

HOSPITAL VOLUNTEERS – ARE THEY SATISFIED?

Marisa R. Ferreira

PHD Student, University of Porto, Faculty of Economics
Assistant Professor, School of Management and Technology of Felgueiras
Porto Polytechnic Institute - Casa do Curral, 4610 – 156 Felgueiras, Portugal
Phone: +351-917849633; Fax: +351- 255 314 120
marisaferreira@eu.ipp.pt

Teresa Proença

Professor of Human Resource Management
University of Porto, Faculty of Economics
Rua Dr. Roberto Frias, 4200-464 Porto, Portugal
Phone: +351-932847389; Fax: +351-225505050
tproenca@fep.up.pt

João F. Proença

Professor of Marketing
University of Porto, Faculty of Economics
Rua Dr. Roberto Frias, 4200-464 Porto, Portugal
Phone: +351-934147470; Fax: +351-225505050
jproenca@fep.up.pt

HOSPITAL VOLUNTEERS – ARE THEY SATISFIED?

ABSTRACT

We examine satisfaction with HRM practices, namely recruitment, training and rewarding in NPO's and attitudes regarding the appropriateness of these practices.

The participants in this study are 76 volunteers, affiliated to 4 different NPO's, which work in hospitals and have direct contact with patients and their families.

Analysing aggregate results we show that volunteers are more satisfied with training, and consider that the training strategies are very appropriate. After identifying differences between organisations we discover that in some organizations volunteers are satisfied with rewards, but in opposition they have negative attitudes regarding the appropriateness of the recognition strategies and vice-versa an opposite relation between satisfaction with reward and recognition strategies and the process of reward and recognition. We also name the more and less satisfied volunteers.

KEY WORDS

Satisfaction, Volunteers, Hospital, Human Resources Management (HRM)

1. INTRODUCTION

Prior to the 1980s, interest in management within the voluntary sector was minimal given that practitioners considered themselves as different from the for profit sector, and most appeared satisfied with a management approach based on principles of goodwill, flexibility, informality, commitment and natural ability (Cunningham, 1999). The essence of the sector was voluntarism, philanthropy, compassion and a concern with the public good (Anheier, 2000). From the 1980s, the move towards more professional management practice seemed inevitable (Willis, 1991) because “good intentions” were not enough and more attention had to be paid to business disciplines (Cunningham, 1999). Nowadays, the nonprofit organisations (NPO) growth stresses the need for guidelines and expert advice on how to effectively manage these organisations (Drucker, 1990).

There is a rich and diverse literature focusing on volunteers’ management and is well known that professional management of volunteer programs are essential to overcome barriers to involvement in volunteering (Cuthill & Warburton, 2005). However we can not avoid turnover and its costs can be very debilitating since they may lead to starting over the recruitment, selecting and even training processes (Watson & Abzug, 2005). There is also the disruption of organisation’s processes, culture and other constituents when old faces disappear, so the traditional advice to managers indicate a correlation between job satisfaction and voluntary turnover (Watson & Abzug, 2005).

Despite the extensive use of volunteers in the health system, volunteers that work in hospitals have been overlooked in previous research. In this work we consider hospital voluntary as the one whose action occurs in a hospital and this fact shows the type of beneficiaries– patients and their families (Leandro & Cardoso, 2005). Therefore we understand hospital voluntary as a peculiar form of volunteering, whose major distinction is based on the context of action (Byers *et al.*, 1976), as it occurs in a hospital environment. In this context we can say that volunteering is a human resource support, in an extremely demanding scenario in terms of services request, not always related with health (Paúl, Martin & Roseira, 1999). There is a need for a wider dialogue between civil society and the hospital, with the aim of putting together the technical and human aspect (Andersen, 2003) allowing better results in the provision of health care (Leandro & Cardoso, 2005).

The Leagues of Friends and other types of organisations (like Red Cross for example) try to complement the services provided by the hospitals materialising their mission of taking care of patients and their families (Leandro & Cardoso, 2005). Thus the voluntary work can be seen as an intermediary between the users and the hospital, in this way the hospital can, not only promote a healthy social relationship with users and / or patients, but also promote a more human and healthy environment (Leandro & Cardoso, 2005).

