

Full Length Research Paper

The attitudes of donors towards non-profit organisations (NPOs) in Gauteng, South Africa: A generational perspective

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Individual factors such as the demographic, socio-economic and psychographic characteristics of donors affect the levels of donations made to non-profit organisations (NPOs). As such, it is necessary for NPOs to have a better understanding of their donors' psychographic characteristics and more specifically, their attitudes as this would enable NPOs to develop more effective marketing campaigns. The purpose of this paper is to investigate the attitudes of Baby Boomers, Generations X and Y towards NPOs and towards supporting NPOs in Gauteng, South Africa. Both exploratory and descriptive research designs were used in this study. Quota sampling was used to select respondents from the target population in the three generations under investigation. Overall, respondents have a positive attitude towards NPOs and supporting NPOs. At the end, however, no significant differences exist between the generations in terms of their attitudes towards NPOs and towards supporting NPOs; however, small positive correlations were evident for all three generations between their attitudes towards NPOs and towards supporting NPOs.

Key words: Attitudes, attitudes towards NPOs, attitudes towards supporting NPOs, non-profit organisations (NPOs), baby boomers, Generation x, Generation Y.

INTRODUCTION

Non-profit organisations (NPOs) are challenged to function optimally with constricted budgets, very little marketing skills and a scarcity of research, in a sector that is seeing an increase in competition, a lack of funding and a shortage of volunteers (Andreasen and Kotler, 2003; Lamb et al., 2004, 2008). Adding to this challenging environment, donor behaviour is also changing and a number of individual characteristics affect the levels of donations made to NPOs, including demographic, socio-economic and psychographic factors (Schlegelmilch et al., 1997a, b).

One such characteristic relates to age and it is evident from research that donations increase as donors become older, but donations tend to decline once donors reach the age of 65 years, thereby compelling NPOs to shift their focus from the so-called 'Baby Boomers' to the

younger generations, namely Generation X and Generation Y (Schlegelmilch et al., 1997a). In order to attract the younger generations and, indeed, maintain existing relationships with the older generation, it is necessary for NPOs to have a better understanding of their donors' psychographic characteristics and more specifically their attitudes as this would enable NPOs to develop more effective marketing campaigns (Nichols, 2004; Webb et al., 2000). Thus, the purpose of the study is to obtain a better understanding of Baby Boomers', and Generation Xs' and Generation Ys' attitudes towards NPOs and their attitudes towards supporting NPOs.

LITERATURE REVIEW

Non-profit organisations

The purpose of NPOs is to create mutually beneficial relationships between various stakeholders with the intention to deliver goods and services that will be of

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benefit to the community (Balabanis et al., 1997; Clohesy, 2003). These stakeholders, including donors, fundraisers, management, employees of the organisation and beneficiaries interact with one another and affect the well-being of the organisation by dedicating their money, time, and energy to it and to what it stands for (Clohesy, 2003).

Interactions in NPOs are two-sided (Horne and Laing, 2002; Lamb et al., 2008). On the one hand, the NPO needs to market itself with the intention of generating resources from donors and volunteers; on the other hand, resources generated are allocated to the relevant beneficiaries (Balabanis et al., 1997; Horne and Laing, 2002; Lamb et al., 2008; Macedo and Pinho, 2006). Throughout this process it is crucial that NPOs maintain mutually satisfying exchanges between the various stakeholders (Balabanis et al., 1997).

In terms of their main responsibilities, NPOs are challenged to obtain the necessary funds and volunteers; prioritise the social initiatives that they are involved in and distribute the funds and volunteers accordingly (Balabanis et al., 1997; Briggs et al., 2007). Focusing on the first responsibility, NPOs are starting to realise the importance of attracting donors (for both funding and volunteering) as a means of surviving and are consequently paying a lot of attention on marketing to potential donors and volunteers (Balabanis et al., 1997). When approaching these donors and volunteers, it is necessary to have an understanding of the various individual factors relating to a person's demographic, socio-economic, and psychographic characteristics that have an influence on how much a person gives (Kottasz, 2004; Riecken and Yavas, 2005; Schlegelmilch et al., 1997a, b).

