



Copyright © 2019 International Journal of Criminal Justice Sciences (IJCS) – Official Journal of the South Asian Society of Criminology and Victimology (SASCV) - Publisher & Editor-in-Chief – K. Jaishankar ISSN: 0973-5089 July – December 2019. Vol. 14 (2): 239–255. DOI: 10.5281/zenodo.3722868 / IJCS is a Diamond Open Access (Authors / Readers No Pay Journal). Indexed in Emerging Sources Citation Index, Web of Science and Scopus.

This is an Open Access article distributed under the terms of the Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International (CC-BY-NC-SA 4.0) License, which permits unrestricted non-commercial use, distribution, and reproduction in any medium, provided the original work is properly cited.



Volunteer Probation Assistants of the Department of Justice – Parole and Probation Administration (DOJ-PPA) of Region 2, Philippines: Recruitment and Motivations

Annie Anablon Tumitit¹
Ifugao State University, Philippines

Abstract

To assist the probation and parole officers in community – based corrections, one must be recruited and motivated to volunteer. However, it is not clear as to what method one can be effectively recruited and how their interests can be sustained. Extensive researches have been conducted on volunteerism but few studies have been done focusing on recruitment and motivations of volunteers. This study, therefore, evaluates the effective methods that can be used for recruitment of Volunteer Probation Assistants (VPAs) of DOJ-PPA of Region 2, Philippines; the significant difference of the respondents when grouped according to field office; the motivations that sustain their interests; and the significant difference of the respondents when grouped according to demographic profiles. It is concluded in this study that individuals are attracted to volunteer when effective methods of recruitment were used which highlighted personal approach although there are differences among field offices. Of the motivational factors, the VPAs were sustained with sense of fulfillment, recognition, personal growth and development, as well as team building. Further, without regard to their demographic profiles, VPAs can be motivated to volunteer when they feel satisfied with the tasks assigned to them.

Keywords: Community – based Corrections, Factors, Methods, Volunteerism.

Introduction

To date law breakers are still increasing in number globally and it continuously becomes unbearable in different countries (Travis, 2017; Gramlich, 2018; Shaw, 2018). Convicted and detained violators linger in jails that cause overcrowding. Hence, community-based corrections were introduced to reduce the number of jail or prison inmates. Such community-based corrections conceived by the government hire probation officers who will carry out the tasks of supervising and monitoring the activities of clients

¹ College of Criminal Justice Education, Ifugao State University, Ifugao, Philippines.
Email: anniepalace2017@gmail.com

being referred to by the courts. However, there are only few professional probation officers handling investigation and supervision of caseloads (Stohr & Walsh, 2011). Thus, probation offices need to recruit volunteers [known as Volunteer Probation Officers (VPOs) in other countries] because it is not easy to supervise criminal offenders, however, the number of volunteers recruited is often not sufficient to reinforce the agency operating this type of corrections.

There is often a problem on inadequacies of the criminal justice system (Stohr & Walsh, 2011). One has to consider the volunteer's contribution through human and social capital and use proper methods of recruitment (Woods, 2006). Besides, there are no easy and fixed methods for attracting and sustaining volunteers in an organization (Merrill, 2005).

Generally, "volunteering" according to former US President Bill Clinton, "is an act of heroism on a grand scale, and it matters profoundly. It does more than help people beat the odds; it changes the odds." George Romney, former Michigan governor, said, "the magnitude of our social problems will require that all citizens and institutions make a commitment to volunteering as a way of life and as a primary opportunity that creates needed change." Moreover, Henrik Ibsen, a poet and playwright stated, "a community is like a ship; everyone ought to be prepared to take the helm." However, the lack of volunteerism among Volunteer Probation Officers (VPOs) in different countries is still prevalent not to mention that not all appointed VPOs actively participate. Kenya is a case in point based on the information disclosed during the International VPO Meeting (UNAFEI & JRAA, 2014), where in a total of 295 volunteer probation officers comprising of 235 (80%) males and 60 (20%) females, only 212 were active while 83 were inactive.

In Region 2, Philippines, there were 132 VPAs who were appointed and were supervising clients as of November 2015. The ratio was not proportional to clients with a number of 702 under active supervision by VPAs alongside probation and parole officers (DOJ-PPA Regional Accomplishment Report, 2014). As for probation and parole officers in the entire Philippines, there were only 289 male and 671 female personnel with a ratio of 1:97 or one officer for every 97 clients (DOJ-PPA National Annual Report, 2014). Hence, VPAs need to assist probation and parole officers in the supervision of their clients.

In section 28 of the Presidential Decree (PD) 968 or the Adult Probation Law of 1976, volunteers were called probation aides later named as Volunteer Probation Aides by DOJ-PPA of the Philippines. Recently, they were renamed as Volunteer Probation Assistants (VPAs) by virtue of section 6 of Republic Act (RA) 10707 which was signed on November 26, 2015. Through the partnership of active supervising VPAs and probation and parole officers, some of their clients became successful high-earning farmers and proud fathers of professionals while others became full-fledged pastors and assistants to values formation. Some were qualified to become VPAs because of their exemplary and quite active role in imparting their unselfish services as pastors (Success Stories, n.d.). Thus, the terminated clients can be recruited as VPAs so long as they manifest reformation.

