

INTERNATIONAL JOURNAL OF LAW, GOVERNMENT AND COMMUNICATION (IJLGC)

www.ijlgc.com



TECHNOLOGICAL ACCEPTANCE OF VIRTUAL VOLUNTEERING: A QUALITATIVE STUDY OF YAYASAN AFS ANTARABUDAYA MALAYSIA

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Article Info:

Article history:

Received date: 25.10.2023 Revised date: 15.11.2023 Accepted date: 30.11.2023 Published date: 07.12.2023

To cite this document:

Ramlan, M. A. I., Anuar, N. K. K., Amanah, F. H., & Nanthakumar, R. (2023). Technological Acceptance Of Virtual Volunteering: A Qualitative Study Of Yayasan AFS Antarabudaya Malaysia. *International Journal of Law, Government and Communication*, 8 (34), 52-64.

DOI: 10.35631/IJLGC.834004

Abstract:

This research aims to investigate the technological acceptance of virtual volunteering platforms among members of Yayasan AFS Antarabudaya Malaysia. As the world embraces digital transformations, virtual volunteering offers unique opportunities for global engagement and impact. However, the adoption of such platforms depends on users' willingness to accept and integrate technology into their volunteering experiences. To uncover the key themes influencing technological acceptance, this study employed a qualitative approach through two focus groups. The first focus group consisted of 7 members from the management team of Yayasan AFS Antarabudaya Malaysia, representing the organisational perspective. The second focus group involved seven volunteers actively engaged in virtual volunteering activities, providing insights from the user perspective. Participants shared their attitudes towards technology, perceptions of virtual volunteering, and motivations for adopting or hesitating in using the platforms. Additionally, the study dived into the perceived benefits and barriers the current virtual volunteering platforms. The findings revealed other essential themes, including attitudes towards technology, motivations, user experience and interface, challenges and opportunities. The results of this study contribute valuable insights into promoting technological acceptance in the context of virtual volunteering,

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thereby empowering the organisation to harness the full potential of technology in their pursuit of meaningful global contributions.

Keywords:

Technological Acceptance, Virtual Volunteering, Virtual Communications, Volunteerism

Introduction

In this digital era human interactions changed and undergone a profound transformation due to the pervasive influence of modern technology. The interconnection between technology and social interaction has given rise to novel forms of human connections, where various tools and gadgets have become integral to communication such as smart phone and tablets. These tools not only serve as communication platforms but also function as sources of information and entertainment where its impact the individual's reliance on technology (Juliana et al., 2021). According to Nurzaimah et al. (2023), pandemic Covid 19 prompted a significant shift in the execution of volunteer activities. Volunteer organisation faces challenges in conducting face to face volunteering activities therefore the volunteer organisation had to embrace online volunteering also referred to as virtual volunteering which become a prevalent approach during the pandemic. Various terms of online volunteering included virtual volunteering, digital volunteering, micro- volunteering and more represent the same concept, which involves performing tasks remotely from physical workplace, utilising the internet as the primary means, engaging in a formal or informal capacity as workers, volunteers and encompassing tasks that can be either short-term or long-term. Virtual volunteering can be defined that the work is online voluntary and devoid of any anticipation of financial compensation (Norzaila et al., 2019). Virtual volunteering encompasses the utilisation of social media platform for the purpose of generating and sharing information with both immediate and extensive networks (Whittaker et al., 2015). Pal (2018) stated that the significance of digital platform for fostering connections and social capital among internet users, which can subsequently promote volunteerism, connectivity, and motivations. It was also emphasised social media is an important online platform for virtual volunteering during pandemic (Ibid). The engagement of volunteers with the technology developments was discussed in a previous study (Cheryl et al., 2019). The engagement of this platform could be channelled into a positive outcome, which is technological savvy. Therefore, this study aims to explore the technological acceptance of virtual volunteering among volunteers in Malaysia.

Literature Review

There are five points will be discussed in this section. These literatures are based on previous studies conducted that provides the researchers guide to the topic and gaps to explore further. These literatures discuss the landscape of virtual volunteering, personal growth, technological acceptance of volunteering virtually and its factors, as well as challenges and opportunities it offers based on past studies.

