

# Enhance Volunteer Retention by Implementing Volunteer Management Practice: Literature Review

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## Abstract

There is a need to understand how volunteer organisations manage volunteers as well as develop a set of effective management practices correlates relative to the organisation, leading to the development of a method that will enable the reduction of the volunteer drop-outs, strengthen their intention to stay and improve their retention for longer periods. This paper discusses in detail the literature reviews of various aspects related to volunteers, volunteer management practices, factors that affect volunteers through volunteer management and correlates that support best management practices of volunteering; in line with research problem identified, aim and the objectives set to be achieved. Furthermore, an important shortcoming in the literature is the lack of application of social exchange theory and Human Resource Management (HRM) theories to volunteer management in many spheres of volunteering management practices.

## Keywords

JEL Classification: M51, M52, M53, M54

## I. Introduction

The subject of volunteerism and identifying the ways to encourage, attract and retain volunteers has been of interest for researchers in recent times (GASKIN, 2003), (TEDRICK, 1989). Literature shows that volunteers are affected by a number of factors which lead to either staying as a volunteer or drop-out (TEDRICK, 1989), (STUKAS, A., WORTH, K., CLARY, E., & SNYDER, M., 2009). Researchers claim that many volunteers do not maintain their commitment to the organisation for a long period after they decide to become volunteers leading to dropping out (CHACON, F., VECINA, M. L. & DVILA, M. C., 2007). Studies show that the drop-out rates in the first year are almost 35-40%. Literature shows that one of the important factors that impact the volunteers and volunteering organisations with regard to the retention of volunteers is the management practices of volunteering organisations, (STUKAS, A., WORTH, K., CLARY, E., & SNYDER, M., 2009), (AAKKO, E., WEED, N., KONRAD, R. & WIESMAN, J., 2008) & (CAMPLIN, 2009). While there are many studies on the effect of management practices on volunteers, there are not many models or research outcomes that provide solutions to the problems faced by volunteers and volunteering organisations with regard to attracting, encouraging and retaining volunteers by volunteer organisations through effective management practices (FLOOD, 2005), (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S., 2006) & (SHIN, S., & KLEINER, B. H., 2003). According to a news release by UPS Foundation (1998) two-fifths of volunteers have stopped volunteering for an organisation at some time because of one or more poor volunteer management practices (HAGER, M., Brudney, 2004.). indicating that poor management practices could be one of the factors affecting volunteers. This indicates that about 40% of volunteers stopped volunteering because the management practices of the organisation in which

they were volunteers like for instance they made poor use of their time (HAGER, M., Brudney, 2004.).

## II. Research Problem

While literature shows that much research with regard to volunteers and volunteering organisations has been conducted, research in management of volunteers has attracted the researcher only recently (GASKIN, 2003). A number of volunteering organisations are finding it difficult to retain good volunteers for longer periods due to a variety of reasons including the management of volunteers. Additionally, literature shows that researchers do not concur on a single management practice or model that could be generalized for application to the different volunteer organisations for encouraging, attracting and retaining volunteers.

## III. Literature Review

Volunteering is an activity that involves contribution of time without coercion or remuneration. (SMITH, 1998) argues that volunteering involves an element of exchange and volunteers react to costs and benefits. (GASKIN, 2003) asserts that it is very difficult to define the term volunteer as there is no standard practice in volunteering. Finally; (BUSSELL, H., & FORBES, D., 2001) argue that the different definitions regard volunteers as one who has some altruistic motive.

Volunteers have been broadly classified into two categories in the literature namely specialists and generalists. Specialists are those volunteers who are skill focused whereas the term generalist refers to those who are affiliation focused (BRUDNEY, J.L., & MEIJS, L.C., 2014). According to (BRUDNEY, J.L., & MEIJS, L.C., 2014): "Affiliation focused refers either to a volunteer's motivation to become involved in a specific mission or to his or her desire to fulfill a requirement or goal of a group in which he or she is already involved. Skill focused refers to a volunteer who seeks to share his or her skills or one who seeks to gain skills through volunteer work". It is important to recognize that there are two types of volunteers as this has bearing on many aspect of volunteering including management practices, contexts, factors affecting volunteer retention and other aspects pertaining to volunteering. In fact, generalists have been drafted to serve in various contexts where sometimes specialists are needed making volunteering to transcend contexts (OCKENDEN, N., & HUTIN, M., 2008. ), (BRUDNEY, J.L., & MEIJS, L.C., 2014) especially in a situation where the number of specialists available to volunteer has been on the decline. Here it is vital to understand the importance of context and context-free environment in which volunteers work. Context is defined in many ways (Table 1).

