

Volunteer Recruitment, Training, Motivation and Retention- A Literature Review

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## A2: Literature Review – 50 points

<p><b>2.1</b> Identify and describe the program you are planning (it is understood that this may change after you complete the needs assessment) (4 pts.)</p>	<p>The program that we are planning is a renewed volunteer program for The Caring Place of Cleveland, TN.</p> <p>The volunteer program will focus on volunteer recruitment, motivation, training, and retention, and will implement best practices for doing so. The program will be used to maintain and further the mission and goals of The Caring Place.</p>
<p><b>2.2</b> Conduct an environmental scan of the location where the main organization operates, looking at other similar programs offered in the area: What factors will help to distinguish your program from these other programs? (7 pts.)</p>	<p>The target organization for this volunteer recruitment program, The Caring Place, is located in Bradley County, Tennessee. The population of this county, located in southeastern Tennessee, is a little over 100,000 (Census Bureau, 2017). The median household income for the county is approximately \$43,721, which is lower than the median incomes of both the state of Tennessee and the United States as a whole (Census Bureau, 2017; Data USA n.d.). The poverty rate within the county has been estimated to be as high as 18.2%, which is 4.2% higher than what</p>

is estimated to be the national average (Data USA, n.d.).

This illustrates the fact that poverty is a real issue in Bradley County, Tennessee, and that there is a definite need for services such as those provided at The Caring Place. The Caring Place itself is a small, nonprofit, ecumenical, faith-based organization. It was started back in the year 2000 and has grown significantly since then (The Caring Place, 2018). It includes the support of around 53 local religious organizations, which spans 12 different Christian denominations (The Caring Place, 2018). The Caring Place primarily provides food, clothing and social services to those living under the poverty level (The Caring Place, 2018). They also have programs designed to help liberate individuals from poverty and move them toward greater stability. In 2017 alone, the organization distributed 148 tons of food to somewhere in the vicinity of 3,000 families. In addition to this, they were able to give out another 31 tons of clothing to around 2,500 families. During the year 2017, the organization's social work department

made over 700 case management contacts and passed out over 300 referrals.

Being a nonprofit organization with limited funding and limited paid positions, volunteers are critical to efficient and successful operation. The Caring Place requires at least 30 volunteers per day to operate (The Caring Place, 2018). Currently, the organization has 130 volunteers but requires 150 or more for optimal performance. In addition to this, some of the tasks that volunteers undertake require extensive training and a regular commitment. This is especially true for registrars, who must receive training in the organization's policies and procedures, training on how to perform intakes and how to use the organization's computer system.

Currently, The Caring Place recruits volunteers through word of mouth, its website, its affiliations with local religious organizations and its affiliations with local universities. Currently, it requires new volunteers to go through an orientation within the first three months of their time working as volunteers (The Caring Place, 2018). Efforts are being made to standardize volunteer training and retention.

However, a research-based framework that incorporates recruitment, training and retention would be beneficial.

There are, of course, programs and strategies out there already to facilitate some of the goals of this proposed program. For example, Osterlund (2013) notes five strategies for the recruitment of volunteers. A website called Volunteer Hub has an article discussing best practices for achieving successful volunteer training (Volunteer Hub, 2018). The American Hospital Association has produced a comprehensive retention and recruitment guidebook outlining best practices for the accomplishment of this goal (AHA, 2003). Lastly, even the Department of Health and Human Services has produced a guidebook for the training and recruitment of volunteers (Department of Health and Human Services, 2005).