Volunteering in Virtual Landscape

Since the inception of the world wide web, VV has emerged as a variation to traditional inperson volunteering (Liu et al., 2016). Unlike traditional in-person volunteering, virtual volunteering (synonymous with online volunteering) is a leisure activity where individuals complete all tasks off-site through virtual spaces (Volunteer Canada, 2020). Volunteering is a

well-known effort especially among the non-profit organizations since ages ago. landscape of volunteering is somehow evolving into a virtual one and is favorably accepted among the younger generations. Ever since the advancement of world wide web, virtual volunteering has appeared as an alternative to traditional in-person volunteering (Lachance, 2020) and it is becoming even more widespread during COVID-19 where it offers a transition of conducting volunteering activities from physical to online in which volunteers may still be able to be involved with their leisure activities at home while volunteering virtually (Anuar et al., 2023). Virtual volunteering or synonymously known as online volunteering is rather leisure and conducted on online platforms through devices such as smartphones, tablets, or laptops (Lachance, 2020) and commonly the volunteers involved would be able to complete all tasks off-site through these virtual spaces anywhere with an Internet connection (Volunteer Canada, 2020). Establishing volunteer platforms virtually also means deliberating a vision of the future of our communities (Nagshbandi, et al., 2022). For some people, virtual volunteering provides them more options on various causes, selections of organization, and chosen locations for volunteering efforts (Anuar et al., 2023). According to Volunteer Canada (2020), a rising number of organizations are reaching individuals who would want to play a part by offering their time and skills through the Internet.

Valuing Personal Growth through Virtual Volunteering

Volunteering offers many benefits to personal growth including both mental and physical health even though conducted through virtual platforms. Whether it is due to a lack of transportation, time limitation, a disability or various other reasons, many people still prefer to volunteer virtually. According to Wolhuter (2017), virtual volunteering permits professional skills and experiences to be leverage as to benefit the non-profits organizations and causes which help to increase the skill utilization of an individual. Besides, meaningful connections with people from diverse cultures and backgrounds could also be created through virtual volunteering which fosters a global sense of community. This resonated with Turk et al. (2022) as working alongside other virtual volunteers could cultivate a sense of belonging through working towards a common goal. Volunteering facilitated individuals to feel part of something bigger than themselves and to experience a sense of value through giving back to society. Decreasing the risk of depression is another essential value of virtual volunteering as it helps to avoid social isolation which is a major risk factor for depression. Volunteering whether virtually or not, keeps an individual in regular contact with others and helps cultivate a solid support system, which protects individuals against stress during challenging times (Western Connecticut State University, 2022). This is also supported by Health Direct (2021) as virtual volunteering can help with mental health recovery as well as safeguarding individuals against stress and depression. Studies also found that those who volunteer have lower mortality rate than those who do not. Helping others kindles happiness, as many studies have demonstrated.

Technological Acceptance of Virtual Volunteering

Tapping into the power of technology by conducting virtual volunteering as an alternative for traditional volunteering is gaining acceptance among society especially the new generation of Gen-Z as well as millennial. Based on Seddighi et. al. (2020), various studies have indicated that virtual volunteering is a smart strategy to minimise inequality in volunteering participation which invites more prospects to be part of the volunteering efforts. In fact, a study in 2020 found that 58% of Americans are more inclined to volunteer with non-profit organisations that provide better technology solutions for participants to use while carrying out volunteering activities (Turnbull, 2022). Practically, a study reveals that there is a positive acceptance on

physicians' intentions to engage in virtual volunteering during health crises as an effective strategy to offer support and assist public health institutions as well as emergency management (Bouarar, 2023). Digital platforms, such as social media profiles or web pages, were analysed to find the best method for virtual volunteers' recruitment strategies. Non-profit organisations are currently using digital platforms to recruit new volunteers to support their virtual projects and help the organisations achieve their goals both virtually and physically (Saura, 2020).

Factors Influencing Technological Acceptance in Virtual Volunteering

According to Saura & Bennett (2019), the role of social networks becomes particularly crucial during rapid organizational changes, notably in the evolution of communication and marketing strategies. Within these digital platforms, it leads users to have the capacity to express their opinions and create content openly, referred to as user-generated content (UGC). Users can actively engage with companies and organizations by providing comments, reviews, opinions, and critiques. This statement also supported by Aggelidis & Chatzoglou (2019) this emergent two-way communication paradigm between users and organizations on the internet has enabled non-profit entities to implement and employ communication strategies effectively. This facilitates the conveyance of positive sentiments regarding their initiatives and projects, as well as active support for social movements like MeToo, World Environment Day, global warming, and others. Other than that, the concept of self-efficacy, integrated within the framework of social cognitive theories, emerges as a versatile construct applicable to diverse life domains. Extensive studies reveal that self-efficacy in the realm of computer and internet-related activities significantly shapes the utilization of technology, with a notable impact on younger individuals. The technology acceptance model underscores the centrality of internet selfefficacy, as a decisive factor influencing the acceptance of internet technologies. Study highlight a distinctive trend among volunteer actively participating in Information and Communication Technology (ICT) volunteering. This group tends to demonstrate more favourable technology biographies and heightened internet self-efficacy compared to their nonvolunteering counterparts (Mario et al., 2023).

