LDR 815: Transforming People Problems

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Professor

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[Assignment Instructions]

### *Developmental Readings*

Review Assignment #3, the course essential elements, assigned readings, and recommended readings to identify selections of books and scholarly articles to identify and select developmental reading sources and entries.

* Refer to the “[Student Guide to Developmental Readings](https://drive.google.com/file/d/161V_FaYR2BnNGCSFUlWPjUSIQzcH04Hq/view?usp=share_link)” for updated information on sample comments, rubrics, and key definitions related to developmental readings.

**Source One:** 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

**Comment 1:**

**Quote/Paraphrase: “**Alongside these benefit-driven motivations, there may be other psychological factors that hold some influence over an individual's volunteering behaviours, such as psychological pressures that can create a sense of obligation or sense of responsibility toward the nonprofit” (p.1).

**Essential Element:**  Leadership

**Additive/Variant Analysis:** This comment is additive to my understanding of leadership as ownership. This author explores the role of psychological ownership as a factor in volunteer retention for predominantly community-based nonprofit service organizations by examining how the sense of ownership over the nonprofit service provider affects volunteering attitudes and intentions.

Ainsworth argues that, when a person adopts a feeling of organizational ownership, that individual is less likely to abandon an organization that they––psychologically––own.

**Contextualization:**  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. My sense of “ownership” has kept me from leaving.

**Source Two:** 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

**Comment 2:**

**Quote/Paraphrase:** “Older volunteers who participated in the study expressed feelings of vulnerability during the pandemic. Old age, pre-existing medical conditions and compromised immune systems enhance the risk for many volunteers of experiencing complications from the COVID-19 virus” (p. 3).

**Essential Element:** Motivating Change

**Additive/Variant Analysis:** This comment is additive to my understanding of motivating change. The authors frame successful volunteer retention through the analysis of four specific themes: *fulfillment*, the *mastering of tasks*, *influence*, and *belonging*. The authors posit a strong correlation between volunteer retention and the satisfaction of human psychological needs for competence, autonomy and relatedness within the organizations they serve.

**Contextualization:** I found this 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 dilemma forced our organization to “pivot” toward socially-distanced interaction, thus motivating our remaining (yet vulnerable) volunteers to change their perspectives and stay active.

**Source Three:** Bilan, I. (2019). Challenges in Volunteer Management: Factors of Undesirable Volunteer Behavior. *SPNHA Review*, *15*(1), 4. [no DOI available]

**Comment 3:**

**Quote/Paraphrase:** 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 (p. 9).

**Essential Element:** Motivating Change

**Additive/Variant Analysis:** This comment is additive to my understanding of motivating change. This paper compares different perspectives on factors that drive volunteer behavior in a direction against an organization’s policies, principles, or desired preferences. Often volunteer managers are challenged to enforce rules and policies in response to volunteer’s disruptive behavior while being afraid to cause volunteer withdrawal. This exploratory research provides an analysis of undesirable volunteer behavior by using two different approaches: *perceived organizational support* and *psychological contract fulfillment*.

**Contextualization:** Volunteer uncertainty is related to the lack of social connections within the organization, most often with other volunteers, and is defined as volunteer isolation. Our Hospital Foundation members experienced this sense of alienation during the pandemic; it has taken––and continues to take––time and effort to motivate members to change their perspectives and thus resume their volunteer efforts at their former capacity.

**Source Four:** 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

**Comment 4:**

**Quote/Paraphrase:** “Leadership skills from management help cultivate a positive attitude with volunteers, making the interaction friendlier and possibly raise satisfaction ” (p. 3).

**Essential Element:** Leadership Styles

**Additive/Variant Analysis:** This comment is additive to my understanding of leadership styles as they impact volunteer satisfaction. This study examines the relationship between volunteer management and volunteers’ intention to continue participating, based on the environmental psychology model. Moreover, this study investigated the mediating role of volunteers’ job satisfaction in this relationship.

The results showed a positive relationship between volunteer management and volunteers’ intention to continue volunteering, with a full mediating effect of job satisfaction on this relationship. The highest attribution of positive management practices came from reward and recognition, followed by empowerment, schedule flexibility, orientation and training, and social interaction. The findings of this study provide a perspective on how volunteer management can position itself for volunteer retention.

**Contextualization:** 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?

**Source Five:** Colibaba, A., Skinner, M., & Russell, E. (2022). Building Back Through Supporting Older Volunteers & Sustaining Volunteer-Based Programs in Rural Communities. [no DOI available]

**Comment 5:**

**Quote/Paraphrase:** “The attitudes and actions portrayed by volunteers and programs alike, through their personal resiliency to remain a volunteer during the pandemic and through programs’ abilities to adapt, help ensure the sustainability of older voluntarism as a whole” (p. 5).