What distinguishes this proposed program from what is currently being done is the fact that evidence-based practices will be utilized to create a comprehensive framework that will include evidence-based strategies for recruitment, training and

	<p>retention. The three factors of recruitment, training and retention will be linked together in a single unit, making them part of a system where all the pieces blend in together rather than independent issues.</p>
<p><b>2.3</b> What is unique about your project? (2 pts.)</p>	<p>This project is unique because it targets a specific issue being experienced by an organization that provides other services and programs to the community. It is not a program that necessarily deals directly with clients or the community, but instead interacts with volunteers and potential volunteers.</p> <p>Above all, however, this project is unique because it will blend recruitment, training and retention together in a single comprehensive program. This can be done because recruitment, training and retention all have the same ultimate goal, which is to create a stable base of volunteers. Therefore, they are all pieces to the same puzzle and should work together in unison.</p>
<p><b>2.4</b> What does the literature say about the social problem and the issues you identified? (minimum 15 peer-reviewed sources) (15 pts.)</p>	<p>Volunteerism is on the decline within the United States. Individuals are more likely to volunteer for nonprofits when they are educated, employed, in stable marital relationships and Caucasian (U.S.</p>

Department of Labor, 2016). Other potential volunteers are deterred from the lack of personal resources and protection. A recent study by Lim, and Laurence (2015) tracked volunteer behavior during the economic recession in 2008. Their study determined that volunteer decline was more apparent in socially and economically disadvantaged communities with higher level of unemployment during the recession (Lim, and Laurence, 2015) A similar relationship was determined in a study done on retired adults volunteer behaviors. This study showed that impoverished retirees are volunteering less than retirees that are financially stable (Choa, Kimb, Parka, and Janga, 2018).

Volunteers are also not covered under any federal anti-discrimination statutes (Rosenthal, 2016). This adds greater risk as well as ethical concerns. Volunteer rights as well as definitive roles require attention and advocacy. Within the concept of understanding roles, volunteers often volunteer to compensate for lack of other roles that create meaning for them. This has significant impact for retired individuals as well as disabled and unemployed

individuals (van Ingen, E., & Wilson, J., 2017). Concerns arise from this evidence as to how this compensation impacts roles, motivation and volunteer management within organizations.

Altruistic motivations for the mission of an organization are vital to both the beginning phases and sustainability of volunteers. Altruism as well egoistic motivations both play a role in developing a volunteer role identity within organizations (Schusterschitz, C., Flatscher, T. M., Leiter, S. A. M., & Geser, W., 2014). These aspects that sustain are lacking in many organizations. This implies that creating volunteer recruitment methods that incorporate these aspects are necessary as well as in retainment.

Community misconceptions shape the type of volunteers that participant in organizations. A cross-national survey of 41 countries showed that women are significantly less likely to volunteer in a traditionally male organization in countries with moderate gender equality. While This disparity is not apparent in countries with more gender equality (Wemlinger, Berlan, 2016). Individuals with

disabilities face similar misconceptions. Those who are willing and able to volunteer, are unable to find volunteer positions due to the lack of awareness about their capabilities and strengths (Lindsay, McPherson, Maxwell, 2017). According to research volunteers from generation Y (those born in the 1980's-1990's) are more likely to volunteer in positions that utilize their skills and background (Achieve, & Johnson, Grossnickle and Associates, 2018). Yet, how often are organizations able to cater to these desires and create opportunities that are relevant for these individuals? Role definition is a challenging trend in the research for nonprofits and organizations.

Within the volunteer population there are often struggles with involvement and retainment. Technology and social media create collaborative avenues. Utilizing these avenues raises much needed awareness in the community and volunteer cohesion. (Livermore, M., & Verbovaya, O., 2016). Yet a large population of volunteers are retired and made up of older populations who are less capable in areas of social media.

