SR 953 – Research for the 21st Century

**120-Day Assignment: Annotated Bibliography**

Katherine Blanc

Omega Graduate School

Dr. Hughes and Dr. Ward

Submission Date: June 15, 2023

**(Instructions Pasted *Verbatim* from the Syllabus)**

***120 Day – Essay Draft***

Continuation of the SR953 Research for 21st Century paper that you began for your 60-day assignment.

1. **Structure (Paper Evaluation includes the following structure below).** 
   1. **Download the “OGS APA Course Assignments Template 7th Ed 2021” template from the General Helps folder in the AA-101 The Gathering Place Course on DIAL. Using the template, create the following pages.**
   2. **Title Page (Not included in page count).**
   3. **Copy and paste the assignment instructions from the syllabus starting on a new page after the title page, adhering to APA 7th edition style (APA 7 Workshop, Formatting, and Style Guide, APA 7 Quick Guide).**
   4. **Start the introduction on a new page after the copied assignment instructions.**
2. Write a summary for each of your resources (see 60-day assignment instructions, #5, and #6 for specifications). Use a Level 1 heading at the beginning of each summary. Level 2 and Level 3 headings are optional.
3. Include the following for each book from the 60-day assignment (A minimum of **two books** (minimum of one published in the **last five years)** relevant to your chosen topic.)
   1. a short biography of the author and his or her credentials, and
   2. your assessment of each book’s (a) readability, (b) presentation of the subject, and (c) relevance to your chosen topic.
4. Include the following for each journal article from the 60-day assignment (A minimum of **five primary research** journal articles relevant to your chosen topic; four articles must be **less than five years old**.)
   1. the title, year, and author(s) of the research;
   2. the basic categories in the literature review section;
   3. a brief description of the research type and methods;
   4. a brief description of the population being studied and how the participants were selected for the research; and
   5. a brief description of the findings and conclusions.
5. Document all sources, including citations in APA style, 7th edition (APA 7  Reference Example, APA 7 Quick Guide)
6. Include a separate **Works Cited** page, formatted according to APA style, 7th  edition (not included in page count).
7. **Submit the completed paper to DIAL.**

**Introduction**

During my absence from the latter sections of the Fall 2022 term, I unfortunately missed out on live “meet-ups” (if they were offered) that would likely have provided me with in-depth instructions for this assignment – beyond those found in the course Syllabus.

With little to go by, I’ve done my best to comprehend this 120-Day Assignment, which I understood to be a request for an Annotated Bibliography of the references I used for my 100-Day Assignment.

Following APA guidelines from both the *APA Style Guide, 7th Ed.* and various online resources, I constructed my first-ever Annotated Bibliography. In addition to the standard commentary, I also made sure that every source passed the CRAAP Test,   
a technique that we learned during Fall 2022 virtual residency for this course.

**Annotated Bibliography**

Ainsworth, J. (2020). Feelings of ownership and volunteering: Examining psychological

ownership as a volunteering motivation for nonprofit service organisations. *Journal*

*of Retailing and Consumer Services*. Vol. 1. https://doi.org/10.1016/

j.jretconser.2019.101931

In this scholarly article, the author discusses the challenge of successful volunteer retention. The author asserts that the psychological sense of ownership one holds toward the organization matters. I agree. As a volunteer board director of a 100% volunteer Hospital Foundation in a very small rural mountain community, I struggle with the challenges of not only recruiting new volunteers but retaining the ones we have. I myself have occasionally considered resigning, as our post-pandemic roster has not recovered and more and more duties have fallen onto the shoulders of the handful of us remaining.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. I found Ainsworth’s concept of psychological ownership a refreshing idea that I hope to incorporate in our organization. I hadn’t previously thought of the “ownership” concept before reading this article. This article is current (2020), is relevant to my needs since I’m researching volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. It therefore passes the CRAAP Test.

Arka, T., Ellingsen-Dalskau, L. H., & Ihlebæk, C. (2022). Long-term commitment to

voluntary social work–the role of an autonomy-supportive work environment. *Voluntary*

*Sector Review*, 1-15. https://doi.org/10.1332/20408052

In this article, the authors discuss the importance of a volunteer’s need for the feeling of autonomy. No one forces a volunteer to show up for work – there is an intrinsic desire to make a difference. Managers often lose touch with this fact, or are unaware of it in the first place. Another strong point made by the authors is that. Astute and perceptive managers will match volunteers to their interests and aptitudes as closely as possible. The concept of personal interest is also important for organizations searching for new volunteers, as attracting them can be made easier if recruiters search in areas where prospective volunteers are already engaged in hobbies, sports, etc. similar to those interests that an organization supports.