Opportunities and Challenges in Virtual Volunteering

Virtual world makes everything easier and quicker despite some challenges and pitfalls. The same goes for volunteering activities conducted on virtual platform that would be further discussed in this proceeding. It is undeniably flexible when it comes to virtual volunteering which attract better number of participants to join in and offer their assistance to whichever their preferred causes are. The flexible characteristic of virtual volunteering permits a seamless integration into our daily lives and can be tailor-made to suit anyone's needs. According to Simbi (2022), the concept of work-life combination has been attaining popularity in recent years for its aim in permitting workers to accomplish their responsibilities at times that suits them best. This echoed with Reno-Weber (2017) in which it was mentioned that virtual volunteers are not restraint by distance, physical disabilities, or other obligations. Anyone with a smartphone and/or an Internet connection could be a volunteer, building personal and professional connections through a virtual network, and make an impact to the society and the world at large. Simbi (2022) added that these latest opportunities for virtual roles and global reach, cultivate inclusion for those who are limited by geography factor, work arrangements, or physical ability. While virtual volunteering can prove to be a rewarding experience, it is still unable to run from having some hiccups as well. The present study found several challenges in online volunteering in Iran including lack of commitment, various cultural issues, limited infrastructure, reimbursement, and volunteer management issue. However, these are the

challenges from managers' perspectives (Seddighi et. al., 2020). In addition, private large companies can control information overload and online issue with the assistance of their web care team. Unfortunately, other relief organisations do not have such experience and resource of those private and large companies. As for the volunteers' point of views, there are some obstacles that they may experience such as having the difficulty in feeling connected, unified, and comradery without physical interaction as found in traditional volunteering, lack of technical expertise, and connectivity issues (Mitchell, 2021).

Methodology

The data gathered was analysed qualitatively using thematic analysis to identify the technological acceptance among the participants of the focus groups conducted. The focus groups involved two groups of participants from Yayasan AFS Antarabudaya Malaysia. Table 1 shows the details of the two groups. Each participant identified by using codes to ensure the anonymity and confidentiality of their identities.

Table 1: Details of Focus Groups

| Group | Details | Number of Participants |
|-------|---|----------------------------|
| P1 | Management personnel of Yayasan AFS Antarabudaya Malaysia | 7 (A, B, C, D, E, F, G) |
| P2 | Volunteers of Yayasan AFS Antarabudaya Malaysia | 7 (A, B, C, D, E, F, G) |

As seen in Table 1, the study involved two distinct participant groups. P1 comprised of seven management personnale from Yayasan AFS Antarabudaya Malaysia, ranging from excecutives to top-level management. This group is vital in gaining insights from the managerial perspective of the directions, preparedness, feasibility and potential challenges associated to virtual volunteering. Meanwhile, P2 consisted of seven volunteers affiliated with Yayasan AFS Antarabudaya Malaysia with prior experience in virtual volunteering with the organisation. This group is instrumental in providing insights from the volunteers' standpoint on their acceptance and other aspects related to virtual volunteering.

The selection of participants on both groups were made based on key considerations. The considerations were given to the diverse roles within the management personnel in P1, ensuring representation from every hierarchical levels. In addition, the selection of participants in P2 took into account their varied virtual volunteering experience to capture a comprehensive understanding of the topic.

Findings and Discussion

The feedbacks received during the focus group discussions were arranged in a tabular format and four key themes emerged. These themes give a glimpse of the acceptance of the volunteers in Malaysia on virtual volunteering. Based on the themes, the findings found that most of the participants are open to virtual volunteering and believed that it benefits them in certain ways. However, it is worth to note that there are certain barriers to their acceptance to the new technology and what motivates and makes it easier for them to continue to pursue volunteering activities virtually. Table 2 below indicates the key themes and sub-themes emerged through the thematic analysis.



