MOTIVATIONAL ASPECTS OF UNITED NATIONS VOLUNTEERS IN PAKISTAN

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MOTIVATIONAL ASPECTS OF UNITED NATIONS VOLUNTEERS IN PAKISTAN

by

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DEDICATION

My PhD journey was a great learning experience yet accompanied by some moments of grief and sorrow when my loving mother fought her last breath due to Covid-19. It was a day of deep grief when I lost my mom, whose contribution has been fundamental in my growth and development. Her support was phenomenal during my PhD studies, where she bored my long absences despite being very close to me. I dedicate my thesis to my loving mom whom I will always miss. Dear mom, you are always in my prayers, and I pray to Allah almighty for His unlimited blessings upon you. Amen

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
ADB	Asian Development Bank
FAO	Food and Agriculture Organization
ERG	Existence Relatedness and Growth
GDP	Gross Domestic Product
HIV:	Human Immunodeficiency Virus
IDPs	Internally Displaced Persons
IDV	International Development Volunteer
INGO	International Non-Governmental Organization
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development
SDGs	Sustainable Development Goals
UN	United Nations
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations International Children Emergency Fund
UNPP	United Nations Pakistan Program
UNV	United Nations Volunteer
USA	United States of America
VIE	Valence, Instrumentality, and Expectancy
WFP	World Food Program
WHO	World Health Organization

LIST OF APENDICES

ASPEK MOTIVASI SUKARELAWAN BANGSA-BANGSA BERSATU DI PAKISTAN

ABSTRAK

Sukarelawan Pertubuhan Bangsa-Bangsa Bersatu (PBB) memainkan peranan penting dalam pembangunan dan pembinaan keamanan di seluruh dunia. Peranan mereka menjadi lebih penting di negara seperti Pakistan, terutamanya dengan pembangunan sosio-ekonomi yang suram dan berhadapan dengan banyak bencana alam seperti gempa bumi, dan bencana buatan manusia seperti konflik, peperangan, dan situasi undang-undang dan perundangan. Kajian ini mengkaji faktor motivasi dan "hygiene" dengan merujuk kepada teori dua faktor Herzberg. Memahami motivasi sukarelawan PBB dan cabaran mereka memerlukan penyelidik untuk berinteraksi dengan mereka dalam konteks kerja sebenar mereka. Oleh itu, kaedah penyelidikan kualitatif adalah paling sesuai untuk mencapai penelitian yang relevan dan lebih mendalam tentang faktor pendorong dan cabaran yang dihadapi oleh sukarelawan ini. Penyelidikan ini menggunakan paradigma tafsiran untuk mengkaji motivasi sukarelawan PBB dan cabaran yang mereka hadapi. Dalam reka bentuk penyelidikan kualitatif tafsiran, kajian ini telah memilih 16 sukarelawan PBB (lapan lelaki dan lapan perempuan) yang bekerja di Pakistan sebagai peserta kajian. Pengumpulan data melibatkan temu bual separa berstruktur, yang menyediakan lebih banyak ruang dan fleksibiliti untuk penyelidikan yang lebih mendalam dengan menambah soalan subsidiari bagi menjelaskan soalan temu bual utama. Contoh soalan temu bual termasuk, "Bagaimana anda melihat peranan anda sebagai sukarelawan?" "Apakah faktor yang anda dapati dikaitkan dengan peranan anda sebagai sukarelawan?" dan

"Bolekah anda huraikan cabaran yang dihadapi semasa anda menjalankan kerja sebagai sukarelawan?". Surat jemputan melibatkan tujuan utama kajian dan persetujuan sukarelawan untuk ditemu duga telah diberikan kepada sukarelawan sebelum mereka ditemu duga. Dua sesi temu bual untuk setiap sukarelawan yg berdurasi 30-40 minit setiap satu telah dijalankan dengan setiap responden kajian. Analisis tematik digunakan untuk menganalisis data yang dikumpul. Soalan kajian pertama bertujuan untuk mengetahui persepsi sukarelawan PBB terhadap kesukarelawanan. Sukarelawan PBB menganggap pekerjaan mereka sebagai kerja tanpa gaji, menjalankan kerja sukarelawan sebagai tanggungjawab sosial dan pembangunan diri, dan sebagai usaha kearah keamanan. Mereka percaya bahawa kesukarelawanan mempunyai kesan yang besar terhadap pertumbuhan peribadi dan profesional dan juga menyumbang kepada kesejahteraan komuniti. Soalan kajian kedua berusaha untuk mengenal pasti faktor motivasi yang mendorong sukarelawan ini. Faktor motivasi adalah terdiri daripada berkhidmat kepada manusia, membantu segmen masyarakat yang memerlukan dan tidak bernasib baik, menyumbang ke arah pembangunan komuniti, keterikatan dengan masyarakat, penerimaan budaya terhadap kesukarelawanan, pengiktirafan kerja, pembangunan peribadi sebagai kaedah motivasi, dan pengalaman lepas sebagai sukarelawan. Faktor "hygiene" yang dikenal pasti dalam kajian ini ialah sukarelawan PBB sebagai jenama, keselamatan pekerjaan, insentif kewangan, dan persekitaran kerja. Soalan kajian ketiga meneroka cabaran yang dihadapi oleh UNV di Pakistan. Ini termasuk pengurusan tinggi yang tidak menyokong, sokongan logistik, ruang dan kemudahan pejabat yang tidak mencukupi, kelewatan dalam kelulusan pelan dan permintaan, kekurangan pengiktirafan dan penghargaan terhadap kerja, keadaan undang-undang dan ketenteraman yang tidak menyokong, pembinaan kapasiti sukarelawan, halangan budaya, ketidakpastian