The concept of matching volunteers to interest-related work is a refreshing idea that I hope to incorporate in our Hospital Foundation. This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. A few of us have found our “niches” already, but others seem to be floundering, so a better match might help. This article is current (2022), is relevant to my needs since I’m researching volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Bilan, I. (2019). Challenges in Volunteer Management: Factors of Undesirable Volunteer

Behavior. *SPNHA Review*, *15*(1), 4. [no DOI available]

Bilan is concerned with the issue of undesirable volunteer behavior. But rather than approaching the issue from a disciplinary standpoint, Bilan explores factors that contribute to behavioral issues in volunteers. Bilan begins with the idea of volunteer uncertainty –– a volunteer is uncertain as to whether he or she is performing a task or role correctly, and feels that there is no one to turn to for guidance or support, and that volunteer uncertainty is also related to the lack of social connections within the organization, most often with other volunteers, and is defined as volunteer isolation. Personal identity within the volunteer organization is paramount and is an enhancement so that a volunteer feels good about personal identity and increase self-esteem.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. I found it interesting that a person’s prior volunteer experience can have a profound impact on future involvement. This article is current (2019), is relevant to my needs since I’m researching volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Colibaba, A., Skinner, M., & Russell, E. (2022). Supporting Older Volunteers &

Sustaining Volunteer-Based Programs in Rural Communities. [no DOI available]

In this scholarly source, the authors explore the roles of older volunteers in community. The argument is made for the role that volunteering plays in keeping older people healthier and able to age in place (at home) longer. The authors maintain that services and programs can be modified so that volunteers are protected, yet are fully able to engage.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. Meaning, purpose, and connectivity come from helping others. The authors see a need for balance between protecting vulnerable older people from exposure to COVID-19 and other illnesses, with the risk of social isolation wrought by sheltering-in-place in their homes. I found their research insightful and relevant to our Hospital Foundation’s dilemma during the pandemic, when our members –– most of whom are over age 55 –– were unable to plan in-person fundraising events or even conduct our meetings in person. This article is current (2022), is relevant to my needs since I’m researching volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Cho, H., Wong, Z. E., & Chiu, W. (2020). The effect of volunteer management on intention

to continue volunteering: A mediating role of job satisfaction of volunteers. *Sage open*, *10*(2). DOI: 10.1177/2158244020920588

In this article, the responsibility for volunteer satisfaction is placed squarely on an organization’s management. As a volunteer director of a volunteer organization, I play a dual role: leader and follower. The research I’ve conducted does not consider such dual roles; thus I’ve gleaned insights from one side or the other and attempted to cobble them together somehow. The authors examine volunteer volatility in a harsh but realistic light. They acknowledge that volunteer bases are by nature volatile, meaning that there is a high. Volunteer retention and recruitment are two sides of the same challenge: How can we cultivate and keep our valuable volunteer base? The authors call on management to create satisfying volunteer experiences. Volunteers are unpaid labor, thus management has to rely heavier on the positive experiences of their volunteers to enhance their motivation.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. I myself am just learning about management in this program of study, thus I am unqualified to dispute author assertions regarding managerial responsibilities. However, I learn a great deal about management as I research –– especially when finding sources that meet CRAAP guidelines. This article is current (2020), is relevant to my needs since I’m researching volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Faletehan, A. F., van Burg, E., Thompson, N. A., & Wempe, J. (2021). Called to

volunteer and stay longer: the significance of work calling for volunteering motivation and retention. *Voluntary Sector Review*, *12*(2), 235-255. [no DOI available]

The authors explore the concept of volunteer work as a form of *calling* that can be appreciated when cultivating a volunteer base. This calling is deemed critical to broadening the understanding of volunteer motivation and retention. Personal meaning is emphasized, as any volunteer is searching for a sense of meaning, belonging and personal fulfillment.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. I myself am a beginner in the study of leadership, yet I can see from this article (and many others) that the failure of leadership is at the heart of failed volunteer programs. State the authors: “Leadership practices could also trigger and enhance work calling among volunteers. A study revealed that transformational leadership could inspire volunteers to constantly seek meaningful work. This article is current (2021), is relevant to my needs since I’m researching leadership and volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Farny, S., Kibler, E., Hai, S., & Landoni, P. (2019). Volunteer retention in prosocial

venturing: The role of emotional connectivity. *Entrepreneurship Theory and Practice*, *43*(6), 1094-1123. DOI: 10.1177/1042258718769055

