The Relationship between Dynamic of the Volunteering Teams and the Achievement of their Goals

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Abstract

This study aims to determine the relationship between the dynamic of the volunteering teams and the achievement of their goals. This study applies the descriptive and analytical approaches; it uses social survey as a method for collecting social data through electronic questionnaires. Moreover, it is applied on volunteers who deal with Omani network for volunteers' institution. In Al Seeb - Muscat of Oman, during the period from February 2021 until March 2021. The results find a correlation between the dynamic of the volunteering teams and the achievement of their goals. Finally, the present study demonstrates that e-volunteering efforts has not been enough and need to guide their dynamics to achieve their long-term goals in the community.

Keywords: *Dynamic of Volunteering teams - Volunteering - Virtual volunteerism*

Introduction:

Volunteering is becoming increasingly important in the community because it integrates with government efforts in providing services that satisfy needs and facing problems in society. Therefore, voluntary work at the individual, group and institutional levels must be enhanced to achieve community development. Therefore, the volunteering is important especially voluntary efforts are integrating with government efforts in order to sustain development in society.

"In social terms, sustainability for the society means working towards a society in which the material living standard is adequate and secure for everyone, regardless of gender, ethnicity and income level" (Giok, 2005, p. 8). " Sustainability is a key idea that lies at the basis of the concepts of sustainability management and sustainable development. Sustainability may be considered the capacity of the system or process to maintain itself for a long time" (Fomina & Apenko, 2020).

This has been consistent with one of the studies by Tang, Morrow-Howell, & Hong (2009) which has been explored what institutional facilitations are needed for sustained volunteering. Results have demonstrated that a higher level of volunteering duration has been associated with institutional facilitation factors of more role recognition and more training hours. Duration has also been associated with less incentive. These findings suggest that certain facilitators from organizations contribute to an extended period of commitment among older adult volunteers.

So, "Volunteers are a central feature of community life in most jurisdictions throughout the world" (Hoye, Cuskelly, Auld, Kappelides, & Misener, 2019, p. 1). This has been corroborative with one of the studies by Gil-lacruz & Marcuello (2013) which has showed " socio-demographic characteristics and contextual data are important predictors of volunteer rates. Macro-policies might be effective tools to promote national volunteering participation because international differences on volunteer rates smooth with the introduction of national contextual data". Whatever, social work has a clear role in volunteering area in which importance increases in light of Corona pandemic. This is confirmed by Ohta & Yata (2020) who "emphasized the importance of Japanese voluntary social work in light of the COVID-19 pandemic".

Also, Skinner, Sogstad& Tingvold (2019) demonstrate a classic specialization of tasks between volunteers and professionals. However, there has been an expansion of the formal care system to include activities aimed at promoting well-being in recent decades. This may indicate that there is a certain level of task sharing between voluntary and formal care. Thus, social workers need to consider voluntary service provision when assessing the needs of clients. Social work focuses on volunteering teams and the factors affecting their dynamic in order to work effectively with this teams.

Psychologists have pursued a research program on social communication and influence that focuses on the bases of power and influence in groups (including determinants of pressures toward uniformity in groups, pressures to communicate with and influence others in a group, and persons' susceptibility to interpersonal influences), the structural conditions of groups (including group size, composition, cohesion, patterns of interpersonal communication and influence, and internal differentiation), and the effects of these group conditions on individual and collective outcomes (Friedkin, & Johnsen, 2011, p. 4).

Team composition can affect how well the reconfigured team navigates the development phases and utilizes the full capabilities of their team members. In their collective turnover model, Hausknecht & Holwerda describe how leaver proficiencies, newcomer proficiencies, positional distribution, remaining member proficiencies, and time dispersion of the turnover can predictably influence the productive capacity of a team and its collective performance. Productive capacity refers to the extent to which a team utilizes its human and social capital in a given period (Salas, Vessey, & Landon, 2017, p. 9)

The study problem is thus focused on responding to the questions:
6. What are the factors that influence the dynamic of the volunteering team?
7. What are the challenges facing the volunteering teams in achieve their goals?
8. What are the suitable suggestions for volunteering teams to achieve their long-term goals?