Some of these factors are more important than others, but it is usually a combination of factors that will interest the NPO marketer and allow him or her to distinguish between donors and non-donors (Schlegelmilch et al., 1997b). A number of the most important variables that influence whether a person will donate to an NPO or not include demographic variables, such as gender, age and family life-cycle; socio-economic variables, such as household income and level of education; one's perceptions of self and one's perceptions of the NPO's efficiency (Schlegelmilch et al., 1997a). In addition, a person's attitude towards NPOs also influences the person's consumer behaviour, more specifically whether the person donates to an NPO or not (Schlegelmilch et al., 1997a). Attitudes and their role in consumer behaviour are further discussed in more detail.

Attitudes and their role in consumer behaviour

Attitudes have been the subject of study for over a century and are seen as one of the most useful tools in the marketing field (Peter and Olson, 2008). Various definitions are used to define an attitude. The following

elements are forthcoming from the different definitions of attitude (Arnould et al., 2002; Belch and Belch, 2009; Dibb et al., 2006; Hawkins and Mothersbaugh, 2010; Hoyer and MacInnis, 2010; Morris et al., 2005; O'Guinn et al., 2006; Ouwersloot and Duncan, 2008; Shiffman and Kanuk, 2004; Webb et al., 2000; Wright, 2006):

- i. Attitudes are formed through a process of learning;
- ii. Attitudes represent a summary of people's beliefs, feelings, and behaviours;
- iii. Attitudes last relatively long and do not change easily over time. Attitudes vary along a continuum from 'favourable' to 'unfavourable', 'positive' to 'negative'; and
- iv. Attitudes are held against any element of the environment, including attitudes towards products, brands, advertisements, and even the retail outlets they visit.

For the purpose of this paper, the research focuses on attitudes which are held towards NPOs as well as attitudes which are held towards the act of supporting NPOs. Attitudes towards NPOs specifically, can be defined as the overall and enduring evaluation of NPOs that assist people in need (Webb et al., 2000). In order to determine people's attitudes towards NPOs, it is necessary to understand how customers combine all the different criteria about a retail outlet (the NPO in this case) in their minds to formulate an overall attitude towards it (Morschett et al., 2005). If customers like the criteria and image that are associated with the retail outlet, they have a more favourable attitude towards it (Morschett et al., 2005). Where customers tend to use elements such as convenience, merchandise, service, and physical facilities to evaluate retail outlets (Hawkins and Mothersbaugh, 2010), donors make use of other criteria such as their familiarity with the NPO, the competence of the NPO in allocating funds between the beneficiaries and other operational expenditures and the ability of the NPO to meet its goals effectively and efficiently (Webb et al., 2000). Research furthermore indicates that people are more willing to make monetary donations to NPOs that have a positive image and are effectively and efficiently managed (Webb et al., 2000).

Marketers need to turn their attention to another concept that provides some insight into predicting a customer's actual behaviours. This concept is known as the attitude towards the act or the behaviour (A_{act} or A_b), and can be defined as an individual's tendency to act or behave in a certain way in relation to an attitude object (Blackwell et al., 2006; Shiffman and Kanuk, 2004). In other words, it refers to how individuals feel about doing something (Hoyer and MacInnis, 2010). Webb et al. (2000) did a study in which they measured respondents' attitudes towards helping others (i.e. a behaviour), which they defined as the overall and lasting evaluation of helping people in need. This study indicates that people who have a positive attitude towards helping others are likely to support NPOs with donations (Webb et al.,

2000). Similarly, a study done by Briggs et al. (2007) states that there is a positive association between attitude towards volunteering (A_o) and the actual task of volunteering. For the purpose of this paper, the focus falls on attitude towards the act of supporting NPOs.

Although attitudes towards an object and attitudes towards behaviour are related to one another, they are not the same thing (Blackwell et al., 2006; Peter and Olson, 2008; Webb et al., 2000). On the one hand, marketers make the assumption that the more favourable an individual's attitude towards an object is (that is, a positive A_o), the more likely it is that the person will act on the attitude and buy or consume the object (i.e. a positive A_{act}) (Peter and Olson, 2008). However, a favourable attitude towards an object (that is, a positive A_o) does not necessarily lead to the actual purchase or consumption of that particular object for various reasons – including a preference for another product, or a lack of financial resources (Assael, 2004; Blackwell et al., 2006; Hoyer and MacInnis, 2010; Schiffman and Kanuk, 2004). As a result, attitude towards behaviour (A_{act}) is more closely related to an individual's actual behaviour, than to an individual's attitude towards the object (A_o) (Assael, 2004; Blackwell et al., 2006; Peter and Olson, 2008). In other words, a consumer who has a positive attitude towards making a donation to an NPO, will most likely make an actual donation, than if he/she only had a positive attitude towards the NPO. Further discussion examines the different generations and the peculiarities they exhibit with regards to their consumer behaviour.