pekerjaan, dan keadaan cuaca yang melampau. Sukarelawan PBB dijangka mempunyai mekanisme sokongan yang kukuh, seperti pemudahan peringkat lapangan daripada pihak atasan seperti kelulusan tepat pada masanya bagi rancangan mereka, lanjutan kontrak kerja dan pengiktirafan atas usaha mereka. Sukarelawan ini seterusnya mencadangkan untuk turut terlibat dalam pembangunan profesional dalam perkhidmatan dan menyediakan persekitaran pejabat yang kondusif dilengkapi dengan kemudahan yang diperlukan untuk meningkatkan motivasi mereka.

MOTIVATIONAL ASPECTS OF UNITED NATIONS VOLUNTEERS IN PAKISTAN

ABSTRACT

United Nations Volunteers (UNVs) play a crucial role in development and peacebuilding across the globe. Their role has become more pivotal in a country like Pakistan, configured with dismal socio-economic development and confronted with many natural disasters like earthquakes, and man-made calamities like conflicts, wars, and law and order situations. The present study looked into the motivating and hygiene factors by referring to the Herzberg two-factor theory. Understanding UNVs' motivation and their challenges requires the researcher to interact with them in their actual working contexts. Therefore, the qualitative research method remained the most appropriate to attain relevant and deeper insights into motivating factors and the challenges the UNVs confronted. This research employed an interpretive paradigm to study the UN volunteers' motivation and the challenges they faced. The first research question aimed to learn UNVs' perception of volunteerism. UNVs perceive their job as unpaid work, a social responsibility, volunteering as a means to social and self-development, and a peace-building exercise. They believed that volunteerism had a significant impact on their personal and professional growth and the well-being of their communities. The second research question seek to identify the factors that motivated the volunteers. The motivating factors are comprised of serving humanity, helping a needy and unprivileged segment of society, contributing towards community development, attachment with the community, cultural acceptance of volunteerism, work recognition, personal development as a means of motivation, and past experiences as a volunteer. The hygiene factors identified in this study were UNVs as

a brand, job security, financial incentives, and working environment. The third research question explored the challenges the UNVs faced in Pakistan. These included non-supportive higher management, logistic support, insufficient office space and facilities, delays in approval of plans and requisitions, lack of acknowledgment and appreciation of work, bad law and order situation, volunteers' capacity building, cultural barriers, job uncertainty, and extreme weather conditions. The UNV expected to have support mechanisms prevail, such as field-level facilitation from the higher authorities like timely approval of their plans, extension of job contracts, and recognition of their efforts. They further suggested being engaged in in-service professional development and provided a conducive office environment equipped with the necessary facilities in order to increase their motivation

<center>**CHAPTER 1**</center>

<center>**INTRODUCTION**</center>

This chapter discusses the background and context of the study and presents the statement of the problem. The same is followed by research objectives, research questions, and the significance of the study. The chapter concludes by presenting a summary of the key points.

1.1 Background of the Study

Masses across the globe have always been facing disasters like wars and conflicts. Global warming and earthquakes as natural disasters and poverty and hunger as socio-economic issues are happening in different places across the globe. As a result, communities worldwide struggle to boost and improve their socio-economic wellbeing and growth. To minimize the adverse effects of such disasters on human beings, a need for a collective response from the government always arises (Omoto & Snyder, 2002). Communities at large have also been contributing in this regard (Zachariah, Teck, Buhendwa, Fitzgerald, Labana, Chinji, Humblet, & Harries, 2007). Similarly, such calamities and disasters require attention from other organizations, such as Non-Governmental Organizations (NGOs), both at the regional and global levels.

Communities and organizations take their volunteering initiatives to ameliorate the conditions of the affected people (Attah & Anam, 2017). For example, the world community has reflected the realization of outcomes of certain factors like peace, food and nutrition, illiteracy, and health through establishing Sustainable Development Goals (SDGs). Volunteerism, as a response to these hazards and issues, has become a common prominent aspect of efforts toward settling such humanitarian

<center>1</center>

challenges. United Nations (UN) agencies such as the United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations International Children Emergency Fund (UNICEF), World Health Organization (WHO), UN Women, United Nations Development Program (UNDP), World Food Program (WFP); and Food and Agriculture Organization (FAO) make collective efforts to help the affected countries in this regard. Volunteerism is one of the strategies that the UN has adopted to overcome the miseries of the masses across the globe.

Volunteer typologies have been developed, and many definitions of volunteering have been applied to specific contexts. The terms 'voluntarism', 'volunteerism,' 'volunteering,' and 'voluntary sector' have been used interchangeably. They represent different conceptual strands (Osborne, 1998; Van Til, 1988). In discussing the various elements of volunteering, (Noble, 1991) noted that the exercise of volunteerism fundamentally does not aim at any monetary reward. (The Australian Bureau of Statistics, 2001a, p.44) described a volunteer as "someone willing to give unpaid help, in the form of time, service or skills, through an organization or group." Volunteering is a kind of activity that is carried out without any monetary benefits. Volunteering, in this sense, stands as a completely independent sector, something comparable to profit and not-for-profit sectors. Volunteering activities are performed in all countries and communities as per their need with having a global implication.

