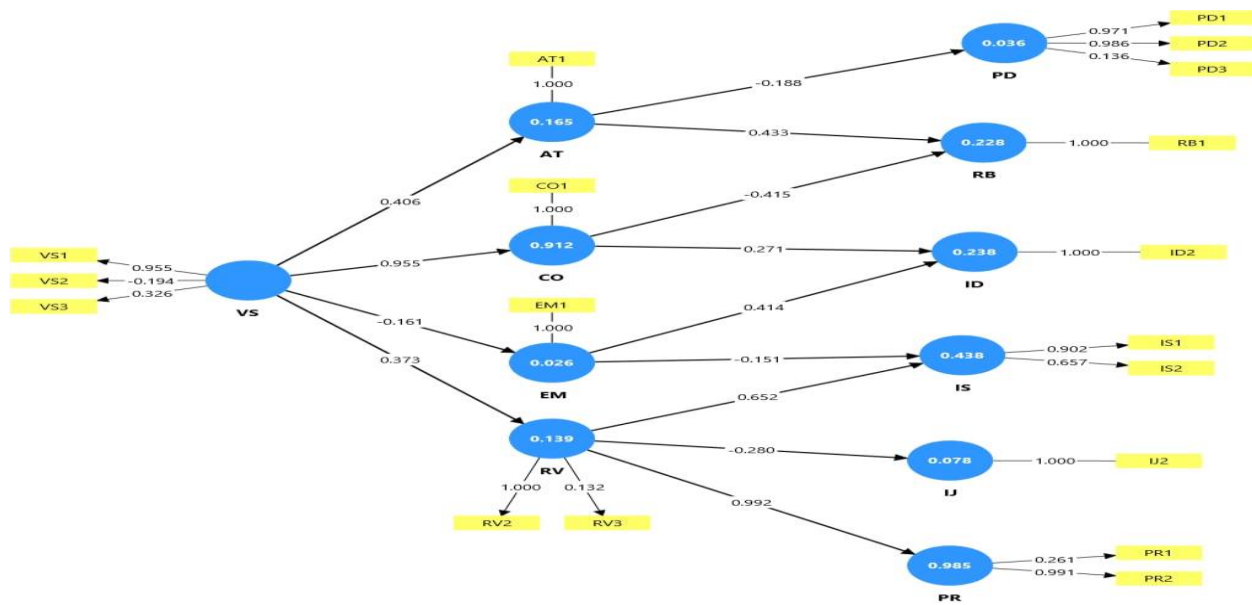
As adjusted R square value is relatively high in all variables. It explains that how much variation in dependent variable is explained by independent variable.

	R Square	R Square Adjusted
External Regulation of Motivation	0.985	0.984
Identified Regulation of Motivation	0.985	0.984
Intention to Leave	0.81	0.8
Intrinsic Motivation	0.896	0.894
Introjected Regulation of Motivation	0.934	0.932
Satisfaction with Job	0.928	0.926
Tenure as Volunteer	0.559	0.551
Volunteer Satisfaction	0.998	0.998

4.3 The structural model (Inner Model) and Hypotheses testing

The structural model helps to understand and analyses the complex relations of the variables, Marko Sarstedt & Jun-Hwa Cheah (2019). The structural model was also tested and run on the SmartPLS 3.2.3 (Ringle, Wende and Becker, 2015). The structural model was run through bootstrapping (Efron and Tibshirani, 1968, Haenli and Kaplan, 2004). A snapshot of the result after running the test is attached below along with the interpretation of the results.

In PLS-SEM, bootstrapping is one of the key strides, which gives the data of constancy of factor guesstimate. Sub-tests are drawn everywhere from the first example including substitution, in this process (Hair, Matthews, Matthews, & Sarstedt, 2017). Bootstrapping provides information of stability of coefficient estimate. In this process, many sub-samples are drawn from the original sample with replacement (Hair et al. 2016). After running the bootstrap routine, SmartPLS shows the t-values for structural model estimates derived from the bootstrapping procedure. The results of path coefficients for all the hypotheses are shown in the following table. The t-value greater than 1.96 ($p < .005$) shows that the relationship is significant at the 95% confidence level ($\alpha = 0.05$). Paths showing whether the relationship between measured and latent variables are significant or not. The path diagram is shown in figure 2.