Baby Boomers, Generation X and Generation Y

One of the most important segmentation bases to use when dividing a target market into smaller homogenous groups is, age (Macchiette and Roy, 2001; Roberts and Manolis, 2000). By considering individuals' age, marketers are able to obtain a better understanding of their attitudes and behaviours and consequently are better able to predict the types of products and services they consume (Blackwell et al., 2006; Roberts and Manolis, 2000). In addition to using age in segmentation, it is also a valuable tool for marketers, as it provides insight into customers' decision-making processes, and gives direction for possible marketing strategies (Blackwell et al., 2006; Dias, 2003; Macchiette and Roy, 2001; Roberts and Manolis, 2000).

While six generations have been identified, for the purposes of this paper, the focus falls on the Baby Boomers (that is, individuals born between 1946 and 1964), on Generation X (that is, individuals born between 1965 and 1976), and on Generation Y (that is, individuals born between 1977 and 1994) (Arnould et al., 2002; Hawkins and Mothersbaugh, 2010).

Born after the Second World War, between 1946 and 1964, Baby Boomers is seen as a positive, self-absorbed, assured, idealistic and ambitious generation (Arnould et

al., 2002; Bakewell and Mitchell, 2003; Blackwell et al., 2006; Codrington and Grant-Marshall, 2005; Glass, 2007; Hawkins and Mothersbaugh, 2010; Roberts and Manolis, 2000). They are fast approaching the 'empty nest' phase of the household life-cycle, which leaves them with more time and money to spend on themselves (Hawkins and Mothersbaugh, 2010). With retirement fast approaching, the Baby Boomers are concerned about their own health and retirement, and, in an attempt to slow down the ageing process, they are increasingly purchasing products that makes them look and feel young again (Cheung et al., 2008; Codrington and Grant-Marshall, 2005; Kerin et al., 2003, Hawkins and Mothersbaugh, 2010; Reisenwitz and Iyer, 2009; Schiffman and Kanuk, 2004).

From an NPOs' perspective, Baby Boomers tend to support causes that they are related to, such as the churches that they are involved with, the schools and universities that their children attend, arts and cultural organisations that they are interested in and the health-related organisations that take care of them (Nichols, 2004). Unlike their younger counterparts, older people wait for NPOs to contact them before they start supporting them (Nichols, 2004). While Baby Boomers are a good market to approach for donations, NPOs can also consider asking them for bequests (Magson and Routley, 2009).

Born between 1965 and 1976, Generation X wants to be recognised as individuals with their own unique needs and wants (Arnould et al., 2002; Bakewell and Mitchell, 2003; Codrington and Grant-Marshall, 2005; Hawkins and Mothersbaugh, 2010; Roberts and Manolis, 2000). Since this is a generation that likes adapting to change, they tend to take risks more easily and believe in getting things done (Codrington and Grant-Marshall, 2005). Although, Generation X is seen as a generation that is arrogant, cynical, materialistic, intolerant, presumptuous and disrespectful, they are also seen as independent and realistic (Blackwell et al., 2006; Codrington and Grant-Marshall, 2005; Hawkins and Mothersbaugh, 2010; Hoyer and MacInnis, 2010; Kerin et al., 2003; Roberts and Manolis, 2000; Schiffman and Kanuk, 2004).

Some Generation X members grew up with both parents working, while others grew up in single-parent households, with approximately 40% of parents divorcing by the mid 1970s (Blackwell et al., 2006; Cheung et al., 2008; Codrington and Grant-Marshall, 2005; Hawkins and Mothersbaugh, 2010; Reisenwitz and Iyer, 2009; Schiffman and Kanuk, 2004). Relationships are important to the members of Generation X and they continuously strive for a healthy work life balance (Blackwell et al., 2006; Codrington and Grant-Marshall, 2005; Hawkins and Mothersbaugh, 2010; Hoyer and MacInnis, 2010; Schiffman and Kanuk, 2004).

