

CHAPTER TWO

VOLUNTEERISM: A LITERATURE REVIEW

INTRODUCTION

Meaningful research can only be conducted by studying the existing knowledge on the prospective participant. Strydom (2002) states that a literature review is important for the clear formation of the problem, as well as the execution of the planning, and the actual implementation of an investigation.

In qualitative research the review of the literature may emphasize how the current research continues a developing line of thought, or it can point to a question or unresolved conflict in prior research to be addressed (Neuman, 2000). As cited earlier, the paucity of literature on the motivations and expectations of volunteers, (home based carers in particular), emphasizes the need for such research to be undertaken in order that this rare commodity is fully understood, optimally utilized and appropriately rewarded.

This review begins by examining the definition of a volunteer and looks at the general background information concerning volunteers. It explores the importance of researching volunteering and highlights the criteria of volunteering. It further considers the motivations of a volunteer, the burden of volunteers, and how they fit in the structures of Non Governmental Organizations (NGOs), and the role they play in the health sector. The key aspects of managing volunteers are discussed with a focus on: the motivation of

volunteers; responding to their special needs: screening; recruiting and selection processes; training volunteers; and retaining volunteers.

2.1 WHAT IS VOLUNTEERING

There are two main types of volunteering: managed and unmanaged. Managed volunteering takes place through organizations in the Non Profit, Public, and Private Sectors, and tends to be more organized. An example of this is home based care programmes. In contrast, unmanaged volunteering is the spontaneous and sporadic helping that takes place between friends and neighbours - e.g. child care- or in response to natural or man-made disasters such as humanitarian aid to the Tsunami hit regions following the natural disaster that occurred on 26 December 2004 (Dingle, 2001). This literature study gives attention to managed volunteering.

Volunteering benefits both society at large and the individual volunteers. Volunteers make an important economic contribution in society. In the few countries where volunteer work has been empirically studied, their economic contributions are estimated at between eight percent and fourteen percent of Gross Domestic Product (Phillips and Little, 2002). This is clearly a case, on economic grounds, for government to consider promoting a favourable environment for volunteering in all sectors, and by all citizens. Because our country has been struck by an alarmingly high rate of unemployment and many unemployed people offer their services voluntarily to different organizations, they add savings to the organization by engaging constructively in some form of service

delivery, and thus ultimately add savings to the economy. It is therefore important for government and organizations to plan a programme that will channel these volunteers into doing something constructive and meaningful, while at the same time benefiting from their efforts, economically and socially.

Volunteering in care giving is dominated by women and for the most part, is taken up later in life (Phillips and Little, 2002). However, the authors did not specify the developmental stage in the life cycle of volunteers at which they render services to others. People offer their time and skills voluntarily world wide, and the kind of volunteering they engage in is to some extent influenced by their social, cultural, political, and economic environment (Dingle, 2001).

South Africa has a scarcity of manpower and services. People, under the current health care system, would not receive help were it not for the introduction of volunteers into the health care system. Nonprofit organizations that are severely stretched because they rely heavily on paid staff may be persuaded to change their minds once exposed to evidence of what volunteers can achieve. In this way, it can incorporate in its activities, sections of the population that are often excluded, such as older people or those with little or no literacy (Dingle, 2001).

2.2 DEFINITIONS OF A VOLUNTEER

The New Dictionary of Social Work (Timms and Timms, 1982:96) defines a volunteer as: “a person who offers his or her service or who is recruited to render a service at a welfare agency, usually without remuneration.”

The White Paper for Social Welfare (1997:98) defines a volunteer as: “a professional or non-professional person who provides a service to a welfare or development organization, usually without reimbursement.” It further describes volunteers as: “a significant human resource, which is being utilized by welfare organizations and development programmes. A volunteer undertakes unpaid work, but may be said to earn moral credit” (Timms & Timms, 1982:209).

In summary, the commonalities amongst the various authors’ definitions of a volunteer is, a professional or non-professional person who (Claassens, 2004):

- Is willing to offer his/her time;
- Is strongly motivated to donate energy and skills for the accomplishment of tasks in whose purpose he/she believes;
- Provides a service or performs a specific task through some kind of formal structure
- Receives no remuneration and does it out of his/her own free will; and
- In the course of the process of service, earns moral credit.

For the purpose of this study, a volunteer is defined as a non-professional person who is willing to give his/her time and service to a specific task, without remuneration, and during the course of service, earns moral credit.

2.3 BENEFITS OF VOLUNTEERING

In the social sector volunteers offer a valuable service to organizations that thrive on their contributions – the Community Outreach Centre (COC) is one example. Even though one does not pay for the services of volunteers, it is extremely important that the management of these programmes be efficient and effective. Although volunteering can be cost-effective, it is not entirely cost-free. If managed effectively and efficiently, it requires an infrastructure at all levels: the local, provincial and national levels that will allow for the training and appropriate placement of volunteers. Governments may contribute by supporting such infrastructure. Further, if government is better informed about the people who volunteer, it is likely to become more aware of how policy legislation it introduces can affect, both directly and indirectly, people giving of their time. There is also a growing awareness of how to create an environment in which more spontaneous forms of unmanaged volunteering can flourish and be promoted (Dingle, 2001).

As discussed by Dingle, (2001) volunteering achieves two important results:

2.3.1 It helps to create a stable and cohesive society.

By bringing people together to act for the good of the community, voluntary action creates bonds of trust and encourages cooperation. It creates social capital. Deardorff's Glossary of International Economics (2001:256), defines social capital as: 'the networks of relationships among persons and institutions in a society, together with associated norms of behavior, trust, cooperation, etc., that enable a society to function effectively.' People who are powerless as individuals can get things done if they volunteer together as a community: e.g. unemployed people who set up self-help groups to find paid work.