**Essential Element:** Communication & Conflict Resolution

**Additive/Variant Analysis:** This comment is additive to my understanding of communication and conflict resolution. *Building Back Differently* was a collaborative project between Trent University (Ontario, Canada) researchers and community experts that pulled together local data and experience from the Peterborough, Ontario region to help envision a healthier, more equitable future for older adults in the wake of the COVID-19 pandemic.

The data and field reports centered on rural communities, where populations are aging rapidly are often challenged to support their older residents, necessitating reliance on the volunteer sector. The authors contend that older volunteers may positively influence the sustainability of rural communities when adaptations are made––beginning with effective communication to resolve the conflicts between safety and accessibility.

**Contextualization:** 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 improved communication effectively reduces conflict, permitting greater retention of volunteers in the post-pandemic era.

**Source Six:** 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]

**Comment 6:**

**Quote/Paraphrase:** “In this context, a calling to serve God relates strongly to religious teachings, personal faith, or trust in God, and a calling to serve God triggers volunteering for this type of non-profit” (p. 13).

**Essential Element:** Interdisciplinary Perspectives of Human Behavior

**Additive/Variant Analysis:** This comment is additive to my understanding of interdisciplinary perspectives of human behavior. This paper reviews the literature on non-profit volunteering to argue that the concept of work calling is critical to broadening the understanding of volunteer motivation and retention. As an emerging concept, work calling is generally used to explain how individuals satisfy their calling by doing meaningful work. The authors build an interdisciplinary bridge between business and theology, arguing that a calling to serve God relates strongly to religious teachings, personal faith, or trust in God, and a calling to serve God triggers volunteering for this type of non-profit.

**Contextualization:** 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. In my work with the Hospital Foundation, while the faith discipline cannot be publicly expressed, as individuals we have often shared with one another our sense of personal calling to this particular volunteer setting, as it combines the personal spiritual calling with the discipline of healthcare.

**Source Seven:** 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

**Comment 7:**

**Quote/Paraphrase:** “In managing a venture’s volunteer membership base, prior volunteerism research suggests that entrepreneurs are required to apply personalized (instead of formalized) management styles that are protective rather than bureaucratic in nature” (p. 1096).

 **Essential Element:** Communication & Conflict Resolution

**Additive/Variant Analysis:** This comment is additive to my understanding of communication and conflict resolution. The authors of this study develop an understanding of the role of emotional connectivity for volunteer retention in *prosocial* business venturing. The authors assert that prosocial practices aim to resolve tensions and conflicts as they arise in order to develop complementarities and create positive volunteering experiences.

**Contextualization:** This article introduced me to the term *prosocial*. While the term *antisocial* receives a great deal of media and self-help attention, the former term made me stop and absorb its meaning within the context of our Hospital Foundation. Prosocial behavior attempts to promote healthy, balanced social interaction. Thus, in a volunteer setting such as ours, prosocial governance and goals facilitate greater communication and resolution of conflicts.

**Source Eight:** Jackson, R., Locke, M., Hogg, E., & Lynch, R. (2019).
*The complete volunteer management handbook*. London: Directory of Social Change. [BOOK]

**Comment 8:**

**Quote/Paraphrase:** “All in all, the need to plan clear and motivating roles for volunteers is not just one of the basic building blocks of volunteer involvement – it is the key element” (p. 37).

**Essential Element:** Motivating Change

**Additive/Variant Analysis:** This comment is additive to my understanding of motivating change. This book is a practical guide to the profession of volunteer management. The authors’ premise is that the activities of independent charities, voluntary organizations and community groups are fundamental to achieving constructive social change.

**Contextualization:** The authors of this book state the importance of managerial backing, asserting that, “Volunteer involvement in your organization [British spelling] 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 in the past, when requesting vital support in order to raise funds for them.

Documented sources such as this one provides me the factual information that I anticipate needing in the near future as our healthcare district looks toward a looming capital campaign.

**Source Nine:** 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]

**Comment 9:**

**Quote/Paraphrase:** “Rotary has embraced Servant-Leadership and Rotary International’s motto is Service Above Self. The Object of Rotary is to encourage and foster the ideal of service as a worthy enterprise” (p. 2).