Consequently organisations responsible for the volunteers’ management must consider their workforce as part of the strategic planning process. In order to make this planning process more comprehensive is essential for planners to evaluate whether the volunteers are satisfied or not (Ralston & Rhoden, 2005). We can consider that satisfaction is the difference between what one wants and what one gets from their job (Doherty & Carron, 2003) and job satisfaction is a key factor in the retention of volunteers, so managers should consider the usefulness of evaluating the satisfaction of their volunteers and obtaining measures of volunteer satisfaction, in order to give managers a sense of whether or not the needs of the volunteers are being met (Silverberg, Marshall & Ellis, 2001).

This paper aims to understand the impact of the organisation management in volunteers’ satisfaction. We will analyse satisfaction with management factors and describe management factors themselves. Following a review of the relevant literature, the research and findings are presented. The article finishes with a discussion of the results.

2. BACKGROUND (context)

Volunteers' satisfaction

In order to better recruit, train and retain volunteers there is a need to identify ways to increase the overall satisfaction of volunteers with their experience and work (Costa *et al.*, 2006). Cnaan & Cascio (1998) major findings relate to the fact that changes in volunteer performance variables, especially volunteer satisfaction and tenure can, in part, be explained by practices of volunteer management.

The concept of satisfaction is considered theoretically relevant in many studies that have investigated the factors that influence the permanence of volunteer participation in organisations (Jiménez, Fuertes & Abad, 2009). Satisfaction is a difficult concept to study since it exists a big diversity of interpretations (Jiménez, Fuertes & Abad, 2009) and the variety of tools used to measure paid employee job satisfaction indicate that many different conceptualizations of this construct exist (Silverberg, Marshall & Ellis, 2001). In Table 1 we can see a resume of some important research made in this area that identifies satisfaction dimensions and its measures, as well as the context where the research is made.

TABLE 1
Satisfaction – dimensions, measures and context

Authors	Dimensions	Measure	Context
Costa, Chalip, Green & Simes (2006)(Costa, Chalip, Green & Simes, 2006)	satisfaction with information; with variety of freedom; with ability to complete tasks and with pay/rewards	eight of the original fourteen items in the Job Satisfaction Scale (Wood, Chonko & Hunt, 1986)	sport volunteers
Doherty & Carron (2003)	overall satisfaction	job in general (Smith & Brannick, 1985)	sport volunteers
Farrell, Johnson & Twinam (1998)	satisfaction with volunteer experience, site facilities and organisation	twenty four questions	sport volunteers
Jiménez, Fuertes & Abad (2009)	satisfaction with management organisation, with tasks and with motivations	seven itens (satisfaction with management), four itens (satisfaction with tasks) from job diagnostic survey and six itens (satisfaction with motivation) from volunteers motivations inventory (Clary <i>et al.</i> , 1998)	Social and care volunteers
Kemp (2002)	overall satisfaction	open question	sport volunteers
Kulik (2007)	satisfaction with volunteer activity	one question	adolescents
Léon (2002)	satisfaction with volunteer experience and overall satisfaction	classification of nine adjectives and one question (for overall satisfaction)	various
Sherer (2004)	satisfaction with work; service; managers; and co-workers	interviews	national service
Silverberg, Marshall & Ellis (2001)	satisfaction with nature of the work; contingent rewards; supervision; operating procedures; co-workers and communication	thirty six item employee job satisfaction scale (Spector, 1997)	public and recreation volunteers

Recruiting, Training and Rewarding

Recruitment, training and rewarding are important factors that can influence volunteer work (Ferreira, Proença & Proença, 2009). Recruitment of the appropriate volunteers is very important to the survival and growth of the organisation (Brudney & Kellough, 2000; Jago & Deery, 2002). Recruiting volunteers should not be an undifferentiated search for person-power irrespective of qualifications, but a selective mission to locate and entice citizens with appropriate backgrounds and aspirations to fill designated organisation needs that intrigue them (Brudney, 1990; Edwards, 2005). However, the recruitment process is often informal and attracting qualified applicants can be a complex task (Cuskelly & Auld, 2000). “Training is the process of instructing volunteers in the specific job-related skills and behaviour that they will need to perform in their particular volunteer job.” (McCurley, 2005: 606). Training is costly and time-consuming and sometimes organisations think that investing in training is not worthy (Hartenian, 2007). However a lack of adequate training provision is seen as a key constrain on the effectiveness of the voluntary sector (Cunningham, 1999; Wilson & Pimm, 1996) and providing continual efforts in training can benefit volunteers (Jäger, Schmidt & Beyes, 2007; Woods, 2006). Nunes, Reto & Carneiro (2001) studied the importance of training volunteers

and concluded that this management factor is considered an important element to the organisations viability. Nonetheless, very often this significance is not conveyed and is frequently considered dispensable (Nunes, Reto & Carneiro, 2001).