As observed, the number of active supervising VPAs varies in number every month or quarter due to wide-ranging reasons. One reason for the declining number was the removal of some VPAs who became inactive. Some VPAs tended to discontinue volunteering when the case of their client/s is already terminated. Many were appointed but few were actively participating in the agency's activities with clients. Often, the VPAs who remained were those motivated. Corrigan (2001) validates this when he said that volunteers who are active and has good relationships are also the most motivated and more likely to continue their services.

Theoretical or Conceptual Framework

There is no specific theory that will exactly describe the VPAs but researches on Social Capital theory (Kabelkova, 2013; Einolf & Chambre, 2011; Merrill, 2005 and others) were used to describe some variables in the recruitment of VPAs of DOJ-PPA of Region 2, Philippines while the Functional Motivation theory (Widjaja, 2010; Esmond & Dunlop, 2004; Akintola, 2010 and others) was used to support some of their motivations as identified by the researcher.

Social capital as a concept is very broad since it has many types but this was chosen to describe some of the variables used and that are important in this study such as age; work status (Kabelkova, 2013); length of voluntary service (Graff, 2001) and experience in other voluntary organizations (Kabelkova, 2013).

Age

VPAs whose age ranged from 26 as the lowest to 79 as the highest (based on the actual age of active supervising VPAs) were selected even though the age qualification is at least 18 years (Argoso, 2005), or 35 as preferred by the agency (PPA, n.d.²). The mean of the age was not intended to be computed in this study which is why the age range used was irregular or inconsistent with the other. The supervising VPAs are often older than the client or may be of the same age for older ones.

Work Status

Retirees in this study referred to those who were employed but were already retired from active service either in the private or public agency regardless of age. Non- retirees meanwhile were those employed but did not yet retire including those self-employed. The compulsory retirement age is 56 for police officers (because some of the VPAs were police officers) while for teachers and other government employees is 65.

Length of Voluntary Service

It was observed that some VPAs served less than a year; others from one to three years while others continued until the duration of their term of appointment which was five years (PPA, n.d.) and even went beyond if they renewed their appointment. It is the probation administrator who appoints citizens of good repute and probity to act as VPAs. Their tenure of voluntary service is five years (DOJ-PPA National Annual Report, 2014) however at present and in section 6 of RA 10707, the tenure of VPAs is two years which may be renewed or recalled anytime for a just cause.

Experience in other Voluntary Organizations

In accordance with VPA Program Policy Guidelines of DOJ-PPA, some of the VPAs who were recruited and preferably targeted by the agency were those who had previous experience or were members in other voluntary organizations. These voluntary organizations in which some VPAs were at the same time members were: Legion of Mary, Parish Renewal Experience (PREX), Volunteers in Prison Service (VIPS), Knights of Columbus, Rotary International, *Kabalikat* now Citizen, Guardians International, *Bayanihan ni Cristo*, and *Abot Palad*.

The VPAs of DOJ-PPA of Region 2, Philippines also organized their own association per field office. Some examples are *Bagong Buhay* VPA Association (BBVA) of Nueva Vizcaya Parole and Probation Office; and the *Managserbi* VPA Association of Tuguegarao Parole and Probation Office. This was in compliance with the provision of the VPA Program Policy Guidelines which provided that organizing VPAs into associations is an effective motivation in itself. It helps strengthen the VPA program at the unit level, which is important in effectively utilizing and sustaining the volunteer system.

Recruitment

Organizations often have problems in recruiting and sustaining the motivation of volunteers. Information is needed in order to make appropriate plans in recruiting the right and committed volunteers. This could lessen drop outs from the volunteer organizations (Akintola, 2010).

Positive values are often exhibited due to social capital which entails trust (Siisiäinen, 2000), among volunteers. It can build a bridge or bond as cited by Tzanakis (2013). Thus, good social capital among VPAs can enhance their commitment to volunteerism; as such field offices may identify more and more factors to sustain the interest of their VPAs.

Motivations

Motivations are factors that can lead a person into action and become motivated to remain active over the period of time (Gage III, 2009). Researchers discovered that a recruitment message can be persuasive when it matches an individual's primary motivation (Widjaja, 2010). What actually motivates a person to volunteer has always fascinated researchers, yet understanding these motivations can be of great assistance to organizations in attracting and retaining volunteers (Esmond & Dunlop, 2004). It was further established that volunteers assigned to tasks that matched their motives were more likely to continue volunteering than those assigned to tasks that differed from their motives (Widjaja, 2010).

Thus, functional approach or the functional motivation is best suited to support the primary theory used to describe VPAs and to determine the reasons and goals that motivated them to actively participate in the rehabilitation programs and activities of DOJ-PPA of Region 2, Philippines. Competitions for outstanding VPA, VPA Chapter or Cluster; Awards such as VPA and client with most successful livelihood/non-livelihood project and similar citations; seminars/trainings/convention were the motivations developed by DOJ-PPA in order to sustain the interest of the VPAs; and though not emphasized in the VPA Program, incentives, reimbursement, praise/recognition and team building were also part of their motivations. Others such as insurance, career, esteem,

enhancement, and values were culled from researches earlier mentioned. Thus, motivations that are herein identified can encourage VPAs to volunteer since researches have shown that when volunteers are satisfied, they intend to continue volunteering.

