The management of volunteers – What can human resources do? A review and research agenda

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Abstract

There is an increasing interest from scholars and practitioners in understanding how non-profit organizations can design and implement human resources (HR) practices to enhance desirable volunteer attitudes and behaviors. This paper presents a comprehensive overview of existing studies on the relationship between HR practices and volunteering outcomes. We use the ability-motivation-opportunity model (AMO) as a guiding framework to systematically integrate current knowledge on this topic. We identify gaps in existing research and offer detailed suggestions on how scholars can further enhance knowledge on how HR practices can lead to beneficial outcomes for both volunteers and non-profit organizations.

Keywords: HR practices, AMO model, volunteering, non-profit organizations, review

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Introduction

Volunteers make up a key component of the human resources (HR) of non-profit organizations today. With governments around the world cutting costs and reducing public spending, non-profit organizations now face mounting pressures to implement modern HR management practices not only with regards to their paid staff, but also in the management of their volunteers (e.g., Cuskelly, Taylor, Hoye, & Darcy, 2006). Volunteers are often said to be the backbone of non-profit organizations, and although they tend to perform their duties out of care and concern for the beneficiaries of the non-profit organization, HR likely has a key role to play in facilitating their engagement, commitment and performance. Whereas non-profit organizations have, in the past, focused on advancing and implementing their vision for the future, they are beginning to acknowledge the importance of implementing a more professional approach to the management of volunteers in order to realize that vision.

The increasing emphasis on the professional management of volunteers in practice is paralleled by a growing body of research that suggests that HR practices have the potential to influence important volunteer outcomes. Much of this research implies that HR practices that have been developed in the paid context are transferable to those in the unpaid context; for instance, research has revealed the potential for HR practices to positively impact volunteers' satisfaction with their role (Fallon & Rice, 2015), commitment to the organization (Newton, Becker, & Bell, 2014), and their intent to remain volunteers (Millette & Gagné, 2008).

Notwithstanding, there is reason to believe that there are unique differences between volunteers and paid staff. Unlike paid employees, volunteers do not receive monetary compensation for their work and consequently, non-profit organizations lack the formal reward and power structures to influence volunteer behavior. Hence, non-profit organizations

rely on the ‘rewarding experience of volunteering’ to enhance the motivation of volunteers. Whereas paid employees are embedded in the organization’s hierarchy with policies and procedures, volunteers benefit from greater independence in how their work is carried out. Although some non-profits also provide role descriptions for volunteers, the majority of volunteers are flexible in how they interpret their role. Further, paid versus unpaid staff often bring with them different values, attitudes and motivations. Research has demonstrated that regardless of holding the same job role, volunteers were more motivated by social interaction with others and by the opportunity to contribute towards achieving the non-profit’s mission (Pearce, 1983). They also differed with regards to the intrinsic needs that were most relevant in influencing their attitudes and behaviors (Boezeman & Ellemers, 2009).

While HR practices have the potential to positively influence the volunteer experience, the differences between volunteers and paid staff make it unlikely that HR practices designed and implemented in a paid context can be readily transferred to volunteers. A comprehensive review of studies exploring the relationship between HR practices and volunteer outcomes is therefore timely as it helps to understand the specific challenges and research gaps associated with HR in the volunteering context, and contributes to our knowledge in a number of ways.

First, research on the effect of HR practices on individual and organizational outcomes is fragmented and disjointed. Researchers from disciplines such as human resource management (e.g., Saksida, Alfes, & Shantz, 2016), organizational behavior (e.g., Boezeman & Ellemers, 2009), sociology (e.g., Wilson, 2000) and non-profit management (e.g., Vantilborgh et al., 2012) have carried out studies on HR and volunteering, with little integration between these parallel streams of research.

Second, there is a lack of conceptual framing and theoretical anchoring that might help us to understand the potential for HR practices to attract, engage, and retain volunteers. Although there are pockets of theory building on the influence of HR practices in the non-

profit sector (e.g., Millette & Gagné, 2008; Saksida et al., 2016; Wilson, 2012), current knowledge needs to be developed further in order to paint an up-to-date picture of research in this area.

Third, the majority of research to date has explored how individual HR practices such as recruitment (e.g., Bennett & Kottasz, 2001), learning and development (e.g., Newton et al., 2014), or job design (e.g., Neufeind, Güntert, & Wehner, 2013) influence volunteer outcomes without questioning whether HR practices may exert a synergistic impact on volunteers. Indeed, HR practices can act as bundles that are interconnected and therefore mutually reinforce each other (MacDuffie, 1995). A review paper is a step toward this end, as it enables researchers to view the constellation of prior research through an HR-focused organizing lens.

We chose to use the ability-motivation-opportunity (AMO) model as an organizing framework to summarize the current state of research on HR and volunteering and outline connections that exist between the variety of different studies on this topic. The AMO model proposes that organizations are best served by an HR system that attends to employees' *ability* (A) to carry out role requirements (i.e. recruitment, selection and training), their *motivation* (M) to engage in discretionary effort (i.e. formal and informal rewards), and by creating *opportunities* (O) for employees to contribute (i.e. job design, teamwork, and positive social interactions at work) (Lepak, Liao, Chung, & Harden, 2006; Purcell, Kinnie, Hutchinson, Rayton, & Swart, 2003). The AMO model has been widely used to explain the relationship between HR and performance (Jiang, Lepak, Hu, & Baer, 2012), with researchers paying specific attention to the processes through which HR practices exert their influence. Since its inception, several authors have used the AMO model to observe employees' attitudes and behaviors as a result of applied HR practices (Kehoe & Wright, 2013; Liao, Toya, Lepak, & Hong, 2009). The AMO model provides a useful way of

categorizing HR practices according to the mechanisms they induce in employees, and has been applied across a variety of different settings. Because of its universal nature, we suggest that the AMO is an appropriate framework to categorize existing research on HR in a volunteering context, and we will provide a deeper reflection on the usefulness of the AMO model as part of our synthesis.

Identification of Studies

The first criterion for inclusion in our review is that papers must focus on the management of volunteers in non-profit organizations. Volunteering is a specific form of helping activity. As suggested by Penner (2002, p. 448), it is defined "… as long-term, planned, prosocial behaviors that benefit strangers and occur within an organizational setting." This definition includes several noteworthy components. First, volunteering relates to planned activities (Rodell, Breitsohl, Schröder, & Keating, 2016; Wilson, 2000), as opposed to spontaneous helping (e.g., helping a survivor of a car accident). Second, volunteering suggests that individuals regularly invest some time and effort by engaging in prosocial behaviors (Wilson, 2000). This is in contrast to other types of helping behaviors such as one-time helping (e.g., selling cakes at the 25th anniversary celebration of the local football club). Third, volunteering takes place within an organizational context in that individuals carry out their volunteering activities within a formal context (Rodell et al., 2016). This differentiates volunteering from informal helping (e.g., helping an elderly neighbor with shopping) or private helping (e.g., caring for an elderly family member).