Table 1: Definition of Context

	Definition	Authors
What is a context?	Position, identities (of persons) around the user, time of day, season and temperature	(BROWN, P.J., BOVEY, J.D., & CHEN, X., 1997)
	Position, surroundings, identity and time	(RYAN, N., PASCOE, J., & MORSE, D., 1999)
	Status, applications, environment, surroundings and situation	(SCHMIDT, A., AIDOO, K. A., TAKALUOMA, A., TUOMELA, U., VAN LAERHOVEN, K., & VAN DE VELDE, W., 1999)
	Context is typically the location, identity and state of people, groups and computational and physical objects	(DEY, A., & ABOWD, G., 2000)

Literature shows that a widely used definition of context is the one articulated by (DEY, A., & ABOWD, G., 2000). As far as description of the term context-free is concerned in simple terms it could mean the lack of focus on context. The term context-free could be explained as a situation that ignores the influence of social aspects and human agency in understanding happenings that are observed. Much of volunteerism takes place in a context-free environment (e.g. Peace Corps (TARNOFF, 2014) where volunteers are drafted into service without relating them to any social aspect or human agency which reflect context. Such volunteers who work in multiple environments ignoring contexts could be termed as generalists (see definition of generalists above) who want to satisfy their desire to fulfill a requirement or goal of a group in which they are already involved regardless of position, surroundings, identity and time. While most studies that have investigated volunteer management practice, the topic which is the focus of this research, such investigations do not discuss nature of volunteers they have studied like whether they are generalists or specialists. This is an important point that needs to be considered while investigating a topic in the field of volunteering.

Furthermore, literature shows that a number of authors have highlighted the importance and benefits of volunteerism (SALAS, 2008) Volunteers are described in many ways like for instance: volunteers are human resources who commit themselves to organisations and serve those organisations based on the values they believe in rather than payment and attach with the organisations in a positive manner (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S., 2006) (CUSKELLY, G., MCINTYRE, N. & BOAG, A., 1998). (KEMP, 2002) describes volunteers as people who give their time freely without tangible rewards and invest themselves in services (KEMP, 2002) while (WILSON, 2000) Wilson explains that volunteers are those human resources who help others by contributing their time without expecting any reward either in the form of money or any material benefit. Similar opinions are echoed by other authors with regard to the description of volunteers though a single universal description of volunteers eludes researchers due to the non-standard practices involved in volunteering.

The benefits reaped by volunteering organisations through volunteers include contribution to economy, community and

development of a positive environment to people (MEIER, S., & STUTZER, A., 2004), (ANDERSON, 2004) & (KEMP, 2002). Furthermore researchers argue that the primary benefit of volunteers is the availability of free labor (CRAVENS, 2006), (HAYGHE, 1991). Additional benefits of volunteering identified by researchers include making available expertise not found in an organisation, increasing diversity, introducing open thinking, enrichment of employees' knowledge through association with experts from different communities and countries and improving the richness of research policy initiatives (CRAVENS, 2006), (BUSSELL, H., & FORBES, D., 2001).

While the benefits accrued to organisations due to volunteers are important considerations, it is seen from the literature that volunteers' tenure in many organisations is short and drop-out rates are very high (HAGER, M., & BRUDNEY, J., 2004). Researchers have attributed the problem of volunteer drop-out to a number of reasons (SALAS, 2008), (BOULTON, 2006) & (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S., 2006). There are diverse views on the factors affecting volunteers that contribute to their purpose and period of stay in a volunteering organisation like for instance volunteer motivation (CLARY, E. G., RIDGE, R. D., STUKAS, A. A., SNYDER, M., COPELAND, J., HAUGEN, J. & MIENE, P., 1998), satisfaction (FINKELSTEIN, 2008), commitment (SALAS, 2008), management (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S., 2006), (FLOOD, 2005), communication (SANDRA, 2003), (SHIN, S., & KLEINER, B. H., 2003), retention (HAGER, M., & BRUDNEY, J., 2004), and work environment (BRUYERE., 2007). Research shows that volunteers' contribution to organisations could be enhanced in different ways (GALINDO-KUHN, 2002); Boezeman & Ellemers, 2008; (FINKELSTEIN M. A., 2008).