With a large population of volunteers being older adults there are concerns about the lengths organizations go to protect and retain volunteers as well as advocate for policies that impact them. Benefits and satisfaction in volunteering for programs is determined on the micro and macro level. Role clarification, incentives like reimbursement for gas and meals all contribute to promoting volunteer identity and value recognition. All of these things cannot be implemented without policy expansion for program development and administrations (Song-Iee Hong, & Morrow-Howell, N., 2013). An example of needed policy expansion is in the realm of businesses. In 2017 only 22% of businesses offered paid time off for volunteering. Although this number has risen since 2013 it is still relatively low when considering the intrinsic and community awareness and connectedness volunteering provides. (SHRM., 2018)

Within our research in addressing volunteerism social issues is the relevance of faith based organizations specifically and the interaction between religion and volunteering, specifically in the evangelical christian context. The Caring Place is a

non-denominational christian non-profit. Therefore, understanding the issues that can arise between practice and faith integration among volunteers is a vital area of concern. Across the board ranging from less than a highschool diploma to those who hold a bachelor's degree religious the most prominent organizational "type" of volunteer. Educational and youth organizations running in a close second (College Board, 2018).

Religion and faith beliefs are often a driving factor in motivating individuals to volunteerism. Yet there are also areas that religiosity and worldviews can negatively construe volunteer interaction with communities through consumption behaviors such as materialism and social status motivations. Studies show that consumers who are high in religiosity are more likely volunteer. Conversely it is shown that individuals high in internal religiosity had more pro-environmental and sustainable behaviors (Minton, E. A., Kahle, L. R., Jiuan, T. S., & Tambyah, S. K., 2016). Implications of how values motivate community involvement and volunteerism require more research. This research addresses ethical

questions about understanding volunteer motivations and community interaction.

Related to this are concerns that also exist with international volunteerism and its relation to faith development. Volunteer experiences specifically in emerging adulthood can drastically impact worldviews as well as aspirations and future goals. Issues arise when individuals are not able to create an identity when they return “back home” in terms of religious identity (Hopkins, P., Olson, E., Baillie Smith, M., & Laurie, N., 2015). National culture as it relates to religious participation also plays a role within volunteer motivation. Cultures that value individualism, survival and self expression, and power distance were more likely to volunteer (Luria, G., Cnaan, R. A., & Boehm, A., 2017). Because those who attend religious services are more likely to volunteer this creates implications for places of worship facilitating and creating opportunities for volunteering.

**2.5** What does the literature say about what others did? What worked, and what did not? (When presenting studies, make sure that you include sample size, methodology and study results to substantiate your points.) (minimum 10 peer-reviewed sources) (15 pts.)

### **Recruitment**

Similar to nonprofits, the voluntary sport organizations studied in Osterlund's (2013) research are non for profits that depend on volunteer labor to operate. 5,203 voluntary sports participants were collected in order to evaluate management characteristics that can facilitate volunteer recruitment. Research used a multivariate analysis to determine that there is a relationship between management style and volunteer recruitment. The research suggested that sport organizations should: involve members in major decisions, delegate decision-making and tasks across multiple committees and volunteers, recognize volunteers by granting them perks and material incentives, formulate a specific strategy that describes how to recruit volunteers while employing electronic modes of communicating (Østerlund, 2013).

A study conducted by Yamashita, T., Keene, J., Lu, C., and Carr, D. (2017) examined the underlying motivations of volunteering across age groups to better understand motivations for

volunteering. Data was collected from 1,046 adult participants who volunteered from 54 various volunteer coordinators. Surveys were distributed and a regression analysis was done. The study first organized volunteers into age groups, young, middle, and older adults. First, volunteers under the age of 25 were removed from the sample to discount college based individuals from being included in study. Ages 25-49 were considered young, 50-64 were middle, and 65 and older were defined as older adults. There were three underlying motivations for individuals' volunteer engagement across all age groups: community service, career advancement, and well-being. Additionally, the social networking motive was found for the young and middle adulthood groups while generativity was unique for the later adulthood group. However, career advancement among the younger adulthood group was negatively associated with volunteerism. The study suggested that if volunteerism was associated different groupings of careers it would be more successful (Yamashita, T., Keene, J., Lu, C., and Carr, D., 2017).