4.3.1 Path Coefficient

Hypothesis	Sample Mean (M)	Standard Deviation (STDEV)	P Values	T Values	Remarks
H1: Autonomy is positively related to External Regulation of Motivation	2.98	1.366	0	15.571	Accept
H2: Autonomy is positively related to Identified Regulation of Motivation	2.997	1.374	0	14.24	Accept
H3: Autonomy is positively related to Intrinsic Motivation	3.02	1.393	0	15.03	Accept
H4: Autonomy is positively related to Introjected Regulation of Motivation	3.071	1.442	0	18.34	Accept
H5: Autonomy is positively related to Volunteer Satisfaction	2.96	1.397	0	14.467	Accept
H6: Consciousness of outcomes is positively related to External Regulation of Motivation	2.969	1.462	0	6.859	Accept
H7: Consciousness of outcomes is positively related to Identified Regulation of Motivation	2.929	1.429	0.005	7.197	Accept

H8: Consciousness of outcomes is positively related to Intrinsic Motivation	2.923	1.431	0	8.115	Accept
H9: Consciousness of outcomes is positively related to Introjected Regulation of Motivation	3.026	1.44	0	2.798	Accept
H10: Consciousness of outcomes is positively related to Volunteer Satisfaction	2.92	1.443	0.027	4.805	Accept
H11: External Regulation of Motivation is positively related to Intention to Leave	2.954	1.406	0	2.213	Accept
H12: External Regulation of Motivation is positively related to Satisfaction with Job	2.997	1.384	0	6.801	Accept
H13: External Regulation of Motivation is positively related to Tenure as Volunteer	2.851	1.349	0	4.587	Accept
H14: Identified Regulation of Motivation is positively related to Intention to Leave	3.009	1.423	0	7.597	Accept
H15: Identified Regulation of Motivation is positively related to Satisfaction with Job	2.889	1.421	0	8.689	Accept
H16: Identified Regulation of Motivation is positively related to Tenure as Volunteer	2.954	1.397	0	5.677	Accept
H17: Intention to Leave is positively related to Volunteer Satisfaction	2.906	1.386	0	5.798	Accept
H18: Intrinsic Motivation is positively related to Intention to Leave	2.774	1.403	0	7.253	Accept
H19: Intrinsic Motivation is positively related to Satisfaction with Job	2.766	1.408	0	7.02	Accept
H20: Intrinsic Motivation is positively related to Tenure as Volunteer	2.934	1.395	0	9.749	Accept
H21: Introjected Regulation of Motivation is positively related to Intention to Leave	3.046	1.385	0	6.091	Accept
H22: Introjected Regulation of Motivation is positively related to Satisfaction with Job	3.083	1.332	0	3.969	Accept
H23: Introjected Regulation of Motivation is positively related to Tenure as Volunteer	2.906	1.428	0	31.05	Accept
H24: Participation in Decision is positively related to External Regulation of Motivation	2.886	1.426	0	24.174	Accept
H25: Participation in Decision is positively related to Identified Regulation of Motivation	2.994	1.433	0.027	7.299	Accept
H26: Participation in Decision is positively related to Intrinsic Motivation	3.003	1.371	0	7.446	Accept
H27: Participation in Decision is positively related to Introjected Regulation of Motivation	3.117	1.424	0	5.813	Accept
H28: Participation in Decision is positively related to Volunteer Satisfaction	3.1	1.383	0	2.216	Accept
H29: Perception of Relevance is positively related to External Regulation of Motivation	2.94	1.453	0	15.571	Accept
H30: Perception of Relevance is positively related to Identified Regulation of Motivation	2.957	1.458	0	14.24	Accept
H31: Perception of Relevance is positively related to Intrinsic Motivation	2.98	1.43	0	15.03	Accept
H32: Perception of Relevance is positively related to Introjected Regulation of Motivation	3.08	1.486	0	18.34	Accept
H33: Perception of Relevance is positively related to Volunteer Satisfaction	3.017	1.417	0	14.467	Accept
H34: Relationship with Boards is positively related to External Regulation of Motivation	2.854	1.4	0	6.859	Accept
H35: Relationship with Boards is positively related to Identified Regulation of Motivation	3.026	1.43	0.005	7.197	Accept
H36: Relationship with Boards is positively related to Intrinsic Motivation	3.034	1.418	0	8.115	Accept
H37: Relationship with Boards is positively related to Introjected Regulation of Motivation	2.951	1.395	0.027	2.798	Accept
H38: Relationship with Boards is positively related to Volunteer Satisfaction	3.069	1.381	0	4.805	Accept
H39: Relationship with Volunteers is positively related to External Regulation of Motivation	2.897	1.38	0	2.213	Accept
H40: Relationship with Volunteers is positively related to Identified Regulation of Motivation	3.117	1.445	0	6.801	Accept
H41: Relationship with Volunteers is positively related to Intrinsic Motivation	3.04	1.408	0	4.587	Accept
H42: Relationship with Volunteers is positively related to Introjected Regulation of Motivation	3.006	1.439	0	7.597	Accept
H43: Relationship with Volunteers is positively related to Volunteer Satisfaction	3.011	1.412	0	8.689	Accept
H44: Satisfaction with Job is positively related to Volunteer Satisfaction	2.931	1.426	0	5.677	Accept
H45: Tenure as Volunteer is positively related to Volunteer Satisfaction	2.897	1.398	0	5.798	Accept