Nowadays, turnover rate is high among supervising VPAs. There are inactive volunteers who may eventually drop especially when they think they fulfill their duties. Though measure for motivational factors have been developed and were used to extend further research on volunteerism (Gage III, 2009), there are few researches that focus on volunteers' recruitment and motivations. It was in this context that the researcher studied the recruitment methods for VPAs and their motivations in volunteering.

This study can be of help to field offices under the DOJ-PPA in determining the prevailing methods of recruitment prompting individuals to join as VPAs; identifying the best method/s to maintain them; and considering additional methods applicable to their context. Another is to identify the motivational factors that may sustain the interest of the VPAs in the agency in order to attract new VPAs and increase the active participation of quality VPAs. New probation and parole officers as well as VPA recruits can likewise be motivated and challenged to internalize the concept of volunteerism; develop more commitment and actively participate in the rehabilitation programs and activities.

Objectives

This study was conducted in order to determine the (a) methods of recruitment that prompted the respondents to join as VPAs of DOJ-PPA of Region 2, Philippines; (b) significant difference on methods of recruitment according to field office; (c) motivational factors that may sustain the interest of VPAs in the agency; and (d) the significant difference in motivational factors when grouped by demographic profiles.

Methodology

This study used the descriptive-survey research with a quantitative approach in order to collect a sufficient number of respondents and collate data in a short duration of time. Besides, quantitative approach is the easiest way (Kabelkova, 2013) to test all the variables already identified in the VPA program policy guidelines of DOJ-PPA; and variables identified through observations including those taken from previous researches regarding volunteerism in general. There were 118 VPAs from eight field offices of DOJ-PPA of Region 2, Philippines who responded to the specific problems focusing on recruitment and motivations. For methods of recruitment, VPAs were asked to choose only one that best attracted them to join as VPAs though there may be some other methods that had convinced them to join as VPAs. Methods of recruitment were presented through frequency and percent distribution while Chi-square test was used to test the differences on recruitment according to field offices. Moreover, mean and standard deviation were used to describe the motivational factors while Kruskal Wallis test or Mann Whitney U test was used to find if significant differences exist in motivational factors when grouped by demographic profiles.

Upon the approval of the panelists (members of the review board), and with the permission of the adviser and the dean of the School of Criminal Justice and Public Safety, University of Baguio, an endorsement letter was secured from the latter to conduct a pre-test of questionnaire. The pre-test of the questionnaire was done in one field office which

is the Baguio City Parole and Probation Office (BCPPO), of a nearby region known as Parole and Probation Administration of Cordillera Administrative Region (PPA-CAR).

Validity of the Instrument

The questionnaire was checked by the adviser, panelists and the dean of the college, and was validated with at least 11 VPAs and five (5) field officers in the area where a pre-test was conducted. Said questionnaire was also checked by CPPO Daisy Marie S. Villanueva as the head of BCPPO, likewise by CPPO Cosme D. Ibis and CPPO Twila G. Dela Cruz from other field offices who are experts in this field. Changes to the questionnaire were done according to the participants' feedback. Other parts of the questionnaire were reworded or rephrased.

Reliability of the Instrument

Their responses on the questionnaires were retrieved, collated and tabulated. The tabulated raw data was submitted by the researcher to the statistician for the computation of its reliability test. Based on Cronbach's Alpha Test which was at $> .8$ – Good (high degree of consistency) level, the items were maintained although others were omitted because they were identical to one another.

After finalizing the questionnaire, the researcher immediately visited DOJ-PPA of Region 2, Philippines to secure the approval of the said office for the administration of the enhanced questionnaire to the different field offices. Through CPPO Twila G. Dela Cruz, the Regional VPA Coordinator, the sets of questionnaires were distributed to the different heads of offices during their regional meeting at Tuguegarao City and subsequently called for the VPAs to respond to these questionnaires in their respective offices. Some were personally brought by the researcher to other field offices and as agreed, the researcher waited for the call or text of the heads of offices on when the questionnaires can be retrieved.

For the interpretation of the results of the weighted mean, the 4-point (1-4) Likert Response Scale with the qualitative description and interpretation was used.

Scale	Mean Range	Qualitative Description	Interpretation
4	3.26-4.00	Always Motivated	VPA is motivated at all times
3	2.51-3.25	Often Motivated	VPA is frequently motivated
2	1.76-2.50	Seldom Motivated	VPA is rarely motivated
1	1.00-1.75	Not Motivated	VPA is never motivated

This is to give the respondents ample time to respond especially the VPAs from those distant places. Through the patience, time and effort of the field officers especially the heads, the researcher was able to get the required number of respondents in this study. It

was so difficult for the researcher to reach out to the respondents especially those from Tuguegarao City, Aparri and Sanchez Mira, Cagayan but it was made possible through the help of the heads or the Chief Probation and Parole Officers and other field officers. The responses of the VPAs were taken through the assistance of the field officers and their peers.

Results and Discussion

The findings of this study are presented from two perspectives: 1) a descriptive analysis of the data relating to methods of recruitment and motivations of VPAs of DOJ-PPA of Region 2, Philippines; and 2) an inferential analysis on methods of recruitment when grouped according to office and on their motivations when grouped according to demographic profiles.