**Essential Element:** Leadership Styles

**Additive/Variant Analysis:** This comment is additive to my understanding of leadership styles. The purpose of the study was to explore Rotarians’ transformative path from initiate (follower) to servant leader supporting student programs. Research was conducted using a qualitative narrative design to examine participants’ perceptions of the factors that motivated them to join a volunteer organization with the motto “service above self,” the factors that motivated them to support student programs, and the impact of their volunteer efforts. At the conclusion of the study, participants perceived that the Servant Leadership style was well received by students they served and they themselves, providing motivation to continue volunteering and being of service to their community.

**Contextualization:** 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. According to the author, the leaders of Rotary International 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.

**Source Ten:** 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. [BOOK]

**Comment 10:**

**Quote/Paraphrase:** “Social marketing has proven to be very effective in a variety of campaigns to create desired behavior changes in varying areas of applications and could prove to be effective in this endeavor as well. Critical to the success however is ensuring that the recruiters are well prepared for the task of recruiting” (p. 85).

**Essential Element:** Motivating Change

**Additive/Variant Analysis:** This comment is additive to my understanding of motivating change. The author addresses a downward trend in the number of volunteer firefighters nationwide and concurrent with this decline is a contrasting increase in the number of calls for service by volunteer fire departments. The author argues that, while here have been studies that give insight as to why the number of volunteers is in decline, the problem of decreasing numbers not only needs to be stopped but also reversed. The author asserts that it is critical to first understand what motivates or attracts those who do volunteer.

**Contextualization:** 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.

 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. Social marketing could serve as an entry point with which to further engage in such personal contact.

**Source Eleven:** Kuhn, T., Nguyen, B., Silano, V., Smith, S., & Stewart, S. (2019). Empowerment Squared: Volunteer Recruitment, Engagement and Retention. [no DOI available]

**Comment 11:**

**Quote/Paraphrase:** “In terms of motivations for volunteering, the staff members thought volunteers were most likely to sign up due to the experience aligning with their interests or career goals (n=2), to add to their resume or fulfill their need for volunteer hours, to help marginalized communities, to pursue hands-on work, to build self-worth, and to connect and interact with others” (p. 9).

**Essential Element:** Motivating Change

**Additive/Variant Analysis:** This comment is both variant and additive to my understanding of motivating change. The authors investigate what factors motivate individuals to volunteer with their programs and what retains them. The intended outcome of this study is to better understand how the authors can recruit more individuals to volunteer for their programs on a long-term basis, thus changing their volunteer recruitment-to-retention ratio. Variant limitations of this study include a small sample size, the possibility of recruitment bias, and an unequal representation ratio of present to past volunteers.

**Contextualization:** Kuhn 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.) are not preventable by the organization” (p. 30). In our particular organization, however, although a large percentage became less engaged in administration aspects, many did indeed express a desire to help in ways that they could. Thus, while I disagree with some of this source’s assertions, I do agree that changes (such as shifts in roles) can be effective in retaining volunteers.

**Source Twelve:** 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-

**Comment 12:**

**Quote/Paraphrase:** “Volunteering is changing and diversifying to encompass a range of flexible and temporal forms, such as episodic and online volunteering” (p. 2).

**Essential Element:** Motivating Change

**Additive/Variant Analysis:** This comment is additive to my understanding of motivating change. The authors posit that there has been a shift in the roles and expectations of volunteers by governments––particularly in developed economies, where essential social services are increasingly delivered by volunteer organizations. The authors assert that volunteering is changing and diversifying to encompass a range of flexible and temporal forms, such as episodic and online volunteering as strategies to adapt to change.

**Contextualization:** 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).

 I found this article informative to my own aspirations of growing our Hospital Foundation’s volunteer pool. Especially valuable was the awareness raised about diversity of volunteer opportunities, which create a kind of competition for volunteer talent.

**Source Thirteen:** 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

**Comment 13:**

**Quote/Paraphrase:** “A question that has not been asked sufficiently in the literature is: Are there differences between self-motivated volunteers and those that have been recruited in a corporate volunteer program?” (p. 3).

**Essential Element:** Motivating Change

**Additive/Variant Analysis:** This comment is additive to my understanding of motivating change. The authors argue that, while volunteering is an individual endeavor, it is often managed in institutional settings— whether a nonprofit, public, or corporate setting. Some volunteers may be motivated to volunteer by intrinsic rewards, others by extrinsic rewards. Corporate volunteers may have different motives than those who sign up on their own.

 The authors acknowledge that future research would benefit from specifically measuring motivation and satisfaction to better understand volunteer behavior and quality of volunteering in relation to the support they receive. Nonetheless, this study’s results indicate that corporate and self-enrolled volunteers look and behave differently in their volunteering, which may relate to their motivations to volunteer.