1.2   The Need for Volunteerism

The purpose of volunteerism is to serve the community and, in return, do not take any financial rewards and benefits (Thibault, 2016; Turiman, Hamzah, Shah, Hamzah, Bahari, Ali, Ismail, & Ismail, 2011). It is always done for the noble cause of supporting and facilitating the communities in many ways. Such community-related

2

services can be various and may include their skills enhancement (Pratt, 2002), development of social enterprise (Hibbert, Piacentini, & Dajani, 2003), citizenship (Zeldin, 2004), environmental conservation (Campbell & Smith, 2006) or even international development (Loiseau, Sibbald, Raman, Darren, Loh & Dimaras, 2016; Simpson, 2004). Moreover, enabling people to access education and health care facilities and supporting people to have enough food may also be examples of a volunteer's job. Similarly, raising voices for marginalized communities (O'Brien, Burls, Townsend, & Ebden, 2011), working for animal rights, and protecting them from hazards to preserve their species (Guenther, 2016) are volunteer tasks or voluntary organizations.

Highlighting the need for volunteerism encompasses particular features associated with volunteering as a strategy for social development (Chen, 2018; Tiessen, & Heron, 2012). Volunteerism is considered to strengthen civic engagement (Krasnopolskaya, Roza, & Mejis, 2015) and with the concept that the civic sense of society can be made sharpened via voluntary services. Volunteers, in other words, could also be perceived as a vehicle for the overall development of communities, stages, and organizations, as well as from the perspective of economic, social, and cultural development (Hibbert, Piacentini & Dajani, 2003) of a society.

Volunteering offers the prospect of promoting positive social outcomes and community benefits or social capital (Paull, 1999). It plays a decisive role in the development and building of a community. The latter concept has been used to describe the links and connections formed by individuals through the process of volunteering, including the establishment of trust and reciprocity between citizens (Smith,1999). Volunteering has a long-lasting effect on society (Paull, 1999). Those societies that have strong foundations of volunteering stand in a better position of

living standards compared to those where volunteering is not promoted or developed. Volunteering is an essential element of public life in modern societies. Measured in economic terms, the value of voluntary work in the Organization for Economic Co-operation and Development (OECD) countries amounts, on average, to 1.9% of the GDP (OECD, 2015).

1.3   Motivation to Volunteer

The literature revealed that volunteers donate their time and efforts for various motivational reasons. First, individuals donate their time because of altruism, the "selfless regard for the well-being of others" (Marx, 1999, p.52). Lenkowsky (2004) stated that people also volunteer so that they can be involved in causes that are important to them. If a reason is not appealing to someone, they are not likely to dedicate their time to that cause (Freeman, 1997). Many people opt for volunteering because the cause of it appeals to them, i.e., promotion of education, responding to the COVID-19 pandemic or protecting forests and contributing to curtailing global warming and climate change.

People also volunteer for a psychological payoff. The person expects to receive something in return for contributing as a volunteer (Anderson & Moore, 1978). They may, for example, expect to develop skills, meet new people, obtain a career advantage, or feel a sense of self-worth as they have done something to help others. The literature also suggested that people volunteer to gain skills, knowledge, and abilities that can apply to a career (Marx, 1999). Besides, personal satisfaction and the opportunity to do work of extreme interest also inclined individuals to opt for volunteerism (Linder, 1998). The literature also suggested that people volunteer to contribute to their lives. Green and Chalip (2004) wrote that volunteers would donate

their time if volunteers feel assured that they have the opportunity to make a difference. Freeman (1997) found that one motivating factor stands above all the others for volunteers. He stated, "one social event – whether a person is asked to volunteer – is the key to understanding why people work for nothing." Analyzing the data of a 1984 survey from the independent sector, Freeman (1997) suggested that 44% of respondents said they volunteered because they were asked – making this the single most important reason for volunteering.

Clary and Snyder (1999) considered six primary factors of volunteering: values, understanding, enhancement, career, social, and protective. People may volunteer because they feel that it is essential to help others or participate in their community development. Some volunteers may be motivated to understand more about their community or learn through hands-on experience. Others may volunteer as they feel the work develops or enhances them as a person and help them to feel better about themselves. Some people may volunteer as they think it will assist them in gaining the career or promotion they desire. Clary and Snyder (1999) stated that people might also volunteer for social reasons; they may wish to network with people who share common goals or gain new friends. Lastly, people may volunteer to help protect themselves by reducing their negative feelings or have a temporary escape from their problems. In addition to other motivational factors mentioned in the previous studies, one of the important motivational factors for volunteering highlighted in this study is reducing their negative feelings or escaping from temporary life issues. This unique factor of a volunteer's motivation comes under the psychological aspect.

More recent research groups these motivations into two main areas: people volunteer because of a symbolic sociological reason and a practical, psychological reason (Wilson, 2000). A sociologic motivation may inspire people with solid values

5

and beliefs to give their time and resources free to assist others. In contrast, a functional, psychological motivation relates to a person's psychological needs met by volunteering.