1. Methods of Recruitment that prompted the Respondents to join as VPAs

Table 1 shows the distribution of methods of recruitment that prompted the respondents to join as VPAs of DOJ-PPA of Region 2, Philippines. In this study, some of the methods used to attract individuals to join as VPAs were not effective such as invitation using letters; radio/television; and some were not applied such as online invitation. One common method of recruitment used by the field offices of DOJ-PPA is the “personal approach” by Roach (2013) which was more than majority. Personal invitation obtained a frequency of 79 with a percentage of 66.95. This implies that DOJ-PPA could effectively recruit more quality VPAs if they give time to personally approach each and every possible candidate whom they encounter along the way or while they are conducting investigation on their clients.

Personal invitation can be undertaken by field offices by going to the place where the client resides and trying to approach possible candidates for volunteerism. Other probation and parole officers would do it in their respective office when someone they knew either an acquaintance, friends or neighbors visited the office. According to probation and parole officers, they were actually using the other methods but personal invitation was the prevalent method such as in Cagayan Parole and Probation Office [Cagayan PPO] No. 1 (Aparri, Cagayan) which has the highest number of VPAs. The same method was also prevalent in Nueva Vizcaya Parole and Probation Office, Cagayan Parole and Probation Office 2 (Sanchez Mira, Cagayan) and Cauayan City Parole and Probation Office.

According to Chief Probation and Parole Officer (CPPO) Dela Cruz, the reason for the popularity of personal invitation was that whenever a client was referred to them for investigation, the field officers simultaneously endeavored to personally approach and recruit potential candidates near the residence of the said clients who will eventually supervise the latter. However, other methods were used as reinforcements. CPPO Cacatian & CPPO Vibar (Personal Communication, 2016) also mentioned that the field office would really opt to personally approach an individual especially if the potential candidates were an acquaintance. As a former VPA of this region, the researcher also recalled that she was invited personally by the head of the field office when she was making visits for career purposes.

Table 1. The Descriptive Statistics of the Methods of Recruitment

		FIELD offices								Total
		Cauayan PPO	Nueva Vizcaya PPO	Santiago City PPO	Isabela PPO	Quirino PPO	Cagayan PPOI	Tuguegarao PPO	Cagayan PPOII	
Personal invitation	Count	9	11	6	6	1	34	1	11	79
	% within field	100	84.6	35.29	75	20	87.18	9.09	68.75	66.95
Informal interview	Count	0	0	0	2	2	2	0	0	6
	% within field	0	0	0	25	40	5.13	0	0	5.08
Referral	Count	0	2	11	0	1	3	9	1	27
	% within field	0	15.4	64.7	0	20	7.7	81.8	6.3	22.9
Invitation through letter	Count	0	0	0	0	0	0	0	0	0
	% within field	0	0	0	0	0	0	0	0	0
Invitation using radio or television	Count	0	0	0	0	0	0	0	0	0
	% within field	0	0	0	0	0	0	0	0	0
Online invitation	Count	0	0	0	0	0	0	0	0	0
	% within field	0	0	0	0	0	0	0	0	0
Invitation using leaflets	Count	0	0	0	0	1	0	1	4	6
	% within field	0	0	0	0	20	0	9.1	25	5.10
Total	Count	9	13	17	8	5	39	11	16	118
	% within field	100	100	100	100	100	100	100	100	100

The next common method was the referral done by individuals especially VPAs who enticed another to join as VPA. It implies in this study that VPAs can also be effective in recruiting another to be part of the agency and become partners in rehabilitating clients of DOJ-PPA for the reason that this study obtained a frequency of 27 with a percentage of 22.9 for referral. This means that VPAs recruiting another can be a big help to probation and parole officers especially so that VPAs were greater in number than the former in every field office. As such the probation and parole officers can rely on their active supervising VPAs in terms of recruitment.

Referral may be done by field offices by asking the active VPAs to refer someone they know, be it a friend, an acquaintance or a neighbor, so after conducting background investigation on these individuals the officers eventually recruited those found qualified. Some factors that would explain the probation and parole officers' reliance on their VPAs can be due to the number of caseloads they handle. They cannot move every now and then in the community to personally approach potential candidates. This result was affirmed by Probation and Parole Officer 1 (PPO1) Romua and former Senior Probation and Parole Officer (SPPO) Calagui in the field offices of Santiago City and Tuguegarao City who said that these VPAs can help reach out more friends, neighbors and acquaintances to become volunteers (Personal Communication, 2016).

This referral is often combined with other methods such as personal approach which is why it came out to be one of the common methods. Similarly, Roach (2013) shared that volunteers can help in spreading information by recruiting another to volunteer. Most volunteers are recruited by people who are already members of the organization (Woods, 2006) due to social contact or social capital (Einolf & Chambre, 2011) and social relationships among volunteers (Gage III, 2009).

Invitation using leaflets was also one of the common methods used. This indicates that individuals can be encouraged through reading materials given to them. As gleaned from the study, invitation using leaflets got a frequency of six and a percentage of 5.10. This implies that even if the probation and parole officers do not approach the targets personally, some individuals will visit the office on their own initiative because of the information they have read on the leaflet or reading materials.

At first, they may not think about it but because the material reminds them, they later considered to volunteer in order to pass away time (Roach, 2013). The reason some field offices may just leave application forms and leaflets was that it may take long before they can go back again to that place or because of the distance that probation and parole officers shared with their targeted individuals. Often, they do not have time to recruit due to many activities done at the office. According to CPPO Cacatian and other probation and parole officers, when they conduct information dissemination drive in the barangays or municipalities, they leave forms to their audience; still, only few responded to this.

