SR 950: Clinical and Applied Sociology

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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: “**to collect the data for this study, current members of different branches of a national New Zealand volunteer-run nonprofit organisation were recruited to complete an online questionnaire about their own volunteering behaviours at the nonprofit” p.3).

**Essential Element:**  Applied Sociology and Sociological Practice

**Additive/Variant Analysis:** This comment is additive to my understanding of Applied Sociology and Sociological Practice.

**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. Following Ainsworth’s example, the use of an online questionnaire would accommodate the intimacy of our group, while allowing for privacy of respondents.

**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:** “At the beginning of each interview, before starting the recording, informants were informed about the purpose of the study, the possibility to withdraw from the study at any time and the limits of confidentiality, before they signed a consent form. Ethical approval for this project was given by the Norwegian Center for Research Data (56327/3/LAR)” (p. 6).

**Essential Element:** Applications for Social Research

**Additive/Variant Analysis:** This comment is additive to my understanding of applications of social research.

**Contextualization:** Ethical decision-making requires moral reasoning and due consideration, which brings the theoretical to the particular cases. Applied ethics requires ethical deliberation. Our Hospital Foundation abides by a set of bylaws that set forth rules of responsible conduct. Similarly, a sociological research project has expectations that I will follow a set of ethical guidelines.

**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:** “The focus of this research is on identifying different approaches to understanding major factors that determine and direct volunteer behavior” (p. 8).

**Essential Element:** Applications for Sociological Research

**Additive/Variant Analysis:** This comment is variant to my understanding of applications for sociological research.

**Contextualization:** This source fell short because it did not demonstrate (or even describe) actual research techniques or methods. Rather, it was a broad summarization of existing literature with no qualitative data.

**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:** “The study questionnaire includes three constructs: volunteer management, job satisfaction, and intention to continue volunteering. Items in the survey were slightly modified to fit the context of volunteerism.” (p. 4).

**Essential Element:** Applications for Sociological Research

**Additive/Variant Analysis:** This comment is additive to my understanding of applications for sociological research.

**Contextualization:** The authors’ utilized a mixed-methods approach to data gathering. Quantitative data were analyzed using SPSS 23 statistical software, while qualitative data were gathered through the use of a survey questionnaire. The qualitative questionnaire inspired that instrument as an ideal tool for use in an action research project for our Hospital Foundation––particularly as a way to improve retention and recruitment of Foundation volunteers.

**Source Five:** Colibaba, A., Skinner, M., & Russell, E. (2022). Supporting Older Volunteers &

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

**Comment 5:**

**Quote/Paraphrase:** “A common area where role ambiguity can cause serious tensions and ramifications for many organizations is with the board of directors” (p. 13).

**Essential Element:** Clinical Sociology

**Additive/Variant Analysis:** This comment is additive to my understanding of clinical sociology.

**Contextualization:** The Rural Aging Research Program incorporates a community-based approach into its research (p. 2). During the lockdown phase of the COVID-19 pandemic, facilitators worked clinically/publically within the community to assist older volunteers in continuing their volunteer work.

Older members of our Hospital Foundation suffered from isolation stemming from health concerns and lockdown conditions. When social-distancing requirements were eased, many Foundation volunteers did not return to the due to lingering fears about viral exposure. Colibaba’s findings are useful to our organization as we seek health-protective ways for our most vulnerable volunteers to participate.

**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:** Sociological Interventions

**Additive/Variant Analysis:** This comment is additive to my understanding of sociological interventions.

**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 understanding an interventional approach as it relates to 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, prior10volunteerism 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:** Sociological Interventions

**Additive/Variant Analysis:** This comment is additive to my understanding of sociological interventions.

**Contextualization:** The authors the term *prosocial*, which represents emotional connectivity as an influencing factor in attracting and retaining volunteers. Prosocial behavior attempts to promote healthy, balanced social interaction. In a volunteer setting such as our Hospital Foundation, prosocial governance and goals serve as an interventional tool with which to facilitate greater communication and resolution of conflicts and thus create constructive social change at the organizational level.

**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:** “In smaller organisations with only a few paid staff, it may be possible for you to spend time one on one with all of your colleagues to discuss how they see volunteers fitting into your organisation’s plan for how to achieve its mission” (p. 29).

**Essential Element:** Applications for Social Research

**Additive/Variant Analysis:** This comment is additive to my understanding of applications for social research.

**Contextualization:** The authors of this comprehensive reference guide share qualitative research tools such as surveys and questionnaires that can be adapted from the large organization with paid staff to our small, all-volunteer Hospital Foundation.

**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:** “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” (p. ii).

**Essential Element:** Applications for Sociological Research

**Additive/Variant Analysis:** This comment is additive to my understanding of applications for sociological research.

**Contextualization:** The author explored and documented Rotarians’ transformative paths from initiate (follower) to servant leader supporting student programs. Positive and transformative social change was demonstrated to be measurable; such measurements are scalable to our small Hospital Foundation as we strive for cultural change.

**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:** Sociological Interventions

**Additive/Variant Analysis:** This comment is additive to my understanding of applications for sociological interventions.

**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 intervention 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:** Applied Sociology and Sociological Practice

**Additive/Variant Analysis:** This comment is both variant and additive to my understanding of applied sociology and sociological practice.

**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.) that are not preventable by the organization” (p. 30). In our particular organization, however, although a large percentage became less engaged in administrative roles, many did indeed express a desire to continue in an affiliate (non-decision making) capacity. Thus, there is value in applying motivation strategies such as role adaptation as a way of 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 volun- teering” (p. 2).

**Essential Element:** Applied Sociology and Sociological Practice

**Additive/Variant Analysis:** This comment is additive to my understanding of applied sociology and sociological practice.

**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 creates 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:** Applications for Sociological Research

**Additive/Variant Analysis:** This comment is additive to my understanding of applications for sociological research.

**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:** Applied Sociology and Sociological Practice

**Additive/Variant Analysis:** This comment is additive to my understanding of applied sociology and sociological practice.

**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. Leadership represents an applied form of sociological practice. Merrilees focuses on *transformational* leadership; 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 (NPOs) 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:** Applications for Sociological Research

**Additive/Variant Analysis:** This comment is slightly variant to my understanding of applications of sociological research.

**Contextualization:** The authors integrate marketing research 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. Although it is not closely aligned with the goals of our Hospital Foundation, Mitchell’s strategy nonetheless represents an example of applications for sociological research.

**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:** Sociological Interventions

**Additive/Variant Analysis:** This comment is additive to my understanding of sociological interventions.

**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 an alternative research question: “What changes can be made within the Hospital Foundation in order to retain existing members?” In other words, could an intervention similar to Wakefield’s *strengthen existing members’ sense of identity* and community belonging?

**Works Cited**

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