1.4   Voluntary Organizations

Throughout history, public and private agencies of all types and sizes have relied on the support of volunteers to ensure the continued success of their programs (Liao-Troth & Dunn, 1999; Silverberg, Backman, Backman, & Ellis, 1999). While taking the historical perspective, all types of organizations, be private or public with their different sizes, have utilized volunteers to achieve their organizational objectives. This was because volunteers are cost-effective, and they are not a burden on an organization financially. Volunteers instead save money for the organizations which they use for the other benefits of the organizations.

Volunteerism has been categorized into formal volunteering and informal volunteering. Formal volunteering is rendered in organizations, whereas informal volunteering is performed outside the organization or maybe exercised by an individual. Fischer, Mueller, and Cooper (1991) defined volunteers in the context of formal volunteering or actions carried out in an organization. It could be simply interpreted that formal volunteers have a proper layout or mechanism for performing as volunteers, and they need to abide by a set of parameters. These parameters could entail voluntary activities in thematic areas such as global warming or security concerns. In the context of volunteerism within the organizations, the demands for healthcare, human services, recreation, and education programs continue to grow, and organizations increasingly depend on the services of the volunteers (Jensen, 1995).

During the financial crisis, organizations opt for volunteerism, and in this phase, they hire volunteers to run their programs effectively and efficiently.

Research about participation in the voluntary sector has generally been conducted, focusing on its role within society. As a result, volunteering has been analytically framed as (a) a charitable activity contributing to the collective good, (b) a form of civic engagement, or (c) a form of unpaid labor (Selbee, 2004). Volunteerism is done so that charitable activity can be performed in a community. It is performed for the collective good of the community (Attah & Anam, 2017). Voluntarism is also a form of civic engagement, which is carried out in different forms, such as both formal and informal. Social engagement strengthens a community, and thus it grows socially, culturally, economically, and technologically. Members of a community who perform their social engagement properly are more active and well organized. Informal volunteering is a type of volunteering in which some activity is carried out without the umbrella of some formal organization (Carson, 1999). Informal volunteering is further defined as "unpaid work done for people outside the household and not within the context of a formal service organization. Activities like helping the neighbors, babysitting for family friends, or shopping for elderly persons are examples of informal volunteering (Toppe, Kirsch & Michel, 2002).

1.5   United Nations Volunteer (UNV)

United Nations Development Program (UNDP) is headquartered in New York, United States of America (USA). UNDP provides grants and advice to developing countries to achieve their Sustainable Development Goals (SDGs). It provides technical support and cooperation regarding investment. It focuses on poverty reduction and global development, and it works on the thematic areas of HIV/AIDS,

democratic governance, and social development. UNDP also contributes to women's empowerment and the protection of human rights. Amongst their key portfolios, United Nations Volunteers (UNV) program stands out as one of the prominent ones. UNDP operates in 177 countries, and it has a liaison with local governments to build their capacity for meeting the challenges of socio-economic development (UNV Report, 2016).

Considering the importance of volunteerism in social development, the United Nations (UN) has adopted promoting volunteerism to achieve Sustainable Development Goals (SDGs). Volunteerism, in the context of the UN, is a powerful means of engaging people in tackling development challenges and transforming the pace and nature of development. Volunteerism is perceived to benefit society and the individual volunteer by strengthening trust, solidarity, and reciprocity among citizens and purposefully creating opportunities for participation (UNV State of the World Volunteerism Report, 2015).

United Nations Volunteer (UNV) is a specialized body that looks after the volunteer program across the globe. UNV was first initiated and founded in 1970. Every year, around 7,000 UN Volunteers are hired and recruited to support the concept of volunteerism globally (UNV, 2015). UNVs are expected to contribute toward attaining the SDGs defined by the UN. These goals encompass poverty alleviation, promotion of education, improving health facilities, improving the environment, maintaining peace and stability, child protection and building orphanage, and responding to disasters worldwide. UNV has its presence in 130 countries with a field presence in over 80 countries (UN Volunteers, 2016). It has staff of around 150 at headquarters, and almost 7,000 volunteers are deployed in the field. The data depicted that 80% of these volunteers are from developing countries, and the remaining 20%

are from developed ones. In Pakistan the number of UNVs have been quite in fluctuations in terms of their number and retention. The official statistics from 2015 to 2019 show a decline in the number of volunteers from 155 to 53.
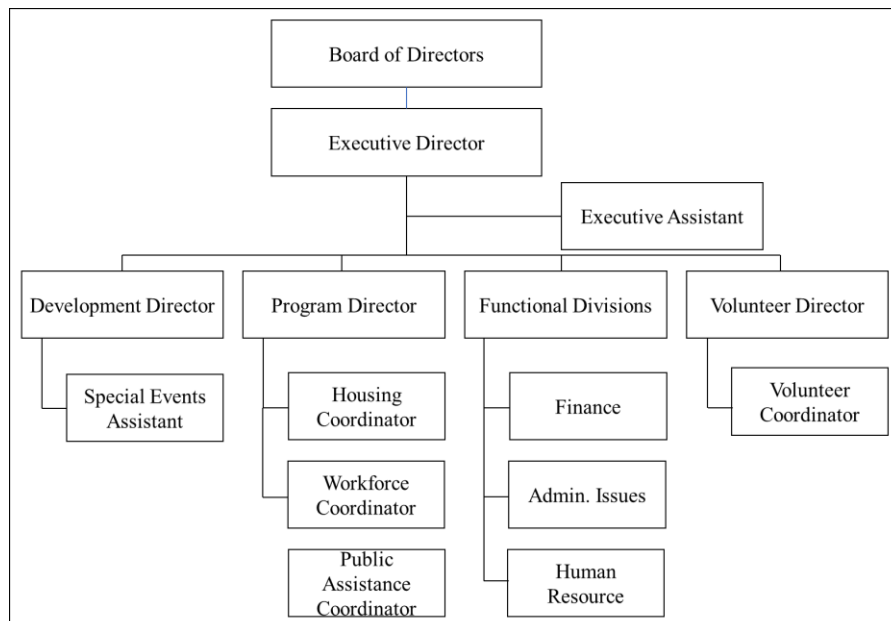
Figure 1.1 UNVs organizational setup