Findings also revealed that informal talk was considered among the common methods used by DOJ-PPA in Region 2, Philippines. It was shown in the study that a frequency of six (5.08%) was obtained for informal interview particularly from the field offices of Isabela, Quirino and Cagayan. This means that informal interview can still be considered among the methods of recruitment because it somehow helped probation and parole officers in determining whether or not an individual once appointed were capable of working with the field officers or probation and parole officers as partners. The short time allocated for interview to targeted individuals can likely convince them to make up their minds to volunteer.

As earlier mentioned, informal interview can be conducted by probation and parole officers during their information dissemination drive but because of the distance, it is difficult for them to follow-up on the targeted individuals (VPAs) and it also entails additional expenses on their part. What was only being paid by the government as travel allowance of VPAs or probation and parole officers was 50 pesos per client (with a maximum) which was sometimes less than the amount of expenses actually incurred

during the monthly visit of their clients according to some probation officers (Personal Communication, 2016).

On the other hand, this study indicates that invitation through letters; use of media (radio/television); and use of internet (online invitation) were not among the common methods because no frequency count was given. However, radio and television were often used as venues for VPA campaign and recruitment during DOJ-PPA Anniversary and National Correction Consciousness (NACOCO) week celebrations by field officers. The field offices accordingly utilize invitation through radio/television in addition to personal invitation, referral and others.

As regards to recruitment of VPAs, the most effective methods that were identified in this study can help in properly recruiting individuals as VPAs especially when the recruitment message briefly explains their tasks and when motivations are as well included. Definitely, the organizations need to understand what the volunteers can contribute (human and social capital) and recruit accordingly (Woods, 2006) since there are no easy and specific ways in recruiting and retaining volunteers (Merrill, 2005).

2. Difference on Methods of Recruitment According to Field Office

Table 2 presents the difference in methods of recruitment of field office. This study denotes that the field offices do not have the same responses on the methods of recruitment in their area of responsibility. Chi-square test revealed that there is statistical significance among the field offices ($\chi^2=94.99$, $P<0.5$).

Table 2. The Chi-square Test Result

	Value	df	P-value	Remarks
Pearson Chi-Square	94.99	21	0	S

The significant difference in this specific problem may have been caused by the different perspectives of VPAs due to the different methods of recruitment applied by the field offices. Therefore, the hypothesis that there is no significant difference according to field offices failed to be affirmed. Some VPAs may have been attracted to volunteer for the reason that some PPOs personally approached them in their home or workplace where these VPAs got the feeling that they are really needed by the agency; and so this feeling of enhancement as motivation may have enticed them to join.

Another factor is that some VPAs may have referred more individuals to volunteer to the agency than are the PPOs doing the other methods and probably due to the time allotted for recruitment by the latter. As mentioned in the previous discussion, the PPOs can be burdened with too much caseloads and many activities. Besides, VPA program is not the only program they need to strengthen. Therapeutic Community Ladderized Program (TCLP) is also another program that requires much attention from PPOs that concerns the clients. Hence, some field offices may rely more on other methods of recruitment such as referral by active VPAs rather than personal approach. Distance of

PPOs with target individuals may have also caused the significant differences among field offices.

According to field officers in Santiago City PPO and Tuguegarao City PPO as attributed to making the significant differences, they rely more on referrals made by their VPAs. This is the reason why referral is dominant to them than in the other field offices.

3. Motivational Factors that may Sustain the Interest of VPAs

It was found in this study that incentives (gifts/tokens) and reimbursement (of travel expenses) were not the ultimate reasons individuals joined as VPAs of DOJ-PPA in Region 2, Philippines. It can be noted that VPAs were mostly motivated by “altruistic functions/motives” (Widjaja, 2010 & Gage III, 2009). From the data, values motivation was rated by VPAs with the highest mean of 3.63, interpreted as always motivated. This means that if a person is burdened with humanitarian obligation and wanted to show empathy to other people then s/he would not think of anything else but to volunteer. The VPAs wanted to share their beliefs with their clients as part of the latter’s reformation and rehabilitation.

Volunteerism is taken from the concept of free services so when the VPAs were recruited, they already knew their initial motivation and that is the “values”. Some people would not even try to take part in the activities of an agency if they knew there was a problem on financial matters and especially if they were profit-oriented or always thinking of return on investment.

Based on the researcher’s observations as a former VPA, some of the VPAs were active members of religious groups such as Parish Renewal Experience (PREX), Legion of Mary while some others were pastors, ministers and church leaders. Further, when some VPAs were asked why they volunteered they would say they just wanted to help in shaping the behavior of their clients. This values motivation was one of the preferences of DOJ-PPA as reflected in their VPA program policy guidelines. The probation and parole officers were required to seek candidates with strong involvement in community, civic, social or religious affairs although this was not emphasized among the motivations in the said guidelines. According to the field officers, they really intend to recruit those with social motivations and attributes as stipulated in the guidelines, however, one can never tell what truly motivates an individual to volunteer. It is also difficult to recruit VPAs, hence, they would opt to recruit those who were able to meet the qualifications and are willing to serve voluntarily.