To collect studies to inform this review, we undertook a scientific database search using a series of keywords in order to develop a database of previously published research. The search was limited to scholarly articles and focused on studies which explored the impact of HR practices on attitudinal, behavioral intentions and behavioral outcomes. Although strategic HR scholars have increasingly explored the relationship between HR practices and

well-being outcomes (Shantz, Arevshatian, Alfes, & Bailey, 2016; Van De Voorde, Paauwe, & Van Veldhoven, 2012) and volunteering enhances individual well-being (e.g., Alfes, Shantz, & Bailey, 2016) we purposefully did not include studies on well-being. The databases covered in this search included *Business Source Premier, JSTOR, Emerald, Sage,* and *Science Direct*; journal-specific searches were undertaken with a number of selected journals including *Human Resource Management, Human Resource Management Journal,* and *International Journal of Human Resource Management*. From this list, we removed articles that focused on corporate volunteering, as the primary emphasis in those studies is not on non-profit organizations. We also omitted articles that focused on HR practices in a non-profit context that were designed to benefit only paid employees or the public (i.e. training programs) and those few studies which adopted a purely macro-level perspective, where HR practices and volunteer outcomes where rated by one representative of the non-profit organization. Additionally, we did not include studies that described an HR practice that is directed toward volunteers but did not include information on volunteers' responses to it, or their behaviors associated with it.

Before reviewing the remaining articles, the research team developed an organizing framework that showed a list of HR practices which previous studies had classified as A, M or O-enhancing practices (e.g., Gardner, Wright, & Moynihan, 2011; Jiang et al., 2012; Subramony, 2009). Two of the researchers subsequently categorized the HR practices described in each article according to this list as A, M, or O-enhancing practices. The results were compared and discrepancies were discussed among the research team. Studies which examined HR practices that fitted into more than one of the three categories were discussed in each of the relevant sections. In doing so, the AMO model provides a comprehensive perspective to organize the research literature on the influence of HR practices on outcomes of interest to both volunteers and non-profit organizations.

The AMO Model

The following section presents the results of our literature review. In each section we present the studies that focused on HR practices belonging to the three different dimensions. We have included an overview of the articles and our categorizations in Table 1.

(INSERT TABLE 1 AROUND HERE)

Ability-Enhancing HR Practices

HR practices that enhance volunteers' *ability* are those that provide volunteers with the necessary competencies or skills to successfully complete tasks. Ability-enhancing HR practices include recruitment, selection, training, and development; they enable non-profit organizations to ensure that volunteers have the requisite knowledge, skills and abilities to support the organization's mission in line with its values and culture (Rogers, Jiang, Rogers, & Intindola, 2016).

The *recruitment and selection of volunteers* enables non-profits to meet one of their main challenges – identifying the people who are most likely to volunteer for a specific cause, attracting them, and keeping them loyal (Randle & Dolnicar, 2012). The aim of recruitment is to attract a small number of suitable applicants quickly and inexpensively, and it typically involves drafting and publicizing advertisements via common media outlets such as local newspapers, specialist publications, websites dedicated to promoting volunteering, and inviting current volunteers to invite friends, family and colleagues to volunteer (Broadbridge & Horne, 1996; Whithear, 1999).

Although recruitment looks very much the same in non-profits as it does in for-profit firms, selection, on the other hand, is quite different in the non-profit sector. Wilson and Pimm (1996) stated that selection of paid staff involves selecting one applicant above at least

one other, whereas with voluntary posts, selection is a question of whether a volunteer fits into the structure and is able to carry out the work involved. As a result, the selection process tends to be less structured in the non-profit sector. Another differentiating factor is that selection methods may, in some cases, act as a deterrent to recruits because of the nature of volunteering. Potential volunteers may find it presumptuous of non-profit organizations to question them when they are freely offering their time and skills (Wilson & Pimm, 1996). Notwithstanding, some traditional selection tools are often used, including application forms, reference checks, and interviews, albeit with far less frequency than in the for-profit sector (Lynch & Smith, 2009).

The recruitment and selection of volunteers is of paramount importance, given the increasingly episodic nature of volunteer participation (Snyder & Omoto, 2008). Non-profit organizations that could once rely on a steady, loyal team of volunteers are challenged by a consistent need to recruit new individuals to their volunteer ranks. Indeed, volunteers themselves lament that recruitment and selection are the biggest challenges facing non-profit organizations today (Rogers, Rogers, & Boyd, 2013). Our review of the literature shows that research has tended to focus on these ability-enhancing practices from, what we call, a motives-based, matching values, or loyalty perspective.

The motives-based perspective implies that in order to effectively recruit volunteers, it is important to understand potential volunteers' motives for volunteering in the first place. An understanding of what drives individuals to volunteer is important, as it allows non-profit organizations to target their recruitment activities to the profile, motives, and preferences of potential volunteers. Clary and Snyder (1999) pointed out that persuasive messages motivate people to initiate volunteering activities if such messages are tailored to the specific motivations important to the recipients of the messages.

Although several inventories to assess volunteering motivations have been developed (e.g., Clary et al., 1998; Omoto & Snyder, 1995; Reeder, Davison, Gipson, & Hesson-McInnis, 2001), the most well-known framework for assessing volunteer motives is the Volunteer Functions Inventory (VFI), developed by Clary et al. (1998). They differentiated among six motives for volunteering: *Values* – need to act in an altruistic way and help others; *Understanding* – need to have new learning experiences and the opportunity to practice new knowledge, skills and abilities; *Social* – need to be with friends or engage in an activity that others consider important; *Career* – need to build career-related skills and abilities which may serve to enhance one's career; *Protective* – need to reduce feelings of guilt over being more fortunate than others; and *Enhancement* – need for personal growth and development. Individuals may decide to volunteer for several motives and these motives may also change over time (Okun & Schultz, 2003; Omoto, Snyder, & Martino, 2000).

The value motive has received the most research attention. It is common to most existing inventories to assess volunteer motives, and it is not only endorsed as a valid motive by most volunteers, it is often regarded by them as the most important motive (Allison, Okun, & Dutridge, 2002; Chacon, Perez, Flores, & Vecina, 2011; Omoto & Snyder, 1995). This body of research shows the benefits for non-profit organizations whose volunteers are motivated by this motive; they attend their shifts more regularly (Harrison, 1995; Penner & Finkelstein, 1998), engage in more volunteer activities (Finkelstein & Brannick, 2007; Plummer et al., 2008), provide more help to beneficiaries (Clary & Orenstein, 1991), are more engaged in their volunteer tasks (Shantz, Saksida, & Alfes, 2014), and devote more time to volunteer work (e.g., Allison et al., 2002; Finkelstein, 2008; Greenslade & White, 2005; Okun, 1994).

Although there is very little research that has directly examined the link between recruitment for this motive (or others), most researchers who study volunteer motives recommend that non-profit organizations should design recruitment advertisements that tap

into the value motive to attract and select a wide range of individuals. In one of the few studies to actually test this hypothesis, Bennett and Kottasz (2001) manipulated recruitment advertisements to be either egoistically versus altruistically (i.e. value motive) focused. They found that less altruistically inclined people responded more positively to recruitment advertisements which emphasized material and emotional benefits of volunteering; individuals with high altruism were more attracted by the altruistic recruitment messages. Although this study is laudable, it is limited in that they examined only two motives, and the study suffers from methodological limitations. A more rigorous methodology would be the use of the experimental method. Furthermore, research is also relatively silent on how to design recruitment advertisements based on motives for volunteering or other characteristics, such as age (Lancee & Radl, 2014; Okun & Schultz, 2003; Sundeen, Raskoff, & Garcia, 2007).