Importance of the Study:
4. The study deals with the subject of volunteering work, whose importance has increased during Corona pandemic (COVID-19).
5. The dynamic of the teams and groups is one of the focal issues in social work.
6. Group work method needs to dilate the knowledge base about factors affecting the dynamics of the volunteering teams.

Study Objectives:
6. Determining the factors that influence the dynamic of the volunteering team.
7. Determining the challenges facing the volunteering teams in achieve their goals.
8. Reaching the suitable suggestions of the volunteering teams to achieve their long-term goals.

Study Hypotheses:
 The current research attempts to test the major hypothesis: **There is a statistically significant correlation between the dynamic of the volunteering teams and achievement their goals.** Through the following :

First hypothesis: There is a statistically significant correlation between electronic participation and team volunteering goals.

Second hypothesis: There is a statistically significant correlation between leadership and team volunteering goals.

Third hypothesis: There is a statistically significant correlation between homogeneity and team volunteering goals.

Study concepts:

Dynamic of volunteering teams:
 "Dynamic team composition is increasingly the reality for organizational teams. Teams may differ on each aspect that contributes to dynamic composition " (Salas, Vessey, & Landon, 2017, p. 11).

Dynamic of volunteering teams: are the factors that affect the strength of relationships and interactions of the volunteering team such as: electronic participation - leadership – homogeneity?

Volunteering: "Volunteering is time willingly given for the common good and without financial gain" (Hoye, Cuskelly, Auld, Kappelides, & Misener, 2019, p. 6).

A volunteer group is defined as a group of individuals who regularly assemble together out of their free will and are engaged in serving others or in carrying out one common goal with no monetary reward. Volunteers see themselves and are seen by others as a social entity and are embedded in larger social systems (Haski-Leventhal & Cnaan, 2009).

Virtual volunteerism:

All voluntary efforts and actions that depend on electronic applications and networks. Virtual volunteers are defined as those volunteers who complete tasks, in their entirety or in part, off-site from the organization using the internet. Other interchangeable terms include online volunteering, remote volunteering, or e-volunteering. Given the ubiquitous nature of the internet, combined with increasingly time-poor lifestyles, it is little wonder that individuals choose to contribute as a volunteer via this means. There may be variable access issues, however, largely related to socioeconomic status and age (Hoye, Cuskelly, Auld, Kappelides, & Misener, 2019, p. 12)

Methodological procedures:

This study belongs to the descriptive and analytical studies to determine the characteristics of a specific problem and examine its surrounding conditions. It uses social survey as a method for collecting social data through electronic questionnaires, and it is applied on volunteers who deal with Omani network for volunteers' institution. in Al Seeb - Muscat of Oman, during the period from February 2021 until March 2021.

Target population: includes all volunteers who participated with teams in Muscat Governorate and continuous voluntary work during corona, as well obtained training in Omani network for volunteers' institution.

- The study tool has been distributed for all volunteers by electronic accounts of volunteering teams, but we have obtained 83 responses only. Hence, this study relies on available subjects sampling.

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- The sample shows non-probability, so the results cannot be a generalization for research population. However, these results have reach indicators which guides other studies in the future.

Study Tools:

This study relies on electronic questionnaires entitled: dynamic of the volunteering teams and achieving their goals, which is divided into seven axes: Part one: The basic data; Part two: the electronic participation as one of the factors affecting for volunteering team's dynamic; Part three: the team goals as one of the factors affecting for volunteering team's dynamic; Part four: leadership as one of the factors affecting volunteering team's dynamic; Part five: the homogeneity as one of the factors affecting for volunteering team's dynamic; Part six: the challenges facing the volunteering teams in achieving their goals; Part seven: the suitable suggestions for volunteering teams to achieve their long-term goals.

Validity: The questionnaire is assigned to five social work experts to judge the questionnaires and express their opinion about the appropriateness of each statement regarding its formulation and its relevance to the dimension to be measured. They have been free to add suitable statements, delete other statements and modify some statements regarding the formulation. Answers to each statement are presented by selecting one of the three answers (I agree- somewhat agree - do not agree).

Reliability: The coefficient of stability Alpha-Cronbach is used to ensure reliability, and its outcome = 0.775. This result indicates an acceptable degree of reliability; therefore, this tool can be relied upon.