Many volunteers give importance to rewards, both intrinsic and extrinsic to the work (Hsieh, Curtis & Smith, 2007). They are looking for clear and visible indications of the effectiveness of their work (Jäger, Schmidt & Beyes, 2007). They need to know that they are appreciated and that they make a difference (Carvalho & Souza, 2007; Woods, 2006) and the feeling of being recognized and appreciated is something that volunteers value as a very important factor (Holmberg & Söderlung, 2005). Volunteers appreciate a “thank you” or a “well done” when offered by beneficiaries or coordinators (Hsieh, Curtis & Smith, 2007; Philips, Little & Goodine, 2002), they also appreciate if they feel part of a team if they have a good work environment and if someone shows personal interest in their life (Carvalho & Souza, 2007). Some appreciate a more formal recognition given by the organisation (Brudney, 1990), such as being included in trips and events with other volunteers and staff (Hsieh, Curtis & Smith, 2007), dinners, gifts, certificates, plaques, trophies, reference letters or recognition in a newsletter (Brudney, 1990; Brudney, 2005; Brudney & Nezhina, 2005; Carvalho & Souza, 2007; Woods, 2006). The use of symbolic rewards and recognition activities might be significant in explaining volunteer satisfaction (Farrell, Johnston & Twynam, 1998), hours volunteered per month (commitment), length of service (tenure) (Cnaan & Cascio, 1998) and retention (Hager & Brudney, 2004).

Organisations influence

“Research on volunteers has largely ignored the fact that most volunteering takes place within organisational contexts.” (Grube & Piliavin, 2000:1109). Volunteer organisations, where we can not find an employment relationship between the volunteer and the organisation, represent a specific context in which we can explore many effects (Catano, Pond & Kelloway, 2001). Variables related to volunteers’ experience with a specific organisation should be relevant (Grube & Piliavin, 2000) and considered when we study satisfaction. Some authors consider that work environment is an important part of the job satisfaction construct, so research should consider this influence (Kemp, 2002). We believe that different organisations might influence volunteers’ satisfaction, for example in the work of Cuskelly, Taylor, Hoyer & Darcy (2006), where they used a HRM approach to examine the efficacy of volunteer management practices in predicting problems within rugby union clubs, we can see that clubs that reported more extensive use of orientation, and training and support practices reported fewer problems in the retention of volunteers; in the work of Cnaan & Cascio (1998) major findings indicate that volunteer satisfaction can be explained in part by practices of volunteer management; in the work of Catano, Pond & Kelloway (2001) we see a parallel between two organisations (a voluntary service organisation and a trade union) considering organisational environment and we notice differences in terms of commitment and involvement; in the work of Farrell, Johnston & Twynam (1998) we can see that volunteers were asked about their experience, site facilities and organisation and; finally we can see in the work of Costa *et al* (2006) that they indicate as part of future work the study of the ways management and training volunteers affects job satisfaction.

Considering all these aspects, volunteers characteristics and the work environment we decide to analyse the impact of management factors in the volunteers’ satisfaction. More specifically, we examine satisfaction with HRM practices, namely recruitment, training and rewarding and, as we saw previously, we intend to find out if there are important differences between organisations related with satisfaction and the attitudes regarding the appropriateness of these HRM practices.

3. THE RESEARCH

The participants in this study are 76 volunteers that are affiliated to 4 different NPO’s. All the volunteers work in public hospitals and have direct contact with patients and their families. Approval for the study was obtained in a firstly meeting with the organisation manager and the

volunteers' manager. The volunteers were recruited through the organisation, specifically through the volunteers' managers. Surveys were collected within 3 months of the original date of distribution. Each participant needed to return the survey to the volunteer manager and then all the surveys were collected from the organisations.