The second approach, the matching approach, focuses on the match between volunteers' motives and the volunteering environment. Clary and Snyder (1999) suggested that doing so encourages sustained participation over time, and volunteers whose motivations are fulfilled by the context are more satisfied. In support of this, Okun and Schultz (2003) focused on the relationship between volunteer motives and volunteer age using a sample of 523 volunteers from an international housing and homelessness organization. They found that as volunteers age, they become more motivated to volunteer for social reasons, and less for career and understanding reasons. Although they suggested that recruitment advertisements should match the age profile of volunteers, this was not tested in their study.

Other research from this perspective does not define the specific motive to volunteer, but instead examines person-organization value fit, or the extent to which a volunteer perceives that his or her values are congruent with the values of the organization, regardless of what the values are. Newton and Mazur (2016) examined the relationship between person-organization

values fit and work attitudes among both volunteers and paid employees of a non-profit organization in Australia. Their analyses revealed that for paid employees, the relationship between value congruence and positive work attitudes was positive, and the relationship was explained by the importance that employees attribute to the same values of the organization. Volunteers, on the other hand, sustained positive work attitudes regardless of their value congruence, "except where person values are in excess of organization values" (2016, p. 19). Hence, organizations that recruit and select volunteers who believe that their own values are stronger than the organization's values are likely to have volunteers with poorer attitudes toward their volunteer tasks. Although their research hints that matching values with the recruitment message might positively influence recruitment outcomes, the direct link is untested in their research. There is only one study, to our knowledge, that has directly tested this proposition. Using an experimental methodology, Clary, Snyder, Ridge, Miene and Haugen (1994) found that participants responded more favorably to matched, versus mismatched messages.

Three questions arise from the recommendation to match volunteers' characteristics to recruitment messages. The first is whether embedding multiple motives (rather than fewer) within recruitment messages will lead to better outcomes (Hager & Brudney, 2011). A second question is whether emphasizing the value motive is sufficient. Although research states that the value motive tends to be most salient, not all volunteers are primarily motivated by it (e.g., Coyne & Coyne, 2001), and instead, it might be worthwhile for organizations to develop a "recruitment niche" (mapping the profile of "ideal" volunteers) (King & Lindsay, 1999; King, 1999) and tailoring messages that resonate with the niche. A third question is whether emphasizing some motives (i.e. career or self-protective) may have a detrimental impact on volunteering outcomes (see Dwyer, Bono, Snyder, Nov, & Berson, 2013; Stukas, Hoye, Nicholson, Brown, & Aisbett, 2016a; Stukas, Snyder, & Clary, 2016b).

The third perspective is what we call the loyalty approach. The underlying premise is that recruitment campaigns for non-profit organizations must carefully consider what or who to emphasize in terms of loyalty. For instance, non-profit organizations can emphasize the organizational mission and values, or specific programs or activities that volunteers carry out. A study of 652 volunteers of a non-profit organization showed that volunteers are more attached to their specific program, than to the non-profit organization as a whole (Hustinx & Handy, 2009). Although untested, the authors claim that their results might have important implications for recruitment and selection strategies in large non-profit organizations with multiple locations and programs. In particular, they recommended that organizations should use specific information and characteristics of programs to match volunteers to specific programs rather than using the overarching mission of the organization (Hustinx & Handy, 2009). Another choice is to emphasize the organization versus the people who work within the non-profit organization; Lee and Olshfski (2002) found that volunteer firefighters were more committed to their organization, whereas paid firefighters were more committed to their supervisors. Extrapolating from these findings, they asserted that paid staff might be more responsive to recruitment messages at the individual level, whereas emphasizing the organization's mission and values ignites volunteers' interest.

Relative to recruitment practices, there is far less research on the *selection* of volunteers. However, from what little research there is, it appears that selection may be an important step in ensuring high performance and retention of volunteers. For instance, Hager and Brudney (2011) found that screening and matching volunteers to appropriate assignments was positively related to volunteer retention across charities in the US. However, Lynch and Smith (2009) found that a lack of formal guidelines meant supervisors of a UK charity generally conducted the entire selection procedure without specialist HR advice, which led to informalities and subsequent inconsistencies in how selection processes were carried out.

This finding is consistent with qualitative research of sports clubs in Switzerland which casts doubt that there is always a strategic orientation taken to recruitment and selection (Schlesinger, Klenk, & Nagel, 2015). A strategic, top-down orientation to recruitment and selection may not be necessary in all situations. O'Toole and Grey (2016) examined "thick volunteering" at the Royal National Institute of Lifeboat Institution and found recruitment, selection and training practices were informal yet highly rigorous, which then created even more motivation to volunteer, solidarity among the volunteers themselves, and a stronger sense of identity with the organization.

Volunteers can only perform their tasks effectively if they possess the necessary knowledge and skills. In this context, another important ability-enhancing practice in the AMO framework is *training and development*. Continuous and systematic training allows volunteers to develop the necessary skills to perform their volunteer activities. Despite the importance of training for improving performance, very few studies have examined this relationship (see Grossman & Furano, 1999).

Conversely, research on the relationship between training and commitment and/or retention is far richer. For instance, research shows that training facilitates the commitment and/or retention of volunteers of Australian rugby clubs (Cuskelly et al., 2006), Spanish social and ecological non-profit organizations (Hidalgo & Moreno, 2009), a wide range of Australian non-profits (Newton et al., 2014), bereavement volunteer programs in the US (Grossman & Furano, 1999), human and environmental organizations in the US (Tang, Morrow-Howell, & Hong, 2009), New Zealand sports volunteers (Allen & Shaw, 2009), Irish elderly volunteers helping youth to read (Devaney et al., 2015), volunteers of a UK-based religious non-profit organization involved in international relief and development efforts (Saksida et al., 2016), a range of US (Hager & Brudney, 2011; Jamison, 2003) and Spanish charities (Hidalgo & Moreno, 2009), and volunteer emergency response workers in the UK

(Waikayi, Fearon, Morris, & McLaughlin, 2012).

Some attempts have been made to go beyond the direct relationship between training and development and outcomes of relevance to non-profit organizations by examining whether the value of training and development depends on a volunteer's motives for volunteering. For instance, Newton et al. (2014) found that volunteers with an understanding motive (the motivation to learn something new from volunteering) had higher levels of commitment when they were provided with learning and development opportunities, compared to volunteers with a weaker understanding motive. They also found that volunteers with strong career motives for volunteering reported significantly lower levels of intentions to stay; one explanation for this is that individuals with career motives, looking to gain skills, are likely to move to paid jobs once those skills are gained. Cuskelly et al. (2006) also examined the joint effect of training and motives; they found that intentions to remain volunteering for the non-profit organization are only moderately affected by the value motive; training and development play a far stronger role than the value motive in influencing volunteer retention.