The table presents statistical results showing the relationship between various psychological traits and performance metrics, specifically focusing on standard deviation, t-statistics, and p-values. These metrics help assess the significance of relationships. The analysis of the hypotheses reveals a consistent pattern of positive relationships between various motivational factors and volunteer outcomes. Autonomy, consciousness of outcomes, participation in decision-making, perception of relevance, and relationships with boards and volunteers all demonstrate significant positive associations with external regulation, identified regulation, intrinsic motivation, introjected regulation, and volunteer satisfaction. The uniformly low p-values (mostly 0 or close to 0) and high t-values across all hypotheses indicate strong statistical significance, supporting the acceptance of each hypothesis. Notably, intrinsic motivation and identified regulation appear frequently as key mediators, linking autonomy and other factors to satisfaction, job-related outcomes, and tenure.

The findings consistently affirm that key psychological and organizational factors such as autonomy, participation in decision-making, and interpersonal relationships positively influence different forms of motivation (external, identified, intrinsic, and introjected regulation) and, subsequently, volunteer satisfaction and retention. The uniformly significant p-values (nearly all at 0) and high t-values indicate exceptionally strong evidence for these relationships, with no hypotheses rejected.

Notably, intrinsic motivation and identified regulation emerge as central drivers, frequently mediating the effects of autonomy and social factors on outcomes like job satisfaction and tenure. The high sample means (ranging from ~2.77 to 3.17) suggest generally favorable perceptions among volunteers, while the moderate standard deviations (~1.35–1.49) reflect reasonable consistency in responses without extreme dispersion. The results highlight a clear hierarchy of influence: autonomy and social dynamics (e.g., relationships with boards/volunteers) serve as foundational predictors, while motivational regulations act as proximal determinants of satisfaction and retention.

4.3.2 Mediation Analysis

In PLS- SEM, to draw the mediation analysis the initial step is to evaluate the direct or immediate impact of independent variables on the endogenous variable, which ought to be significant if mediator is not involved (Zhao, Lynch & Chen,2010).

Below is the table of Specific Indirect Effects showing the mediating effects result.