3.1 Participants

The participants belong to 4 organisations that work voluntarily with the hospitals, supporting patients and their families. In total, 76 volunteers from four different NPO's participated in the survey. In the end we get 64 responses since some of the questionnaires were not complete.

The majority of the participants is part time volunteers and dedicate, in average, 6 hours per week to their volunteer work. Participants ranged in age from 25 to 84 years ($M = 61$, $SD = 13$) and are mainly woman (89%) and retired (64.1%). In Table 2 we can see data related to education, monthly income, sex and civil state by organisation. If we take a look to recent data about education in Portuguese residents with 55 years or more (INE, 2008), we can see that 62% have basic education, 5% have earned a college degree and 4% have finish high school, so volunteers in this study clearly present higher levels of education.

TABLE 2
Education, Monthly income and Sex by organisation

		Red Cross - Guimarães	League of Friends - Castelo Branco	League of Friends - Santo Tirso	League of Friends - Leiria	Total
Education	Basic education	18,5%	5,6%	1,9%	11,1%	37,0%
	9° to 11° grade	1,9%	3,7%	3,7%		9,3%
	High school	5,6%	3,7%	5,6%	3,7%	18,5%
	College degree	7,4%	7,4%	3,7%	11,1%	29,6%
	Pos-grad	1,9%		3,7%		5,6%
	TOTAL	35,3%	20,4%	18,6%	25,9%	100,0%
Monthly income	until 1000€	15,5%	10,0%	7,5%	10,0%	45,0%
]1000€- 2000€]	7,5%	5,0%	10,0%	10,0%	32,5%
]2000€- 3000€]	5,0%	2,5%	2,5%	7,5%	17,5%
	more than 3000€	5,0%				5,0%
	TOTAL	35,0%	17,5%	20,0%	27,5%	100,0%
Sex	Maculine	3,7%		4,8%	3,2%	11,1%
	Feminine	33,3%	23,8%	12,7%	19,0%	88,9%
	TOTAL	36,5%	23,8%	17,5%	22,2%	100,0%
Civil state	Single		3,2%	1,6%	3,2%	8,1%
	Married	17,7%	8,1%	11,3%	11,3%	48,4%
	Divorced	6,5%	3,2%	1,6%	1,6%	12,9%
	Widowed	9,7%	9,7%	4,8%	6,5%	30,6%
	TOTAL	33,9%	24,2%	19,4%	22,6%	100,0%

3.2 Measures and procedures

The survey instrument was prepared to measure satisfaction with recruitment, training and reward. The issues covered in the scales emerged as a result of the literature review. Questions were rated in a seven point Likert scale. For the analysis of satisfaction with HRM we used six questions adapted from the work of Jiménez, Fuertes & Abad (2009); and Silverberg, Marshall & Ellis (2001): "I feel I receive a fair amount of recognition for the volunteer work I do"; "I receive the recognition that I should receive from my organisation"; "I'm satisfied with the recruitment process"; "I'm satisfied with the interest of the organisation in set my preferences to available functions"; "I'm satisfied with the training offered in order to improve my work as volunteer"; "I'm satisfied with the skills I get". For the analysis of the attitudes regarding the HRM practices we used three questions: "in your opinion are the recruitment and selection strategies the most appropriate"; "in your opinion are the training strategies the most

appropriate”; and “in your opinion are the reward and recognition strategies the most appropriate”.

The survey was pre-tested and modified prior to implementation. The survey was tested on a small sample of volunteers ($n=10$) coming from different health organisations and each of the volunteers not only answer the questionnaire but also explain, in an interview, the problems he/she find on it. Small modifications in sentence wording were made on the basis of feedback received. For this analysis in particular we did not use all the questions of the questionnaire.

4. RESULTS

The questions related with HRM obtained high means (between 4 and 5 points) and the practice considered more appropriated was training ($mean=4.56$). The questions related with SHRM obtained also high means (between 3.6 and 5.2 points), satisfaction with training have the highest means ($mean=5.15$) and satisfaction with recognition the lowest values ($mean=4.2$).