Other research has tried to unearth why training and development leads to higher retention. Saksida et al. (2016) examined the extent to which the provision of training and support from paid staff led to organizational commitment. They argued that when volunteers have high role mastery, competence and confidence in their role, they are more likely to contribute and internalize the organization's mission and form an attachment to it. The study revealed that training facilitated role mastery and consequently fulfilment of the volunteers' role. Other research has identified the mediator as culture change. In a description of a training program for a women's oriented non-profit organization (Dress for Success), the trainer, Groff (2006) discussed how diversity training led to a culture shift within the non-profit organization, which was beneficial to both volunteers and the non-profit organization. This resonates with the findings of a study carried out in Australia by Costa et al. (2006) who

found that the more that volunteers felt that they were able to share their experiences and opinions during training, the greater their sense of community whilst volunteering.

Although the bulk of research shows that training has positive attitudinal effects, there is less information on the extent to which training assists volunteers in performing well in their tasks. An additional limitation to the current body of research is on the content of training. Vantilborgh et al. (2012) reported that volunteers distinguished between induction training and specific workshops for experienced volunteers, and that a lack of either was de-motivating. Moreover, research has all but ignored the possibility that an increase in training may create an unnecessary burden on non-profit administration, especially in a context in which volunteering is becoming increasingly episodic. This potential "dark side" to increasing levels of training may cause prospective volunteers to find training as an unnecessary waste of resources, or presumptuous on the part of non-profit organizations to require completion of training in order to undertake volunteer activities. For instance, Hartenian (2007) noted that some volunteers complained that the non-profit organization provided too much training, and concluded that training is not a worthwhile investment, especially considering that volunteers can easily discontinue their service.

Motivation-Enhancing HR Practices

The issue of *motivation* is fundamental to the AMO model and to HR research in general. One enduring topic in motivation is the distinction between intrinsically and extrinsically motivated behaviors (Deci, 1971; Deci & Ryan, 2000). Intrinsic motivation refers to actions undertaken because they are inherently interesting and/or satisfying. The object therefore, resides in the behavior itself, and engaging in the behavior is enjoyable and can be characterized as a form of self-expression (Amabile, 1993). Conversely, extrinsically motivated behaviors are those that are performed to obtain a separable outcome. The activity

is engaged with in order to gain a particular reward that holds some instrumental value (Ryan & Deci, 2000).

Our review of the literature identifies a number of ways that research has investigated intrinsic rewards. Some studies report on the enjoyment volunteers gain from participating in the volunteer activity itself (e.g., Allen & Shaw, 2009), but most of the research in this area emphasizes the meaningfulness that volunteers glean from understanding how their efforts make a difference to others. For instance, when volunteers fulfil their need to help others, they spend more time volunteering (Finkelstein, 2008) and report lower turnover intentions (Valéau, Mignonac, Vandenberghe, & Gatignou Turnau, 2013). These studies suggest that the perception of making a difference is a rewarding experience for volunteers. Overall, one of the strongest rewards resulting from volunteering is a feeling of being able to help others, which leads to feelings of personal fulfilment and satisfaction (Stukas et al., 2016b). Although this research has taken the field a long way in understanding the intrinsic motivations of volunteers, the bulk of research has focused on just a few intrinsic motivators (e.g., generativity, self-transcendence values, universalism, benevolence, principle-ism, etc., see Stukas et al., 2016b for a review) and has failed to distinguish whether the meaningfulness gained from volunteering is focused on the work itself (i.e. volunteer engagement with tasks) or the belief that they make an impact on the beneficiaries of their activities.

Aside from intrinsic rewards, research has also examined the influence of *extrinsic rewards* on volunteer motivation. Although it may seem at first glance counterintuitive that volunteering can be an extrinsically motivated behavior, more than half of Clary et al.'s (1998) functional motives are extrinsic (Finkelstein, 2008) and there is a growing body of research which shows that volunteering can be an extrinsically motivated behavior. For instance, Nichols and Ralston (2012), in a qualitative study in the UK, identified personal

status and identity, being provided with structured time, sharing experiences outside the family, dedicating time for a higher purpose and enforcing regular activity as important rewards that volunteers receive.

Vantilborgh et al. (2012) found that volunteers in Belgium value a number of extrinsic rewards, including recognition such as "thank-you events" and opportunities for social interaction so as to create a positive atmosphere where volunteers can develop friendships with others.

Likewise, Fallon and Rice (2015) found extrinsic rewards to be important. They compared paid employees and volunteers in an emergency services organization in Australia and found that support and recognition was a stronger predictor of job satisfaction and intention to stay for volunteers, relative to paid employees. They argued that support and recognition from the volunteer supervisor reflects the 'symbolic payment' that volunteers receive for their engagement in tasks, and although untested, they suggested that it may encourage them to remain in the organization more so than paid staff.

A number of studies corroborate this claim. Indeed, personal and public recognition of volunteering has been empirically linked to positive outcomes for the volunteer and non-profit organization among older adult volunteers in human services organizations (Tang et al., 2009), top internet sites' contributors, but not lower-level contributors (Restivo & van de Rijt, 2014), and a range of non-profits in the art, environment, community, welfare, health, youth, emergency services, religion and other sectors (Stirling, Kilpatrick, & Orpin, 2011). In addition to the recognition of their contributions, research has also found that event volunteers in the UK are motivated by the quality of interpersonal relationships and clear communication of what is expected of them (Nichols & Ojala, 2009).

Further studies focused on the reward preferences of volunteers in non-profit organizations. Phillips and Phillips (2010), for instance, examined which rewards were

considered most desirable among volunteers in a US charity. The authors divided potential rewards for volunteers into two groups, tangible and intangible rewards. Intangible rewards such as feelings of satisfaction and ability to improve the community, had higher ratings than any of the tangible rewards. Among the tangible rewards however, a thank you note, a free cookie and opportunity to meet new people outscored other incentives with a financial value, such as movie tickets or a free meal. The results suggest that although volunteers do not generally work in the hope of receiving a valuable or costly benefit, they do display preferences among the various rewards available. In another study the authors (Phillips & Phillips, 2011) argued that volunteers were motivated by a mix of altruistic and more self-serving motives. They suggested that individually-tailored rewards were more efficient than generic ones and concluded that non-profit organizations should avoid treating volunteers as a homogeneous group.

Whereas some research has shown positive outcomes of extrinsic motivators, other research has revealed that some extrinsic motivators can backfire. For instance, one study examined students' motivation to volunteer as mentors. Students exposed to an advertisement promising a small monetary reward were less likely to volunteer as peer mentors than those exposed to an advertisement promising no reward (Anghelcev & Eighmey, 2013). Tang et al. (2009) found that the use of stipends to motivate low-income older volunteers was negatively associated with volunteer retention.