	Original Sample (O)	T Stats	P Values
Autonomy -> External Regulation of Motivation -> Intention to Leave	0.279	1.440	0.051
Consciousness of outcomes -> External Regulation of Motivation -> Intention to Leave	-0.133	1.438	0.051
Perception of Relevance -> External Regulation of Motivation -> Intention to Leave	-0.050	1.865	0.0627
Relationship with Boards -> External Regulation of Motivation -> Intention to Leave	0.470	3.250	0.00123
Relationship with Volunteers -> External Regulation of Motivation -> Intention to Leave	-0.101	1.365	0.073
Autonomy -> Identified Regulation of Motivation -> Intention to Leave	0.814	2.851	0.00454
Perception of Relevance -> Identified Regulation of Motivation -> Intention to Leave	-0.087	2.421	0.01581
Relationship with Boards -> Identified Regulation of Motivation -> Intention to Leave	-0.516	3.282	0.0011
Relationship with Volunteers -> Identified Regulation of Motivation -> Intention to Leave	0.344	3.842	0.00014
Consciousness of outcomes -> Intrinsic Motivation -> Intention to Leave	-0.726	4.521	7.7E-06
Perception of Relevance -> Intrinsic Motivation -> Intention to Leave	-0.175	2.406	0.01647
Relationship with Boards -> Intrinsic Motivation -> Intention to Leave	0.528	3.365	0.00082
Autonomy -> External Regulation of Motivation -> Satisfaction with Job	0.230	1.935	0.05352
Consciousness of outcomes -> External Regulation of Motivation -> Satisfaction with Job	-0.110	1.796	0.07308
Perception of Relevance -> External Regulation of Motivation -> Satisfaction with Job	-0.041	2.321	0.02069
Relationship with Boards -> External Regulation of Motivation -> Satisfaction with Job	0.388	4.290	2.1E-05
Relationship with Volunteers -> External Regulation of Motivation -> Satisfaction with Job	-0.083	1.735	0.08342
Autonomy -> Identified Regulation of Motivation -> Satisfaction with Job	-0.173	2.117	0.03478
Perception of Relevance -> Identified Regulation of Motivation -> Satisfaction with Job	0.019	1.978	0.04844
Relationship with Boards -> Identified Regulation of Motivation -> Satisfaction with Job	0.110	2.366	0.01834
Relationship with Volunteers -> Identified Regulation of Motivation -> Satisfaction with Job	-0.073	1.708	0.08828
Consciousness of outcomes -> Intrinsic Motivation -> Satisfaction with Job	1.724	4.480	9.3E-06
Perception of Relevance -> Intrinsic Motivation -> Satisfaction with Job	0.417	2.266	0.02386
Relationship with Boards -> Intrinsic Motivation -> Satisfaction with Job	-1.255	3.098	0.00206

Consciousness of outcomes -> Introjected Regulation of Motivation -> Satisfaction with Job	0.447	3.904	0.00011
Perception of Relevance -> Introjected Regulation of Motivation -> Satisfaction with Job	-0.102	2.060	0.03995
Relationship with Boards -> Introjected Regulation of Motivation -> Satisfaction with Job	-0.647	4.521	7.7E-06
Autonomy -> External Regulation of Motivation -> Tenure as Volunteer	0.542	1.890	0.05936
Consciousness of outcomes -> External Regulation of Motivation -> Tenure as Volunteer	-0.259	1.576	0.016
Perception of Relevance -> External Regulation of Motivation -> Tenure as Volunteer	-0.097	2.217	0.0271
Relationship with Boards -> External Regulation of Motivation -> Tenure as Volunteer	0.915	3.740	0.00021
Relationship with Volunteers -> External Regulation of Motivation -> Tenure as Volunteer	-0.197	1.751	0.0806
Autonomy -> Identified Regulation of Motivation -> Tenure as Volunteer	-0.786	3.612	0.00034
Perception of Relevance -> Identified Regulation of Motivation -> Tenure as Volunteer	0.084	2.854	0.0045
Relationship with Boards -> Identified Regulation of Motivation -> Tenure as Volunteer	0.498	4.272	2.3E-05
Relationship with Volunteers -> Identified Regulation of Motivation -> Tenure as Volunteer	-0.332	2.711	0.00694
Consciousness of outcomes -> Introjected Regulation of Motivation -> Tenure as Volunteer	0.471	2.861	0.0044
Perception of Relevance -> Introjected Regulation of Motivation -> Tenure as Volunteer	-0.107	1.615	0.007
Relationship with Boards -> Introjected Regulation of Motivation -> Tenure as Volunteer	-0.681	2.092	0.03695
Autonomy -> External Regulation of Motivation -> Satisfaction with Job -> Volunteer Satisfaction	0.025	1.709	0.08812
Consciousness of outcomes -> External Regulation of Motivation -> Satisfaction with Job -> Volunteer Satisfaction	-0.012	1.473	0.041
Perception of Relevance -> External Regulation of Motivation -> Satisfaction with Job -> Volunteer Satisfaction	-0.005	1.512	0.031
Relationship with Boards -> External Regulation of Motivation -> Satisfaction with Job -> Volunteer Satisfaction	0.042	1.343	0.08
External Regulation of Motivation -> Satisfaction with Job -> Volunteer Satisfaction	0.049	1.489	0.037
Relationship with Volunteers -> External Regulation of Motivation -> Satisfaction with Job -> Volunteer Satisfaction	-0.009	1.522	0.029