Table 2: Thematic Analysis for Technological Acceptance of Virtual Volunteering

| | Table 2: Thematic Analysis for Technological Acceptance of Virtual Volunteering | | |
|-------------------------------|---|---|--|
| Key Themes | Sub-themes | Significant Quotes | |
| Attitudes | ReceptiveHesitant | "I find technology quite exciting. It makes volunteering more accessible, especially for us with busy schedules. Virtual volunteering platforms can be a game-changer." (P1D) "To be honest, I'm a bit hesitant about using technology for volunteering. I prefer face-to-face interactions. But if it's user-friendly, I might give it a shot." (P2A) | |
| Perceived benefits | FlexibilityConvenientGlobal reach | "The best part is the flexibility. I can volunteer to global causes without from home. That is a good thing." (P1E) | |
| | | "Virtual volunteering allows us to connect with people from all around the world. It helps me to volunteer and get to know more things at one time." (P2D) | |
| | | "It is convenient. I can volunteer at any time that suit me, and that helps me to slot in volunteering works in between other things on my life." (P2E) | |
| Barriers | Technical preparedness Digital literacy | "I struggle with the technical things at first. Setting up accounts and dealing new platforms were challenging." (P1D) | |
| | | "I find it quite hard for me to shifting to virtual is a bit overwhelming. But it is probably because I am not too familiar with digital platforms." (P2F) | |
| Motivation | ValuesConnectionsRecognition | "I want to contribute to causes I am passionate about without the hassle of commuting, which saves me time and allows me to do more." (P1B) | |
| | | "I feel like I am part of a global community working together when I do it virtually with others from other countries. That's what motivates me." (P1F) | |
| | | "The recognition part is very important to me. It helps me to feel like doing more and more, even if doing it virtually." (P2C) | |
| User Experience and Interface | Sense of connectionUser-friendly | "As I am not able to meet people face-to-face, I would want to feel that I am appreciated and | |



| DOI 10.35631/IJLGC.834004 | | |
|---------------------------|--|---|
| | | connected to fellow volunteers and |
| | | communities I am volunteering for." (P1A) |
| | | "So far, the user interface depends on the platform used. If it is too complicated or heavy to load, I most probably just skip. Certain platforms like Zoom is easier and user-friendly for me as a volunteer." (P2B) |
| | | "For me, user interface of the platform use for virtual volunteering will determine whether I will be coming back for more or not. If I cannot go around the application smoothly, it simply means it has given me a negative experience." (P2E) |
| Challenges | AccessCybersecurity | "Access to internet would give me a challenge. If I am at hometown where Internet connection is a bit slow, most probably I would not go for it." (P2G) "It is not just about volunteers' access. The community we are volunteering for must have access to Internet as well. Or else, it would not meet the objective." (P1C) "I am quite concern about the security of my identity. I know some NGOs use free version of platforms in which I would feel such |
| Opportunities | NetworkingCauses | concern." (P2A) "In terms of opportunities, I would say by virtual volunteering, I get to connect and expand my networking with not only volunteers from other countries, but communities around the world as well." (P1G) |
| | | "If we online for our cause, it can amplify it right? Just take a look at how PETA and WWF do it. They manage to get global support for their cause." (P2C) |

The attitudes of participants towards virtual volunteering appear to be a crucial factor in its adoption. As seen in Table 2, majority of the participants in both groups expressed their positive attitude in virtual volunteering. This is echoed by other participants in both P1 and P2 groups:

"Since we are moving towards digitalisation era, I do not see why virtual volunteering cannot be done. We had our meetings and classes online now. So, why not right?" (P2E)

"Volunteering virtually is the way forward. We probably think it is difficult in some ways. But it is more than just sitting in front of your laptops or tablets." (P1D)

While majority of participants expressed receptiveness towards virtual volunteering, there were notable hesitancy within the two groups. One participant from P1 expressed the similar hesitancy as participant P2A in Table 2 when asked about virtual volunteering:

"If I am given the opportunity to choose, I will choose to do it physically. Virtual volunteering is cost-efficient, but we are missing the human touch.." (P1E)

This suggests a need for targeted interventions and information dissemination to address the concerns of hesitant individuals. Despite majority of the participants are receptive towards virtual volunteering, there is a need to carefully understand the unique differences in both management and volunteers. Understanding these attitudes can help organisations like Yayasan AFS Antarabudaya Malaysia to tailor their messaging and outreach strategies to appeal to a wider audience.