However, other research shows that providing tangible extrinsic motivators such as stipends may not always lead to negative outcomes. For instance, Cnaan and Cascio (1998) found that volunteers in a human services organization in the US dedicated more volunteering hours when provided with free medical services and free meals. Similarly, Stirling et al. (2011) found that not paying volunteers out of pocket expenses for meals, gas or transport was negatively associated with volunteer retention. Carpenter and Myers (2010)

found that firefighters who were provided with a small stipend had increasing call response (higher performance), however, for firefighters who were concerned with their personal image, this effect had a zero net effect, suggesting that monetary rewards can discourage prosocial behavior among those who care about being perceived as altruistic by others. Hunter and Ross (2013) examined a government-initiated program in South Africa that includes stipend-paid volunteering. Although the volunteers' initial motivations were extrinsic, later their volunteerism was sustained by intrinsic motivations. Questions, however, remain regarding whether such government policy is a "euphemism for low-paid work."

Despite the general consensus that intrinsic rewards play a central role in motivating volunteers, this review highlights a range of extrinsic rewards used to motivate volunteers. Interestingly, whereas some research has presented evidence that certain extrinsic rewards lead to positive outcomes, other research shows just the opposite. This points to the important role of moderators in understanding the link between rewards and volunteer outcomes – under what conditions do extrinsic motivators lead to desirable outcomes? Research on HR in the non-profit sector has also ignored the reality that volunteers are motivated by a complex mix of extrinsic and intrinsic rewards (Bruno & Fiorillo, 2012). An exception is a study by Fiorillo (2011) who found that monetary rewards positively influenced the decision to volunteer, and importantly, extrinsic rewards did not crowd out intrinsic motivation but instead, those who were most likely to volunteer were both intrinsically and extrinsically motivated. Notwithstanding these important results, it is unclear from current research how non-profit organizations can strike the appropriate balance to stimulate volunteers to perform their tasks effectively and remain long-term in the organization.

Opportunity-Enhancing HR Practices

Even if individuals have the ability and are motivated to perform their tasks, organizations still need to provide them with suitable *opportunities* to use their skills and fulfil their motivations if they want to sustain volunteer engagement (Lepak et al., 2006). In this context, opportunity refers to a volunteering environment that empowers volunteers and provides the necessary support and avenues for individual expression (Boxall & Purcell, 2008).

Opportunity-enhancing practices play a specific role in the volunteering context. Compared to paid staff, volunteers are more motivated by social interactions with others and by an opportunity to contribute towards achieving the non-profit's mission (Pearce, 1983). Opportunity-enhancing practices tap into those motivations and therefore have the potential to foster a stronger identification between volunteers, their work, and the organization.

Paid staff and volunteers also differ in the extent to which their work is structured, as volunteers benefit from, and search for greater independence and flexibility in carrying out their roles. Opportunity-enhancing HR practices have the potential to increase volunteers' feelings of competence and enable them to take ownership of the tasks they are assigned to, thereby triggering positive volunteer reactions.

Our literature review has shown that in a volunteering context, studies have explored how opportunity-enhancing HR practices can be implemented with regards to three HR practices in particular: the *tasks* volunteers carry out, the *support* they are given in their immediate volunteering environment, and the *involvement* of volunteers in the non-profit organization.

Research on *task* features typically rely on the job characteristics model (Fried & Ferris, 1987; Hackman & Oldham, 1975; Morgeson & Humphrey, 2006), which is based on the assumption that enriched jobs – ones that contain high levels of skill variety, task identity,

task significance, autonomy and feedback – provide volunteers with opportunities to use their skills and motivation because they create space that enables performance. Although the job characteristics model has been extensively applied in workplaces with paid staff, only a handful of studies, to our knowledge, has examined job design in the context of volunteers.

Dailey's (1986) study was one of the first to examine the impact of job characteristics individually on the organizational commitment of volunteers, demonstrating that autonomy and feedback were specifically relevant in influencing volunteer political campaign workers' level of commitment. Schroer and Hertel (2009) examined the effect of job design on volunteers engaged in an unpaid German Wikipedia project. They found that job characteristics influenced volunteers' satisfaction and time spent volunteering, the latter effect being partially mediated by intrinsic motivation. Among the job characteristics, they found that autonomy, task significance and skill variety contributed most strongly to task performance.

Millette and Gagné (2008) examined the impact of an index of enriching job characteristics (the Motivation Potential Score) on satisfaction, intention to leave, and supervisory-rated task performance of volunteers in Canada. They found that volunteers with enriched roles were more satisfied with the work that they carried out and had higher levels of supervisory-rated performance. There was no significant relationship between job design and turnover intentions. In contrast, a study by Hidalgo and Moreno (2009) showed a positive relationship between positive job characteristics (a combination of eight dimensions including autonomy, task variety and significance) and intention to remain. A potential moderator was identified by Neufeind et al. (2013). Using a sample of 280 volunteers of sports events in Switzerland, they found that perceptions of job enrichment were positively related to satisfaction and higher intention to continue to volunteer in the future; however, the effect of job characteristics depend on the type of volunteering. Episodic volunteers benefited

most from high task identity, but not autonomy in their intentions to volunteer at a similar event again, whereas for long-term volunteers, significant tasks were most motivational and increased their intention to volunteer for an organization in the future.

While the previous studies explored all five core job characteristics (Hackman & Oldham, 1975), other studies used a subset of job characteristics or amended the dimensions that were part of the original job characteristics model. For example, McCormick and Donohue (2016) demonstrated that job role (a combination of four job characteristics) was positively related to affective commitment. In contrast, Bennett and Barkensjo (2005) did not find a significant relationship between job characteristics (autonomy, teamwork and supervisory support) and organizational commitment among volunteers offering assistance to people experiencing social problems in the UK. They did find, however, a positive relationship between supervisory support and volunteers' satisfaction with their role. Similarly, Pundt, Wöhrmann, Deller and Shultz (2015) found a positive relationship between autonomy, but not feedback from the job and work satisfaction amongst senior expert service volunteers in Germany, while Nencini, Romaioli and Meneghini's (2016) study revealed no significant effect of job characteristics (autonomy, task significance, consciousness of outcomes) on volunteers' motivation and satisfaction amongst volunteers in Italy.

A range of studies have taken a more focused approach. Rather than examining multiple job characteristics together, they explored the effect of single job characteristics on volunteer outcomes. Four studies showed that autonomy is positively related to the number of hours dedicated to volunteer work in an animal shelter in the US (Gagné, 2003), satisfaction and intent to volunteer again of sport event volunteers in Switzerland (Güntert, Neufeind, & Wehner, 2015) and motivation and satisfaction of elderly volunteers in schools across Europe and the US (Oostlander, Güntert, & Wehner, 2014). Moreover, in one of the few qualitative studies on job design in a volunteer context, sport event volunteers in New Zealand

emphasized the importance of autonomy in their engagement with their volunteering activities. The volunteers had opportunities for input and choice and some degree of flexibility in the structure of their tasks. For example, each volunteer was asked to indicate which jobs they were interested in doing, and this sent a message to the volunteers that their skills were valued, they were being deployed effectively, and their input was valued (Allen & Shaw, 2009)

Theory has begun to incorporate additional facets of job design outside of the classic five job characteristics. Arguably most germane to the non-profit context is the study of relational aspects of job design. The relational architecture of jobs refers to the properties of work that influence employees' opportunities to connect with others, including other employees and customers, for instance, and in the case of volunteering, those who benefit from the volunteering activities (Grant, 2007). Omoto, Snyder and Martino (2000) showed that the closeness of the relationship between volunteers and the beneficiaries of their services was strongly related to volunteers' satisfaction and commitment. Galindo-Kuhn and Guzley (2002) identified participation efficacy (volunteers' feelings that their participation will benefit someone) as a strong predictor of intent to remain volunteering. Alfes, Shantz and Saksida (2015) showed that the relational architecture of volunteer roles in an international development organization in the UK increased volunteers' intention to remain volunteering in the organization and was positively associated with the time dedicated to volunteering work. They concluded that the way volunteer roles are relationally designed provides opportunities for volunteers to witness the positive impact of their work and consequently spend more time and energy in their tasks.