Generation X tends to search for the NPOs they want to support and do not wait for the NPO to contact them, but rather, contact the NPO that they would prefer supporting (Nichols, 2004). Although they are eager to get involved

with worthy causes and support NPOs where they can, they tend to prefer supporting causes concerning hunger, homelessness, violence, the environment, and economic aid for third-world countries (Codrington and Grant-Marshall, 2005; Nichols, 2004). While Generation X is a feasible market to approach, they have a tendency to switch between different NPOs, thereby challenging NPOs to put a lot of effort in, in order to maintain their support (Nichols, 2004; Reisenwitz and Iyer, 2009). The last generation under investigation is Generation Y that refers to the individuals who were born between 1977 and 1994 (Arnould et al., 2002; Bakewell and Mitchell, 2003; Cui et al., 2003; Hawkins and Mothersbaugh, 2010). They are seen as a very optimistic generation that is presentable, self-assured, independent, emotionally and intellectually open, inventive and inquisitive (Blackwell et al., 2006; Codrington and Grant-Marshall, 2005; Dias, 2003; Hawkins and Mothersbaugh, 2010; Mi and Nesta, 2006; Reisenwitz and Iyer, 2009). Generation Y does not like unbalanced lifestyles and pretention, but places high regard on righteousness, humour, individualism, shopping, brands, technology, the environment, family and friends (Codrington and Grant-Marshall, 2005; Hawkins and Mothersbaugh, 2010). They are a very media and tech-savvy generation: they like to play video games on X-Boxes and Wiis, and listen to music on iPods (Codrington and Grant-Marshall, 2005; Hoyer and MacInnis, 2010; Mi and Nesta, 2006). To communicate with friends, Generation Y children use technological devices (Hawkins and Mothersbaugh, 2010; Hoyer and MacInnis, 2010; Mi and Nesta, 2006). They prefer to work for organisations that are ethical, responsible, and involved in the local community (Wilson, 1994). In terms of the non-profit environment, Generation Y prefers to support initiatives that centre on social problems and the broader community (Nichols, 2004). Since Generation Y is seen as a generation that cares about their communities and the environment, they tend to get involved through recycling, volunteering, educating friends and family about social and environmental causes, and donating money (Codrington and Grant-Marshall, 2005; Shiffman and Kanuk, 2004). Generation Y is keen on supporting cause-related initiatives and also prefers working for organisations that are engaged in volunteering activities, where their talents and insights can contribute to an NPO (Cui et al., 2003; Deloitte and Touche, 2007; Reisenwitz and Iyer, 2009). Similarly to Generation X, Generation Y also prefers establishing relationships with NPOs (Nichols, 2004).

PROBLEM STATEMENT AND RESEARCH HYPOTHESES

NPOs have to function optimally in a sector hampered by competitors, declining donations, and a shortage of volunteers. More specifically, NPOs are starting to see a decline in donations from older donors (the Baby

Boomers), and are therefore compelled to start focusing their efforts on the younger generations (Generation X and Generation Y) and developing specific marketing strategies to attract these younger donors (Schlegelmilch et al., 1997a). However, when approaching either Baby Boomers, or Generation X and Generation Y, NPOs need to understand the psychographic characteristics of their target audience - their attitudes, their values, and their lifestyles – as this will enable them to adapt their strategies to the characteristics of the generation being targeted (Nichols, 2004). More specifically, NPOs are interested in the individual's attitude towards NPOs and towards supporting NPOs, as this plays an important role in donating decisions. Understanding an individual's attitude allows NPOs to develop more effective marketing strategies (Blackwell et al., 2006; Webb et al., 2000).

In order to address the identified problem, the primary objective of this study is to investigate the attitudes of the Baby Boomers, Generation X and Generation Y towards NPOs and towards supporting NPOs in Gauteng, South Africa. In an attempt to attain the primary objective, a number of secondary objectives are set:

- i. To determine and compare the overall attitudes of the three generations towards NPOs.
- ii. To determine and compare the overall attitudes of the three generations towards supporting NPOs.
- iii. To determine whether relationships exist between the generations' attitudes towards NPOs and their attitudes towards supporting NPOs.

The following hypotheses are formulated to address the secondary objectives outlined:

H₁: The generations differ significantly in their attitudes towards NPOs.

H₂: The generations differ significantly in their attitudes towards supporting NPOs.