2.3.2 It adds value to the services that governments provide.

Many of the tasks that volunteers undertake voluntarily – such as giving advice, looking after children, caring for the sick – are valuable supplements to the services that governments provide. In the context of this study, home based carers are the 'valuable supplements' in the care and support of the HIV/AIDS patients, especially when hospitals and other health care institutions are battling to cope with the rapid influx of patients – either because of a lack of personnel, funds, or infrastructure.

Whilst Dingle (2001) offers two reasons, as were discussed, the research facilitator believes a third reason should be added:

2.3.3 De-alienating groups of people.

Volunteering also helps to bring marginalized groups of people back into the mainstream of society: e.g., by volunteering, unemployed people can acquire skills that may equip them to secure paid employment.

As volunteering offers important benefits to individuals, communities and society, it should be further investigated to ensure that we know more about volunteers so that we may find better ways to empower and develop this useful recourse to its fullest potential.

2.4 CRITERIA OF VOLUNTEERING

Dingle (2001) identifies three criteria that virtually include all forms of volunteering, and yet effectively distinguish from other activities that may superficially resemble it. These criteria are:

2.4.1 The activities are not undertaken primarily for financial gain.

If the financial reimbursement that people receive for the work they do is equal to, or greater than, the market related value of the work; this cannot be regarded as volunteering. However, volunteers should have all legitimate expenses incurred during their volunteer assignment reimbursed for, in order to prevent them from being without. This therefore helps to ensure that people with limited financial resources are not excluded from volunteering.

2.4.2 The activities should be undertaken of the individual's free will.

Free will is the basic tenet of voluntary action. In reality people who volunteer seldom do so entirely voluntarily: they are usually under some pressure, either from their peers or from their own feelings of social obligation. However, this criterion helps to separate genuinely voluntary volunteering from situations where there is an explicit coercion of the individual: e.g. where schools require learners to volunteer as a module prerequisite; where the company with an official volunteering scheme requires the employee to participate (and the 'volunteering' is reflected on the employment record).

2.4.3 The activities bring benefit to a third party as well as to the individuals who volunteer.

This helps to distinguish volunteering from a pure leisure activity such as playing soccer. 'Third party' refers to a spectrum of beneficiaries such as friends, family, neighbours, community and society. Mutual aid and participation are just as important and valid as providing services.

2.5 SOME ISSUES PERTAINING TO THE UTILIZATION OF VOLUNTEERS

A valid ethical concern about using volunteers is that they are invariably used as a cost-saving measure by some organizations. Often it is because these organizations themselves are financially challenged. Many of these volunteers are themselves impoverished. Volunteers have human rights and should be guarded against being exploited. Because of their lack of income and the poor opportunities for employment and training within the

South African context, it appears as if volunteers often hope that volunteering will lead to remuneration that will enable them to improve their own, and their family's, life. Exploiting their vulnerability is not to be commended.

On the other hand, the training that is invested in volunteers empowers them by equipping them with additional skills, confidence, and in some instances opportunities for formal employment. The volunteers who offer their services to NGOs in South Africa tend to be unemployed and often impoverished and volunteer as a means of participating in meaningful activities that enhance their skills until they are able to secure formal employment. When opportunities for employment arise, they withdraw, much to the disappointment of the organization who has invested in their development. Having to train new volunteers to replace them is costly. Furthermore, from the quality of care perspective, a high turnover of volunteers can compromise the services of the organization.

However, having said all of this, it is also true that there are many people who are willing and able to work as volunteers. It is also true that many projects may not get off the ground without these volunteers. Therefore project manager and the community at large should weigh up all these factors when planning initiatives that involve volunteers (Uys and Cameron, 2003).

2.6 MOTIVATIONS OF VOLUNTEERS

It might be assumed that people choose to voluntarily care for others because they are naturally people-oriented. When Phillips and Little (2002), explored personality differences of volunteers and paid staff, working for the social services sector, this was not the case. In fact, they found that those engaged in volunteer care related activities were not more people-oriented or socially-oriented than those formally employed to work in a care environment. As personality traits do not substantially predict why people undertake this type of care volunteering, one may ask, “What does?” A range of motivations around the desire to help others and, in the process, to help themselves, drives volunteers. These are detailed and discussed below:

2.6.1 Altruistic reasons

Phillips and Little (2002) cite two main altruistic reasons why people volunteer in care-related activities. They are:

- **Values:** i.e., a sense of duty/obligation to help others and recognition of the intrinsic value of responding to those needs.
- **Personal enhancement:** i.e., being able to use skills and learn new ones satisfies personal interests, and keeps people productively productive.

As with salaried workers, volunteers operate most effectively with clear objectives in mind. Financial gain is not paramount. Personal growth, developing awareness, and contributing to the strengthening of the community are strong motivations. The element

of altruism adds value to what volunteers do and their work is often shaped by a desire to be actively engaged in community issues (Phillips and Little, 2002).

Whilst these are the primary reasons cited, those of us working with volunteers also know that volunteers are motivated by a variety of individual reasons that change with time. A volunteer may volunteer for a particular event because his/her friends are doing so. Another may volunteer because he/she feels passionately about the cause. Another may know of a friend/family member affected by an illness and be driven to do something to make a difference in that field. Some may be motivated by the particular training opportunity that offers them opportunities to develop new skills and meet new people. It may be concluded that volunteers have a variety of altruistic motivations for the work they do (Phillips and Little, 2002). Pell (1972) suggests that volunteers indicate they are most satisfied with their volunteer experience when:

- It represents an issue of personal importance. The research facilitator's experience with COC has shown that the volunteers see themselves as an extension of the health care system and therefore take it upon themselves to educate the community on health related issues.
- They feel needed and valued. Here too the research facilitator's experience with the volunteers of the COC has shown that their dedication is heightened when they perceive the work that they are undertaking to be creating a positive impact on the lives of the patients and the community at large.

- The work is meaningful and interesting. The COC volunteers engage enthusiastically in care giving as they often see improvement in their patients' condition. The trainings further engage them meaningfully in service delivery.