Results

Table (1) shows gender (N=83)

N	Gender	Frequency	Percent
1	Males	27	32.5
2	Females	56	67.5
Total		83	100

This table shows gender which indicates the largest percentage is females that 67.5 % and males with percentage of 32.5%

Table (2) shows social status (N=83)

N	social status	Frequency	Percent
1	Married	25	30.1
2	Single	57	68.7
3	Divorcee	1	1.2
Total		83	100

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This table shows social status which indicates the largest percentage is "Single" that 68.7%, as for "Married" with percentage of 30.1%, and "Divorcee" with percentage of 1.2%.

Table (3) shows education level (N=83)

N	education level	Frequency	Percent
1	General diploma	19	22.9
2	Bachelor's degree	62	74.7
3	Master's degree	2	2.4
Total		83	100

This table shows education level which indicates the largest percentage is "Bachelor's degree" that 74.7%, as for "General diploma" with percentage of 22.9%, and "Master's degree" with percentage of 2.4%.

Table (4) shows the role of the volunteering team (N=83)

N	the role	Frequency	Percent
1	Team Leader	12	14.5
2	Deputy Team Leader	3	3.6
3	Chairman of Committees	9	10.8
4	Deputy Chairman of Committees	5	6
5	member in the Team	54	65.1
Total		83	100

This table shows the role of the volunteering team which indicates the largest percentage is "member in the Team" that 65.1%, as for "Team Leader" with percentage of 14.5%, as for "Chairman of Committees" with percentage of 10.8%, as for "Deputy Chairman of Committees" with percentage of 6%, and "Deputy Team Leader" with percentage of 3.6%.

Table (5) shows electronic participation as one of the factors affecting volunteering team's dynamic (N=83).

N	Electronic participation	Responses						Total weights	Weighted average	Estimated proportion	Ranking
		yes		sometimes		No					
		Frequency	%	Frequency	%	Frequency	%				
1	I see the team able to implement volunteer projects remotely	38	45.8	38	45.8	7	8.4	197	2.4	79.1	4
2	It is easy to use software and electronic applications during volunteering work	54	65.1	26	31.3	3	3.6	217	2.6	87.1	3
3	I always initiate to	75	90.4	8	9.6	0	0	241	2.9	96.8	1

N	Electronic participation	Responses						Total weights	Weighted average	Estimated proportion	Ranking
		yes		sometimes		No					
		Frequency	%	Frequency	%	Frequency	%				
	cooperate with others in virtual volunteer projects										
4	Technological means have a clear role in participating with the volunteering team	73	88	10	12	0	0	239	2.88	96	2
Total		240	72.3	82	24.7	10	3	894	2.7	89.8	

This table shows the electronic participation as one of the factors affecting volunteering team's dynamic which has found the first ranking "I always initiate to cooperate with others in virtual volunteer projects" with percentage of 96.8 %. As for the second ranking "Technological means have a clear role in participating with the volunteering team" is with percentage of 96%. The third ranking "It is easy to use software and electronic applications during volunteering work " is with percentage of 87.1%. The fourth ranking "I see the team able to implement volunteer projects remotely" is with percentage of 79.1%.

Table (6) shows team goals as one of the factors affecting volunteering team's dynamic (N=83).

N	Team goals	Responses						Total weights	Weighted average	Estimated proportion	Ranking
		yes		sometimes		No					
		Frequency	%	Frequency	%	Frequency	%				
1	I participated in formulating the goals of the volunteering team	44	53	24	28.9	15	18.1	195	2.3	78.3	4
2	The goals of the volunteering team are clear to everyone	79	95.2	4	4.8	0	0	245	2.95	98.4	2
3	The team's goals are ambitious and difficult to achieve at the present time	20	24.1	24	28.9	39	47	185	2.2	74.3	5
4	Team goals highlight the priorities of societal reality	81	97.6	2	2.4	0	0	247	2.98	99.2	1
5	Team goals are formulated so that it can measure the extent achieved	70	84.3	13	15.7	0	0	236	2.8	94.8	3
Total		294	70.8	67	16.2	54	13	1070	2.6	85.9	

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This table shows the team goals as one of the factors affecting the dynamism of the volunteering team which found the first ranking "Team goals highlight the priorities of societal reality " is with percentage of 99.2%. The second ranking "The goals of the volunteering team are clear to everyone" is with percentage of 98.4%, and the third ranking "Team goals are formulated so that it can measure the extent achieved" with percentage of 94.8%. The fourth ranking "I participated in formulating the goals of the volunteering team" with percentage of 78.3%. The fifth ranking "The team's goals are ambitious and difficult to achieve at the present time" is with percentage of 74.3%.