This study also pointed that VPAs felt their self-worth and enjoyed contributing their skills through volunteering because they rated “enhancement” as the second highest with the mean of 3.53 which means always motivated. This implies that VPAs can be sustained by just knowing that they were needed by their clients through volunteering. Much more when their skills were being shared instead of being hidden or kept, thus making them feel great.

This study affirms the findings of Widjaja (2010) wherein most of her participants were motivated by enhancement. Likewise, in the study of Esmond and Dunlop (2004) wherein even non-volunteers were in favor of enhancement indicating they would want to volunteer if they know that it is meaningful. Further, Montojo (2007) stated that

volunteers usually have a sense of personal worth and personal growth which they wanted to contribute to the community in a positive way.

Table 3. The Summary of the Motivational Factors

Indicators	Mean	SD	Qualitative Description
a. Values (I am motivated when I satisfy humanitarian obligation by helping others or showing empathy for others)	3.63	0.65	Always Motivated
b. Enhancement (I am motivated when I am needed by others through volunteering)	3.53	0.75	Always Motivated
c. Esteem (I am motivated when I achieve something through volunteering)	3.52	0.72	Always Motivated
d. Team building (I am motivated when there's an outdoor activities of VPAs with field office staff)	3.52	0.69	Always Motivated
e. Seminars/Trainings/Convention (I feel motivated with seminars, training or convention sponsored by or referred by PPA, especially abroad like TC, Restorative Justice and Volunteerism)	3.49	0.76	Always Motivated
f. Praise/recognition (I am motivated when my skills and contribution are recognized by community either verbal or certificates)	3.44	0.72	Always Motivated
g. Contest (I am motivated when there's a contest for outstanding VPA, VPA Chapter or Cluster)	3.38	0.77	Always Motivated
h. Career (I am motivated when this volunteering gives career-related benefits/connections, skills or experience to me)	3.30	0.95	Always Motivated
i. Awards (I am motivated when awards are given such as VPA and client with most successful livelihood/non-livelihood project and similar citations.	3.28	0.82	Always Motivated
j. Insurance (I am motivated when a Health or Safety Insurance is provided by the government such that from the Red Cross)	3.27	0.95	Always Motivated
k. Reimbursement (I am motivated when the agency reimburses the travel allowances and other expenses)	3.10	0.96	Often Motivated
l. Incentives (I am motivated when gifts or bonuses are given to volunteers)	3.01	1.00	Often Motivated
Overall Mean	3.37		Always Motivated

Results also reveal that VPAs were sustained when they know that volunteering can give them a sense of achievement especially when there is fellowship among VPAs together with the probation and parole officers that may be held outside the office. Esteem and team building were shown as the third highest with a mean rating of 3.52, interpreted as always motivated. It depicts that VPAs were also motivated by sense of esteem and gathering among VPAs and their counterparts. The clients of DOJ-PPA were known to have distracted the people's freedom of life and property. Hence, if the VPAs were able to reform their clients they can feel that sense of achievement.

Some VPAs were attracted to be in DOJ-PPA particularly in Region 2, Philippines because they wanted to increase their self-worth and self-esteem. This was an opportunity to make them feel they were good persons. This type of VPAs were also good to be recruited and like values motivation, it is not costly on the part of the agency to sustain. Esmond & Dunlop (2004) found esteem as one among the top three motivations corroborating that the volunteers in the community felt benefited when they helped the offenders. This helps achieve democracy, for a country cannot survive if its citizens are passive and are not involved in their community (Montejo, 2007).

Team building particularly outdoor activity is also a respectable way to sustain the interest of VPAs for they can have invaluable experiences in this activity. Team building is known to make the volunteers get closer. However, it cannot be denied that sometimes simple misunderstandings may still arise.

One of the factors why these VPAs were sustained by team building was due to the "social capital" (Kabelkova, 2013) that they can develop. As VPAs come together with the probation and parole officers and staff of the agency, they develop the strong bonds. It is also true however, that team building is one of the most expensive types due to budgetary demands. Accordingly, most organizations organize social events for staff and volunteers together which is evident in DOJ-PPA as one agency where field offices come together during the PPA Anniversary (July 24) for team building, like Cagayan Parole and Probation Office No. 1 (KARAYAN, 2014) and Nueva Vizcaya Parole and Probation Office.

Nueva Vizcaya Parole and Probation Office usually schedules its team building in field trips to other places such as going to Baler, Aurora and other beautiful spots nearby for the VPAs to unwind. Expenses for this get-together are usually shouldered by the office and funds for field trips can be taken from the income generated from joint fundraising activities of probation and parole officers and VPAs aside from requesting for fund augmentation from local government unit through submission of proposals with budgetary requirement.

At the time the researcher was still a VPA in Nueva Vizcaya Parole and Probation Office, she observed that VPAs really enjoyed whenever they had fellowship or get-together in places like resorts usually lasting overnight or until everyone was asleep. Through this outdoor activity, VPAs had their stress debriefing, shared their experiences regarding volunteerism together and came to know each other deeper or get acquainted with new VPA recruits or introduced to someone who can give advantage to their career.

VPAs were also sustained and motivated when personal development was offered by the agency illustrated by the attendance to seminars, trainings or convention as the fourth highest with the mean of 3.49, interpreted as always motivated. Therefore, it implies that

VPAs were sustained when more seminars, trainings or convention were being conducted by the DOJ-PPA especially if these were fully funded by the agency. Much more if all the VPAs were engaged in this undertaking and not only the selected few. According to Woods (2006), volunteers' motivation includes training because training can benefit people professionally and to be successful, volunteers require adequate training and supervision.