Furthermore, literature shows that theories and models have been developed to guide organisations and volunteers to improve their contribution (FLOOD, 2005), (HALEPOTA, 2005), (STUKAS, A., WORTH, K., CLARY, E., & SNYDER, M., 2009). However organisations are still finding it difficult to attract, encourage and retain volunteers. The successful application of theories and models have not completely solved the problems faced by volunteering organisations in their quest to attract volunteers or encourage the existing volunteers or maintain the volunteers relationship with them for long periods. In fact many of the solutions provided by researchers to solve the problem of retention of volunteers are either not generalized or contextual and still need further exploration (SOZANSKA, O., TOSNER, J., & FRIC, P., 2004) leading understanding about a volunteer's intention to stay.

#### IV. Discussion

A broad review of the literature between 1983 and 2009 shows that one of the major problems that needs to be addressed with regard to retaining volunteers, is the necessity to find ways to improve their motivation and satisfaction. Table 2 provides comprehensive information on the research carried out by various authors in between 1983 and 2009.

Table 2: Comprehensive information on the research carried out by various authors in between 1983 and 2009 (Source: Authors)

No.	Year	Topic	Authors	Main correlates
1	1983	What Motivates the Volunteer?	(VARNER JR, 1983)	Motivation
2	1985	How the rewards of unpaid work can meet people's needs	(SCHRAM, 1985)	Motivation and satisfaction
3	1987	Characteristics and Motivations of College Students Volunteering for Community Service	(FITCH, 1987)	Characteristics and Motivations
4	1991	Measuring motivation to volunteer in human services	(CNAAN, R.A. & GOLDBERG-GLEN, R. S., 1991)	Motivation & satisfaction
5	1992	Volunteers' motivations: A functional strategy for the recruitment, placement, and retention of volunteers	(CLARY, E. G., SNYDER, M. & RIDGE, R. ., 1992)	Motivation, recruitment, placement, and retention of volunteers
6	1998	Understanding and Assessing the Motivations of Volunteers: A Functional Approach (VFI)	(CLARY, E. G., RIDGE, R. D., STUKAS, A. A., SNYDER, M., COPELAND, J., HAUGEN, J. & MIENE, P.,, 1998)	Motivation & understanding the needs of volunteers to satisfy it
7	1998	Volunteer motivation, satisfaction, and management at an elite sporting competition	(FARRELL, J.M., JOHNSTON, M.E. , & TWYNAM, G.D.,, 1998)	Motivation, satisfaction and management practices
8	1999	The Motivations to Volunteer: Theoretical and Practical Considerations	(CLARY, E. G., & SNYDER, M.,, 1999)	Motivation
9	2001	Measuring job satisfaction of volunteers in public parks and recreation	(SILVERBERG, 2001)	Satisfaction & motivation
10	2002	The Volunteer Satisfaction Index -- Construct Definition, Measurement, Development, and Validation	(GALINDO-KUHN, 2002)	Satisfaction and retention
11	2003	Motivation Factors of volunteerism	(GHAZALI, 2003)	Motivation factors as a needs of volunteers to satisfy it
12	2004	Developing the volunteer motivation inventory to assess the underlying motivational drives of volunteers in Western Australia (VMI)	(ESMOND, J. & DUNLOP, P.,, 2004)	Motivation factors and comparing between (VMI) and (VFI) Models
13	2004	Differences in motivations of paid versus nonpaid volunteers	(GERSTEIN, L. H., ANDERSON, H. & WILKESON, D. A.,, 2004)	Motivation
14	2004	The octagon model of volunteer motivation: results of a phenomenological analysis	(Yeung, 2004)	Motivation aspects
15	2005	Motive, role, identity, and pro-social personality as predictors of volunteer activity	(FINKELSTEIN M. A., 2005)	Motivation & volunteers activity
16	2005	A Functional Approach to Volunteerism: Do Volunteer Motives Predict Task Preference?	(HOULE, B. J., SAGARIN, B. J. & KAPLAN, M. F., , 2005)	Motivation ,task preference
17	2007	Factors Influencing the Motivation of Turkey's Community Volunteers	(BOZ, 2007)	Motivations factors
18	2007	The Three-stage model of volunteers duration of service	(CHACON, F., VECINA, M. L. & DVILA, M. C.,, 2007)	Motivation, satisfaction, commitment and service duration

