

METHODS

PARTICIPANTS

Volunteers. In this study, volunteers were participated the first year project and selected based on two criteria: (1) unpaid and (2) have direct service in Taiwan Community Fall Prevention Project (TCFPP). TCFPP is a three-year project to prevent elderly from falling in Taiwan. It was sponsored by the Bureau of Health Promotion Department of Health. In this project, we recruited volunteers from local community. Then, we provided a training program for the initial volunteers. As the fall prevention programs began, we continued to monitor and to ensure the quality of this project. Eventually, we evaluated volunteers' job-related outcomes as the reference to improve this project.

Leader. In order to provide organizational level profiles information, eight leaders which was chosen as the respondents were the model county of TCFPP in first year. They all completed the organizational level profiles questionnaire.

DATA COLLECTION

A cross-sectional design was used to investigate the relationship among sociodemographic characteristics, individual traits, organizational level profiles and job-related outcomes. We develop two structure questionnaires-individual and organizational level questionnaires. First, we contact with the county leaders and explain the purposes of this study, then through these leaders to complete two questionnaires-one for volunteers, the other was for leaders. All questionnaires were anonymously and all responses were inform of no individual responses would be reported. A total of 141 questionnaires were

circulated and 127 usable questionnaires were returned (response rate=90.0%)

MEASURES

In this study, we used two questionnaires for individual level and organization level.

Individual level questionnaire

Sociodemography characteristics. Respondents were required to provide basic information, including gender, age, education, marital status, work status, and previous volunteer experience (Table 2) .

Personality. Personality was measured with eleven items, which were selected from Rotter Internal External (I-E) Locus of Control Scale with the permission from Rotter, and the Chinese version was refer to Wu's (1973) translation. Each item has two different statements. One is internal control and the other is external control. When I-E score was higher than the mean score, we defined it as external locus of control; the opposite was internal locus of control. Furthermore, internal consistency was measured with Kuder-Richardson reliability for I-E scale ($\alpha=.58$). Additionally, Lin et al. (2005) pointed out that the values as low as .50 are appropriate for short scale (10-15 items) (Lin, Tsou, Liu, Woo, & Yang, 2005). Hence, I-E scale was appropriate for our study. Because this scale was widely used in various researches, hence, the validity absolutely was well-developed.

Motivation. We used the Volunteer Functions Inventory Scale (Clary et al., 1998) to measure the volunteers' motivation with permission from Clary . We

follow through the back-forward translation process into Chinese language. The responses to these thirty items consist of seven-point rating scales varying from “not at all important/accurate (1)” to “extremely important/accurate (7) ”.

Higher scores mean motivation is more important to the volunteer.

Motivation consists of six functions:

- *Value* ($\alpha=.82$) provides the opportunity to express their beliefs (e.g., I feel it is important to help others). Cronbach's alpha coefficients was .80 in the original paper.
- *Understanding* ($\alpha=.82$) to learn new knowledge and exercise skills (e.g., Volunteering allows me to gain a new perspective on things).
Cronbach's alpha was .81 in the original paper.
- *Social* ($\alpha=.78$) offer opportunities to make new friends or satisfy the expectation of others, (e.g., People I am close to want me to volunteer).
Cronbach's alpha was .83 in the original paper.
- *Career* ($\alpha=.83$) obtain a career-relevant skills, (e.g., Volunteering will help me to succeed in my chosen profession.). Cronbach's alpha was .89 in the original paper.
- *Protective* ($\alpha=.74$) to avoid one's negative features or personal problems of self (e.g., By volunteering I feel less lonely). Cronbach's alpha was .81 in the original paper.
- *Enhancement* ($\alpha=.84$) to develop ego and boost self-esteem, (e.g., Volunteering makes me feel important.). Cronbach's alpha was .84 in the original paper.

Organizational commitment. Organizational commitment was measured with Poter's (1974) commitment questionnaire and follow through the

back-forward translation process into Chinese language (Huang, 2004; Lan, 2003). It uses a five-point scale and has fifteen items. Each item was rated from “Strongly disagree” (1) to “Strongly agree” (5). It consists of three dimensions with value commitment ($\alpha=.90$), effort commitment ($\alpha=.87$) and retention commitment ($\alpha=.87$). These three concepts of commitment were to evaluate (1) one’s identification of an organization’s goals and values, (2) a willingness to contribute more effort on behalf of the organization, and (3) a deep desire to maintain membership of an organization. Additionally, these three factors which explain the 61.98% variance in construct validity.

Empowerment. Empowerment used the Speer’s (2000) empowerment scale and assessed with twenty-items (Chang, 2006). Next, we follow through the back-forward translation process into Chinese. It consists of three dimensions, measuring individual empowerment with cognitive ($\alpha=.93$), emotional ($\alpha=.89$) and behavior ($\alpha=.85$). These three components were to reflect (1) awareness and understanding community function (2) one’s ability or power to change or affect community and (3) and participation in community affairs. Each item was rated from “Strongly disagree” (1) to “Strongly agree” (5). In addition, KMO of empowerment was .89; there are three factors which explain the 53.27% in variance. It was higher than original paper which reported the construct validity was accounted for 51.3% of the total variance.

Job-related outcomes. Job-related outcomes consist of three variables, including amount of service time, job satisfaction and recruit person. Next, in order to comprehensive the relationships between volunteers’ individual traits

and job-related outcomes. Hence, we combined three variables as a composite job-related outcomes index. In the first step, we rated these variables at four-point scale, respectively. Second, we summed up these score and rated at four-point scale again. Finally, the composite job-related outcomes index was scored from 3 to 12.

Organizational level profiles questionnaire

In order to obtain organization information, in this study, an 11-items organizational variables questionnaire was responded by the leader of TCFPP. It consists of funding for this project, current participate volunteers, award winning experience, number of active volunteers, and evaluated the organizational competence were combine with group atmosphere, perception of the importance of this project, implementation competence, recruitment competence, group commitment, group cooperation, and ability to find resource which were used ten-point scale. For example, the item for measuring group atmosphere is “From 0 to 10, how do you score the group atmosphere in the volunteer group?” Recruitment competence was measured with “From 0 to 10, how do you score the recruitment competence in the volunteer group”. In group competence, Cronbach's alpha was .83. There is only one factor which explains the 68.74% variance in construct validity.

Data analysis

Data analysis was accomplished using the SPSS 13.0. Percentages were used in descriptive sociodemographic characteristics. Independent *t* test and one-way ANOVA was applied to determine the difference among sociodemographic characteristics, personality, motivation, organizational

commitment, empowerment and job-related outcomes. In addition, Pearson's correlation coefficients explored the relationships between individual traits and job-related outcomes. Finally, stepwise multiple regressions were used to predict job-related outcomes.