DOJ-PPA found out that training is an important motivating factor for the VPAs which included specialized training and additional information on how to rehabilitate clients (PPA, n.d.¹). The result of this study was also somehow evident in DOJ-PPA of Region 2 by which its first VPA Congress was held on October 16-17, 2014 at Nueva Vizcaya State University, Bayombong, Nueva Vizcaya attended by 102 VPAs and many other trainings conducted by the agency (DOJ-PPA Regional Accomplishment Report, 2014).

This study also disclosed that VPAs were sustained when they were appreciated by the agency. It was revealed that VPAs rated praise/recognition as the fifth highest with the mean of 3.44, translated as always motivated. Thus, it implies that VPAs felt motivated when they received the recognition they desired especially if it matched the efforts they exerted. The VPAs enjoyed being praised or recognized for their skills and contributions although there were many forms and ways on how these can be realized. When volunteers received gratitude in the simple form of "thank you" or smile, it served as a strong motivation for them. Recognizing their efforts heightened their feeling of self-worth which conversely moved them to do better in their concerns. This was evident in the DOJ-PPA National Annual Report (2014) where recognition was given to offices, personnel and VPAs who did great contributions in the programs and activities of the agency.

Conversely, this study reveals that health/safety insurance, monetary considerations, gifts and bonuses can be part of VPAs' motivation but these were not the ultimate goal or reasons for them to volunteer as the word connotes free services. This study shows that incentives (3.01), reimbursement (3.10) and insurance (3.27) were rated as the lowest by the respondents, but interpreted as often motivated. It implies that incentive was not so obvious as motivator but it can give VPAs a little happiness when they received simple gifts or token from the field offices.

As observed, no cash incentives were usually given to VPAs except those for travel allowances but simple gifts/tokens such as goods or commodities were sometimes distributed to them during Christmas and other special occasions together with their clients in some field offices of DOJ-PPA of Region 2, Philippines. However, according to CPPO Dela Cruz it is no longer being practiced by their office due to lack of budget.

This study then generally indicates that not only a single factor can motivate a person to volunteer as in the case of VPAs of DOJ-PPA of Region 2, Philippines. It was found that by large, VPAs were always motivated with an overall mean of 3.37, implying that motives were as many as there were VPAs. Corrigan (2001) said that all volunteers have their own personal agenda to fulfill whether it is altruistic or egotistic. Therefore, individuals can be easily attracted to volunteer as VPAs when effective methods were applied by field offices, especially when they knew the type of functions they would

voluntarily perform, likewise, when the motivations offered suits their tastes despite difficulties they encounter in volunteerism.

4. Significant Differences in Mean Score in Motivational Factors when Grouped by Demographic Profiles

Table 4. The Significant Differences in Mean Score

	N	Mean Rank	$\chi^2(df)/U, p$
Age			
39 yrs old and below	21	63.05	$\chi^2 = 3.310$ p = 0.346
40-49 yrs old	31	66.34	
50-59 yrs old	39	52.09	
60 years old and above	27	59.59	
Total	118		
Work status			
retiree	18	64.25	U = 814.5 p = 0.521
non-retiree	100	58.65	
Total	118		
Length of voluntary service			
less than 1 yr	20	65.38	$\chi^2 = 0.834$ p = 0.659
1 yr and below 3 yrs	44	59.63	
3 yrs and above	54	57.22	
Total	118		
Voluntary Experience			
with previous voluntary experience	79	59.01	U = 1501.5 p = 0.521
without previous voluntary experience	39	60.5	
Total	118		

*significant at 0.05 **significant at 0.01

As gleaned from this study, the inferential test result reveals that there is no significant difference in the mean score in motivational factors when grouped according to age ($\chi^2=3.310$, $p=0.346$), work status (U=814.5, $p=0.521$), length of voluntary service ($\chi^2=0.834$, $p=0.659$) and voluntary experience (U=1501.5, $p=0.521$). This indicates that the respondents had the same extent of motivations regardless of their age, work status, length of voluntary service and voluntary experience.

Conclusion

Generally, individuals can be attracted to volunteer when effective methods of recruitment which highlighted personal approach were used by the field offices of DOJ-PPA particularly in Region 2, Philippines although there are differences among field offices. Of the motivation factors, VPAs were sustained with sense of fulfillment, recognition, personal growth and development. They were as well sustained for sharing

their held beliefs and spending time among themselves and with the probation and parole officers through get-together activities. Further, without regard to their demographic profiles, the VPAs can be sustained to volunteer when they feel satisfied with the tasks.