Understanding and identifying these altruistic motivations does not necessarily mean each volunteer will have a positive experience or feel fulfilled (and motivated) by the work they are asked to perform. There are other intrinsic motivations volunteers have that affect their satisfaction regarding work. In 1968 Harvard professors, McClelland & Atkinson, identified three primary needs that volunteers attempt to fulfill through work. While the work of these two authors' dates back at least three decades, at a time when there was a proliferation of research on volunteering, the data still has relevance today.

- Need for achievement – this provides an opportunity for personal achievement and making new discoveries about themselves.
- Need for affiliation – this augurs well for the formation of social bonds with patients, their families and the community at large, resulting in strengthening community ties.
- Need for power/status - some form of recognition from members of the community enhances their status in the community.

Through their research Kruger and Schreuder (1999) identified the following altruistic reasons or motivations for volunteering: a religious or community obligation, helping those less fortunate, to enhance own capabilities or wanting to make a difference.

Personal satisfaction is seen as an important motivator indicative of the fact that the volunteer wants to spend available free time in a way that is personally gratifying. This implies a mutual beneficiary process in which the person that is lending a helping hand to somebody gains from doing so through experiencing a positive feeling of being appreciated or having done something worthwhile (Kruger and Schreuder, 1999). McSweeney and Alexander (1996) mention some of the common altruistic reasons for volunteering as having free time, wishing to help others, wishing for social contact, religious and spiritual reasons, and political motives. Other altruistic aspects that motivate people to volunteer include the small-group interaction, enhancement of social skills, social identification and religious identification (Brackney, 1997).

While the wide range of altruistic motivations expressed by volunteers offering their time is not exhaustive, they highlight the complex role of the manager in terms of ensuring that the volunteers remain committed and motivated to stay on in the programme. It is the responsibility of the manager to develop an understanding of what altruistic need motivates each individual, through arranging regular contact with volunteers to contemplate what tasks the volunteer should undertake and the role they can fulfill (Claassens, 2004).

2.6.2 Special needs of volunteers

The organization's needs may be the very reason that people are asked to volunteer. In addition, however, the volunteer will have his/her own needs and expectations of the organization. Fisher and Cole (1993) suggest that organizations wishing to attract and

retain volunteers need to be sensitive to the needs that are dominant among those they seek. There are many psychological needs that influence individuals to participate in volunteer activities. Each individual's needs are unique and organizations cannot assume that their volunteers expect to have the same experiences. As volunteers are recruited from diverse groups, managers need to be mindful of the volunteers' differences and sensitive to their needs.

McSweeney and Alexander (1996) identify the first need of a volunteer as the need to experience some personal contact from the organization, for example social events, an open door policy and regular personal contacts with the manager. Another particular need is effective quality training appropriate to equip them for the role they will fulfill. Volunteers want to spend time on training relevant to the service that they originally joined the organization for.

From their experience, Lauffer and Gorodezky (1977), authors of a classic text on volunteering, found that people who offer their services on a voluntary basis, have the following common needs: an outlet for doing good or helping those less fortunate; an opportunity to learn and develop new skills; social satisfaction stemming from interaction with others; and the expression of their social and religious commitments.

Pell (1972) argues that a good manager must understand the psychology of the human being. The manager should have a good knowledge of what a volunteer seeks from their

involvement in the organization. The following factors are particularly applicable to understanding volunteers:

- *The need for recognition as an individual*

Every volunteer wants to be considered as an individual human being and to accomplish this, the manager should know each volunteer by name and be knowledgeable about their family situation and their personal interests.

- *The need for accomplishment*

As they receive no monetary reward for their work, their reward comes from their sense of accomplishment from participating in meaningful activities. The manager should keep the morale high and make each volunteer feel wanted and that their efforts are vital to the team.

- *A sense of belonging*

Wearing distinctive insignia, attending special members-only social activities, recognizing members by awards, help the manager to develop a group of volunteers into a team who feels like an integral part of the organization.

- *The need for fair treatment*

A manager must treat everyone fairly in every way. Fair treatment pays dividends in increased cooperation and consistent efficiency. Good leaders learn to dissolve

or avoid cliques and welcome all volunteers equally to serve and work closely with one another.

- *The need to be heard*

Volunteers who have real or even imaginary grievances need to be encouraged to express them. The good manager should listen to every complaint and should not dismiss it off without giving it some investigation. Feedback should be given to those who are aggrieved.

The needs of individual volunteers may vary, but from the above one can summarize the following needs of volunteers: the need for recognition, personal contact, good quality training, accomplishment, doing good or helping those less fortunate; an opportunity to learn and develop new skills; and the expression of one's social and religious commitment.

Volunteers will be willing to undertake tasks for which they receive no payment, even if these may be unpleasant, but only if their own needs and interests are at least partially met in some way. For the partnership between the volunteer and the organization to succeed, the needs of the volunteer should be recognized and met.

2.6.3 Recruitment and selection of volunteers

The manager is the person who should take primary responsibility for ensuring that the volunteers' needs are met. As indicated an understanding of volunteers' motivation and

needs play an important role in the recruitment and selection of volunteers (Claassens, 2004).

Creative utilization of volunteers is closely related to an effective recruitment and selection process, which implies linking a person who wants to volunteer with the particular organization in need of volunteers. The manager responsible for volunteers should carefully plan the recruitment strategy and process. The very basis of effective volunteer service is created at the time the potential volunteer is first recruited and this makes the recruitment process crucially important. Effective recruitment plays an important role in the quality of volunteer service rendered at organizations. The COC spends one day screening prospective volunteer home based carers. This is to ensure that they understand the work they will be expected to do and that their services will not be remunerated. Screening ensures that the 'right' people are enrolled into the programme. **(See Appendix Four for the COC Screening and Selection Procedure).**

The recruitment process can be divided into two phases:

- **Planning recruitment:** According to Lauffer and Gorodezky (1977) recruiting and screening requires more than just “putting the word out”, placing an announcement on a bulletin board, or placing an advertisement in a newspaper. It requires thinking through the tasks that the organization want to be performed; the kinds of people they need to do the tasks, where the manager might find them, and what the best means of recruitment might be (Lauffer and Gorodezky, 1977).