Table (7) shows leadership as one of the factors affecting volunteering team's dynamic (N=83).

N	Leadership	Responses						Total weights	Weighted average	Estimated proportion	Ranking
		yes		Sometimes		No					
		Frequency	%	Frequency	%	Frequency	%				
1	Team management can provide an environment of creativity in volunteering work	73	88	10	12	0	0	239	2.88	95.98	2
2	The team leader makes the most important decisions	29	34.9	19	22.9	35	42.2	172	2.1	69.1	3
3	Dialogue is the basis of working in volunteering team	81	97.6	2	2.4	0	0	247	2.98	99.2	1
4	some members having a good experience so the team management give them a priority in volunteering work	68	81.9	11	13.3	4	4.8	102	1.2	41	4
5	The team management listens to the suggestions of members and discusses those suggestions	81	97.6	2	2.4	0	0	247	2.98	99.2	1
Total		332	80	44	10.6	39	9.4	1123	2.7	90.2	

This table shows leadership as one of the factors affecting volunteering team's dynamic which has found the first ranking "Dialogue is the basis of working in volunteering team" and "the team management listens to the suggestions of members and discusses those suggestions" is with percentage of 99.2%. as for the second

ranking "Team management can provide an environment of creativity in volunteering work" with percentage of 95.98%, as for the third ranking "The team leader makes the most important decisions " with percentage of 69.1%, as for the fourth ranking "some members having a good experience, so the team management gives them a priority in volunteering work" with percentage of 41%.

Table (8) shows homogeneity as one of the factors affecting volunteering team's dynamic (N=83).

N	Homogeneity	Responses						Total weights	Weighted average	Estimated proportion	Ranking
		yes		sometimes		No					
		Frequency	%	Frequency	%	Frequency	%				
1	I feel proud of my affiliation to this team	81	97.6	2	2.4	0	0	247	2.98	99.2	1
2	The relationships between team members are strong	69	83.1	14	16.9	0	0	235	2.8	94.4	3
3	I feel that the success of the volunteering team is a personal success for me	57	68.7	5	6	21	25.3	202	2.4	81.1	4
4	Members unite to any problem that threatens team cohesion	78	94	5	6	0	0	244	2.94	98	2
Total		285	85.8	26	7.85	21	6.35	928	2.8	93.2	

This table shows the homogeneity as one of the factors affecting for volunteering team's dynamic which finds the first ranking "I feel proud of my affiliation to this team" with percentage of 99.2%, and as for the second ranking "Members unite to any problem that threatens team cohesion" with percentage of 98.% The third ranking "The relationships between team members are strong" comes with percentage of 94.4%, and as for the fourth ranking "I feel that the success of the volunteering team is a personal success for me" with percentage of 81.1%.

Table (9) shows the challenges facing the volunteering teams in achieve their goals (N=83).

N	The challenges	Responses						Total weights	Weighted average	Estimated proportion	Ranking
		yes		Sometimes		No					
		Frequency	%	Frequency	%	Frequency	%				
1	The lack of clear plan for the volunteering team in light of the Corona pandemic	27	32.5	14	16.9	42	50.6	151	1.8	60.6	3
2	long-term goals are not formulated democratically for the volunteering team	31	37.3	18	21.7	34	41	163	1.96	65.5	2
3	volunteers are not qualified enough to sustain their volunteering work	22	26.5	12	14.5	49	59	139	1.7	55.8	6
4	Lack of the financial resources necessary for sustainable volunteering projects	27	32.5	36	43.4	20	24.1	173	2.1	69.5	1
5	Technological means are not employed as it should	18	21.7	26	31.3	39	47	145	1.7	58.2	5
6	volunteers are not committing enough during the implementation of volunteering projects	23	27.7	19	22.9	41	49.4	148	1.8	59.4	4
Total		148	29.7	125	25.1	225	45.2	919	1.8	61.5	