To inquiry the difference between the organisations, we proceed with a MANOVA since it is designed to look at several dependent variables simultaneously (Field, 2005). We test separately satisfaction with Human Resource Management (SHRM) and attitudes regarding Human Resource Management (HRM).

First we check the assumptions of MANOVA: multivariate normality and homogeneity of covariance matrices (Field, 2005; Hair *et al.*, 1998; Maroco, 2003). We used, for the two groups of variables – SHRM and HRM, Kolmogorov – Smirnov test to check the normality of the dependent variables and indeed they have a normal distribution (the values of *sig.* are greater than .05). The assumption of equality of covariance matrices is checked through Levene’s test and we use Box’s test in order to compare variance-covariance matrices between groups (for our data $p=.388$ and $p=.290$, which is greater than .05) and so the assumption of homogeneity is met.

MANOVA has four statistics tests and we need to know which one is best in terms of test power and robustness (Field, 2005). For the data related to SHRM Pillai’s trace ($p=.024$), Wilks’s lambda ($p=.022$), Hotelling’s trace ($p=.020$) and Roy’s largest root ($p=.003$), the tests reach the criterion of significance of .05, so we can affirm that organisations have significant differences relatively to the dependent variable considered. For the data related to HRM we have Pillai’s trace ($p=.102$), Wilks’s lambda ($p=.079$), Hotelling’s trace ($p=.061$) and Roy’s largest root ($p=.003$), so in this scenario the statistic test we choose determines whether or not we reject the existence of differences between organisations. If we look to the observed power we can see that Roy’s largest root shows the highest power (.920) so we can say that organisations had a significant effect on HRM.

To see the nature of these effects we use the Tests of between-subjects effects (see appendix 1 - Table 3). We can see in Table 3 that the values of p indicate that, in most of them, there was a non significant difference between organisations, except for the first variable (“I feel I receive a fair amount of recognition for the volunteer work I do“, $p=.006$) and the third one (“I’m satisfied with the recruitment process“, $p=.032$). These results should lead us to conclude that these variables do suffer an effect from the organisation. In Table 4 we get similar results and the last variable (“In your opinion are the reward and recognition strategies the most appropriate“, $p = .020$) do suffer an effect from the organisation.

Finally to identify the differences between organisations we will use Tukey’s Honestly Significant Differences (HSD) method. The analysis of the outputs (see appendix 2 – Table 5 and 6) is used to determine the significant differences between group means, so we can see that for SHRM we have two groups for the variable “I feel I receive a fair amount of recognition for the volunteer work I do”, the first will include the Leagues of Friends from the hospitals of Santo Tirso and Leiria and these ones are the Leagues with the lowest values (see table 7) for this variable. The second group includes the Leagues of Friends from the hospital of Castelo Branco and Red Cross from Guimarães and these ones have the highest values (see table 7) for this variable.