Volunteers expect excellent volunteer programmes and meaningful jobs (Dunn, 1995).

Pell (1972) goes further saying that the first step any manager must take in planning the volunteer's recruitment is to determine the needs of the organization. S/he should know how many volunteers will be needed and to what type of work they will be assigned. In developmental social welfare services, this is an important step in the process of establishing partnerships between government and civil society, as volunteers form part of civil society.

Labaschagne (1991), Larmer (1996) and Grobbelaar (1980) suggest that volunteers should only be recruited when there are meaningful positions to occupy or roles to play. The tasks need to be defined before the recruitment process is launched. The manager should consider the relationship between the volunteers and the paid staff and any other role-players as part of the planning of the recruitment process (Claassens, 2004).

Fisher and Cole (1993) argue strongly that job design should be as applicable to volunteers as for paid staff. When volunteer roles are described, it avoids any disagreement over responsibilities and the relationship between paid staff and volunteers is ushered in with a promising start. As a result the manager can expect increased co-operation and productivity.

Byron (1974) argues that recruitment is not consciously thought of as part of the training process. However, its initial publicity provides the volunteer with his/her first impressions of the organization and introduces him/her to the need for volunteers and the concept of volunteering. It is important, therefore, that the approach and content of the recruitment be carefully planned in relation to the follow-up procedures for orientating the volunteer.

- **The recruitment process:** Recruitment, according to Schindler-Rainman and Lippitt (1975), entails the following: linking a need for self-actualization with an opportunity for experience; linking a need to learn with opportunities for learning; linking a need to be creative with an opportunity to give the most creative service possible. Larmer (1996) suggest the following steps a manager can take in the recruitment process:

Step 1: Define the job

This step will help the manager to get the right volunteer for the job.

Step 2: Determine the job qualifications

Once the job has been defined, qualifications/skills required to do the job, can be identified.

Step 3: Develop a list of potential candidates

Potential candidates that fit the job description should be listed.

Step 4: Interview the volunteer

This is often the most difficult step, due to a fear of rejection on the part of the volunteer. However, when steps 1-3 are carefully considered, the right person for the job is approached in most cases.

Step 5: Appoint the volunteer

It is now important to summarize the decisions and actions that have been agreed upon. According to Adirondack (1992) volunteers come into an organization in four ways, namely:

- They are recruited to do a specific task defined by the organization;
- They volunteer for the task defined by the organization;
- They offer specific skills, and the organization decides how to use those skills; and
- They volunteer to do anything that needs to be done.

If volunteers are recruited to do a specific job and the position involves considerable responsibility, the procedure should probably be nearly as formal as for hiring a paid worker; if the position is quite straightforward, it is only important to define clearly the tasks involved and the time commitment expected (Adirondack, 1992).

- **Helpful tips when recruiting volunteers:** Larner (1996) and Labaschagne (1991) agree on the following recruitment tips:

- Get all the active volunteers involved in generating new methods for recruitment;
 - Use every available technique – radio, televisions, newspaper, and personal contact;
 - Make the orientation session stimulating and in-depth;
 - Have current volunteers telling their stories of involvement;
 - The best volunteer recruiters are happy volunteers in the organization;
 - Be interested in volunteers as individuals; and
 - Involve volunteers in decision-making.
- **The screening and selection processes:** Once volunteers have been recruited for a specific task, the manager needs to start with a screening and selection process, in order to select the appropriate volunteer for the job. For the purpose of this study, the research facilitator will refer to the screening and selection processes interchangeably.

Lauffer and Gorodezky, (1977) define selection as a procedure whereby the manager determines whether or not a prospective volunteer fits a job or work assignment, and gives a prospective volunteer a chance to evaluate him- or herself against the demands of the job. It provides both the manager and the volunteer with an opportunity to get to know each other before deciding on a match for particular position that involves certain tasks. They further define screening as the initial

evaluation of an individual, intended to determine suitability for a particular volunteer assignment.

Fisher and Cole (1993) state that screening and selection is a multi-faceted process and one of the most important responsibilities of the professional volunteer manager. The identification of the best candidate for a position is key to an organization's attainment of its goals. Selection of the best candidate depends on the volunteer manager's knowledge of the position to be filled, his/her interviewing skills, and his/her ability to match volunteer interests and needs to the available opportunities.

Most organizations require that at least one staff member or the volunteer manager interview the prospect, before a final selection is made. The purpose of the interview is to determine whether this person will be useful to the organization and if so, where the prospect's talents can be best utilized (Pell, 1972). Dunn (1995) states that interviewing seems to be the most commonly used method for matching the volunteers and their jobs. Interviews are structured to facilitate appropriate placement, and they provide volunteers with the opportunity to understand the task and decide whether it is something they really want to and are qualified to do.

From the above-mentioned literature it is clear that the recruitment and selection process benefit both the organization and the volunteer. Recruitment requires deliberating the tasks the manager wants performed, identifying what kind of people

are needed to do the tasks, where they may be found, and what the best means of recruitment might be. The planning of the recruitment process and the needs of the organization are inseparable. There are different techniques and methods of recruitment. Being a selected volunteer for a particular task or position is only the beginning of the volunteering process. Without training, it cannot be expected of a volunteer to perform according to required criteria. Training is one of the integral functions that a manager needs to oversee in an organization (Claassens, 2004).

2.6.4 Training volunteers

Once the volunteer has been accepted by the organization, s/he should be trained in the required areas of performance. Training is the process of helping people become more knowledgeable and effective in the areas that they serve. Training begins with a careful and honest assessment by the manager in order to identify training needs. The manager should ensure that volunteers are given training that makes them competent and confident to do what is expected of them (McSweeney and Alexander, 1996).