This article introduced me to the term *prosocial*. While the term *antisocial* is rather ubiquitous and receives a great deal of media and self-help attention, the former term made me stop and absorb its meaning. Prosocial behavior attempts to promote healthy, balanced social interaction. Thus, in a volunteer setting, prosocial governance and goals make perfect sense. The authors examine the egalitarian style of organizational structure as a way to facilitate greater volunteer engagement; it is covered that democratic governance structures allow greater participation.

The authors delved deeply into research at a level that surprised me. There were data collection methods that I had not yet learned about in this competency, such as how responses are tallied after conducting 40 interviews.

I praise this kind of dedication, as it furthers the understanding of volunteer retention dilemmas. This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. This article is current (2019), is relevant to my needs as I research volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article definitely passes the CRAAP Test.

Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019). *The complete volunteer*

*management handbook*. London: Directory of Social Change. [BOOK]

This book offers evidence-based ideas for improving the management of volunteers. It covers leadership and management deficits, as well as recommendations for improvement of the volunteer program. The authors examine infrastructure challenges within volunteer organizations, such as involvement schemes that have insufficient infrastructure, inadequate staff and leadership support, insufficient budgeting, or other defects in management will fail to attract and keep volunteers. Infrastructure, then, is viewed as the key to building back a better volunteer team.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. Volunteer burnout is a prevalent ailment. The authors state the importance of managerial backing, asserting that, “Volunteer involvement in your organisation will be more effective if it has the support of the senior leadership” (p. 30). I am in agreement with this statement; in our Hospital Foundation, we have felt ignored by the hospital’s administration when requesting vital support in order to raise funds for them. Having documented sources such as this one and the others in the Bibliography provides me the factual information that I anticipate needing in the near future as we look toward a looming capital campaign. This book is current (2019), is relevant to my needs since I’m researching volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Kalinka, E. A. (2020). *Rotarians’ Transformative Path from Initiate to Servant Leader: A*

*Narrative Study Examining the Motivation to Volunteer* (Doctoral dissertation, Seton Hall University). (no DOI available]

This article introduced me to the concept of *servant leadership*. While I had previously heard the term, I always assumed that it pertained strictly to religious organizations. The author writes about the philosophy of the mission of the service club Rotary International, whose motto is ‘Service Above Self’. Although at first I interpreted their motto as representing a strict vertical hierarchy akin to the Masons, after studying this article I learned that the opposite is true with Rotary, as they believe in developing empowering environments, encouraging the talents of followers, and creating a motivated workforce to enhance organizational success.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. According to the author, Rotary’s leaders dispense with positional authority and rely upon the power of persuasion. They seek to convince others rather than coerce compliance –– a clear distinction between the traditional authoritarian model of leadership and servant leadership.

This inclusive leadership style intrigued me, as I felt that it has useful implications for our Hospital Foundation as we look forward. I have bookmarked this article in my Foundation reference files, as is current (2020), is highly relevant to my needs, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article absolutely passes the CRAAP Test.

Kimble, J. T. (2020). *Use of Survey Data to Guide the Development of Best Practices for*

*Instruction for the Recruitment of Volunteer Firefighters*. University of Kentucky. [no DOI]

At first glance, a scholarly article about volunteer firefighters appears to miss the mark when placed side-by-side with my Hospital Foundation. However, I found many corollaries between the two, as we both serve the wellbeing of our community. As with the Foundation, volunteer firefighting units suffered from in-person isolation during the COVID-19 pandemic. The attrition rate for both (very different) sets of volunteers was shocking as lockdowns and other restrictions descended upon these organizations. I could fully relate to the author’s philosophy that both age and years of service can impact perceptions about effective recruiting methods. Recruitment activities that involve some form of personal contact with another person were reported to be more effective regardless of age or years of service.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. Certainly this article is current (2020), is relevant to my needs since I’m researching volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Kuhn, T., Nguyen, B., Silano, V., Smith, S., & Stewart, S. (2019). Empowerment

Squared: Volunteer Recruitment, Engagement and Retention. [no DOI available]

Kuhn (2019) cuts organizations a bit of slack when acknowledging that, “the main reasons volunteers stop volunteering are due to external circumstances (such as scheduling conflicts, moving away, etc.) that are not preventable by the organization” (p. 30). In our particular organization, although a large percentage became less engaged in administration aspects, many did indeed express a desire to help in ways that they could. Kuhn reiterates this desire by writing that, “those who stop volunteering often still choose to remain involved with the organization in other ways, such as donating to the organization, advocating for the programs, recommending others to volunteer with them, attending their events, and remaining connected to the staff” (p. 30).