4. DISCUSSION

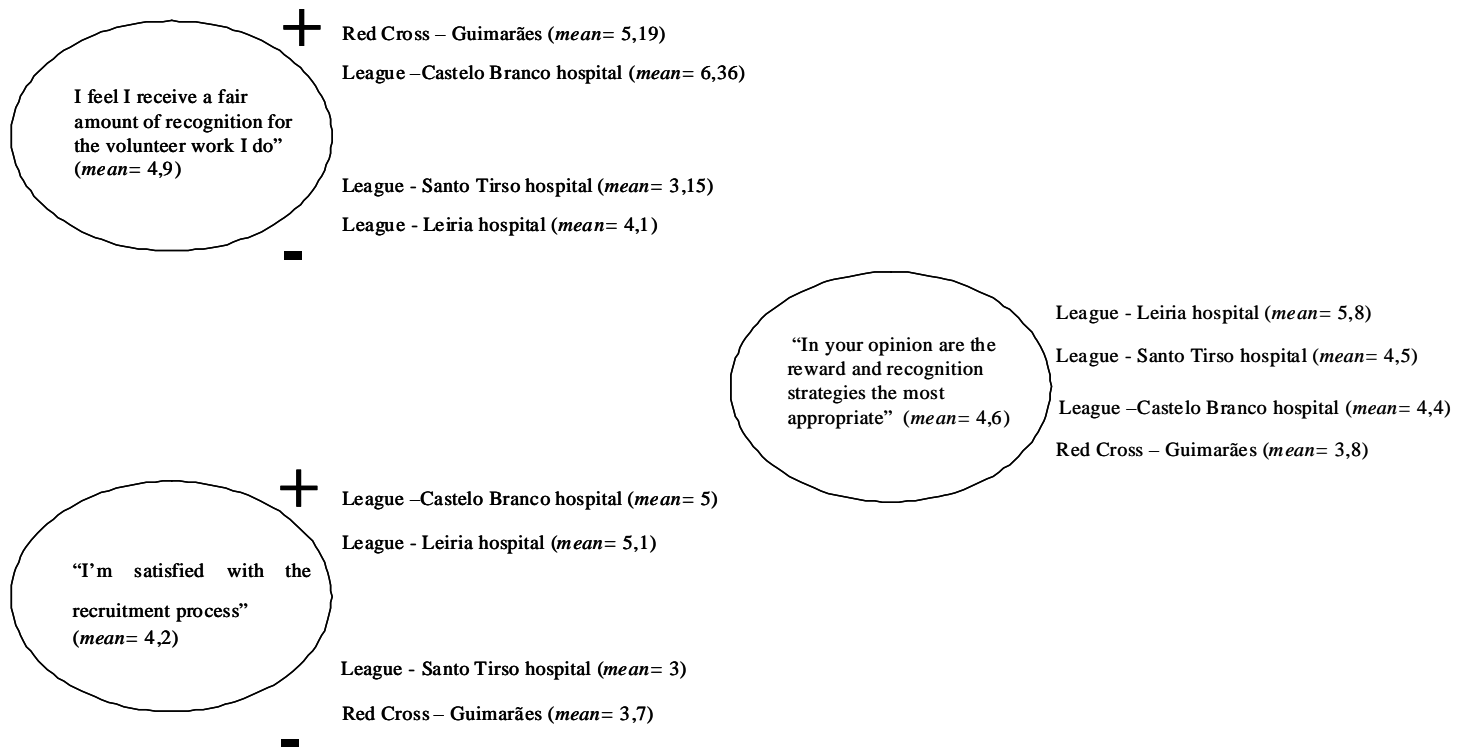
Analysing the aggregate results we can see that training is the HRM practice that gets the highest results and reward and recognition the lowest ones. Organisations that offer training and professional development opportunities for volunteers have higher rates of retention (Hager & Brudney, 2004) and the opportunities to share opinions and experiences during training help to build volunteers' sense of community (Costa, Chalip, Green & Simes, 2006). The same is true for SHRM since satisfaction with training have the highest means and satisfaction with recognition the lowest values. We can affirm that even the lowest results can be considered as very good since all values are higher than the scale average.

As we saw previously, considering SHRM we have two different groups for the variable "I feel I receive a fair amount of recognition for the volunteer work I do", and, as we saw in the work of Cnaan & Cascio (1998), this shows that some aspects of volunteers' management might influence volunteer satisfaction. Volunteers from the first group (Leagues of Friends from the hospitals of Santo Tirso and Leiria) are the ones less satisfied with the recognition they receive from the organisation and, on the contrary, volunteers that belong to the second group (Leagues of Friends from the hospital of Castelo Branco and Red Cross from Guimarães) are the most satisfied with the recognition their organisation give to them. Note that Red Cross from Guimarães belong to the two groups (see table 7), although looking to the mean value obtained and to the other means, we believe that is more precise to include it in the second group.

For the variable "I'm satisfied with the recruitment process" we also have two groups, the first group includes the League of friends from the hospital of Santo Tirso and Red Cross from Guimarães with the lowest values (see table 7) and the second group with the Leagues of Friends from the hospitals of Castelo Branco and Leiria with the highest values (see table 7). This means that the volunteers from the first group are the ones less satisfied with the recruitment process and the volunteers that belong to the second group are the most satisfied with the recruitment process. Again note that Red Cross from Guimarães belongs to the two groups (see table 5), and again if we look to the mean value obtained and to the other means, we believe that the best option is to include it on the second group.