Whilst recruitment includes a person to become involved in an organization and selection locates volunteers in appropriate positions, it is the learning process that converts the raw material of human resources into the valuable asset on which every NGO depends (Fisher and Cole, 1993). This describes the essence of training volunteers.

Dunn (1995) defines training as the formal learning process that may be required of volunteers through attendance of workshops, seminars, courses, or on-the-job training.

Many volunteers are eager to sharpen their skills or to learn new skills, and making training available to them can result in improved services. Without proper training, volunteers may not be able to do their assigned tasks well or get the intrinsic rewards they expect. Training helps the volunteer to feel competent in the task that is expected of him/her, and to understand his/her role in the organization. As a result of the effort put into recruitment, orientation and training of volunteers, the manager would like to see retainment of the volunteers.

Schindler-Rainman and Lippitt (1975) suggest that volunteers need to help plan the training so that it will meet their needs. The training should be structured and systematized so that every aspect that the volunteer must learn is covered.

Training itself falls into two groups, in-house or external to the organization. In-house training involves formal events such as arranged lectures and workshops. External training entails that volunteers are trained outside the organization (McSweeney and Alexander, 1996).

Schindler-Rainman and Lippitt (1975) state that for organizations to be viable, they must have an ongoing training plan in place. According to these authors, an ideal training plan might have the following five phases:

Phase 1: Pre-service training. Training of volunteers before commencing with work.

Phase 2: Start-up support. Assistance to the volunteers as they begin their work.

Phase 3: Maintenance-of-effort training. Throughout the volunteer's service, regular times are needed for gaining additional job-related knowledge.

Phase 4: Periodic review and feedback. Frequently in the beginning, less often as time goes by, the volunteers and the manager need to discuss whether goals are being accomplished and how service could be improved.

Phase 5: Transition training. Volunteers have a need to grow, and to assume more responsibility. In order to enjoy their involvement, they must take on additional tasks or see that it can lead to alternative avenues of service.

Byron (1974) underlines the fact that continuous training on the job helps the volunteers to meet each challenge as it arises and to progress in skill and productivity. Effective volunteer training provides for the following:

- Recognition of volunteers as people with skills and experiences of their own;
- Practical training that help volunteers to do their jobs skillfully and immediately;
- Relevant training; and
- Consideration of the volunteer's time commitment when planning training (Labaschange, 1991).

Lauffer and Gorodezky, (1977) mention a very important aspect that the training of volunteers is distinguishable from the training of paid staff. With paid staff much emphasis is placed in their ability to translate the training into enhanced work performance. This is equally true with volunteers but due to the nature of the 'loose working agreement' with volunteers, they are not compelled to apply the training they had received. Volunteers often have different investments in an organization than those of paid staff. The organization does not provide their livelihood. As a rule, volunteers spend considerably less time in the agency than paid staff.

Woods (1981) also argues that training has to deal with the cross-cultural differences that have an impact on getting the job done. In the South-African context, cross cultural differences form an indisputable aspect that needs to be considered when planning training for volunteers. If a volunteer opts to be involved in social development, cross-cultural relationships are inevitable.

2.6.5 Retention of volunteers

It is not enough to recruit volunteers. Retaining them is of equal importance as usually a lot of time and money has been invested in the upgrading and training of them.

Kruger and Schreuder (1999) have identified three general types of factors that might determine continued involvement, namely personal attitude towards volunteerism in general (this can be personal attitude on the part of the volunteer towards volunteerism, or the organization's stance on volunteerism), specific attitudes about particular positions as well as demographic circumstances of the volunteer. Factors that might influence

retention are the extent to which they receive recognitions for their accomplishments, the public acknowledgement they receive, the sense of belonging they experience, fair treatment, and their experience of feeling respected for their integrity. The following are examples of possible rewards that a manager could utilize in order to retain volunteers: prizes, out-of-house conferences, thank you letters, lunches and spread teas, as well as certificates of appreciation (Cnaan and Cascio, 1999).

- **Steps in retaining volunteers:** Schindler-Rainman and Lippitt (1975) provide the following steps that a manager can use to build upon the successful processes of recruitment and orientation, to ensure new volunteers will have long, happy and successful periods of service:
 - Step 1: It is helpful to draw up an individualized plan for the volunteer's on-the-job training, including personal contact with the manager, staff and other volunteers and key role-players of the organization, support and relevant literature.
 - Step 2: Develop a system to reimburse volunteers for travel, luncheons, parking, conference registrations and materials, so that volunteers who do not have great means will continue to give their resources, ideas, time and service.

- Step 3: Be sure to offer them a variety of jobs, opportunities for change and growth, and the chance to move from one task to another.
- Step 4: Provide a place for volunteers to meet socially with the organization.
- Step 5: Build in ongoing reciprocal evaluation.
- Step 6: Find and create new areas of service for volunteers so that they will continue to be challenged.
- Step 7: Enlist their commitment to participate in opportunities for training and support that are provided for them.

McSweeney and Alexander (1996) and Pell (1972) highlight the importance of the following issues in the retention of volunteers:

- Flexibility – Flexibility is required in respect of the volunteer’s contribution and role. An individual’s availability may change in response to his/her commitments, whether family, work or social demands.
- Follow-up – There should be a deliberate policy of following up on volunteers who do not attend, or make contact, for a period of time.
- Derived satisfaction from their participation;
- An opportunity to offer suggestions and feel they are listened to; and

In summary, the retention of volunteers depends on different aspects in the management of the organization. Factors that might influence retention are recognition, accomplishments, public acknowledgement, and a sense of belonging, fair treatment, and experiencing respect for their integrity and continued training. Orientation, ongoing training, recognition, supervision, flexibility and follow-up are important issues in the retention of volunteers (Claassens, 2004).