In terms of perceived benefits, majority of the participants stated benefits associated with virtual volunteering, including flexibility, convenience, and the potential for a more global reach as seen in Table 2. Flexibility is evidently a sub-theme as similar opinion expressed by participants both from the management and volunteers' groups:

"It is more flexible in terms of time and location. We are now getting used to working from home concept. I believe virtual volunteering is a similar concept to that." (P1F)

"I am a student and a volunteer at the same time. I think being able to volunteer at my own convenience is a good deal for me." (P2C)

At the same time, participants from both groups also shared similar perceptions on the convenience of virtual volunteering and its potential for a more global reach:

"I choose to volunteer when it is convenient for me. From what I have done so far, virtual volunteering is more convenient to fit my schedule." (P2F)

"If we go online, we can go big and increase the impact internationally, right? I believe by doing this, it is also easier for the volunteers to manage their time because some of them are students and some are working." (P1G)

"We need to reach out to global audiences and providing a suitable platform for all to volunteers. I think the virtual volunteering has given more options for our volunteers to join our activities when they think it is convenient for them." (P1D)

This indicates that virtual volunteering aligns well with the lifestyle of volunteers, who often seek opportunities that accommodate their schedules. Organisations can emphasise these advantages in their volunteer's recruitment efforts to attract more people to join their causes.

As for barriers, technical preparedness and digital literacy emerged as the sub-themes. The focus groups participants expressed their concerns about the resources required for virtual

volunteering especially on the access to technology and digital skills. One of the participants in P2 stated:

"For me, when online classes first introduced, I had to borrow laptop from my mother or use my handphone. If virtual volunteering means using laptop, then I believe some volunteers will see this as something troublesome. Especially if they do not own any devices that support the platform." (P2G)

Another participant added:

"True, another thing is do all volunteers know how to use the online platforms? What about the community we are volunteering for? Do they know how to use technology?" (P2F) A management personnel of Yayasan AFS Antarabudaya Malaysia in P1 also added that technical preparedness and digital literacy must not only come from volunteers' side, but the organisation as well:

"I know that sometimes volunteers may have trouble to go online, but we as the organisation that run the volunteering activities must be prepared and have the knowledge too. Because if they cannot understand or use the platform, they will refer to us." (P1D)

These barriers should be addressed through training and support programs to ensure that all parties involved including staffs and volunteers have equal opportunities to participate in virtual volunteering initiatives.

The motivations of the focus groups participants to engage in virtual volunteering revolved around the values, connections, and recognition. These three sub-themes unanimously agreed by all participants in P1 and P2 groups. One participant of the focus group stated:

"I always believe in kindness and helping others. It does not matter much to me if I were to do it online or face-to-face because I know I am still contributing to the society in some ways." (P2A)

"Yes, I agree about helping others in any way possible. From my past experiences, I also make some friends while volunteering with foreign exchange students. It would be great to be able to be with them again even just on screen." (P2D)

In terms of recognition, one participant from P2 added:

"From what we observe at AFS, acknowledgement or recognition can motivate them. It does not have to be in monetary form of rewards. For us, we have a programme called Volunteers Congress where we show appreciation to our Malaysian volunteers. Our volunteers always look forward to this." (P1E)

Understanding that volunteers are primarily driven by their intrinsic values and the potential to build new connections and gain recognition highlights the importance of aligning virtual volunteering opportunities with these motivations. This can be achieved by designing virtual volunteering programs that offer meaningful experiences and provide avenues for volunteers to network and receive acknowledgment for their contributions.

Another theme discovered from the focus groups conducted is on the user experience and interface. Even though this may sometimes be out of the organisation's control as they mainly depend on existing third-party platform provider such as Zoom and Webex, it is imperative for put this into accounts. Participants of the focus groups have strong preference on platforms that are user-friendly and easy to use:

"We have tried out several platforms before this. Based on the feedbacks from our volunteers, it is easier to use Zoom. We are here at AFS also are well-versed on how to operate Zoom's feature like break-up rooms." (P1C)

Participants in P2 expressed consistent thoughts on this:

"When I first volunteer virtually with AFS, it was on Zoom. The application is easy to use and I get to connect with my friends who volunteer at the same programme as me. Well, at least on screen." (P2A)

"To be honest, the platforms do determine whether I will join the activity or not. Some platforms are a bit too complicated for me. If it is user-friendly and easy to use, I will join it." (P2C)

This also important to support their sense of connection to the cause they are standing for which may determine their acceptance of virtual volunteering in general. As seen in Table 2 and above, user experience and interface emerge as an important aspect towards the technological acceptance of virtual volunteering for both the management and volunteer groups.