This table shows the challenges facing the volunteering teams in achieve their goals such as: "Lack of the financial resources necessary for sustainable volunteering projects", which comes in the first ranking with percentage of 69.5%. The second ranking "long-term goals are not formulated democratically for the volunteering team" is with percentage of 65.5 %. The third ranking "The lack of clear plan for the volunteering team in light of the Corona pandemic" is with percentage of 60.6%, and as for the fourth ranking "volunteers are not committing enough during the implementation of volunteering projects" with percentage of 59.4%. As for the fifth ranking "Technological means are not employed as it should", it comes with percentage of 58.2%, and the sixth ranking "volunteers are not qualified enough to sustain their volunteering work" with percentage of 55.8%.

Table (10) shows the suitable suggestions for volunteering teams to achieve their long-term goals (N=83).

N	The suitable suggestions	Responses						Total weights	Weighted average	Estimated proportion	Ranking
		yes		sometimes		No					
		Frequency	%	Frequency	%	Frequency	%				
1	Formulating a clear vision for team sustainability in volunteering work	72	86.7	11	13.3	0	0	238	2.87	95.6	6
2	Adopting e-volunteering strategy, especially in light of the Corona pandemic	66	79.5	15	18.1	2	2.4	230	2.77	92.4	7
3	Holding training workshops that increase the qualification of the volunteering team for sustainability	82	98.8	1	1.2	0	0	248	2.99	99.6	1
4	Creating a motivational environment for the team that encourages creativity and sustainability	79	95.2	4	4.8	0	0	245	2.95	98.4	3
5	Directing the voluntary projects towards the reality of society and its future needs	77	92.8	6	7.2	0	0	243	2.9	97.6	4
6	Opening effective communication channels with community individuals to ensure the team sustainability	73	88	10	12	0	0	239	2.88	95.98	5
7	publishing volunteer initiatives and generalizing through social media to benefit from them	81	97.6	2	2.4	0	0	247	2.98	99.2	2
8	Preparing measurements and questionnaires to measure the extent of achieving goals	77	92.8	6	7.2	0	0	243	2.9	97.6	4
9	Benefiting from international experiences and expertise in the field of sustainable volunteering	81	97.6	2	2.4	0	0	247	2.98	99.2	2
Total		688	92.1	57	7.6	2	0.3	2180	2.9	97.3	

This table shows the suitable suggestions for volunteering teams to achieve their long-term goals such as: "Holding training workshops that increase the qualification of the volunteering team for

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sustainability" which comes in the first ranking with percentage of 99.6%., and as for the second ranking "publishing volunteer initiatives and generalizing through social media to benefit from them" and "Benefiting from   international experiences and expertise in the field of sustainable volunteering" with percentage of 99.2%. As for the third ranking "Creating a motivational environment for the team that encourages creativity and sustainability" is with percentage of 98.4%, and the fourth ranking "Directing the voluntary projects towards the reality of society and its future needs" and "Preparing measurements and questionnaires to measure the extent of achieving goals" with percentage of 97.6%. The fifth ranking "Opening effective communication channels with community individuals to ensure the team sustainability" is with percentage of 95.98%, and as for the sixth ranking "Formulating a clear vision for team sustainability in volunteering work" with percentage of 95.6%. The seventh ranking "Adopting e-volunteering strategy, especially in light of the Corona pandemic" comes with percentage of 92.4%.