19	2007	What motivates which volunteers? psychographic heterogeneity among volunteers in Australia	(DOLNICAR, 2007)	Motivation, satisfaction, market segment
20	2007	Identifying the Motivations of Environmental Volunteers	(BRUYERE., 2007)	Motivation and volunteers environment (BRUYERE., 2007)
21	2008	Volunteer satisfaction and volunteers action: a functional approach	(FINKELSTEIN, 2008)	Motivation , satisfaction ,helping behavior
22	2008	Volunteer Functions, Satisfaction, Commitment, and Intention to Leave Government Volunteering	(SALAS, 2008)	Satisfaction, motivation, commitment, and intention to leave
23	2008	Designing volunteers' tasks to maximize motivation, satisfaction and performance: The impact of job characteristics on volunteer engagement	(MILLETTE, V., & GAGNE, M., 2008)	Motivation, satisfaction, performance and job characteristic
24	2008	An analysis of volunteer motivation: implications for international development	(UNSTEAD-JOSS, 2008)	Motivation
25	2008	Volunteer motives and retention in community sport	(HOYE, R., CUSKELLY, G., TAYLOR, T., & DARCY, S., , 2008)	Motivation, satisfaction and retention
26	2008	The decline of motivation?: From commitment to dropping out of volunteering	(YANAY, G. V., & YANAY, N., 2008)	Drop out, commitment and motivation
27	2009	The matching of motivations to affordances in the volunteer environment: An index for assessing the impact of multiple matches on volunteer outcomes	(STUKAS, A., WORTH, K., CLARY, E., & SNYDER, M., 2009)	Motivation, volunteer environment and volunteers outcome

While researchers have attempted to provide alternative solutions to the problem of volunteer motivation and satisfaction through the development of models, it appears that except for one research paper by (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S., 2006) there has been negligible research conducted on the importance of the correlates of volunteer management practice in improving volunteer motivation and satisfaction. Inventories have been created with regard to volunteer motivation (VMI) (ESMOND, J. & DUNLOP, P., 2004) and volunteer functions (VFI) (CLARY, E. G., RIDGE, R. D., STUKAS, A. A., SNYDER, M., COPELAND, J., HAUGEN, J. & MIENE, P., 1998) to enable organisations to understand the implication of the various sub constructs of the two inventories in improving volunteer motivation.

As many authors believe, improved satisfaction and motivation need to be achieved if an organisation wants to ensure that volunteers intend to stay longer with the organisation (MILLETTE, V., & GAGNE, M., 2008), (CLARY, E. G., RIDGE, R. D., STUKAS, A. A., SNYDER, M., COPELAND, J., HAUGEN, J. & MIENE, P., 1998), (YANAY, G. V., & YANAY, N., 2008). It is therefore necessary to examine whether aspects such as correlates of management practice can improve volunteer motivation and satisfaction and hence their retention because this will provide a solution to the difficult question of how to retain volunteers through higher levels of motivation and satisfaction and literature is silent with regard to this aspect.

Volunteering organisations focus on a wide range of activities like for instance Sports and Exercises, Leisure and Folksiness, School

and Nursery, Church and Religion, Culture and Music, Social Welfare, Occupational Lobbying, Health and Human service . It can be seen that the type of volunteer organisations has a bearing on the volunteering activities of volunteers (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S., 2006). However what is clearly visible is that there is a change in the volunteer expectation and behavior across all types of volunteer organisations because of the changes that are taking place in the environment due to many factors such as technology, globalization and other factors (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S., 2006). Many of the researchers are of the opinion that volunteers need to be encouraged and managed well if the volunteer organisations want to retain the services of the volunteers, regardless of the nature of the organisation, which indicates that there is a general lack of concern in the various volunteer organisations in efficiently managing volunteers (SHIN, S., & KLEINER, B. H., 2003), Tedrick & Henderson, 1989; (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S., 2006), (BREMER, S., & GRAEFF, P., 2007), (CHACON, F., VECINA, M. L. & DVILA, M. C., 2007). The primary concern therefore is to identify the volunteer management practices which could enable an understanding of the requirements of the volunteers to retain them as well as reveal the relationship between management practice and volunteer attributes such as motivation, satisfaction and retention (BOZ, 2007), (SANDRA, 2003), (GASKIN, 2003). The research gap literature shows that volunteering organisations face a number of challenges including volunteer management practice (Table 3).