Based on the focus groups discussions as well, another notable themes emerged; challenges and opportunities. The participants mentioned on the potential challenges that they may face when volunteering online. As seen in Table 2, the first challenge they mentioned is on the access to the Internet. As the Internet is core for virtual volunteering, access to it is very vital. It has to be two-ways as volunteering involve volunteers and the communities. Should the Internet be inaccessible by either party, then it the objective of the volunteering act would be unachievable. This is agreed by both groups as a few participants stated:

"My biggest concern would be the Internet connection. What if in the middle of activities, I get disconnected? It would be inconvenient for everyone is not it?" (P2C)

"Another thing to consider if the connection of the Internet is stable or not. I may have a stable Internet as I live in city centre area. What about the rest? What about the community?" (P1A)

"Yes, the Internet connection would be a challenge to me too. As I live in campus, the internet connection is not so stable because it is shared by many other students." (P2F)

Another challenge discussed by the participants is on the potential of cybersecurity threat. Some participants are concerned on potential of identity theft or leakage of data especially if the organisation use free platforms. They are most likely to feel more ease if the organisation can develop or use full version when it comes to virtual volunteering as they are perceived as more credible and safer:

"We have heard news on data leakages when using some of these platforms. I am quiet concern about it. Maybe it is just me, but I do not want my data being used without my consent." (P2D)

"At AFS, we subscribe to full version Zoom and some other platforms. Yes, we acknowledge the concerns among our volunteers on the safety of their identity online. We are concern about some sensitive data on our side too. So, we took precautionary measure to invest our resources to address this." (P1B)

As for opportunities, the participants shared their thoughts on the potential of expanding their networking globally. Since virtual volunteering breaks the physical and geographical barriers, these participants agreed that they can get to know more volunteers and communities who are aligned with their causes:

"We are connected to AFS volunteers around the globe. This is an opportunity for our volunteers in Malaysia to do their networking and probably learn from one another as well."

(P1C)

"One thing I like about virtual volunteering is the diversity of networking I can make. Right now, I have friends who are AFS volunteers in the US, Japan, and many more." (P2E)

Apart from that, by volunteering virtually, it is also able to expand their cause. The focus groups participants used PETA and WWF as examples, these NGOs which are not based in Malaysia managed to expand their causes and gathering people from all across the world to support their causes.

"AFS has presence in 65 countries around the globe. We believe in the same cause and we want to achieve the same objectives. How do we keep in touch and stay connected? We do it online mostly, as it is more cost effective for us as NGO." (P1F)

"I agree with P2C. Peta and WWF did a great job in getting people onboard. How do about them? The Internet, right? So, virtual volunteering is a good way for us to increase our volunteers and spreading our cause." (P1A)

It can be seen that the volunteers and management personnel at Yayasan AFS Antarabudaya Malaysia shared similar views on the challenges and opportunities of virtual volunteering. Thus, NGOs must address these challenges and reap the opportunities to ensure the acceptance of virtual volunteering among its volunteers and communities.

Conclusion

In conclusion, this study provides valuable insights into the acceptance and adoption of virtual volunteering platforms among members of Yayasan AFS Antarabudaya Malaysia. The exploration of key themes reveals a spectrum of attitudes, ranging from receptiveness to hesitancy, emphasising the need for some improved strategies to engage a diverse volunteer base. Participants recognise the benefits of virtual volunteering, including flexibility, convenience, and global reach, aligning with modern volunteer expectations. However, significant barriers related to technical preparedness and digital literacy must be addressed through targeted training and support. The study also highlights internal motivations, such as

values, connections, and recognition, underscoring the importance of aligning virtual volunteering opportunities with these motivators. Furthermore, a user-centric approach, focusing on interface design and user-friendly design, is important to fostering acceptance and sustained engagement. It is also evident that the participants would consider the challenges and opportunities that may arise from using virtual volunteering as factors for their acceptance of volunteering virtually. The potential of cybersecurity threat and access may hinder their acceptance but it can be balanced out the potential of expanding networking and causes they stand for. By comprehensively understanding and addressing these themes, Yayasan AFS Malaysia can tailor its strategies and platforms to promote virtual volunteering effectively, harnessing technology's potential for volunteer engagement and social impact in a rapidly evolving digital landscape.

Acknowledgement

The authors would like to acknowledge Yayasan Era Suria, who granted a research grant for this project.

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