**Contextualization:** 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 my work with the Hospital Foundation, there is a fine line between autonomy and a structural framework that helps volunteers feel secure and supported.

**Source Fourteen:** Merrilees, B., Miller, D., & Yakimova, R. (2020). Volunteer retention motives and determinants across the volunteer lifecycle. *Journal of Nonprofit & Public Sector. Marketing*, *32*(1), 25-46. DOI: [10.1080/10495142.2019.1689220](https://doi.org/10.1080/10495142.2019.1689220)

**Comment 14:**

**Quote/Paraphrase:** “Nonprofits with advanced capabilities can consider using transformational leadership and branding to build stronger relationships with volunteers” (p. 24).

**Essential Element:** Leadership Styles

 **Additive/Variant Analysis:** This comment is additive to my understanding of leadership styles. The focus of this paper is on better understanding volunteer retention. A survey of fourteen nonprofit organizations develops an expanded quantitative model of volunteer retention by incorporating two antecedents: values-congruency and altruistic motives to previous modeling.

The authors investigate changes in retention motives over the life cycle, which reveals a major and unexpected finding that the altruistic motive may actually become more important as volunteers move through the lifecycle.

**Contextualization:** This article provides a refreshing perspective on thinking of one’s organization in terms of being a “brand,” and that by doing so, a leader can incorporate marketing thinking into the organization’s research in order to creating positive change. The *transformational* leadership style is emphasized; the relationship between leader and followers is viewed as a transaction, with clearly defined roles.

Our Hospital Foundation has historically had member roles that were unclear; this often led to frustration among members who just wanted to be told what to do. By embracing the transactional leadership style, our organization can alleviate confusion and frustration, thus creating (and maintaining) a satisfying volunteer experience.

**Source Fifteen:** 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]

**Comment 15:**

**Quote/Paraphrase:** “Non-profit organisations [British spelling] need to attract resources to survive. These are not simply financial but, for many organisations, also include attracting and retaining volunteer time to enable them to deliver their mission” (p. 1).

**Essential Element:** Interdisciplinary Perspectives on Human Behavior

**Additive/Variant Analysis:** This comment is slightly variant to understanding interdisciplinary perspectives on human behavior. The authors posit that the level of marketing investment and capability across the non-profit sector covers a wide spectrum but there is increasing recognition of the need for a customer-centered approach to access resources such as volunteers and donors. While the integration of marketing and volunteering is successful from a data standpoint, this study is slightly variant because it does not translate well to the behavioral needs of our Hospital Foundation. Nonetheless, the concept of “brand” lends value as a general way of integrating and incorporating marketing concepts into a volunteer organization.

**Contextualization:** The authors integrate marketing perspectives from the for-profit world with those of the nonprofit charity world. They successfully address the idea of brand experiences as 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.

 While I agree with the assertion that brand awareness is essential if an organization desires new volunteers, this does not fully translate across to our Hospital Foundation. As the only hospital in a 50-mile radius, it is unnecessary to ward off competition for its basic or emergency services. However, the healthcare district is adding new elective services. Therefore, we Foundation Directors are harnessing the hospital’s new advertising campaigns to raise awareness of our volunteering opportunities. This strategy represents a fine example of interdisciplinary strategy.

**Source Sixteen:** Wakefield, J. R. H., Bowe, M., & Kellezi, B. (2022). Who helps and why? A longitudinal 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

**Comment 16:**

**Quote/Paraphrase:** “Members of a disadvantaged community were aware of how they were stereotyped and stigmatized by local service providers, which ultimately led to problematic and conflict-ridden interactions during helping transactions” (p. 911).

**Essential Element:** Communication & Conflict Resolution

 **Additive/Variant Analysis:** This comment is additive to my understanding of communication and conflict resolution. The authors explore how members of a disadvantaged community are aware of being stereotyped and stigmatized by local service providers, leading to problematic and conflict-ridden interactions during helping transactions. These observations indicate that for community-based helping transactions to be perceived by help-recipients as effective and satisfying, the potential psychological distance between helper and recipient must be narrowed.

 The researchers arrive at the conclusion that, in order to resolve the conflict, perceptions of stigma must be addressed in order to prevent people from seeking much-needed aid altogether.

 **Contextualization:** The authors assert that the length of volunteer service can be predicted by determining the strength of a volunteer’s identity. Whereas other factors such as personality and motive have been postulated, the authors of this article argue that identity underlies all other factors. This article satisfactorily answers my alternative research question: “What changes can be made within the Hospital Foundation in order to retain existing members?” In other words, how can we *strengthen existing members’ sense of identity* and community belonging?

**Works Cited**

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