The UNV data shows that 6501 UNVs have served from over 100 professions. The services of UNVs were extended to 35 partners worldwide. UN volunteers were from 159 countries, and 83% of UNVs were from the Global South, the South, or Third World (Braveboy, 2009). A proportion of 41% of UNVs were National UN Volunteers. It is further added that 17,893 UN Online Volunteers completed their assignments while providing flexible solutions to 38 Partners and 22,00 non-governmental organizations (NGOs). (UNV Report, 2017)

The following is the contribution of UN Volunteers to the Sustainable Development Goals (SDGs).

1. *Contribution of UNVs to The Global Goals for The Planet*

Following is the contribution of UNVs to Global Goals for Planet.

(i)   Life on Land is SDG activity number15, and the contribution of UNVs for this activity in was 4.9% (UNV Annual Report, 2017).

(ii)   Life below water is SDG activity number 14, and the contribution of UNVs for this activity was 1% (UNV Annual Report, 2017).

(iii)   Climate action is SDG activity number 13, and the contribution of UNVs for this activity was 6.8 % (UNV Annual Report, 2017).

(iv)   Responsible Consumption and Production is SDG activity number 12, and the contribution of UNVs for this activity was 1.5% (UNV Annual Report, 2017).

(v)   Affordable and Clean Energy is SDG activity number 7, and the contribution of UNVs for this activity was 3.6% (UNV Annual Report, 2017).

(vi)   Sustainable cities and communities are SDG activity number 11, and the contribution of UNVs to this activity was 11.4 % (UNV Annual Report, 2017)

2. *Contribution of UN Volunteers to The Global Goals for Prosperity*

Following is the contribution of UNVs to the Global Goals for Prosperity.

(i)   Reduced Inequality is SDG activity number 10, and the contribution of UN Volunteers to this was 8.5% (UNV Annual Report, 2017).

(ii)   Decent Work and Economic Growth is SDG activity number 8, and the contribution of UN Volunteers was 10.5 % (UNV Report, 2017).

(iii)   Industry Innovation and Infrastructure is SDG activity number 9, and the contribution of UN Volunteers to this activity was 5.9 % (UNV Annual Report, 2017).

3. Contribution of UNVs to The Global Goals for People

Following is the contribution of UN Volunteers to global Goals for People

(i)   No Poverty is SDG activity number 1, and the contribution of UN Volunteers to this activity was 16.8% (UNV Annual Report, 2017).

(ii)   Zero Hunger is SDG activity number 2, and the contribution of UN Volunteers to this activity was 10.1% (UNV Annual Report, 2017).

(iii)   Quality Education is SDG activity number 4, and the contribution of UN Volunteers to this activity was 15.7% (UNV Annual Report, 2017).

(iv)   Good Health and Well Being is SDG activity number 3, and the contribution of UN Volunteers to this activity was 21.7% (UNV Annual Report, 2017).

(v)   Gender Equality is SDG activity number 5, and the contribution of UN Volunteers to this activity was 25.6% (UNV Annual Report, 2017).

(vi)   Clean Water and Sanitation is SDG activity number 6, and the contribution of UN Volunteers to this activity was 7.4% (UNV Annual Report, 2017).

4. Contribution of UNVs to Global Goal for Peace

Following is the contribution of UN Volunteers to the Global Goals for Peace.

(i)   Peace, Justice, and Strong Institutions is SDG activity number 16, and the contribution of UN Volunteers to this goal was 35.4% (UNV Annual Report, 2017).

11

5. *Contribution of UNVs to Global Goal for Partnerships*

Following is the contribution of UN Volunteers to the Global Goals for Partnerships.

(i)   Partnerships for the Goals is SDG activity number 17, and the contribution of UN Volunteers to this activity was 15.6% (UNV Annual Report, 2017).

1.6   Interviews on Factors Associated with UNVs Higher Turnover - A Preliminary Study

This section provides the results of the preliminary study whereby data was collected from UNVs across the country (Table 1.1).

Table 1.1

Participants for the preliminary study

S.No	Respondent	Age (Years)	Gender	Province
1	R1	28-30	Male	Balochistan
2	R2	32-34	Female	Balochistan
3	R3	29-32	Male	Sindh
4	R4	27-30	Female	Sindh
5	R5	28-31	Female	Sindh
6	R6	25-29	Male	Khyber Pakhtoonkwa
7	R7	28-32	Female	Khyber Pakhtoonkhwa
8	R8	27-30	Male	Punjab
9	R9	30-32	Male	Punjab
10	R10	25-30	Female	Punjab

Source: Interviews of respondents of the Preliminary study, 2018.