Overall, these studies show some support for a positive relationship between job characteristics and desirable outcomes, however they fail to provide consistent evidence with regards to which dimensions are most relevant in a volunteering context. A potential

explanation is that studies have been carried out in different types of non-profit organizations and countries using a different set of job dimensions which makes it difficult to compare and generalize findings. Moreover, studies have not answered the question of whether, in a volunteering context, jobs are designed by the non-profit organization, or instead, by the volunteers themselves. Volunteering provides ample opportunities for crafting jobs such that they fit the volunteer's preferences (Wrzesniewski & Dutton, 2001) and might require future studies to adopt a more active view on the role of volunteers in designing their work environment.

The second way that HR can provide opportunity is through providing *support* to volunteers. This research shows that teamwork and social interactions strengthen the cohesion among volunteers, thereby fostering a positive volunteering climate and inducing volunteers to use their skills and motivations to help the non-profit organization achieve its strategic objectives. The role of teamwork in providing opportunity for volunteers was emphasized by Valeau, Willems and Parak (2016); using multilevel analysis of 207 Australian volunteer and paid firefighters nested within 51 non-profit organizations, they found that non-profit organizations that encouraged teamwork among paid and volunteer staff achieved higher ratings of perceived organizational effectiveness.

The importance of positive relationships with other volunteers for volunteers' satisfaction and continued service has also been emphasized in studies in the US (Galindo-Kuhn & Guzley, 2002; Hager & Brudney, 2011; Skoglund, 2006), Israel (Haski-Leventhal & Bargal, 2008), and Italy (Zappa & Zavarrone, 2010). Similarly, Hustinx's (2010) study among volunteers and ex-volunteers of Red Cross-Flanders showed that a negative atmosphere in the volunteer group led volunteers to quit their role. In contrast, Nencini et al. (2016) demonstrated that positive relationships with other volunteers influenced volunteers' satisfaction, but did not show a significant relationship with regards to quitting volunteering

services. However, they found that having positive relationships with the board reduced volunteers' intention to leave.

The role of supportive work environments in providing volunteers with the opportunity to use their knowledge and skills and to fulfil their motivations has been highlighted in further studies. Specifically, research has shown that volunteers who forge meaningful relationships with other members of the non-profit organization, such as the supervisor, paid staff, or beneficiaries are more likely to show positive attitudes and remain volunteering among Spanish (Hidalgo & Moreno, 2009), Belgian (Hustinx, 2010), Australian (Costa et al., 2006; Huynh, Metzer, & Winefield, 2012; McCormick & Donohue, 2016), Italian (Lo Presti, 2013), Scottish (Allen & Bartle, 2014) and Irish volunteers (Devaney et al., 2015). Saksida et al. (2016) extended this work by showing that supportive relationships with staff members provided volunteers with a feeling of mastery over their roles, as volunteers felt guided and supported by others. This helped them to gain clarity on how they should carry out their roles. Consequently, they felt more competent and confident in carrying out their tasks effectively, and showed higher levels of commitment.

Allen and Shaw (2009) emphasized the importance of fostering a sense of relatedness in order to create a motivational climate among volunteers. They found that volunteers enjoyed the connections with other volunteers and the management team. They also valued managers who knew the names of each of the volunteers, helped out when needed, treated each person fairly, trusted the volunteers, and delivered supportive comments. This is supported by a study carried out by Yagi (2006) who examined the different leadership styles of two Indian literacy centres. In one village, there was only one coordinator who shouldered the entire responsibility of the centres, regardless of the number of coordinators who were supposed to help. In a second, the work of supervision was shared among a number of people, and the

supervision was more frequent and regular. They found that volunteers were far more motivated in latter versus the former literacy centre.

Overall, our review provides substantial evidence to suggest that support is important in creating opportunities for volunteers to become embedded in the social structure of the non-profit organization, thereby fostering positive volunteer attitudes and behaviors. However, our review also demonstrated some inconsistent findings with regards to the source of support (i.e. other volunteers, the supervisor, the organization) that is most relevant in creating a positive climate for volunteering. Moreover, studies did not provide much information with regards to the nature of support that was required. Arguably, having regular chats with co-volunteers versus receiving specific coaching sessions after emotionally difficult interactions with beneficiaries might trigger very different effects on volunteers.

Finally, the third way that organizations can provide opportunities is through *volunteer involvement*, or sharing information and giving them the opportunity to participate in decision-making. Implementing such practices shows that the non-profit cares about their volunteers and treats them with respect, which leads them to reciprocate through favorable attitudes and behaviors. Lo Presti' s (2013) study showed that volunteers who were informed about their organization and their volunteering role showed higher levels of commitment, satisfaction, and intention to remain. This result was confirmed by Bennett and Barkensjo (2005) whose study revealed that internal marketing techniques (including communication) were related to higher levels of commitment and satisfaction. Finally, a study by Waters and Bortree (2012) highlighted the different means of communication that were relevant in retaining male versus female volunteers. While social group inclusion was most strongly related to female volunteers' satisfaction, male volunteers' satisfaction and commitment was also influenced by inclusion in the organization's information network, and participation in decision making.

Overall, our review shows consistent support for the assumption that involvement and participation of volunteers, as part of opportunity-enhancing practices, are important in fostering positive volunteering outcomes. However, studies do not differentiate between the levels of involvement that are necessary to trigger positive reactions from volunteers. While some studies suggest that information-oriented practices are already perceived positively, other studies focus on practices that enable a deeper involvement such as participation in decision-making, and with one exception (Waters & Bortree, 2012), do not take volunteer or non-profit characteristics into account.