In Table 8 (appendix 3), we can see the means for the variable "In your opinion are the reward and recognition strategies the most appropriate" and the League of Leiria is the one with the highest value meaning that their volunteers are the ones that believe reward and recognition strategies are appropriate, although if we look to the previous results related with the satisfaction with the amount of recognition that volunteers receive we can see that the volunteers from Leiria are the ones less satisfied, so they believe the reward and recognition strategies are appropriate however are not satisfied with what they get, so probably the organisation is not performing as they say or as volunteers expect it. On the opposite side we have volunteers from the Red Cross – Guimarães believing that the reward and recognition strategies are not very appropriated, however they belong to the group that has the highest values related with the satisfaction with the amount of recognition they get, so we believe that this organisation has a proper operationalization of the recognition strategy, since volunteers are happy with it, even considering these strategies has not very appropriate. Note that the work of Philips, Little & Goodine (2002) shows the importance of rewards and recognition strategies since volunteers refer it as one of the most important type of support that organisations can give to their efforts. Cuskelly & Boag (2001) affirm that when volunteer work is recognised as worthwhile their retention tend to be higher and Akingbola (2006) defend that it should be appraised in a continuous basis. In Figure 1 we gather these information and we can say that volunteers that belong to Castelo Branco league are the ones more satisfied (with both reward and recruiting processes), although consider reward strategy not very appropriated. Volunteers from Santo Tirso league are the ones less satisfied (with both reward and recruiting processes) however they consider reward strategy very appropriated. So we can identify an opposite relation between satisfaction with reward and recognition strategies and the attitudes regarding the appropriateness of reward and recognition practices.

FIGURE 1
Relationships



5. CONCLUSION

Our research is on volunteers that develop their activities in hospitals, supporting patients and their families in this specific scenario. Our major findings are that HRM practices, namely recruitment, training and reward and recognition, might influence volunteers’ satisfaction. We also believe that there are important differences between organisations and these differences are related with the HRM practices.

We show that training is the HRM practice that gets the highest results and the same happens with SHRM since satisfaction with training have the highest means. After identifying differences between organisations we acknowledged that in spite of being similar organisations there are differences regarding the volunteers’ attitudes and satisfaction. Moreover, we discover an opposite relation between satisfaction with reward and recognition strategies and the process of reward and recognition, showing that the more satisfied volunteers consider reward strategy as not very appropriated and less satisfied volunteers consider reward strategy very appropriated. We think that these relations are explained by the implementation and application HRM practices and emphasize the importance of examining their implementation and related processes as noted by Becker and Gerhart (1996). The identification of organisations differences might help to improve the performance of other organisations in some areas.

As a limitation we can say that given the responses rates it is likely that those volunteers with a higher level of satisfaction were more likely to participate in the survey than those volunteers with less levels of satisfaction. If this is the case our results need to be interpreted with caution.