The researcher conducted interviews to get insights into what UN volunteers are confronted with, as there is little scientific evidence available. Online interviews (e.g., WhatsApp calls) were conducted with ten UN volunteers in Pakistan. The interview data were recorded, transcribed, and content analysis was used to get to the issues that the UN volunteers considered to have factors of lack of motivation. Table 1.2 presents the findings of the interviews.

Table 1.2

Summary of interviews findings

Categories	Sub Themes	Themes	Frequency	%
Six months' job contract and extension after completion of the six-month period. Fear of contract being discontinued. Less vertical professional growth. Improper and limited life insurance and medical policy. No maternal/paternal leave policy like that of other UN employees.	Low career progress and uncertain prospect	Job insecurity	9	90%
Law and order situation. Harsh weather conditions and tough terrain. No or poor transportation and accommodation facilities. Unhygienic and unsafe food and drinking water. Life threat and kidnapping for ransom. Female & members of minorities and other ethnic groups are unsafe due to absolute cultural and misinterpreted religious values.	Life Threats and Hazards	Safety and Security	8	80%
Low salary. Less recognition and appreciation from the management. Payments of higher salaries to the employees of the same rank, in the same UN agency. No space for offices and non-availability of necessary equipment and resources. The improper balance between their family and professional life due to maximum engagement in the tasks	Low incentives and facilitation Less appreciation and recognition	Minimal incentives & work recognition	8	80%

Table 1.2

Continued

Categories	Sub Themes	Themes	Frequency	%
Acceptance by the local communities. Volunteers are considered to work to promote Western countries and other world powers agendas.	Acceptance amongst the local communities	Acceptanc e	3	30%

Most of UNVs, as Table 1.1 states, pointed out job security as a dominant factor that affected the effectiveness of UNVs. The participants shared that they were offered a six-month contract and further extended it after every six months. Furthermore, UNVs feared not having a long-term career prospect and causing very minimal or no job security. Such a trend of adhocism discouraged them from continuing as UNVs. They thus preferred to quit and apply for other opportunities in the UN, NGOs, government, and corporate sectors. No career progression for UNVs was also highlighted as another factor associated with their lack of motivation and higher turnover. One of the participants in this regard shared:

"We are always uncertain about the future of our jobs as I have seen many of my colleagues removed from their position soon after completing their six-month contract. I am not satisfied with my current status and think for an alternative opportunity with a better job security prospect" (UNV4-January 27, 2018).

Data revealed issues related to their monetary benefits, such as low salaries and minimal financial benefits. They shared that they had been paid less than other UN

and INGO staff with the same qualifications and experiences. As the data informs, less payment in terms of salaries had caused a sense of demotivation amongst UNVs.

UNVs also informed that they served in extreme environments in terms of weather and law and order situations most of the time yet were deprived of essential facilities to commute. Whereas, the available transport had the poor condition, for example, no air condition facilities. Likewise, improper and poor-quality accommodation was provided during field trips.

In addition, according to the volunteers, the workplace environment was also not conducive. In most UN offices, the UNVs did not have permanent workspaces and were accommodated within the offices of other UN agencies. The same left them with less space in terms of depending solely on others concerning availing facilities like printing and additional technical support that they deemed necessary for their job. Similarly, there was no transportation facility given to UNVs by the organization. UNVs paid for the transportation themselves while, in the local law and order situation, traveling in public transport remained a challenge related to their security.

Due to the prevailing security situation in Pakistan, the UNVs felt insecure. They feel threatened and a soft and smooth target by the terrorist organizations to be either killed or kidnapped for ransom. Particularly those from ethnic and religious minorities were more vulnerable to such threats. It was pretty evident in some areas of Pakistan like Balochistan and Khyber Pakhtoonkhwa, where there prevailed the worst security situation and many cases of UN employees being prone to more terrorist attacks and kidnapped for ransom. A UNV stated:

"I perceive security in these law and order situations as a huge challenge for us. Most of the UNVs are not allowed to serve in different areas of the province

15

as they face security challenges. UNVs can only serve in limited areas due to worse security threats. UNDP staff, including UNVs, feel unsafe while serving in the local communities. UNVs face threats from extremist organizations as well as from the aggressive community members who are not in favor of empowering women and who are against the right of votes for women. Many extremist organizations consider UNVs those who work for the western agenda, and they think that UNVs do lobbying and propaganda for the world powers" (UNV7, January 31, 2018).

Another respondent almost shared the same views:

"I was feeling threatened by uneducated youth. I was working as Civic Education Youth Volunteer. I used to be aware of the community's fundamental rights and the role of good governance. I used to work on Saturdays and Sundays as I was a student. I had no office. I used to sit with communities in public places like restaurants and guest houses. There was no budget allocated for the refreshment of the community, and I had to give the amount from my pocket for the refreshment of the community." (January 23, 2018).