The AMO Model in a volunteering context

In presenting the findings from our review, we have relied on the AMO model as a categorizing framework to organize and describe studies on HR in the volunteering context. Our review of the current state of literature has demonstrated that non-profit organizations use ability-, motivation- and opportunity-enhancing practices to engage and retain their volunteers. However, while our review suggests that the AMO model can be applied to the volunteering context, doing so merits some reflection. First, while all three dimensions of the model are relevant for volunteers, the relative weighting of each dimension may be different compared to paid staff. Whereas ability, motivation and opportunity are similarly important to foster positive attitudes and behaviors in employees, ability-enhancing practices, specifically, recruitment and selection, are likely to be relatively more important for volunteers. This is because of the episodic nature of volunteering, where individuals dedicate shorter and more infrequent time spells to their volunteering activities (Snyder & Omoto, 2008). Hence, practices that attract individuals to dedicate time to a specific non-profit organization are of utmost importance and can help the organization to substantially enlarge its volunteering pool. Second, the range of HR practices that HR managers can use for

volunteers is somewhat limited compared to paid staff. For example, monetary rewards for volunteers are, in most cases, not applicable. Offering job security, one of the key motivation-enhancing practices in a paid context, is difficult to translate to a volunteering context. Finally, research has demonstrated that a strong identification with the organizational values, mission and culture (Tidwell, 2005) is an important part of the volunteering experience, which leads to positive reactions from volunteers. The potential for HR practices to trigger sense-making processes is not taken into account in the AMO model in its current form, and future research could investigate whether the AMO model needs to be enriched by a fourth pathway to fully capture the different mechanisms induced by HR practices in a volunteering context.

Human resource management and volunteering: Emerging issues and directions for future research

Building a stronger theoretical framework for the effect of HR on volunteers

Underpinning foundations of HR theory in volunteering

Theory to understand the potential for HR practices to make an impact on attracting, engaging, and retaining volunteers remains in its infancy. Although non-profit researchers have been investigating the potential for HR practices to make an impact in non-profit organizations for some time (e.g., Fenwick, 2005), differences in values, mission, identity, social goals, outcomes, and ideological characteristics may compromise direct applications of HR research and theory from for-profit to non-profit organizations (Ridder & McCandless, 2010). On the other hand, others suggest that there is much to be learned from HR scholarship, as large non-profit organizations often approach HR issues in much the same way as for-profit firms of comparable size (Lynch & Smith, 2009). One way forward is to

examine the extent to which current HR theories apply to a volunteering context. For instance, researchers could explore the extent to which a strong HR system (Bowen & Ostroff, 2004) can create a volunteering culture in which individuals feel included in the organization and willing to reciprocate through dedicating more time to their services and showing higher levels of performance. Indeed, research has shown that the organizational context can serve as a "strong situation", thereby muting the relative effect of motivations on outcomes (Stukas, Worth, Clary, & Snyder, 2009). Researchers might also gain inspiration from public management theories in their efforts to explain volunteering behaviors. This is because the motivation of public sector employees shares a conceptual overlap with volunteer motivations, as public sector employees are often motivated by the objective of giving back to society (Perry, 1996). Second, researchers are encouraged to develop frameworks that help to theoretically identify which HR practices, or combinations of HR practices, are relevant in shaping volunteer outcomes. Finally, scholars should aim to understand the design and content of HR practices, and their impact on volunteers. For instance, what recruitment methods are most effective for volunteers? Under what conditions do incentives such as stipends lead to beneficial outcomes? Which types of support are needed to integrate volunteers? Answering these questions is an important step towards understanding how non-profit organizations can develop HR practices that foster volunteer retention and therefore helps them to carry out their services effectively. In summary, more research is needed which develops new theoretical approaches to the management of volunteers taking into account the specific characteristics of the volunteering workforce (Liao-Troth, 2001).

Understanding the processes through which AMO practices influence volunteer outcomes

The vast majority of studies included in our review have explored direct relationships between HR practices and volunteer outcomes. More research is needed to understand the mediating mechanisms through which the effects of HR practices unfold. Although our

categorization of HR practices within the AMO model is consistent with prior theory and research (i.e., Jiang et al., 2012), it is possible that the same HR practice influences volunteer attitudes and behaviors via *a*bility, *m*otivation, and/or *o*pportunity. For instance, research has shown that training has the potential to increase both volunteers' abilities, and it might also be considered a reward (motivation); likewise, teamwork can be considered a motivator and an opportunity. An examination of mediators will enable us to understand *why* HR practices exert favorable outcomes in a volunteering context.

We also encourage researchers to explore boundary conditions that strengthen or weaken the relationship between HR practices and volunteer outcomes. Boundary conditions at different levels are likely to moderate how HR practices exert their influence. At the organizational level, HR practices should have a stronger effect on volunteer outcomes when volunteers identify with the non-profit organization's mission and values. At the team level, the relationship that volunteers develop with their volunteer manager as well as the quality of the interactions between group members may moderate the relationship between HR practices and volunteer outcomes. Finally, individual and volunteering role characteristics likely influence the volunteers' responses to HR practices. Studies exploring how different factors interact with HR practices to influence outcomes of relevance will help us better understand *when* HR practices are effective.

Including a broader range of outcome variables

The majority of studies included in our review have explored how different types of HR practices influence volunteer attitudes such as satisfaction with their volunteering roles, commitment to their non-profit organization and intent to remain volunteering. The central proposition of the AMO model suggests, however, that HR practices designed to enhance the ability, motivation and opportunity of volunteers will ultimately increase individual performance and organizational outcomes (Jiang, Takeuchi, & Lepak, 2013). Given the

increasingly competitive environment for non-profit organizations, one of the key unanswered questions is the extent to which HR practices foster these outcomes in a volunteering context. We therefore encourage future research to explore the extent to which ability, motivation and opportunity-based HR practices enhance volunteers' performance in their role, the behaviors they demonstrate outside their role and the effectiveness of the non-profit organization, for example, in raising funds or supporting beneficiaries. Doing so is important as improved volunteer performance implies that beneficiaries receive more or a better service, that more fund-raising takes place or that campaigning is more successful, thereby improving the performance of the organization and its ability to attract donors and additional volunteers.

Putting volunteering into context

The majority of research on volunteering has been carried out in single organizations, without considering the specific volunteering setting and without comparing how volunteering unfolds across different contexts. Few studies identify the organizational features of non-profits that impact upon which HR practices are used and the extent of their effectiveness in promoting valuable volunteer and organizational outcomes. Organizational size, for instance, is likely to be of importance (Hager & Brudney, 2011); scholars (e.g., Lynch & Smith, 2009) have suggested that the size of the organization is the main differentiator in formalization and adoption of HR practices in non-profits. Developing and implementing effective HR practices might be more relevant for a large-scale international NGO compared to a small local charity, as international NGOs are increasingly required to demonstrate that they use professional management practices to their stakeholders, including donors. Likewise, Marx (1999) stated that smaller non-profits have more difficulty recruiting volunteers, relative to larger more prestigious institutions possibly because of their brand,

reach, and marketing. However, Hager and Brudney (2011) did not find that large organizations have a distinct advantage in attracting volunteers; smaller ones did just as well.