Table 3: Management Practices Issues Addressed on the Last Few Years

No.	Year	Topic	Author/s	The field of study	The purpose of study
1	2004	Volunteer management Capacity in America's	(HAGER, M., & BRUDNEY, J., , 2004)	Charities and Congregations	The study highlights the potential for charities and congregations to use more volunteers, some challenges in doing so, and capacity-building options to reduce the obstacles
2	2006	Volunteer management practices and Volunteer retention: a human resource management approach	(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006)	Sport club	The study highlights the impact of management practices on volunteers retention and the intention of volunteers remaining
3	2006	Volunteer Management in Arts Organisations	(BUSSELL, H., & FORBES, D., , 2006)	Arts organisation	The study highlights the effective management strategies for recruiting and retaining theatre volunteers
4	2009	Looking Beyond Traditional Volunteer Management : A Case Study of an Alternative Approach to Volunteer Engagement in Parks and Recreation	(BARNES, M. & SHARPE, E., 2009)	The management of parks and recreation	This study describes an alternative approach to volunteer engagement that emphasizes lifestyle integration, organisational informality and Flexibility, and volunteer–agency collaboration. Also show how traditional volunteer management structures hindering the volunteers engagement and case the volunteers decline
5	2003	A Choice Blend: What volunteers want from organisation and management	(GASKIN, 2003)	Volunteers organisation in England	The study highlights the threats of the changes of volunteers environment instance of globalization, Technological transformation, public policy, social and demographic trends, an evolving civil society, post-modern values, changes in family life, work Patterns and support structures. Also proposed eight key can influence a person to becoming and staying volunteers
6	2003	Making A Better Place: Planning, Implementing, & Managing a Student Volunteer Program	(GUMMERE, 2003)	Volunteers program for student	The study highlights the essential components for planning, implementing, and managing a student volunteer
7	2004	Volunteer management practices and retention of volunteers	(HAGER, M., & BRUDNEY, J., , 2004)	Charities	The study showed the influence of management practices on the retention of volunteers
8	2005	Volunteer management for animal care organisations	(MCFARLAND, 2005)	Animal care organisation	The study review the management aspect of volunteer management as (recruiting –screening –training – develop a good relationship with volunteers- determining the role of volunteers –supervision – retaining and motivating) on the point view of animal care organisation.

9	2008	Management matters: a national survey of volunteer management capacity	(MACHIN, J., & PAINE, A. E., , 2008)	Volunteers organisation In UK	The study highlights the some aspects of volunteers management as human resource in volunteers management- training – building career – improving the involvement of volunteers-reward and recognition- implanting a good practice- recruitment and retention
10	2003	How to manage unpaid volunteers in organisations	(SHIN, S., & KLEINER, B. H.,, 2003)	Volunteers sectors	The articles highlights the main managements aspects should organisations have to manage volunteers as Planning - recruitment – screening and interview- supervision –volunteers mangers roles- training
11	2003	Competencies for leaders of volunteers during the next decade: A national delphi study	(BOYD, 2003)	Volunteers organisation In USA	The study highlights the main skills for volunteers leaders as organisation leadership-system leadership- organisation culture-management skill (also mentioned barriers)
12	2006	Do not forget about your volunteers: a qualitative analysis of factors influencing volunteer turnover	(SKOGLUND, 2006)	Volunteers organisation In USA	The study highlights the main factors effected the retention and reduce the turnover of volunteers as recognition , training and development
13	2004	Management of Volunteers in Nonprofit Organisations	(SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)	Volunteer in central Europe countries	The study reviews the important aspects of volunteer management (VM) for instance: selecting and training volunteers, volunteers supervision, volunteers orientation, how to parting volunteers, valuation of volunteers and volunteers' appreciation.

Volunteer management practice is still an emerging topic in volunteer literature(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006). (HAGER, M., & BRUDNEY, J., , 2004)points out that there is a need to address this challenge. Some researchers have attempted to address this challenge by identifying various factors that could influence volunteer management practice (Table 4).