## **Training**

Training is an important aspect of volunteer existence within an organization. Volunteers represent the organization they participate in and require certain competencies and skills in order to engage appropriately as well as ethically. A relevant study conducted by Schuhmann, C., Kuis, E., & Goossensen, A. (2018) identified positive perceptions of volunteers who interacted with inmates in a prison in the Netherlands. Volunteers participated throughout 6 different detention centers and inmates from these centers were evaluated through semi-structured interviews with 21 different inmates. Results found that positive reports consisted of being able to have a confidential conversation with the volunteer, drawing hope and self respect, and having a more positive outlook on future events. Not only this, but volunteers were also reported to be role models for the inmates. There were also negative reports by inmates that consisted of lack of chemistry between the volunteer and inmate as well as the imposition of the volunteers worldview or faith. (Schuhmann, C., Kuis, E., & Goossensen, A., 2018).

These negative results identify the ethical dilemmas that can occur without proper volunteer training and competency.

A study done by Christopher J. Einolf, Cheryl Yung (2018) looked at a specific group named “super-volunteers” who were characterized as volunteers who volunteered 10 or more hours weekly. Interviews were conducted with 25 of these volunteers as well as 9 volunteer managers. This specific group of volunteers showed to be high in personal motivation and deeply involved in researching and being aligned with the organization’s mission. Some of the results from this study showed that the disadvantages of super-volunteers had to do with them requiring more one-on-one attention, management and time (Christopher J. Einolf, Cheryl Yung, 2018). These results suggest that additional training is necessary for the volunteer process within organizations.

Vizeshfar, F., Momennasab, M., Yektatalab, S., & Iman, M. T. (2018) coordinated a qualitative study involving 14 participants from two different comprehensive Iranian healthcare centers. The study

used semi-structured interviews, 2 observations, and 3 diaries while also utilizing analyzation through context analysis. Three issues surfaced regularly: role confusion, inefficiency of volunteer training, efficiency of attraction and maintaining of volunteers, and being unknown to other individuals in the organization. Results display the need for better understanding of volunteer needs during the planning process as well as support from managers. (Vizeshfar, F., Momennasab, M., Yektatalab, S., & Iman, M. T., 2018). The results from this study depict the struggle of many organizations in accuracy of training that promotes efficiency of services provided.

Manetti, G., Bellucci, M., Como, E., & Bagnoli, L. (2015) conducted a study investigating investments for nonprofit organizations in the realms of volunteer recruitment, training, and management. The research looked at applying Social Return on Investment (SROI) method to identify social returns in monetary terms. The study's methodology consisted of presenting a case study. The case study was done on an organization that works with children who are victims of serious illness and intervenes

through recreational therapy. They evaluated this case through SROI. 25 volunteers were interviewed as well representing diverse age groups using a questionnaire. The results showed that overall SROI proved to be a valuable evaluation tool. Points of weakness lay in quantifying social returns of volunteer investments that the nonprofit made. Calculating monetary value was also a challenge for nonprofits in terms of accurate measurements. Overall the SROI methodology did prove to be a constructive operating mechanism for nonprofits in terms of training, recruitment and management. (Manetti, G., Bellucci, M., Como, E., & Bagnoli, L., 2015)

### **Retention**

Volunteer retention is a common aim for nonprofits and workforces that utilize volunteers. Research conducted by Alfes and Bailey (2016) examined two common themes among volunteer retention: task oriented and emotional-oriented motivation for volunteer retention. The participants surveyed were individuals volunteering for a large UK wildlife charity. The survey was distributed to 7,008 individuals who were recorded on a single

organization's volunteer list. The study was able to identify both emotional-oriented motivation factors and task oriented factors as being associated with motivating volunteer engagement. Three outcomes had a relationship with engagement. These were identified as perceived social worth, happiness, and intent to stay. The article suggests that the volunteer's perceptions of being generally appreciated was a better indicator of retaining them when compared to more specific task-focused support. Volunteers were not motivated by nonprofit's core mission or their commitment to the community but instead, were retained via their satisfaction the nonprofit. (Alfes and Bailey, 2016)