H₃: There is a correlation between the generations' attitudes towards NPOs and their attitudes towards supporting NPOs.

METHODOLOGY

Both exploratory and descriptive research was used for the purpose of this study. In terms of the exploratory research, a secondary data analysis was done whereby journal articles and books were sourced to compile the literature review. In addition, five informal expert surveys were conducted with the marketing or fundraising managers of five different types of NPOs situated in Gauteng, in order to obtain a better understanding of the NPO industry and the challenges they face.

The descriptive research utilised a self-administered questionnaire to obtain the necessary information from the three generations. After pre-testing the questionnaire, the questionnaire was finalised and included six sections. The purpose of the first section was to establish whether respondents qualified to partake in the study by asking whether they have supported an NPO within the past year and whether they belong to one of the three generations specified. Furthermore, the questionnaire looked at the

demographic profile of the respondents, how they currently support NPOs and their attitudes towards NPOs, towards supporting NPOs and towards the marketing communication activities of NPOs were investigated. For the purpose of this paper, the focus mainly falls on the respondents' attitudes towards NPOs and towards supporting NPOs.

The target population included all Baby Boomers, Generation X and Generation Y members residing in Gauteng, who had supported an NPO in the previous year and who were representative of the four major racial groups in South Africa. The study made use of non-probability sampling in the forms of quota and convenience sampling. Quota sampling was used to divide the population into three quotas according to the generation to which the respondents belong, while convenience sampling was used to fill each quota. In the end, the researcher had 602 useable questionnaires.

The statistical package SPSS was used for data analysis purposes and involved analysing the descriptive results, determining the distribution, validity and reliability of the results and used one-way ANOVA and Pearson's product moment correlation coefficient to test the hypotheses. While one-way ANOVA is used to determine the differences between the mean scores of the three generations, Pearson's product moment correlation coefficient is used to measure the degree of linear association between the two metric values.

RESULTS

Sample realisation rate

While a sample size of 200 respondents per generation was proposed, 181 Baby Boomers (30.1%), 183 Generation X (30.4%) and 238 Generation Y (39.5%) respondents participated in the study, leading to a total of 602 respondents.

Attitudes towards NPOs

This section of the questionnaire provided respondents with a list of statements intended to measure their attitudes towards NPOs in general, and asked them to indicate on a five-point Likert scale, where one is 'strongly disagree' and five is 'strongly agree', the extent to which they agreed with each of the statements listed. While Table 1 focuses on the results obtained from all the respondents, specific differences between the three generations are highlighted in the hypothesis testing.

The results indicate that the respondents had a positive attitude towards the statements, 'The money/goods donated to NPOs go to good causes' (mean = 4.40), 'The money/goods donated to NPOs are wisely spent/used' (mean = 4.31), and 'NPOs perform a useful function in society' (mean = 4.23). The statements with the lowest level of agreement include 'NPOs should generate their own additional revenue' (mean = 3.73), 'NPOs should become more business-like' (mean = 3.43), and 'There are too many NPOs looking for my support' (mean = 3.12).

Attitudes towards supporting NPOs

This section of the questionnaire investigated the

respondents' attitudes towards supporting NPOs. Respondents were again asked to indicate on a five-point Likert scale, where one is 'strongly disagree' and five is 'strongly agree', the extent to which they agreed with each of the statements. The results for all respondents are indicated in Table 2, while specific differences between the three generations are addressed in the hypothesis testing.

Respondents tended to have a positive attitude towards the statements 'Supporting local NPOs helps build our community' (mean = 4.04), 'I believe that the recession caused a decline in the number of donations that NPOs received' (mean = 3.80), and 'I believe that it is every person's responsibility to actively seek out a cause to support' (mean = 3.77). In contrast, the respondents tended to differ with the following statements: 'My friends play an important role in convincing me to support an NPO' (mean = 2.19), 'I should be recognised for the support that I have given to an NPO' (mean = 2.13), and 'NPOs should reward me for my support' (mean = 1.82).

Distribution of results

Before hypotheses can be tested, it is necessary to determine whether the statements measuring attitudes to NPOs and supporting NPOs are normally distributed as this will give an indication of whether parametric or non-parametric tests are suitable for hypothesis testing. While it is not imperative to measure the distribution of the results if the sample size is larger than 30 (Eiselen et al., 2007), the skewness and kurtosis are measured for each of the attitude statements in Sections D (attitudes towards NPOs) and E (attitudes towards supporting NPOs) of the questionnaire. All the attitude statements included in the questionnaire are normally distributed, and are therefore retained for statistical analysis.