Table 4: Widely used volunteer management practice sub-correlates in literature

Correlates of Management practices	No. of authors	Authors
Planning	7	(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006),(GUMMERE, 2003), (MCFARLAND, 2005)(MACHIN, J., & PAINE, A. E., , 2008), (SHIN, S., & KLEINER, B. H.,, 2003), (BOYD, 2003), (SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)
Recruitment	11	(HAGER, M., & BRUDNEY, J., , 2004) (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006), (BUSSELL, H., & FORBES, D., , 2006) ;(GASKIN, 2003) ;(GUMMERE, 2003) ;(MCFARLAND, 2005);(SHIN, S., & KLEINER, B. H.,, 2003), (MACHIN, J., & PAINE, A. E., , 2008), (BOYD, 2003), (SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)

Training	12	(HAGER, M., & BRUDNEY, J., , 2004) (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006), (BUSSELL, H., & FORBES, D., , 2006), (GASKIN, 2003) ;(GUMMERE, 2003);(MCFARLAND, 2005), (MACHIN, J., & PAINE, A. E., , 2008) ;(SHIN, S., & KLEINER, B. H.,, 2003), (BOYD, 2003),(SKOGLUND, 2006),(SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)
Screening	5	(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006),(GUMMERE, 2003) ;(HAGER, M., & BRUDNEY, J., , 2004) ;(MCFARLAND, 2005), (SHIN, S., & KLEINER, B. H.,, 2003)
Recognition	8	(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006),(GUMMERE, 2003), (HAGER, M., & BRUDNEY, J., , 2004), (MACHIN, J., & PAINE, A. E., , 2008) ;(SHIN, S., & KLEINER, B. H.,, 2003),(BOYD, 2003),(SKOGLUND, 2006), (SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)
Performance management	5	(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006),(GUMMERE, 2003),(HAGER, M., & BRUDNEY, J., , 2004), (BOYD, 2003), (SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)
Orientation	3	(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006),(GUMMERE, 2003), (SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)
Develop a good relation-ship with volunteers	3	(HAGER, M., & BRUDNEY, J., , 2004) ;(MCFARLAND, 2005), (MACHIN, J., & PAINE, A. E., , 2008)
Determine role for the volunteer	3	(HAGER, M., & BRUDNEY, J., , 2004), (SHIN, S., & KLEINER, B. H.,, 2003),(SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)
Supervision	3	(HAGER, M., & BRUDNEY, J., , 2004) ;(MCFARLAND, 2005), (SHIN, S., & KLEINER, B. H.,, 2003)
Marketing approach	1	(BOYD, 2003)
Attracting	1	(BOYD, 2003)
Building career	1	(MACHIN, J., & PAINE, A. E., , 2008)
Job description	2	(BOYD, 2003)
Empowerment	1	(SOZANSKA, O., TOSNER, J., & FRIC, P., , 2004)
Engagement and involvement	1	(BARNES, M. & SHARPE, E., 2009)

However, these efforts address the factors one at a time only or by linking those factors to specific contexts. In some cases, hardly any empirical study has been conducted with many authors just providing theoretical arguments and in some other cases research outcomes are not generalizable or conclusive. For instance,(BARNES, M. & SHARPE, E., 2009) addressed only volunteer engagement and involvement. Similarly,(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006)addressed seven correlates of volunteer management but specifically in the context of sports and the outcome of their research was inconclusive and not generalizable. Again (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006) argue that in the context of community sports organisations hardly any empirical study has been conducted in understanding volunteer management practice aspects. These arguments indicate that there is a major gap in the literature that has not addressed the concept of management practice in a context free environment or multiple contexts taking into account multiple correlates of volunteer management practice in a single research. This review shows that these aspects needs to be addressed.