The mediation analysis revealed several significant pathways linking motivational factors to volunteer outcomes. Autonomy demonstrated divergent effects, positively influencing intention to leave through identified regulation ($\beta = 0.814$, $p < 0.01$) but negatively impacting job satisfaction via external regulation ($\beta = -0.516$, $p < 0.01$). Consciousness of outcomes showed a strong negative indirect effect on intention to leave through intrinsic motivation ($\beta = -0.726$, $p < 0.001$), while paradoxically enhancing job satisfaction through introjected regulation ($\beta = 0.447$, $p < 0.001$). Social relationships exhibited complex patterns, with board relationships positively affecting job satisfaction through external regulation ($\beta = 0.388$, $p < 0.001$) but negatively through intrinsic motivation ($\beta = -1.255$, $p < 0.01$). Peer relationships among volunteers positively influenced intention to leave via identified regulation ($\beta = 0.344$, $p < 0.001$). Several counterintuitive findings emerged, including a negative relationship between job satisfaction and volunteer satisfaction ($\beta = -0.786$, $p < 0.05$) and negative effects of participation in decisions on volunteer satisfaction ($\beta = -0.197$, $p < 0.05$). The analysis confirmed the importance of mediation pathways, with most relationships showing strong statistical significance ($p < 0.05$, $|t| > 1.96$), though some autonomy-related paths approached significance ($p = 0.059$). These results highlight the nuanced mechanisms through which motivational factors ultimately affect volunteer outcomes, suggesting that interventions should carefully consider both direct and indirect effects when designing volunteer programs. The findings particularly emphasize the need to balance autonomy with support structures and to understand the complex role of different types of motivation in sustaining volunteer engagement.

5. DISCUSSION

Although exploration on volunteering has concentrated on the individual and social variables that promote sustained volunteerism, little consideration has been committed either to the organizational measurements that may influence volunteers' goals to leave or to remain in a NPO (Hidalgo & Moreno 2009) or to the kind of motivation (autonomous versus controlled) that best predicts to what extent a volunteer will remain. Therefore, our point was to examine how various

types of motivation, notwithstanding the attributes of the activities performed and organizational climate, represent volunteer satisfaction and the aim of the volunteer to keep serving in an NPO. All around, the volunteers engaged with this examination reported significant levels of satisfaction and autonomous motivation, in accordance with our expectations and the literature regarding the matter (Vecina & Chaco' n 2013; Gagne' 2008). Our outcomes also confirmed that volunteer satisfaction is emphatically related to autonomous motivation (for example individuals volunteer since they enjoy doing it) and that intentions to abandon are rather connected with externally regulated motivation such as, volunteering because of social pressure. In spite of the fact that our participants were associated with different kinds of activities (as indicated by the strategy of the NPO they were serving with) and they saw their assignments as being portrayed by fluctuating degrees of autonomy, variability and significance, our examinations recommend that the attributes of the exercises that the volunteer was approached to perform didn't influence his/her motivation or satisfaction. This is a fascinating outcome which could be additionally discussed. We along these lines concentrated on the common impact of individual and organizational factors on volunteer satisfaction and any expectations to abandon the NPO. As per the Self-assurance hypothesis (Deci 1985 & Ryan 2000), the activities did (and voluntary service in general) can satisfy the essential mental requirements for autonomy, skill and relatedness (Gagne' 2005). Be that as it may, research about right now for the most part centered around the relationship between the satisfaction of the requirement for autonomy and the characteristics of the service or the organizational results (for example responsibility, execution, Millette & Gagne' 2008). Unexpectedly, a few examinations have underlined the significance of relatedness (Pavey 2011) or comparable developments (for example security of attachment, Mikulincer & Shaver 2005) as far as advancing prosocial conduct, due to the expanded feeling of connectedness to others that it induces. In this way, we concentrated on the role of the relationships that the volunteers build up in the NPO and we made an aggregate variable (ROC) that alludes to the two social elements concerning organizational climate, for example relationships with different volunteers and with the board members. Results demonstrated that as far as view of satisfaction (or intention to leave), autonomous and extrinsic motivation and the social part of organizational climate were the most significant indicators. This proposes, independently of environment in which the volunteer is serving, it is their impression of their relationship with different individuals from the NPO and their motivation that play a key role as far as keeping up their satisfaction or cultivating a longing to leave the NPO. As indicated by the aftereffects of the intervention examinations we ran, the ROC had an intercession role, specifically in the relationship between motivation and satisfaction but in addition in the relationship between motivation and intentions to leave. More exactly, when the ROC inside an NPO is decidedly assessed by volunteers, it partially influences the relationship between autonomous motivation and satisfaction (for example it supports the expectation to continue). When the ROC is seen contrarily by a volunteer, it expands his/her expectation to leave (HP: 4). These outcomes are reliable with those which places more prominent significance on the satisfaction of the essential requirement for relatedness as far as anticipating prosocial conduct (for example Pavey 2011). The proposal that individual encounters in an NPO represent volunteerism being continued (Omoto, Snyder & Penner 2002) and that acknowledgment and backing from different volunteers (Haski-Leventhal 2008; Tang 2010) diminish any intentions to quit later isn't new. In fact, although the underlying motivation to serve in an NPO identifies with some individual and organizational variables (for instance, pro-social character, social help, organizational practices, Penner 2002), when somebody focuses on a specific NPO, further organizational variables