A study by Newton, Becker, Karen and Bell, 2014 had similar results. This study examines relationships between volunteer participation, volunteer perceptions of learning and development opportunities (LDOs), and volunteer motivation. The sample consisted of 628 volunteers' survey responses from five nonprofit organizations. Nonprofits "conducted activities in youth, disability, animal welfare, and community service sectors." The study

hypothesized that volunteers would be more engaged with agency when there were a plethora of learning opportunities. Results showed that there was a significant positive effect for LDOs, volunteers' intentions to stay and organizational commitment. However results also suggested that when volunteers were given learning opportunities they were more likely to stay. Volunteer motivations (reason for volunteering) had meaningful impact on data. When volunteers did so to "build their self-esteem" (enhancement motive) they were more likely to be retained with higher organizational commitment. While if volunteers did so in order to advance career or build skills, they were more likely to leave even when LDOs were perceived (Newton, Cameron Becker, Karen & Bell, 2014).

A study by Nencini, Romaoli, & Meneghini study (2016) gathered sample participants from four nonprofits. 247 volunteers completed a self-report questionnaire in order to examine volunteer motivations, degree of satisfaction, and perception of organizational climate. Additional data was collected

on the details of the type of volunteer activities they participated in. This data was analyzed utilizing multi-regression analyses. Multiple findings were observed. First that volunteer satisfaction was positively correlated to intrinsic motivation and negatively correlated to externally regulated motivation. Suggesting that interpersonal results, regardless of tangible benefits supported retention volunteer behavior. Also, volunteer satisfaction is promoted by positive relationships with other volunteers and with the board, as well as by high levels of intrinsic and autonomous motivation. Results also showed that the organizational climate mediates the relationship between autonomous motivation and satisfaction, as well as that between external motivation and intentions to leave an organization. Relationship with other members of the nonprofit organization and their motivation also are an important factor in maintaining volunteer satisfaction or even creating a desire to leave their volunteer placement (Nencini, A., Romaioli, D., & Meneghini, A., 2016).

A study by Hyde, Dunn, Bax, and Chambers

(2015) tested an integrated theoretical approach to volunteer retention. Study utilized 356 volunteers from nonprofit organizations as a sample size. This sample was organized based on duration of volunteerism behavior. This order was arranged in three phases of episodic volunteering were formed: novice, transition, and sustained. These three phases of volunteering produced specific patterns of retention. Novice volunteerism based their decisions to continue volunteering after their first experience and these were related to their motives, social norms, and satisfaction. This group's motives centered around social pressures from family and friends as compared to personal intrinsic values towards nonprofit's mission. Satisfaction and social norms were also predicting factors in volunteer retention along with organizational commitment. However, contrary to expectations a psychological sense of community did not. Results suggested that even consistent volunteers were not motivated by nonprofit's core mission or their commitment to the community but instead, were retained via their

	<p>satisfaction the nonprofit (Hyde, Dunn, Bax, and Chambers, 2015).</p>
<p><b>2.6</b> How do you plan to incorporate information from the literature into your project plan (how the program will shape out)? (2 pts.)</p>	<p>We will utilize the findings of the research articles to formulate our plan for volunteer recruitment, training, and retention, according to best practices and evidence based practices. For example, some of the studies noted that volunteers were more motivated to volunteer if they felt valuable and appreciated as well as if they had more learning opportunities. We can use this information in our organizational plan to increase volunteer retention based on research.</p>
<p><b>2.7</b> Conclude with a clear problem statement (Should follow this prescription: “We know X and we know Y from the literature. However, we don’t know Z, and that is the reason why it is important to explore....”) (5 pts.)</p>	<p>From the literature reviewed, we know volunteers’ motivations for volunteering and their motivations for remaining a volunteer. We also know effective volunteer recruitment strategies. However, there are a lot of perceived gaps in the best practices for training volunteers. This is an area of our project that is important to explore further, because it will determine the effectiveness and strength of the Caring Place’s volunteer program.</p>

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