References

- Akintola, O. (2010). What motivates people to volunteer? The case of volunteer AIDS caregivers in faith-based organizations in KwaZulu-Natal, South Africa. Retrieved from <http://heapol.oxfordjournals.org/content/26/1/53.full>.
- Argoso, L. (2005). Handbook on probation and parole systems in the Philippines. 1st Ed. Mandaluyong City: National Book Store.
- Casner-Lotto, J. (2007 May 31). Non-profit firms face many challenges and some opportunities with advent of retirement of baby-boom generation. Retrieved from <http://www.enclave.org/files/ConfBdreport5-25.pdf>.
- Corrigan, M. (2001). Social exchange theory, interpersonal communication motives, and volunteerism: Identifying motivation to volunteer and the rewards and costs associate. Retrieved from http://www.communicationcache.com/uploads/1/0/8/8/10887248/socialexchange_theory_interpersonal_communication_motives_and_volunteerism_identifying_motivation_to_volunteer_and_the_rewards_and_cost_associated.pdf.
- DOJ-PPA Regional Accomplishment Report (2014). Parole and probation administration. Philippines: Region 2 accomplishment report. Philippines: DOJ-PPA Regional Office 2.
- DOJ-PPA National Annual Report. (2014). Retrieved from pobation.gov.ph/2014-annual-report
- Einolf, E. & Chambre, S. (2011). Who volunteers? Constructing a hybrid theory. Retrieved from http://works.bepress.com/cgi/viewcontent.cgi?article=1010&context=christopher_einolf.
- Esmond, J. & Dunlop, P. (2004). Developing the volunteer motivation inventory to assess the underlying motivational drives of volunteers in Western Australia. Research Project funded by Lotterywest Social Research Grant. Retrieved from <http://volunteer.ca/content/klan-wa-inc-developing-volunteer-motivation-inventory-assess-underlying-motivational-drives>
- GAGE III, R. (2009). Volunteer motivations and constraints among undergraduate college students. Retrieved from http://etd.fcla.edu/UF/UFE0024680/gage_r.pdf.
- Graff, L. (2001). Emerging trends in volunteerism. Retrieved from <http://nc.casaforchildren.org/files/public/community/programs/ProgramResources/EmergingTrendsGraff.pdf>.
- Gramlich, J. (2018). Five facts about crime in the United States. Retrieved from <http://www.pewresearch.org/fact-tank/2018/01/30/5-facts-about-crime-in-the-u-s>.
- Hill, G. (2002). Japan's volunteer probation officers play role in offender rehabilitation. Retrieved from <http://www.thefreelibrary.com/Japan%27s+volunteer+probation+officers+play+role+in+offender-a088576680>.
- Kabelkova, M. (2013). Factors influencing volunteering among the elderly in the Czech

- Republic. Retrieved from http://tigerprints.clemson.edu/cgi/viewcontent.cgi?article=2097&context=all_dissertations.
- Karayan. (2014). The Official Publication of Parole and Probation Administration – Regional Office No. 2, 13(1 & 2).
- Kirasic, K. (2004). *Midlife in context*. New York, USA: McGraw-Hill Companies Inc.
- Merrill, M. (2005). Four challenges for volunteer leaders and volunteer managers. Retrieved from <http://www.worldvolunteerweb.org/resources/how-to-guides/manage-volunteers/how-do-i-manage-volunteers-additional-reading/doc/four-challenges-for-volunteer.html>
- Montejo, F. (2007). *The Philippine probation system: Lessons for criminology students*. Philippines: National Book Store.
- Parole and Probation Administration [PPA]. (n.d.¹). The holistic approach to volunteer resource development. Quezon City. Parole and Probation Administration.
- PPA. (n.d.²). Volunteer probation aide program policy guidelines. Quezon City: Parole and Probation Administration.
- Presidential Decree No. 968 known as Adult Probation Law of (1976). Philippines: Parole and Probation Administration.
- Republic Act 10707 or an Act amending Presidential Decree No. 968, otherwise known as the Probation Law of 1976
- Roach, E. (2013). Volunteer communication and media richness: Recruiting, communicating with, and retaining volunteers. Retrieved from <http://scholarworks.rit.edu/theses>
- Shaw, D. (2018). Crime statistics: Violent crime and sex offences rising, police figures suggest. Retrieved from <https://www.bbc.com/news/uk-42815768>
- Siisiäinen, M. (2000). Two concepts of social capital: Bourdieu vs. Putnam. Retrieved from https://www.istr.org/resource/resmgr/working_papers/siisiainen.pdf.
- Stohr, M. & Walsh, A. (2011). *Corrections: The essentials*. 1st ed. USA: Sage Publications.
- Success Stories. (n.d.). Retrieved from <https://sites.google.com/site/reg10ppadoj/testimonials-1>.
- Travis, A. (2017). Police data shows crime rising at increasing rate in England and Wales. Retrieved from <https://www.theguardian.com/uk-news/2017/oct/19/rising-at-increasing-rate-in-england-and-wales-police-figures-show>.
- Tzanakis, M. (2013). Social capital in Bourdieu's, Coleman's and Putnam's theory: Empirical evidence and emergent measurement issues. *Educate*, 13(2), 2-23. Retrieved from <http://www.educatejournal.org>.
- United Nations Association of the Far East Institute (UNAFEI) and the Japan Rehabilitation Aid Association (JRAA). (2014). Retrieved from http://www.unafei.or.jp/english/pdf/ap2014/Overview_of_CommunityCorrections_Kenya_E.pdf.
- Widjaja, E. (2010). Motivation behind volunteerism. (CMC Senior Theses). Paper 4. Retrieved from http://scholarship.claremont.edu/cmc_theses/4.
- Woods, T. (2006). The rhetoric of volunteerism: Strategies to recruit and retain volunteers in nonprofit organizations. (Unpublished thesis) Georgia State University. Retrieved from http://scholarworks.gsu.edu/communication_theses/18.