Table (11) shows the correlation between electronic participation and volunteering team goals (N=83)

Team goals / Electronic participation	Spearman's rho	Team goals are formulated so that it can measure the extent achieved
I see the team able to implement volunteer projects remotely	Correlation Coefficient	-.216-*
	Sig.	.050
Team goals / Electronic participation	Spearman's rho	I participated in formulating the goals of the volunteering team
I always initiate to cooperate with others on virtual volunteer projects	Correlation Coefficient	.365**
	Sig.	.001
Team goals / Electronic participation	Spearman's rho	Team goals highlight priorities of societal reality
Technological means have a clear role in participating with the volunteering team	Correlation Coefficient	.425**
	Sig.	.000

The above-mentioned table shows that there is a statistically significant correlation between electronic participation and team goals because there has been a weak negative correlation between: "I see the team able to implement volunteer projects remotely" and "Team goals are formulated so that it can measure the extent achieved". While there has been a weak positive correlation between: " I always initiate to

cooperate with others on virtual volunteer projects" and "I participated in formulating the goals of the volunteering team. Also, there has been a moderate positive correlation between "Technological means have a clear role in participating with the volunteering team" and "Team goals highlight priorities of societal reality ".

Table (12) shows the correlation between leadership and volunteering team goals (N=83)

Team goals Leadership	Spearman's rho	Team goals are formulated so that it can measure the extent achieved
Team management can provide an environment of creativity in volunteering work	Correlation Coefficient	.452**
	Sig.	.000
Team goals Leadership	Spearman's rho	Team goals are formulated so that it can measure the extent achieved
Dialogue is the basis of working in volunteering team	Correlation Coefficient	.365**
	Sig.	.001
Team goals Leadership	Spearman's rho	Team goals highlight priorities of societal reality
Some members having a good experience so the team management give them a priority in volunteering work	Correlation Coefficient	.314**
	Sig.	.004
Team goals Leadership	Spearman's rho	The goals of the volunteering team are clear to everyone
The team management listens to the suggestions of members and discusses those suggestions	Correlation Coefficient	.698**
	Sig.	.000

The above-mentioned table shows that there is a statistically significant correlation between leadership and team goals because there has been a moderate positive correlation between: "Team management can provide an environment of creativity in volunteering work" and "Team goals are formulated so that it can measure the extent achieved" Also, there has been a weak positive correlation between "Dialogue is the basis of working in volunteering team" and "Team goals are formulated so that it can measure the extent achieved". Also, there has been a weak positive correlation between "Some members having a good experience, so the team management give them a priority in volunteering work" and "Team goals highlight the priorities of societal reality ". Moreover, there has been a strong positive correlation between "The team management listens to the

suggestions of members and discusses those suggestions" and "The goals of the volunteering team are clear to everyone".

Table (13) shows the correlation between homogeneity and volunteering team goals (N=83).

Team goals / Homogeneity	Spearman's rho	Team goals are formulated so that it can measure the extent achieved
I feel proud of my affiliation to this team	Correlation Coefficient	.365**
	Sig.	.001
Team goals / Homogeneity	Spearman's rho	The goals of the volunteering team are clear to everyone
The relationships between team members are strong	Correlation Coefficient	.349**
	Sig.	.001
Team goals / Homogeneity	Spearman's rho	The team's goals are ambitious and difficult to achieve at the present time
The relationships between team members are strong	Correlation Coefficient	.218*
	Sig.	.048
Team goals / Homogeneity	Spearman's rho	I participated in formulating the goals of the volunteering team
I feel that the success of the volunteering team is a personal success for me	Correlation Coefficient	-.436-**
	Sig.	.000

The above-mentioned table shows that there is a statistically significant correlation between homogeneity and team goals because there has been a weak positive correlation between: " I feel proud of my affiliation to this team" and "Team goals are formulated so that it can measure the extent achieved". Also, there has been a weak positive correlation between "The relationships between team members are strong" and "The goals of the volunteering team are clear to everyone"as well as with "The team's goals are ambitious and difficult to achieve at the present time". However, there has been a moderate negative correlation between "I feel that the success of the volunteering team is a personal success for me" and "I participated in formulating the goals of the volunteering team".

Discussion

The study elucidates that the relationships are not strong enough between the dynamic of the volunteering teams and achievement their goals. This has resulted because of the first experience for the volunteering teams to work through virtual space during the Corona time and its sequential waves.

Moreover, volunteers do not have the appropriate readiness to work on online volunteering because they do not have enough electronic skills, so they should be prepared through understanding the dynamic of volunteering teams.

Accordingly, studying the dynamic of volunteering teams helps in determining the social climate and defining communication types, and follow up the process of growth and change that happen in the team. These factors assist in determining the strength of interactions and relationships in the teams.