It is evident that the motivational factors urging people to volunteer are changing from the old emphasis on “doing your citizenship duty” or pure altruism. The motivations to volunteer may include: causing change to happen; self-development and growth; wishing to be with like-minded people; and staying in the mainstream (Schindler-Rainman and Lippitt, 1975). From the above one can conclude that the motivation of volunteers is a complex aspect of volunteering, which should be taken into consideration to ensure effective management of volunteers. The motivation of the volunteer is closely link to his/her need to volunteer and hence, the manager of volunteers should consider the special needs of the volunteers since this will impact on where best to deploy the volunteer.

2.7 GOVERNMENT SUPPORT FOR VOLUNTEERING

Given the diversity of voluntary activities it is not possible to present universal models for its development. What works in one country may not work in another. Volunteering is affected according to cultures and traditions, and more specifically, according to the socio

economic and political climate of a country. Volunteering is a product of its environment and a governmental plan for promoting volunteering in Southern Africa, or Latin America, may not be appropriate for Western Europe or North America. Government support for volunteering may take several forms. The United Nations (UN) Volunteers, (Dingle, 2001) summarizes the six forms:

2.7.1 Developing a strategic approach

In some countries governments develop an overall integrated strategy for promoting volunteering, in partnership with other key stakeholders from health and welfare sectors, (Dingle, 2001). Such strategies might include:

- Establishing a dedicated unit within government for coordinating policies on volunteering and liaising with the voluntary sector.
- Establishing a budget line within government for funding volunteer initiatives.
- Promoting increased involvement of volunteers within the public sector.
- Funding an effective infrastructure within the voluntary sector at local and national levels to facilitate the involvement of volunteers.

Sadly, this is not the case in South Africa. The South African government should consider establishing, funding, promoting and developing a formal, employed National Volunteer Unit whose main objective would be the general oversight of voluntary work in the country. This National Volunteer Unit would become a legislated, legal entity responsible for promoting, funding and coordinating volunteer services in South Africa

so that volunteering is positively modelled and promoted among all sectors of the community.

2.7.2 Raising public awareness

Government may help to raise public awareness about the value of volunteering in the following ways:

- Conducting or funding basic research on the level of volunteering and its contribution to society in social and economic terms.
- Working with broadcast and print media to promote a positive image of volunteering and advertising opportunities for involvement.
- Recognizing the contribution that volunteers make through acknowledging them by developing awards systems applicable to the society.
- Organizing high profile events or ‘day’ to publicize the work of volunteers.

The South African Department of Health does commemorate ‘Volunteers Month’ in September, each year, by focussing on volunteers- the integral role they play in service delivery, and giving out accolades for their efforts. However, in South Africa, there needs to be a comprehensive public relations/awareness campaign aimed at raising awareness and establishing a national, regional, provincial and district data base of volunteers and volunteer organizations.

2.7.3 Promoting youth volunteering

Volunteering is a vehicle for youth to acquire both technical and life skills. Moreover, evidence suggests that people who start to volunteer at a young age continue to do so throughout their lives. Governments have a role to play in promoting volunteering among youth by:

- Promoting volunteering among the education and youth services.
- Developing specific programmes to encourage youth volunteering.
- Developing systems to recognize and accredit volunteering.
- Working with the media and other stakeholders to present a more attractive, up-to-date image of volunteering.

Youth programmes, in the form of Youth Volunteers Open days, or accredited school modules can be introduced to youth at a young age so that they are socialised into the culture of volunteering early in life. In South Africa, for example, it is a prerequisite for a student planning to further a career in medicine to be involved in voluntary community services, in order to be accepted in any medical health training institution.

2.7.4 Establishing an enabling environment

Governments may support volunteering by establishing an enabling legal, fiscal, and policy environment. This may include:

- Legal protection for the establishment and funding of non-profit and voluntary groups. The legal framework for not-for-profit, non-

governmental organizations (“NGOs”) in South Africa consist of four primary tiers. The first legislation looks at Voluntary Associations, Trusts and Section 21 Companies rights to be formed; the second looks at the objectives of the NGO; the third legislation assist the NGO to apply for Public Benefit Organization (PBO) status; and the fourth legislation allows the PBO to receive tax deductible donations. This is contained in the South African NPO Act/1997 12(2) (0).

- Legal assistance to ensure protection for volunteers while on duty. The COC has policies in place protecting the volunteers while on ‘duty’.
- Tax incentives to encourage the establishment and funding of volunteer projects in all sectors of society. The South African Income Tax Act of 1958 provides two major benefits to the not-for-profit sector: tax exemption, for organizations that qualify as Public Benefit Organizations; and donor deductibility, for contributions to those Public Benefit Organizations that carry out certain specified Public Benefit Activities.
- Constant review of new (and existing) legislation with a view to enhancing the benefits, and minimizing the negative impacts of volunteering. This will, in turn, encourage more people to volunteer and donors to donate.

The South African government should make provision for statutory support services for volunteers and volunteer organizations by reviewing legislation to promote the development of such organizations.

2.7.5 Promoting private sector support

Government may encourage the private sector to support volunteering by:

- Developing public/private partnerships that promote the involvement of volunteers.
- Offering tax and other incentives for companies to support their staff in volunteering programmes.

It is important to have a Private/Business Sector Awareness Day, to identify business participation and to identify incentives to such companies. In this way volunteering can be positively encouraged.

2.7.6 Influencing international organizations

Governments should encourage international organizations such as the United Nations and the World Bank to develop their own strategies on volunteering, which might include:

- Interaction with organizations with large volunteer components.
- The involvement of volunteers to carry out their own programmes.
- The development of programmes to encourage their own staff to volunteer.

In South Africa, embassy participation is required by utilizing politicians, ambassadors, and other influential personalities to promote volunteering at conferences and world summits.

In summary therefore, for voluntary organizations to survive, governments should develop policies relevant to their own particular countries. In developing such policies, government should work in partnership with key stakeholders, within the voluntary and private sectors. Governments should avoid the temptation to try and direct volunteering to meet their own ends and should recognise the essential independence of volunteer action.