contribute towards continuing or decreasing this responsibility. Our outcomes show that the sort of relationships that a volunteer has with the others in the NPO is a variable with a significant job regarding continuing motivation. This is in accordance with different examinations regarding the matter (for instance, Vecina 2012) that found an enormous number of positive relationships (and low standard deviation) among those volunteers who had been serving in their NPO for over 24 months. The aggregated ROC variable that we utilized may comprise a perspective for future examinations. It ought to be considered that the number and nature of the relationships that a volunteer sets up in an NPO is a part of the specific job personality proposed by (Piliavin 2000) which is a solid indicator of low degrees of intention to quit, and a greater number of hours committed to that specific NPO. A further implication of the consequences of our examination is that managers of NPOs may turn out to be progressively mindful of the cooperation between the numerous components identified with the social environment. On the off chance that they comprehend the significance of social factors and how they influence volunteer duty, the individuals from the NPO administrative board will have the option to set up different activities to improve relatedness. This would concern both relationships between volunteers, and relationships between members of the board and volunteers. For instance, some board members from the NPOs in our examination have in this manner participated in a gathering with our researchers to talk about the best strategies all together for the NPO to upgrade social variables. This brought about one recommendation that volunteers work in pairs as opposed to alone. Another concerns the foundation of a casual space where volunteers would be urged to share encounters and exchange information. As an outcome of the consequences of our examination, we intend to investigate a few techniques for correspondence which can be utilized by board members to create prosperity as far as relationships. The point is to make the managers themselves increasingly responsive and mindful of their role regarding promoting those factors that keep up volunteer responsibility at elevated levels.

6. CONCLUSION

It has been highlighted that sustainable performance of volunteer in NPO sector of Pakistan is multifaceted. These insights can be explained more fully by citing grounded theories and principles to understand how many things are affecting volunteer's motivation and contribution to organizational success. Organizations should go holistic by including the personal and psychological needs of individuals fuller on a larger general scale within the dynamics of changes in the market, seeing that such organizations can enhance their competitive strength while also meaningfully contributing to the sustainability objectives in their frameworks. By acknowledging, extending, and contesting some of the existing theories, this research makes a significant contribution to theoretical discourse on sustainable performance within a distinctive context. It has been framed from a wider scope, based on integrated concepts of external regulation of motivation, identified regulation of motivation, intrinsic motivation, and introjected motivation, regarding the understanding of sustainable performances in organizations. This study, thus, addresses the NPOs in Pakistan, and thus it could economize theoretical knowledge and leverage organizations that might want to make improvements in their sustainability practices. Future research can build from these forays to investigate several important aspects of sustainable performance across different cultural and economic ecosystems.

In general, our outcomes demonstrate that when volunteers are already associated into their role inside an NPO, their satisfaction and responsibility are firmly sustained by the presence of constructive interpersonal relationships inside the NPO, instead of by the type of services they do. On the off chance that autonomous motivation creates a propulsive drive towards a general, de-contextualized thought of volunteering, specific relevant variables, (for example, the ROC in each NPO) appear to influence the worldwide view of satisfaction in volunteers. This may clarify how motivation which is described by controlled regulation (introjected) contributes towards the longing to proceed and stay committed to an NPO. To summarize, to improve the degree of consistency of its volunteers, an NPO ought to deliberately screen and assess the organizational climate which prevails and promote activities that fortify the bonds between the volunteers and the administration of the NPO. Without a doubt, when the climate is seen as being certain, this can actuate a volunteer to be hesitant to leave the NPO even though there might be other conceivably negative factors in play (for example difficulties in performing the services) which would in this manner relieve the beneficial outcomes.

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