In addition, we should work to guide the factors which influence the dynamism of the volunteering team to achieve their long-term goals. Also, it is required to providing facilitations and supports to continue the voluntary work, this has been consistent with one of the studies by Tang, Morrow-Howell, & Hong (2009) which explores what institutional facilitations are needed for sustained volunteering.

The results elucidate that the volunteering teams' goals must be highlight the priorities of societal reality and to be clear to everyone in the team.

Therefore, it is necessary to determine the goals on condition it can be achieved at the present time, and volunteers should participate in formulating so that it can measure the extent achieved.

The results show that there is a statistically significant correlation between the electronic participation and the team goals. Therefore, it is essential to encourage volunteers to cooperate with others on virtual volunteer projects. Also, we should help volunteers to use technological means especially because it has a clear role in participating with the volunteering team and guiding them to use software and electronic applications during volunteering work. Accordingly, the team is able to implement volunteer projects remotely when members have electronic skills.

The results indicate that there is a statistically significant correlation between the leadership and the team goals. So, team management should rely on democracy leadership style and provide a creative environment as well as the dialogue and understanding as a basis for volunteering work. Therefore, the team management must listen to the suggestions of members and discuss those suggestions before making decisions. This is confirmed by the concepts of the leadership theory.
Thus, the leadership must seek continuous development of volunteering work and put clear criteria for evaluating volunteer work. Therefore, volunteers should have been convicted toa mistake as

evaluation culture. In addition, the leadership relies on improvement plan to achieve long-term goals and sustainability in voluntary work.

The results indicate that there is a statistically significant correlation between homogeneity and team goals. So, the team is able to achieve the goals when members feel proud of affiliation to the team, and they unite to face any problem that threatens team cohesion. Furthermore, the team is capable of forming strong relationships and interaction, cooperating for success together and working for deepening relation between the team and the community in order to sustain development. This is confirmed by concepts of the symbolic interaction theory.

Moreover, guiding the dynamic of voluntary teams and coordinating between voluntary efforts and activating electronic volunteering are indispensable during COVID-19 pandemic, this is confirmed by Ohta & Yata (2020) who "emphasized the importance of Japanese voluntary social work in light of the COVID-19 pandemic".

Further study also tends to:
1- Hold training workshops that increase the qualification of the volunteering team to achievement their long-term goals.
2- Create a motivational environment for the team that encourages creativity and sustainability.
3- Direct the voluntary projects towards the reality of society and its future needs and prepare measurements and questionnaires to measure the extent of achieving goals.
4- Open effective communication channels with community individuals to enhance electronic volunteering.

Recommendations:
- The need to conduct scientific research focused on feasibility studies of voluntary projects, and foundations and mechanisms of virtual volunteering work, as well the role of electronic networks and applications in the field of volunteering
- Relying on the strategy of virtual volunteering during coronavirus pandemic (COVID-19).
- The need to coordinate between voluntary institutions to create a working system for volunteerism sustainability during pandemics.

Conclusion:
The dynamics of volunteering teams are important, so we should study and shed light on it. Thus, teams can succeed and achieve their goals when they specify the dynamic factors and use techniques of appropriate guidance.

Virtual volunteerism must be activated in the present, and

considering it requires spreading the culture of volunteering through building teams on successful foundations and orienting their dynamics that have contributed effectively to the development of society.

The study stresses the need for paying attention to the factors that influence the dynamism of volunteering teams because these factors correlate with the ability of achieving goals and continuing teams.

The results showed the challenges facing the volunteering teams to achieve their goals, such as: "Lack of the financial resources necessary for sustainable volunteering projects", "long-term goals are not formulating democratically for the volunteering team", "The lack of clear plan for the volunteering team in light of the Corona pandemic", "volunteers are not committed enough during the implementation of volunteering projects", "Technological means are not employed as they should", "volunteers are not qualified enough to sustain their volunteering work".

So, we must deal with these obstacles and face them effectively in order to provide an appropriate environment for achieving long-term goals.

Finally, volunteering efforts are not enough during this special stage, and there is a need to guide their dynamics and set a clear vision for its sustainability in the community, as well as trending towards electronic volunteering strategy in light of coronavirus pandemic (COVID-19).

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