2.8 CHALLENGES IMPACTING ON PROGRAMMES UTILIZING VOLUNTEERS

Dingle, (2001) describes three factors that challenge volunteering. These are: globalization, relations with the state, and relations with the market.

2.8.1 Globalization

Globalization can be defined as: “the acceleration and intensification of interaction and integration among people and governments of different nations” (Rothenberg, 2003:352). Volunteering is under pressure from the forces of globalization. There is concern that volunteering may be on the decline, fuelled by the reduction in religious attachment and the breakdown of traditional communities and families. Concern has also been expressed that economic retrenchment and cuts in public services place a greater burden on volunteers than before.

In many countries the entry of women into the paid labour market has reduced the availability of volunteers, particularly in the care field. In South Africa, nuclear family

units are rapidly replacing the culture of extended families. These nuclear families have to cushion the hardships of survival, leaving them with little or no time to care for others (voluntarily or otherwise). Migrant labour and extreme poverty has driven women to join the work force. In many instances older siblings are left with the burden of caring for the family. These families are referred to as 'child headed households'. In South Africa we have seen a growth in these child headed households as a result of many children being orphaned by HIV/AIDS.

2.8.2 Relations with the state

Theories of government failure suggest that volunteers step in to fill the gaps left by the withdrawal of the state (Ogden, Esim and Grown, 2004). This raises the concern that governments may be tempted to cut back on public spending in the knowledge that volunteers will "pick up the pieces". Volunteers have long played a role in developing new services in response to human needs – the hospice movements and home based care services for those with HIV/AIDS – are two prime examples. However, there is little evidence to support the notion that volunteering will thrive in the absence of the state. Volunteering tends to benefit more from a healthy public sector. Rather than being a substitute for public services, volunteering compliments and is dependent upon them. In South Africa, with more and more people becoming infected, and subsequently very ill, from HIV/AIDS, conventional health care institutions, such as hospitals and clinics, are not coping with the influx of patients. Often, without state funding and subsidies, many home based care NGOs and hospices have sprung up in order to fashion a response to the HIV/AIDS pandemic.

2.8.3 Relations with the market

In recent years the private sector has developed an increased interest in volunteering. Businesses develop programmes to support staff's involvement in voluntary activities in the community. Such programmes take on a variety of forms. Some employers provide their staff with paid time off to enable their staff to volunteer; some provide financial support or assistance in kind; and some prefer to recognize and support existing staff involvement with NGOs. Whatever the model, employer-supported volunteering increases staff skills, morale and loyalty towards the company and it also enhances the standing of business within the local community. Sadly, this stance often overlaps or competes with rather than works in co-operation with service providers.

2.9 RESPONSIBILITIES OF MANAGING VOLUNTEERS

As society evolves, it impacts on organizations, urging changes from within. The specific roles of volunteers may differ in different organizations, but the challenges for the management of volunteers remain broadly constant. One of the most important challenges is to manage volunteers effectively (McSweeney and Alexander, 1996).

A good team of volunteers is most likely the result of good management and coordination. Organizations need to be mindful of the inherent responsibilities involved in the management of volunteers. Owing to the importance of teamwork, volunteers should be screened and, after a process of selection, be placed in a specific position in order to ensure effective utilization of their skills and abilities. To achieve this, however, volunteers should be managed effectively. Management of volunteers includes several

responsibilities, such as the motivation of volunteers, responding to the special needs of volunteers, paying attention to the recruitment, screening and selection processes; appropriate placement of volunteers; training of volunteers; and developing measures within the organization to ensure their retention. (Claassens, 2004).

Out of experience, McSweeney and Alexander (1996) argue that there are numerous factors to consider when managing volunteers. They believe that organizations will increasingly come to realize that they need to pay more attention to managing volunteers. The success of an organization depends largely on its leaders and their capability to supervise and inspire the people in the organization, even those organizations depending on volunteers as its core component for service delivery. Because the “workers” are not compelled to work; they may terminate their services at anytime they are unhappy, and they may function only at a limited capacity, when not guided properly.

Management, within the context of guiding volunteers, may be defined by specific functions, principles or strategies that are utilized to direct and guide volunteers and their activities and performance. Management is performed by persons within the work setting to promote productivity and organizational goal attainment, and further entails the facilitation of sources of support for good service delivery and the minimization of the effects of those conditions that tend to make the delivery of effective services difficult. These management skills include planning; clarifying tasks; recruitment; orientation; training; support and maintenance; recognition and rewarding of volunteers; as well as evaluation. It is the process of organizing resources to get work done (Claassens, 2004).

There seem to be different types of managers utilized to manage volunteers. Ellis and Noyes in Fisher and Cole (1993) describe three categories of volunteer managers: firstly the member of a volunteer group who is selected to be the leader, secondly a paid employee who supervises volunteers as a secondary responsibility, and thirdly the employee whose primary function is to coordinate the work of volunteers. A manager can thus be a professional, a paid-staff member or a volunteer. The manager's role may be full- or part-time, helping staff to work with individual volunteers. It is the responsibility of the manager and the organization to establish procedures for matters like recruiting, selecting, paying expenses, insurance, and giving grants (Darvill and Munday, 1984).

Pell (1972), McSweeney and Alexander (1996), and Fisher and Cole (1993) describe the responsibilities of the manager of the volunteers as follows:

2.9.1 Recruitment of new volunteers

Especially in organizations that utilize volunteers as part of its core service, the recruitment of new volunteers is crucial to ensure a steady flow of this useful commodity. It therefore, becomes an important ongoing task of the manager to recruit new volunteers. Part of this task would be to advertise the volunteer position as attractively and as widely as possible and to ensure that a database of volunteers is always readily available.