No or improper culture of work recognition and lack of appreciation was also one of the reasons for the low motivation of UNVs. According to them, their best performance was not even appreciated and recognized by the management. The respondents also highlighted the nonacceptance of the UN in communities. They informed that some of the community members considered them agents of certain

western and other world powers, hence serving their agenda. This is because they were associated with the international organization such as UN. A participant in this regard stated:

"UNVs receive no recognition and appreciation from the communities in Pakistan, as I observed, compared to other professions like civil servants, doctors, and engineers. Because Pakistani communities are still not aware of the importance of volunteering and volunteerism, but on the other hand, during my study in the USA, I observed volunteering had great respect and value." (UNV5, August 2, 2018).

Participants also depicted no work-family balance as most UN volunteers got engaged in the areas away from their native towns and would remain detached from their families. As they argued, they were busy with their job-related tasks and could not keep a balance between their families and jobs, which was also one of the negative aspects of their careers.

Similarly, UN volunteers felt stressed due to long working hours and working on weekends and meeting tight deadlines. They were overburdened and less staffed as they argued. Most of the time, they served in calamities like floods, and earthquakes, with Internally Displaced Persons (IDPs), and in war-like situations, which made them feel stressed.

Specific job-related incentives like medical insurance policy were perceived as incomprehensive compared to other UN employees which covered them and their primary family members. A participant stated:

"There is no maternity/ paternity leaves policy for UN Volunteers. It is the basic right of every employee, but we are not entitled to availing such types of leaves, which causes frustration and fatigue." (August 2, 2018).

According to the participants, female volunteers were not appreciated and encouraged in conservative communities. Communities perceived that women must not be allowed to serve and they must be kept confined to their houses as per the principles of cultural and religious values interpreted by them. The same was perceived as one of the reasons that the number of female UN volunteers was less compared to their male counterparts. Gender discrimination against female UNVs was also considered one of the critical factors of lack of motivation. A female UNV in this regard stated:

"Female UNVs also face many problems. Due to their orthodox outlook about females, many families do not allow females to serve in the communities as UNVs or other volunteers. These family members think that females are meant to live in houses, and they can do only domestic and household tasks, and, on the other hand, the male can do jobs in the office and do the business. Because of this prevailing perception number of females who serve as UNVs is far less than those of male UNVs in Pakistan. Thus, there is no gender equality in UNVs in Pakistan. Females qualify UNVs, but their male family members do not allow them to serve as UNVs" (UNV8, July 25, 2018).

The preliminary study findings revealed certain factors perceived to be highly associated with volunteer lack of motivation and causing a high turnover. These factors were found to hinder their due role in the overall social

development in the context of Pakistan. The current scenario in the post (Millennium Development (MDGs), where the UN has strongly emphasized maximizing and scaling up the contribution of UNVs towards the achievement of targets against the seventeen Sustainable Development Goals (SDGs), is discouraging. Unlike MDGs (Millennium Development Goals), SDGs are framed by champions of the nation's states, wherein 169 targets are set to be achieved by 2030. To enable UNVs to contribute towards these targets, they need to be motivated by taking measures in relation to monetary benefits, a conducive and peaceful environment, and job security. Their efforts must be recognized, and they must be socially accepted. Further, their career path must be developed well so that the chances of UNVs demotivation remain less and then resultantly decrease UNVs turnover.

The findings of the interview data make it evident that UNVs in Pakistan are confronted with many challenges. Even though they are deployed in war zones and less developed areas with inadequate means of communication, they still find ways to perform their duties. However, the prevailing conditions may not allow them to bear their responsibilities any longer. It is critical to look deeply into it and find the root causes of UNVs demotivation. It remains viable to explore the underlying causes or factors that may influence their motivation to the level that they better perform their duties for the socio-economic development of communities in Pakistan.

1.7   Problem Statement

Volunteerism has been demonstrated to offer benefits both to communities and volunteers, but there is need to be effective methods that

encourage peoples' behaviors towards volunteerism (Stukas, Snyder & Clary, 2016). Those factors, for example, include social norms and social pressure to encourage their members to engage in volunteerism. In addition, religious communities stand high to invoke the moral prescriptions of their youth to act as volunteers (Johson, Cohen, & Okun, 2016). Moreover, from the perspective of a scholar such as Wilson (2012), the socialization of young people via introducing them to existing communities and helping them feel part of those communities remains a vital tool to promote volunteerism. In the same way, Eisenberg Eggum-Wilkens and Spinrad (2015) and Staub (2005) emphasized the role of elders to act as role models by offering volunteering services. Eisenberg et al. (2015) also argued that enabling young children is essential to get them involved in voluntary acts and set the stage for later life as volunteers.

As a recent report (Pakistan Today, 2018) informed, Pakistan remains the 10th in ranking in terms of the number of volunteers. Such a high number of volunteers says that youth in Pakistan demonstrate a strong inclination toward volunteerism. At the same time, though there happens to be a strong desire for volunteering, the United Nations Volunteer (UNV) program suffers from a higher turnover of volunteers in Pakistan (UNV, 2018) and globally (Salamon, Sokolowski, & Geller, 2012). Youth's desire to opt as UNVs and their turnover simultaneously seem to be associated with certain flaws in social norms (Johnson et al., 2016) or the support mechanism (Stukas et al., 2016) that demotivate volunteers.

