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*NONPROFIT MANAGEMENT & LEADERSHIP, vol. 13, no. 2, Winter* © Wiley Periodicals, Inc. EDITORIAL NOTES  
*Nonprofit research is not sufficiently generalizable. Too many studies are single-case studies with little or no potential for generalization.*

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**4: Nonprofit Management | Vic Murray - [www.enganchecubano.com](http://www.enganchecubano.com)**

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We study which organizations are more likely to report recruitment problems, separating the underlying forces for those problems into two camps. Published online in Wiley Online Library [wileyonlinelibrary.com](http://wileyonlinelibrary.com). Consequently, popular practical texts in volunteer administration for example, Ellis, ; McCurley and Lynch, ; McCurley and Vineyard, ; Seel, ; Wittich, focus on recruitment. Research treatments of this core topic are sparse, however. The popular academic questions regard the reasons why individuals volunteer Bussell and Forbes, ; Karl, Peluchette, and Hall, ; Martinez and others, ; Musick and Wilson, ; Omoto and Snyder, ; Steen, ; Wymer and Starnes, , which is related to recruitment to the extent that motivated volunteers are easier to recruit. Motivation to volunteer is the individual question; recruitment of those volunteers is the organizational one. This article reports on recruitment problems and the characteristics of nonprofit organizations that report ease or difficulty in recruiting volunteers. Our work is loosely situated within emerging applications of human resource management HRM theory and practice to nonprofit organizations Fenwick, ; Gazley, Put broadly, problems may not strategic HRM is concerned with how overall organizational strategy impacts human resource practices Fombrun, Tichy, and DeVanna, always be directly Ridder and McCandless , however, emphasize how differences in values, mission, identity, social goals, outcomes, and ideological characteristics compromise direct applications of human resource research and theory from business to nonprofit organizations skills of volunteer tions. Volunteerism prominently distinguishes most nonprofits from most businesses. Cuskelly, Taylor, Hoye, and Darcy acknowledge that HRM has not tended to take the nonprofit case into account, but observe that recruitment, development, and motivation of key people is central to HRM. We follow their lead by investigating the relationships among strategic organizational arrangements, volunteer management practices, and organizational outcomes. In contrast, other traits or skills are learned, such as language, and therefore can be changed through nurture. However, if recruitment problems derive primarily from organizational practices that can be nurtured in productive directions, volunteer resource managers can benefit from knowing which management practices are associated with recruitment problems. First, we consider organizational characteristics that might tend to fall beyond the control of management, including a series of hypotheses regarding how these characteristics might be related to problems in recruiting volunteers. Third, we outline the design of our study to test these hypotheses. Fourth, we provide the results of the analysis of how the variety of organizational characteristics is related to self-reported levels of problems in recruiting volunteers. Explaining Volunteer Recruitment Problems: Nature Some recruitment problems are innate to organizations or their missions. Leviton and colleagues note problems for social service agencies in recruiting volunteers to serve people with chronic illnesses. These examples point to the nature of organizations: Rather, the nonprofits must take their nature into account when developing recruitment strategies. In our study, we consider three forces that reflect the nature of organizations that may confound the best efforts of volunteer resource managers: Indeed, large organizations, with their brand, reach, and marketing, might have an advantage in attracting volunteers. However, smaller grassroots organizations might be able to give volunteers a more personalized experience Brainard and Siplon, Thus, perhaps both small and large organizations have advantages in volunteer recruitment, with recruitment problems concentrated among the middle stratum. We look to the data to shed light on these empirical questions but advance it as a competing hypothesis: Some organizations attract volunteers across the full spectrum of age. Other organizations and causes look primarily to retirees Smith, ; Tang, Morrow-Howell, and Hong, , and still others recruit and involve youth Hager and Brudney, We conceptualize age of volunteers as part of the nature of the organization, since programming largely dictates the market of available volunteers Heidrich, In previous research with these data, we observed that organizations increasingly reliant on younger volunteers have lower levels of retention over the course of a year Hager and Brudney, To see if this effect also holds for recruitment, we advance hypothesis 2: Last,