Furthermore, an important shortcoming in the extant literature is the lack of application of social exchange theory and Human Resource Management (HRM) theories to volunteer management in many spheres of volunteering. For instance,(PAULINE, 2011) recommended the application of social exchange theory to better explain volunteerism and(CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006) argued that hardly any empirical research has been conducted applying the concepts of HRM in the context of sports, particularly community sports. While social exchange theory has been applied to understand the reciprocal exchange that takes place between volunteers and volunteer organisation, literature shows that more investigations are needed to know how management practice of volunteer organisations could be improved to enhance volunteer recruitment and retention using social exchange theory(PAULINE, 2011). Similarly although human resource management concepts have been found to be central to such aspects as how to recruit, develop and motivate key persons in organisations, literature shows that it is not known how these HRM concepts or practices manifest in

particular contexts or how they impact volunteer retention in general (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006). But literature also shows that there are criticisms of HRM concepts as researchers claim that there is a high degree of uncertainty with regard to applying HRM concepts to management practices. This implies that there is a need for further investigation on the application of HRM practices to volunteer retention research. Thus there is a gap in the volunteering literature that requires further investigation into the application of HRM concepts particularly with regard to context free volunteer management practices.

In addition, literature shows that volunteer retention as a primary organisational focus has hardly been addressed in volunteer research (Table 2). Volunteer retention is a major bane faced by volunteer organisations and researchers do not appear to have paid any attention to this problem (CUSKELLY, G., TAYLOR, T., HOYE, R. & DARCY, S.,, 2006). In addition applying the concepts of HRM practices for volunteer management to retain volunteers is another area where researchers have not focused although extant literature highlights that HRM practices could be useful in understanding human resource practices (Beatty et al. 2003). These are significant gaps that exist in volunteer literature which need to be addressed for a better understanding of how volunteers could be retained for longer periods using the concepts of HRM practices in volunteer management. This literature addresses this gap that exists in literature regarding the relationship between volunteer management practices and volunteer retention applying HRM concepts.

Finally, use of mediating variables in the relationship between volunteer management practice or its correlates and volunteer retention is not found to be a method that has been used by other researchers. For instance the research efforts of (HOYE, R., CUSKELLY, G., TAYLOR, T., & DARCY, S., , 2008), directly linked volunteer retention to such factors as altruistic value, personal development, community concern and social adjustment and have not addressed the possible effects of mediators in the relationship. Thus there is a clear limitation in the usefulness of the current research outcomes as there is no knowledge on how mediators could impact the relationship between volunteer management practice and volunteer retention. This is a major gap in the literature and is vital to address this gap. This research addresses this gap.

## V. Conclusion

Motivation theories and models have still left a gap in understanding the relationship between volunteer motivation and their intentions to remain with an organisation (HOYE, R., CUSKELLY, G., TAYLOR, T., & DARCY, S., , 2008)

leading to the conclusion that further research is needed to understand the relationship between volunteer motivation and their intentions to remain with an organisation which includes the effect of management practice on motivation and volunteer intent to stay.

In the same vein it is seen from the literature that there has been a number of research articles that have attempted to address the importance of volunteer satisfaction through the development of volunteer satisfaction index or models as the case may be (GALINDO-KUHN, 2002), (SALAS, 2008), (SILVERBERG, 2001). However the models and index developed to date have been found to have serious limitations that prevent the uniform application of the models or the index to all volunteering organisations to enhance the volunteer satisfaction (Galindo-Kuhn & Guzley, 2002; (SALAS, 2008), (SILVERBERG, 2001), (FINKELSTEIN,

2008). Limitations include lack of applicability of the theories across several of types of volunteer organisations, methodology problems, consistency problems in measuring instruments and repeatability problems. Yet another problem that has not been addressed in the literature is the relationship between the effect of management practice on motivation and in turn on satisfaction which has created a gap in the literature (MILLETTE, V., & GAGNE, M.,, 2008).

The volunteer management practice and retention problems, has attempted to provide a complete view of the literature in a manner that will provide a good knowledge about the basics of volunteering, volunteer management practice, contemporary research activities taking place elsewhere, the literature review could lead the researchers to gain sufficient knowledge for finding solutions to the volunteering retention. While the literature review clearly shows that research publications are hard to find in the area of volunteer retention and its relationship to volunteer management practice, the review also shows possible ways of developing a model to address the issue. Highlighting the importance of addressing the serious problems of volunteer retention through an adaptation of best management practice, the review has touched upon a number of aspects that can contribute to the development of the solution and critically reviews the current knowledge in this area of research. Thus this literature review provided a sound basis for identifying a possible solution to the problem of volunteer retention and help volunteer and volunteering organisation to overcome the problem through the implementation of suggested solution developed by some researcher.

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