It seems to be a deepening concern as these volunteers are being demotivated after getting engaged in their portfolio as volunteers. It becomes vital to look for alternatives to make sure that UNVs stay committed to their

jobs and contribute productively towards achieving the aims and objectives of the United Nations. Other than the context of Pakistan, recent findings inform that volunteering is in a state of decline globally (Salamon, Sokolowski, & Geller, 2012). Against this backdrop, it becomes essential to investigate what causes such a higher demotivation, leading to high turnover amongst the UNVs.

Work motivation is essential because of its relationship to several critical work-related outcomes, such as job satisfaction, productivity, and organizational commitment (Ertas, 2014). To retain the current volunteers within an organization and to increase the numbers of recruits, the motivational factors influencing individuals to provide voluntary contributions to an organization should be scientifically investigated. Studies addressing this issue in Pakistan and elsewhere regarding UNVs are lacking. Most importantly, the aspects revealed by the preliminary research related to both system-level support (including job security and recognition) and social behavior-related aspects (non-acceptance of UNVs amongst the communities) associated with UNVs' demotivation. The presence of the system and social values-related factors remains alarming. It needs to be studied in depth to portray a detailed picture of UNVs' demotivation and provide insights into strengthening UNVs' role by keeping them motivated. Since there is no empirical evidence available regarding the factors associated with UNVs motivation, the need for this study becomes very much pivotal.

Likewise, in the current COVID-19 scenario, the need to volunteer has become more critical than ever. It is because communities and organizations need to create awareness to prevent and take measures, such as physical distancing and staying home,

or create awareness and educate the masses about preventive measures. The COVID-19 pandemic has made developed countries fall short in terms of health facilities and professionals to accommodate the needs of a vast number of covid-19 victims (CNN, 2020). As a result, there is a dire need for collective efforts from states and communities, and volunteerism remains a crucial determinant in this scenario. Moreover, from being affected, volunteers' safety may also be of interest and may stay a demotivating factor to volunteers.

A preliminary study was conducted in the absence of empirical evidence about UNVs demotivation. The study results inform that UNVs jobs and physical security in the prevailing law and order situation keep them demotivated. More importantly, less facilitation from the UN has significantly demotivated UNVs. Their work recognition and acceptance amongst the community remain the other vital factors that UNVs consider causing demotivation.

As the results of the primary study show, Volunteers' demotivation exists both at the system level (Stukas et al., 2016) and social level (Johnson et al., 2016). Non-supportive mechanism and their work recognition-related factors remain system-level factors, while non-acceptance of UNVs from the community persists as a social factor.

Factors at both these levels require severe consideration and in-depth understanding. This intense consideration lies in the basic concept of volunteers being beneficial for social development, particularly when the country faces the worst law and order situation (Noor, Jadoon & Ullah, 2013) and bears low socio-economic indicators (State Bank of Pakistan, 2021). Most importantly, Fidalgo and Gouveia (2012) also contended that high turnover

creates high costs for an organization by recruiting and training new people. So, volunteers' demotivation has consequences for communities, the organization, and volunteers themselves. Looking into voluntary efforts and thorough investigation to find reasons associated with volunteers' higher commitment and motivation remains imperative for society's overall well-being and achievement of the organizational goals of UN volunteerism.

Table 1.3

United Nations Volunteers Pakistan, head count

Year	2015	2016	2017	2018	2019
Headcount	155	135	115	100	53

Source: HR Section UNDP Pakistan Country Office, Jan.2019

1.8   Research Objectives

The key objectives of the study are:

1. To explore the perceptions of UNVs about their roles as volunteers.

2. To investigate the factors that motivate UNVs in Pakistan to perform their jobs as volunteers.

3. To know about the challenges that UNVs in Pakistan face while serving as volunteers.

4. To identify alternatives to overcome those challenges they face while performing as UNVs.

1.9   Research Questions

1. How do UNVs in Pakistan perceive their role as volunteers?

2. What factors do UNVs perceive to be associated with their motivation to perform as volunteers?

3. What are the challenges that UNVs consider hindering them from performing as volunteers?

4. What alternatives do UNVs propose to overcome those challenges?

1.10 Scope of the Study

This study is proposed to be conducted in Pakistan to focus on UN volunteers in the country. The Islamic Republic of Pakistan came into being in the year 1947. It is situated in South Asia and has borders with China, Iran, India, and Afghanistan. India is located in the East, China in the North-East, Iran in the south, and Afghanistan in the West of Pakistan. Pakistan is a country occupying 79,608,95 sq. Kilometres of land and a population of 207.77 million (Pakistan Bureau of Statistics, 2018). Of which 97 % of the population consists of Muslims, with Hindus, Parsis, and Christian representing the rest of the three percent of the population. Urdu is the national language and English is the official language of the country.

Pakistan is a federation of the following provinces; Balochistan, Khyber Pakhtoonkhwa, Punjab, Sindh, and a centrally administered area (Gilgit Baltistan). Punjab is the largest province of the country population-wise. Sindh is the second, Khyber Pakhtoonkwha is the third, while Balochistan is the fourth concerning their population size. Balochistan, though, has less population of 12.34 million as compared to the other three provinces yet remains the biggest province in terms of its land. Balochistan covers one-third of the entire geographical landscape of the country. It has 347,190 square Kilometres of a total area of 796,089,5 square Kilometres of the country.