we consider three different conceptualizations of the role that volunteers play in the organization. In an organization that is highly staff focused, the needs of volunteers and their ability to make an impact may not be a primary consideration. Under this condition, volunteers may seek organizations where volunteer labor is more dominant, which increases recruiting problems among staff-focused organizations. With no prior research to guide us, we also acknowledge that staff-focused organizations may have the volunteer management capacity necessary to provide good experiences for volunteers, which may facilitate recruitment. Nonetheless, we advance hypothesis 3a with an expectation that staff focus will present problems: Volunteer intensiveness takes into account both the number of volunteers in the organization and the number of hours that volunteers collectively work with it. In most cases, the two counts vary together, with a small cadre of volunteers working relatively few hours and large groups of volunteers collectively working very many hours. However, this simple linear relationship belies the situation in many organizations that display different types of intensiveness. On one side is the employment of long-term professional volunteers who contribute many hours despite their small numbers. On the other side is the army of episodic volunteers who, despite their large numbers, contribute relatively few hours over the course of the year. Increasing intensiveness reflects an increasing demand for volunteers, requiring sustained efforts to find, attract, and retain them. Consequently, we expect recruitment problems to increase as intensiveness increases, if all other elements remain unchanged: Heidrich asserts four types: She concludes that having decisions that more roles available to volunteers is important for matching volunteers with their interests, a central tenet of both recruitment and retention of volunteers. Nurture The previous discussion outlined some of the difficult-to-change characteristics of nonprofit organizations that might inhibit their ability to recruit volunteers. In contrast, some recruitment problems result from organizational cultures or management decisions that make workplaces invisible or unattractive to volunteers. Since the demand for volunteers often outstrips the supply, volunteers can be selective about where they choose to spend their time Hartenian, ; Martinez and McMullin, To the extent that measures of nurture are related to reported levels of recruitment problems, managers can take steps to address the culture and strategy that give rise to those problems. We consider three forces that managers can nurture: Recommended volunteer management practices are specific and common in the practice literature; they include screening and matching volunteers to appropriate assignments, developing written policies for volunteers and their duties, providing training to volunteers, and recognizing them for their contributions to the organization. While many organizations operate effectively with volunteer managers who are themselves volunteers, utilizing a paid staff member in this position signals to prospective volunteers that the organization is particularly serious about the integration and continuity of the volunteer program. Marx observes that some staff members see volunteers as a hindrance to their work or as a threat to their job security. On the other hand, nonprofits that do not commit resources to volunteer administration, and those with staff members who are not receptive to volunteers, send negative signals Black and DiNitto, An unsupportive organizational environment will create problems in attracting new volunteers, as described in hypothesis 5: Last we consider two aspects of the use of recruitment strategies. First, we observe that nonprofits have a broad array of methods at their disposal for advertising to and recruiting volunteers. Organizations can recruit through formal and informal networks. They can post announcements on telephone poles, television spots, or Facebook. We might expect that organizations that use more approaches will have fewer problems recruiting volunteers, but we strongly suspect that organizations with recruitment problems are precisely the ones that are tempted into a scattershot recruitment approach across more venues and methods. Peterson warns against the scattershot approach, instead suggesting that managers should concentrate only on the more effective recruitment strategies. This argument leads us to our next hypothesis: The second aspect of recruitment strategy that we consider is the use of volunteers to recruit other volunteers. While this approach might be considered just one more method of recruitment, we see it as a specific relational strategy for communicating the volunteer experience to other prospective volunteers. We test the assertion by advancing and testing hypothesis 6b: Method and Data Data for this study come from a nationally representative survey of U. We selected our sample within annual expenditures strata and major subsector of operation, such as health, social services, and the arts. Princeton Survey Research Associates International

PSRAI conducted telephone interviews with volunteer administrators or executive managers in sampled charities in fall. We mailed an information letter to the 80 percent of sampled organizations that received the initial call. PSRAI then called the named representatives up to thirty times to collect study information. Interviews averaged twenty minutes. So that the study would not confuse the activities of board and nonboard volunteers, we asked respondents to exclude board members when answering questions about volunteers and volunteer management. We also asked respondents not to include special events participants as volunteers unless the participants were organizers or workers at the events. We weight organizations based on the expenditure and subsector strata from which they were sampled as well as whether we reached them in the precall. Both the descriptive statistics and the regression models below are based on weighted data. The dependent variable in this study is recruitment problems. These findings underscore the fact that recruitment is more complicated than the raw count of recruits Lynch and Smith, To embrace this complexity, our measure of recruitment problems incorporates three important elements. We similarly ask about the issue of recruiting volunteers with the right skills and expertise. We also ask about recruiting volunteers available during the workday. Size of organization, the first of the independent variables, is measured by the total expenditures reported in the sampling year, , on Internal Revenue Service Form To help normalize the distribution, we use the natural log of total expenditures in our models. To probe the question of whether size has a U-shaped rather than a linear effect, we calculate a square term that is, the square of the natural log of total expenditures. Age of volunteers is measured by asking study respondents to estimate the percentage of organizational volunteers under age Twenty-nine percent of respondents report no volunteers under age 24, and 2 percent of cases have all volunteers under age The median charity reports 8 percent of volunteers under age 24; the average is 16 percent. Staff focus is calculated by dividing the reported number of paid staff members by the reported number of volunteers over the past twelve months. We collapse the ratio into five ordered categories, ranging from organizations with no staff volunteer focused; 18 percent to those where paid staff outnumber volunteers by at least two to one staff focused; 14 percent. Volunteer intensiveness is constructed from a property space analysis Becker, ; Lazarsfeld, of the intersection of the number of volunteers who worked in the organization over the past twelve months and the number of hours that volunteers collectively work in a typical week. We divide responses to these two questions into six categories, resulting in a six-by-six cross-tabulation. Volunteer intensiveness is lowest in the upper left cells, where organizations use few volunteers who contribute few hours to organizational operations. Intensiveness increases down the diagonal, where number of volunteers, number of hours, or both increase. The lower right represents greatest intensiveness, where 1. Measurement of increasing intensiveness along the diagonal is captured by the property space analysis, wherein each cell is assigned a value based on the product of category values. Eight percent of organizations involved volunteers in only one task, and 12 percent involved volunteers in all six. The modal category is four duties. Our variable is the sum of the number of different duties that volunteers perform.

### 5: Lohmann (Editor of Nonprofit Management & Leadership, No. 2, Winter )

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### 6: Michael O'Neill (educator) - Wikipedia

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