2.9.2 Effective communication

Effective communication is important to retain a lively corps of volunteers. Pell (1972), and McSweeney and Alexander (1996), suggest that managers should meet with groups of volunteers regularly. Using display boards and newsletters is another means of communication. Developing personal contact with the volunteers to retain their interest can obtain effective communication. In organizations that have both paid staff and volunteers, the resulting dynamics between the two groups are affected by the quality of the attention the management gives to an issue. Clear and frequent communication plays an important role in the development of paid-staff/volunteer relationships. This forms an integral part of the responsibility of the manager who is responsible for the volunteers (Dunn, 1995).

2.9.3 Giving support and giving a sense of purpose

It is important for the manager to demonstrate patience and good human relations with volunteers. McSweeney and Alexander (1996), and Fisher and Cole (1993) believe that the manager should give support in the form of general praise and advice; should be someone who listens; or perhaps someone with special skills to resolve a specific issue. The manager should also provide equal opportunities for all volunteers in terms of gender, race, disability and sexual orientation.

2.9.4 Planning by setting objectives, and reviewing the performance of each volunteer

Planning, by determining in advance what needs to be done, makes it easier to slot in volunteers in the appropriate stage of the organizations' development. Although volunteers are not formally employed, often they are tasked to perform important work in organizations, or to represent organizations at different platforms. It is therefore important that volunteers are familiar with the objectives of the organization so that they reflect a true picture of the organization that they are representing.

Performance appraisals of volunteers are just as important as they are for employed staff. Performance appraisals provide useful information on the appropriateness of the placement of the volunteers, how effectively volunteers represent the organization, and what areas in capacity building needs to be addressed.

2.9.5 Being a decision maker and acting as group consultant/negotiator

The manager must also ensure that he/she has the necessary skills to negotiate, as not every task is either easy or popular. Consequently the manager should use negotiation skills to achieve a particular outcome. Another important responsibility of the manager is to maintain records on volunteer activities. Clear records are important in evaluating a program, and the role the volunteer plays, in helping to make decisions about the future. Volunteers should have files for their application forms, job descriptions, supervision reports and similar data (Lauffer and Gorodezky, 1977).

Dunn (1995) also regards record keeping as a necessary action in an organization. When treated as a managerial tool, the records of volunteers yield information that can be used to evaluate individuals, assess programming, and plan for the organization's development. The core of a documentation system is the individual personnel file, which include pertinent medical information, emergency contact numbers, evaluation forms, supervisory records, the job description and awards and other forms of recognition.

2.9.6 Good supervision

Volunteers appreciate good supervision. Without a salary reward system, good supervision requires great skill and genuine compassion to help volunteers remain motivated, and to encourage effort and progress toward greater responsibility (Naylor, 1974). Fisher and Cole (1993) state that organizations that allocate resources to volunteer supervision are assured a significant return on their investment because volunteer retention, customer satisfaction, and paid-staff/volunteer relations are enhanced as a result.

It can be summarized that a manager can either be a volunteer himself or a paid staff member who, on the one hand supervises volunteers as a secondary responsibility, or on the other hand, whose primary function it is to co-ordinate the work of volunteers. Therefore, a manager who manages volunteers is responsible for more than just the administrative aspect of the work. She/he needs to ensure that the management of the volunteer adopts a holistic framework.

SUMMARY

This review has explained what volunteering is and has outlined some of the classic definitions of the term ‘volunteer’ used in this field. It explores the benefits of volunteering, which were: to help create a stable and cohesive society, adds value to the services that governments provide, and de-alienates groups of people. For people to be classified as volunteers, they are expected to fulfill certain criteria. The criteria identified in this literature review were: activities undertaken were not primarily for financial gain, activities undertaken were of the individual’s free will, and activities that were undertaken to benefit a third party as well as the individual who volunteers.

The literature highlighted important issues pertaining to the utilization of volunteers. Some concerns outlined were: the ethical dilemma of using volunteers as a cost saving measure, and the exploitation of volunteers. On a more positive note, the utilization of volunteers empowers them with skills and training opportunities, which in turn assists them in securing employment and being meaningfully occupied.

In summary the motivations of volunteers as identified in the reviewed literature were: altruistic reasons - where volunteers offer a service in response to their intrinsic value of helping those in need, and for their personal enhancement of being able to learn new skills. Special needs of volunteers focused on the volunteers’ need for recognition as an individual, the need for accomplishment, a sense of belonging, a need for fair treatment, and a need to be heard. Recruitment and selection of volunteers implied appropriately matching volunteers to appropriate tasks to ensure that their term as volunteers were

mutually beneficial to them and the organization; training volunteers – by engaging them in a formal learning process that required them to attend seminars, workshops, or on the job trainings where new skills were acquired resulting in improved service delivery; and retention of volunteers – by being sensitive to the volunteers’ needs for recognition, public approval, respect, and acceptance volunteers can successfully become long serving members of organizations if organizations develop systems to reimburse them, offer volunteers a variety of job options, provide a place for volunteers to socially meet with the organization, conduct ongoing reciprocal evaluations, find and create new areas of service for volunteers so that they will continue to be challenged, and to enlist volunteers’ commitment to participate in opportunities for training and support provided by the organizations.

The review also highlights the South African government’s support for volunteers by developing a strategic approach to volunteering, raising public awareness, promoting youth volunteering, establishing an enabling environment for volunteering, promoting private sector support, and influencing international organizations to support and encourage volunteering by making it a global programme.

The review drew attention to the following challenges impacting on programmes utilizing volunteers: globalization; relations with the state – rather than being a substitute for public services, volunteering complements and is dependent upon the state; and relations with the market – where businesses develop programmes to support staff’s involvement in voluntary activities in the community.

The gaps in the literature are acknowledged and summarized as follows: sources of literature utilized were old due to not many recent research publications in this field being available; the literature gives inadequate attention to the special needs of impoverished volunteers; research in the field has largely been 'top down' rather than involving volunteers specifically; and many of the resources quoted were Euro centric, which invariably is not reflective of the African situation.