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. My takeaway is that volunteer engagement and retention rely on many factors, some of which are of course the purview of management, while others have to do with circumstances out of the organization’s control. I found valuable the concept of connection, and its implications for retention. This article is current (2019), is relevant to my needs as I research volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article definitely passes the CRAAP Test.

Lockstone-Binney, L.,, et al,. (2022). Growing the Volunteer Pool: Identifying Non-Volunteers

Most Likely to Volunteer. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, *33*(4), 777-794. https://doi.org/10.1007/s11266-021-00407-w

In this article, the authors analyze strategies for increasing the size of an organization’s volunteer pool (the group of vetted volunteers from which an organization can draw). The authors acknowledge increasing diversity in the volunteering space (e.g. volunteer tourism, online volunteering, spontaneous volunteering), that creates a kind of competition for volunteer talent. Oftentimes, organizations miss out on willing participants who don’t fit the typical image of a nonprofit volunteer: the able-bodied individual brimming with youthful vigor; or the moneyed society person. Are these complete stereotypes? Of course. And that’s why the authors caution that there may be a lack of diversity when organizations attempt to grow their volunteer pools. Thus, volunteer participation may not be as inclusive and accessible for those with differing profiles.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. I found this article informative to my own aspirations of growing our Hospital Foundation’s volunteer pool. I have not found this kind of pragmatic information in trade journal publications geared toward the end user (e.g. volunteer coordinators). Thus, I appreciate the well-researched work presented in this article. It is quite current (2022), is relevant to my needs since I’m researching leadership and volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Mason, D. P., Chen, L. W., & Lall, S. A. (2022). Can institutional support improve

volunteer quality? An analysis of online volunteer mentors. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, *33*(3), 641-655. https://doi.org/10.1007/s11266-021-00351-9

In this informative and interesting article, the authors investigate the value of autonomy vs. structure as it helps and hinders the work of volunteers. The premise is laid forth that, while volunteers appreciate a certain level of autonomy, they often struggle with a lack of structure. Indeed, the volunteer management and mentorship studies both recognize that volunteers and mentors often need institutional support to be successful and satisfied in their roles. If they are not satisfied, they are less likely to continue. Indeed, as I’ve discovered in this work, there is a fine line between autonomy and a structural framework that helps volunteers feel secure and supported.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. It made me reflect on ways that our Hospital Foundation might be able to provide better structure to our volunteers, without constraining their autonomy. Certainly this article is current (2022), is relevant to my needs since I’m researching volunteer retention in my organization, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article therefore passes the CRAAP Test.

Mitchell, S. L., & Clark, M. (2021). Rethinking non-profit brands through a volunteer

lens: time for B2V. *Journal of Marketing Management*, *37*(5-6), 464-487. [no DOI available]

This article focuses on the concept of branding one’s organization as a means of attracting the right blend of best-suited volunteers. The authors address the idea of brand experiences (such as visiting a charity shop, seeing local fundraisers, and/or hearing about the difference a NPB has made to a family member) having influence on the organization with whom a volunteer chooses to become involved. Recognition begets familiarity, which begets loyalty and – with luck – a new volunteer.

This article answers my research question of how to retain and recruit more volunteers in the post-pandemic era. I value the concept of an organization as a brand; it makes sense to think of our Foundation in this way. Our hospital is a well-known institution in the community; why not explore it as a familiar, reliable resource? Plain and simple, it often comes down simply to recognition and familiarity. This article is current (2021), is relevant to my needs as I research volunteer recruitment, it has authority because it is published in a scholarly journal, it is accurate because I can fact-check it and its sources, and its purpose is objective, impartial and strictly for informational purposes. This article definitely passes the CRAAP Test.

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exploration of volunteer role identity, between‐group closeness, and community identification as predictors of coordinated helping during the COVID‐19 pandemic. *British Journal of Social Psychology*. DOI: 10.1111/bjso.12523