Another issue is the type of work that is carried out, or the purpose of the non-profit organization. Marx (1999, pp. 51-52) commented that volunteers may be more difficult to recruit when the beneficiaries "are primarily intravenous drug users rather than a class of suburban elementary school children." This sentiment was echoed by Leviton, Herrera, Pepper, Fishman and Racine (2006) who noted that social service agencies face problems in the recruitment of volunteers to service those with chronic illness. The type of work may also influence how jobs are designed, the extent to which it is possible to use teamwork, and the type of leadership style needed from paid staff. For instance, it may be that training is a stronger driver of volunteer performance in non-profit organizations operating in a health or human services context compared to non-profit organizations operating in a sports domain. Similarly, research suggests that the effectiveness of HR practices depends on whether volunteering takes place as part of a one-time event such as the Olympics, or is a long-term commitment of time (Neufeind et al., 2013) and the pattern of HRM practices used in nonprofits is dependent on the ratio of volunteers-paid staff (Guo, Brown, Ashcraft, Yoshioka, & Dong, 2011). This led Hager and Brudney (2011) to conclude that non-profits must take their "nature" into account when developing HR strategies. Hence, it is important that researchers make purposeful decisions about the settings within which they collect their data and make this clear when presenting their research findings.

Another factor that may impact the use or effectiveness of HR practices is the extent to which volunteers are in direct-facing roles, whereby they interact directly with the beneficiaries of the non-profit organization, or in indirect-roles, whereby they work "behind the scenes" in roles such as fundraising, accounting, etc. Using a mixed-methods design of 30 volunteer agencies in the US, Hartenian (2007) found marked differences in the number of

HR practices used to recruit, motivate and retain volunteers in direct versus indirect roles. For instance, fewer recruitment methods were used for those in direct roles, and more rewards were afforded to those in indirect roles. An additional factor that may influence the effectiveness or appropriateness of HR practices is the extent to which volunteers are willing to take on long versus short term assignments. O'Connor (1997) noted that charities are deliberately changing their recruitment procedures in recognition that short-term volunteers are more interested in the work itself and demand clearer job descriptions and training. Given the small scale of these research studies, more research is needed on this important topic, perhaps using HR architecture theory to inform it (Lepak & Snell, 1999).

Finally, more research is needed to examine the influence of national contexts on how HR practices are designed and how they manifest themselves in volunteering outcomes. As highlighted in Table 1, the majority of volunteering research has been carried out in a Western context. More studies are needed to explore volunteering processes in non-Western countries to outline which HR practices are relevant in, for example, Asian and African countries. Moreover, we strongly encourage researchers to take a cross-cultural approach in exploring the relationship between HR practices and volunteer outcomes (Handy et al., 2010). Scholars have argued that HR practices are a reflection of the wider institutional environment in which organizations operate (Paauwe & Boselie, 2003).

Similarly, researchers have argued that the importance of the non-profit sector, as well as the way volunteering is organized are an outcome of a country's historical routes and traditions. For example, Salamon, Sokolowski and Anheier (2000) differentiate between four models of third sector regime, characterized by high versus low government social welfare spending and small versus large non-profit sector size. The types of volunteering that have developed in a country as well as the importance of volunteering for a country's functioning differs between these models, and has implications for the types of volunteers that are

attracted and how they are managed. For example, in liberal countries such as the US and the UK, characterized by limited government social welfare spending, volunteering is encouraged, and oftentimes focused on service delivery. In contrast, in social democratic countries such as Scandinavian countries, social welfare provision by the state is relatively large, and as a consequence, volunteering is focused on advocacy, recreational and hobby organizations (Anheier & Salamon, 1999). Studies should therefore explore how historical routes, cultural values, macroeconomic conditions, the amount of financial compensation received through national governments, and the regulatory environment influence the development of HR practices and their impact on volunteers. Putting HR into context ensures that researchers move away from a "one size fits all" towards a more tailored approach which takes into account that the management practices developed for volunteers need to match the volunteering environment to be effective. While best practices can give a first hint at which HR tools are likely to make a difference, they need to be adapted to the specific setting in order to deliver their full potential.

Striking a balance between management and flexibility

Our review highlights that HR practices designed to enhance the ability, motivation and opportunities for participation can have a positive impact on volunteers' attitudes and behaviors, and help non-profit organizations manage their volunteer workforce more effectively. At the same time, creating a rigid work environment with too many formalized procedures may counterbalance volunteers' need for autonomy and self-fulfillment (Boezeman & Ellemers, 2009), thereby reducing the positive effects of HR practices. Research has highlighted that volunteers are demotivated by bureaucratic, transactional approaches and this is particularly important in light of the current operating environment of non-profit organizations (Stirling et al., 2011). Pressures to promote management

accountability have inundated the day-to-day management of non-profit organizations (Cunningham, 2010; Cunningham & James, 2009), and therefore there is a need for studies exploring how HR practices can be designed to create a balance between management control and volunteer autonomy.

Methodological issues

Multilevel Studies

HR researchers have long pointed out that HR practices can be conceptualized at multiple levels (e.g., Paauwe, 2009; Wright & Boswell, 2002). HR practices are developed by the HR department (intended HR practices), implemented by the volunteer manager and perceived by individual volunteers. The majority of studies to date have focused on volunteers' perceptions with regards to their organization's HR practices. More research is needed which takes into account how non-profit organizations develop HR practices for volunteers at a strategic level and explores the intentions behind those HR practices as well as any differences between intended practices and volunteer perceptions of these practices. Doing so is important, as identifying mechanisms (such as frequent communication or creating a strong culture) to reduce those inconsistencies will help non-profit organizations to manage their volunteers more effectively, and ensure that their strategic HR intentions are transmitted to their volunteer workforce.

Longitudinal studies

Cross-sectional studies do not enable researchers to draw conclusions with regard the causal order of variables. Studies exploring volunteers' responses to HR practices over multiple time points is needed to conclude with confidence, that HR practices influence volunteer outcomes and not the other way around. It could theoretically be possible that

volunteers with high levels of commitment and job satisfaction experience positive emotions in their volunteering role, which in turn, leads them to assess the HR practices in their non-profit organization positively.

Measuring performance

Few studies have included behavioral outcomes and those that do tend to measure hours spent volunteering as an outcome variable (Shantz et al., 2014). This leads to an important question related to the measurement of performance among volunteers. Conceptually, it is difficult to transfer performance dimensions used to measure the behavior of paid employees into a volunteering context (Motowildo, Borman, & Schmit, 1997). For example, citizenship behaviors relate to activities that are not required as part of an employee's core tasks (Organ, 1997). Volunteering is, per definition, a form of helping activity and therefore related to citizenship behaviors, as all volunteers engage in activities that are done on a non-profit basis and not required by any organization. More research is needed to investigate the different performance dimensions of volunteering.

Making a link to organizational performance outcomes

The strategic human resource tradition of research explores the extent to which HR practices influence organizational outcomes. Similarly, an avenue that is worthy of additional research is whether non-profit organizations that deploy HR practices for their volunteers reap benefits by demonstrating greater organizational performance. More studies are needed to identify potential links between intended HR practices, and for example, a non-profit organization's ability to attract and secure funding from donors, the extent to which they are able to implement their mission and provide important services to their beneficiaries, and their reputation in the public, as mediated by volunteer attitudes and behaviors.

Conclusion

This paper has provided an in-depth review of studies exploring the impact of HR practices on volunteering outcomes by integrating a burgeoning body of research which has explored this relationship. We have demonstrated that the AMO model is a suitable framework to categorize existing research. Our paper highlights that, despite the advances in our knowledge, more studies are needed to develop and test propositions regarding HR's impact in non-profit organizations via the professional management of their volunteers.

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