Validity

In addition to determining whether the results are normally distributed, both content and construct validity were examined to determine whether the questionnaire measured what it is supposed to measure. In terms of content validity, the questionnaire was pretested amongst the five NPO marketing or fundraising managers who partook in the expert interviews, and was also pretested amongst a sample of 30 respondents. As for construct validity, a factor analysis was conducted on all statements measuring attitudes towards NPOs and attitudes towards supporting NPOs.

In terms of the factor analysis, the Kaiser-Meyer-Olkin Test of Sampling Adequacy (KMO) was initially conducted to investigate whether there was adequate correlation between the various statements contained in each measurement set. In addition to the KMO statistic, an associated Bartlett's p-value and an Anti-image

Table 1. The respondents' attitudes towards NPOs.

Statement	N	Mean	Low-box score	Top-box score	Do not know	Standard deviation
The money/goods donated to NPOs go to good causes	600	4.40	1.2	45.2	8.3	0.972
The money/goods donated to NPOs are wisely spent/used	601	4.31	1.5	28.8	18.5	1.203
I have a positive image of NPOs	598	3.99	0.7	33.4	2.7	1.003
NPOs are successful in helping the needy	594	4.05	1.0	33.2	4.2	1.005
NPOs perform a useful function in society	594	4.23	1.2	43.8	2.2	0.914
NPOs conduct their business in an ethical manner	595	4.08	1.5	20.8	17.3	1.249
NPOs can be trusted with the money/goods donated to them	601	4.05	2.8	20.5	18.1	1.321
The money donated to NPOs gets allocated fairly between the cause, administration, and fundraising	597	4.11	3.2	13.9	25.6	1.432
NPOs generally have good reputations	598	3.78	1.8	22.1	4.0	1.054
NPOs are well managed	589	3.76	2.2	14.4	13.2	1.272
NPOs should establish partnerships with businesses	593	4.06	6.1	43.3	3.4	1.205
NPOs should generate their own additional revenue	593	3.73	6.6	25.1	5.7	1.282
NPOs should become more business-like	600	3.43	14.3	23.5	5.2	1.465
There are too many NPOs looking for my support	599	3.12	20.0	21.9	2.8	1.485

Table 2. Attitudes towards supporting NPOs.

Statement	N	Mean	Low-box score	Top-box score	Standard deviation
I owe it to my community to support local NPOs	598	3.41	11.0	25.8	1.284
Supporting local NPOs helps build our community	597	4.04	1.7	38.2	0.965
I believe that it is every person's responsibility to actively seek out a cause to support	593	3.77	5.4	32.5	1.139
I thoroughly investigated different NPOs before deciding which one to support	598	2.92	17.6	13.5	1.279
I only support NPOs that I like	594	3.24	17.2	22.2	1.381
I believe that the recession caused a decline in the number of donations that NPOs received	599	3.80	6.0	37.4	1.198
I believe that the recession caused people to volunteer more	595	2.77	18.7	10.9	1.208
The benefits that I gain from supporting an NPO are much greater than the costs that I incur	594	3.50	8.8	23.7	1.191
I often seek out the advice of my family and friends before supporting an NPO	598	2.44	34.6	9.4	1.336
My friends play an important role in convincing me to support an NPO	598	2.19	38.3	6.2	1.206
I have the ability to support an NPO (for example: money/time/skills)	599	3.71	4.3	29.0	1.104
I should be recognised for the support that I have given to an NPO (for example: receiving a thank-you letter)	600	2.13	47.3	8.0	1.321
NPOs should reward me for my support (for example: tax deductions or invitations to events)	601	1.82	58.6	5.3	1.182

correlation statistic were also calculated. If the KMO results is a value greater than 0.6, the associated p-value is less than or equal to 0.05 and the Anti-image correlation results in a value exceeding 0.6, it means that there is sufficient correlation between the various statements in order to enable the researcher to proceed with the factor analysis (Eiselen et al., 2007).

The anti-image correlation statistic for the statement 'There are too many NPOs looking for my support' relating to attitudes towards NPOs, measured less than 0.6 and as a result was not used in the statistical analysis, in

order to ensure that there was a higher correlation between the remaining statements. The KMO statistic, p-value, and Anti-image correlation statistic were calculated again and the resulting statistics, along with the cumulative percentage of variance, are illustrated in Table 3.

Since the KMO statistic measured greater than 0.6, the associated Bartlett p-value is less than 0.05 and the Anti-image correlation is greater than 0.6, adequate correlation for both scales could be confirmed and the factor analyses were conducted on both scales.

The factor analyses were conducted using the

Table 3. Results of the factor analyses.

Scale	KMO statistic	Bartlett's p-value	Factor	Cumulative percentage of variance explained
Attitude towards NPOs (13 statements)	0.849	0.000	3	55.246
Attitudes towards supporting NPOs (13 statements)	0.720	0.000	4	56.43

Table 4. Cronbach's alpha for attitudes towards NPOs and attitudes towards supporting NPOs.

Scale	Cronbach's alpha
Attitudes towards NPOs (13 statements)	0.834
Attitudes towards supporting NPOs (12 statements)	0.720

Cronbach's alpha before deletion = 0.714.

extraction method: Maximum likelihood modelling and the rotation method: Varimax with Kaiser Normalization (Eiselen et al., 2007). With the first round of the factor analysis, the 13 statements relating to attitudes towards NPOs were reduced to 3 factors, explaining 55.246% of the variance, while the 13 statements regarding attitudes towards supporting NPOs were reduced to 4 factors explaining 56.43% of the variance. In both cases, a second-order analyses were redundant, as it could reveal only one second-order factor. As such, neither of these two scales could logically be reduced to two or three factors, and, as a result were treated as one factor each (that is, attitudes towards NPOs and attitudes towards supporting NPOs).

Reliability

In addition to determining the validity of the scales, Cronbach's alpha was also used to measure the reliability of the results obtained in the study. While a score of 1 means perfect reliability, a value of 0.70 is also considered as acceptable (Hair et al., 1998). Table 4 summarises the Cronbach's alpha for the two scales identified in the factor analyses.

The statement, 'I believe that the recession caused a decline in the number of donations that NPOs received' is excluded from attitudes towards supporting NPOs, since the particular statement showed a low correlation with the other statements in the scale (Eiselen et al., 2007). Upon deleting this statement, the Cronbach's alpha was higher: In the end, the Cronbach's alpha for both scales calculated a value greater than 0.7 and therefore the results were considered reliable and hypothesis testing could be done on the two scales.

Hypotheses testing

Hypothesis 1

The first hypothesis measures whether significant differences are evident between the three generations and their attitudes towards NPOs. The results of the one-way ANOVA indicates that there are no significant differences between the different generations in terms of their attitudes towards NPOs (p -value = 0.131). As a result, H_1 is rejected since the three generations do not differ significantly in their attitudes towards NPOs.

Hypothesis 2

H_2 measures whether there are significant differences between the generations and their attitudes towards supporting NPOs. As with H_1 , the one way ANOVA test also did not uncover any significant differences between the generations when it came to their attitudes towards supporting NPOs (p -value = 0.164). Therefore H_2 is rejected since there are no significant differences between the generations' attitudes towards supporting NPOs.

Hypothesis 3

The third hypothesis measures whether there is a correlation between the generations' attitudes towards NPOs and their attitudes towards supporting NPOs. The results from the Pearson's product moment correlation coefficient indicate a number of correlations, including the following:

- a. There is a small, positive correlation (Pearson's

correlation = 0.197; p-value = 0.000) between the generations' attitudes towards NPOs and their attitudes towards supporting NPOs.

b. There is a small, positive correlation (Pearson's correlation = 0.223; p-value = 0.001) between Generation Y's attitudes towards NPOs and their attitudes towards supporting NPOs.

c. There is a small, positive correlation (Pearson's correlation = 0.198; p-value = 0.007) between Generation X's attitudes towards NPOs and their attitudes towards supporting NPOs.

d. There is a small, positive correlation (Pearson's correlation = 0.156; p-value = 0.036) between Baby Boomers' attitudes towards NPOs and their attitudes towards supporting NPOs.

H₃ is therefore accepted since small, positive correlations exist between the generations' attitudes towards NPOs and their attitudes towards supporting NPOs.

Conclusion

To conclude, individual factors such as the demographic, socio-economic and psychographic characteristics of donors affect the levels of donations made to NPOs. More specifically, NPO marketers are interested in donors' attitudes as this would enable NPOs to develop more effective marketing campaigns. This paper set out to discover whether there exist differences between Baby Boomers', Generation Xs' and Generation Ys attitudes towards NPOs as well as their attitudes towards supporting NPOs. While no significant differences were evident between the three generations' attitudes towards NPOs and their attitudes towards supporting NPOs, small positive correlations did occur between their attitudes towards NPOs and towards supporting NPOs.

MANAGERIAL IMPLICATIONS AND RECOMMENDATIONS

NPOs are seeing a decline in donations from Baby Boomers, which means that they need to shift their focus to the younger generations, and thus, develop marketing strategies to attract these as donors and volunteers (Schlegelmilch et al., 1997a). In order to do so, it is important that NPOs have a better understanding of the donors' psychographic profiles and more specifically their attitudes to NPOs and towards supporting NPOs. Doing all of this would allow organisations to develop more effective marketing communication strategies (Webb et al., 2000). Since there is little research available on this topic, this study set out to uncover the differences between the generations when it comes to their attitudes towards NPOs and their attitudes towards supporting NPOs.

In terms of the respondents' attitudes towards NPOs,

the respondents overall have positive attitudes towards NPOs in terms of believing that money/goods donated to NPOs are going to good causes, that the money/goods donated to NPOs are being wisely spent or used, and that NPOs are performing a useful function in society. However, no significant differences were uncovered between the three generations and their attitudes towards NPOs.

As for respondents' attitudes towards supporting NPOs, overall, the respondents have positive attitudes towards supporting NPOs in terms of believing that supporting local NPOs helps to build the community, in feeling that the recession has caused a decline in the number of donations that NPOs receive, and in believing that it is every person's responsibility to actively seek out a cause to support. When comparing the generations, it is evident that there are no significant differences between the three generations and their attitudes towards supporting NPOs. Based on the results obtained, a number of recommendations are suggested:

1. When communicating with the three generations, NPOs should show how the money/goods that they receive assist them with their cause.
2. Local NPOs should explain in their communications how the work that they are doing is adding value to the local community.

In terms of whether there is a correlation between the generations and their attitudes towards NPOs and towards supporting NPOs, the results indicate that there is a small positive correlation between each of the three generations' attitudes towards NPOs and their attitudes towards supporting NPOs. However, since there is only a small correlation between the generations' attitudes towards NPOs and their attitudes towards supporting NPOs, no significant impact is evident. As a result, it is recommended that NPOs should not rely on creating positive attitudes towards NPOs and think this will lead to greater support. The focus should specifically be on changing attitudes towards supporting behaviour.

LIMITATIONS AND FUTURE RESEARCH

No study is without limitations, and a number of limitations are identified, including the following:

- i. Very little research has been done on the NPO sector in South Africa, which meant that the researcher had to rely heavily on international sources in the literature review.
- ii. The information that is available on the NPO sector in South Africa is often old and out dated.
- iii. The majority of the research on generation theory is international. As a result, most of the events that the different generations experienced while growing up are pertinent to overseas markets, rather than to the South African market.

- iv. Although the researcher proposed getting equal numbers of respondents from all three generations and from all the racial groups, this did not happen as planned.
- v. Due to time and budget constraints the study had to focus on a small sample. With a bigger budget and more time, the researcher would have been able to conduct the research on a bigger scale and perhaps uncovering more subtle differences and similarities between the three generations.
- vi. Generation Y includes individuals who are still at school, who are at a tertiary institutions, or who have started working. Each one of these specific groups has a different way of thinking. For the purposes of this study, Generation Y was divided into a group aged between 15 and 23 and a group aged between 24 and 32 years. This means that the researcher could not differentiate between Generation Y members who are still at school, and those who are at university or working.

A number of recommendations can be made in terms of future research:

- i. A similar study might be done amongst people who do not support NPOs, the main purpose of which might be to find out why they do not support NPOs, what their attitudes towards NPOs and towards supporting NPOs are, and how NPOs could market to them.
- ii. An investigation into the differences between Generation Y members who are still at school, those who are at university, and those who have started working might provide valuable information about how the various life-stages change attitudes towards NPOs.

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