REFERENCES

- Akingbola, K. (2006). Strategy and HRM in nonprofit organizations: evidence from Canada. *International Journal of Human Resource Management*, 17(10): 1707-1725.
- Andersen, K. (2003). Student Volunteers: Why Hospitals Must Invest in Their Futures. *International Journal of Health Care Quality Assurance*, 16(2): 6-13.
- Anheier, H. K. (2000). Managing non-profit organisations: Towards a new approach. *Civil Society Working Paper* 11-13.
- Brudney, G. L. (1990). *Fostering Volunteer Programs in the Public Sector*. San Francisco: Jossey-Bass Publishers.
- Brudney, J. L. (2005). Designing and Managing Volunteer Programs. In R. D. Herman, & Associates (Eds.), *The Jossey-Bass Handbook of Nonprofit Leadership & Management*. San Francisco: Jossey-Bass.
- Brudney, J. L., & Kellough, J. E. (2000). Volunteers in State Government: Involvement, Management, and Benefits. *Nonprofit and Voluntary Sector Quarterly*, 29(111-130).
- Brudney, J. L., & Nezhina, T. G. (2005). What is Old is New Again: Achieving Effectiveness with Volunteer Programs in Kazakhstan. *Voluntas - International Journal of Voluntary and Nonprofit Organizations*, 16(3): 293-308.
- Byers, M. L., Kolstad, Volkema, R. J., & Karmel, B. (1976). "An Empirical Investigation of Satisfaction With Volunteer Work in a Community Health Center". Paper presented at the 36th Annual Meeting of the Academy Of Management, Kansas.
- Carvalho, V., & Souza, W. (2007). Pobres no Ter, Ricos no Ser: Trabalho Voluntário e Motivação na Pastoral da Criança. *Revista de Administração Contemporânea*, 11(2): 113-134.
- Catano, V. M., Pond, M., & Kelloway, E. K. (2001). Exploring Commitment and Leadership in Volunteer Organizations. *Leadership & Organization Development Journal*, 22(6): 256-263.
- Clary, Ridge, R. D., Stukas, A., Snyder, M., Copeland, J., Haugen, & Miene. (1998). Understanding and Assessing the Motivations of Volunteers: A Functional Approach. *Journal of Personality and Social Psychology*, 74(6): 1516-1530.
- Cnaan, R. A., & Cascio, T. (1998). Performance and Commitment: Issues in Management of Volunteers in Human Service Organizations. *Journal of Social Service Research*, 24(3/4): 1-37.
- Costa, C. A., Chalip, L., Green, B. C., & Simes, C. (2006). Reconsidering the Role of Training in Event Volunteers' Satisfaction. *Sport Management Review*, 9(165-182).
- Cunningham, I. (1999). Human Resource Management in the Voluntary Sector: Challenges and Opportunities. *Public Money & Management* (April-June): 19-25.
- Cuskelly, Taylor, Hoye, & Darcy. (2006). Volunteer Management Practices and Volunteer Retention: a Human Resource Management Approach. *Sport Management Review*, 9(141-163).
- Cuskelly, G., & Auld, C. 2000. *Volunteer Management Program - Recruiting Volunteers*. Brisbane: Australian Sports Commission.
- Cuskelly, G., & Boag, A. (2001). Organisational Commitment as a Predictor of Committee Member Turnover among Volunteer Sport Administrators: Results of a Time-Lagged Study. *Sport Management Review*, 4(65-86).
- Cuthill, M., & Warburton, J. (2005). A Conceptual Framework for Volunteer Management in Local Government. *Urban Policy and Research*, 23(1): 109-122.
- Doherty, A. J., & Carron, A. (2003). Cohesion in Volunteer Sport Executive Committees. *Journal of Sport Management*, 17(116-141).
- Drucker, P. F. (1990). *As Organizações sem Fins Lucrativos*. Lisboa: Difusão Cultural.
- Edwards, D. (2005). "Understanding the Organization of Volunteers at Visitor Attractions". University of Western Sydney, Sydney.
- Farrell, Johnston, & Twynam. (1998). Volunteer Motivation, Satisfaction, and Management at an Elit Sporting Competition. *Journal of Sport Management*, 12(288-300).

- Ferreira, M. R., Proença, J. F., & Proença, T. (2009). "Volunteers and Management Factors in Nonprofit Organisations: a brief literature review". Paper presented at the Iberoamerican Academy of Management, Buenos Aires - Argentina.
- Field, A. (2005). *Discovering Statistics Using SPSS* (2 ed.): Sage.
- Becker, B. And Gerhart, B. (1996). The impact of human resource management on organizational performance: progress and practice. *Academy of Management Journal*, Vol. 39, 4, 779-801.
- Grube, J. A., & Piliavin, J. A. (2000). Role Identity, Organizational Experiences, and Volunteer Performance. *Personality and Social Psychology Bulletin*, 26(9): 1108-1119.
- Hager, M., & Brudney, J. (2004). *Volunteer Management Practices and Retention of Volunteers*, Volunteer Management Capacity Study Series. Washigton: The Urban Institute.
- Hair, Anderson, Tatham, & Black. (1998). *Multivariate Data Analysis* (5 ed.): Prentice-Hall International.
- Hartenian, L. S. (2007). Nonprofit Agency Dependence on Direct Service and Indirect Support Volunteers. *Nonprofit Management & Leadership*, 17(3): 319-334.
- Holmberg, E., & Söderlung, K. (2005). "Work for Free". Jönköping University.
- Hsieh, J., Curtis, K. P., & Smith, A. W. (2007). "Implications of Stakeholder Concept and Marketing Orientation in the US Nonprofit". Paper presented at the International Congress on Public and Non Profit Marketing, Braga.
- INE. 2008. População residente com 15 e mais anos de idade (Série 1998 - N.º) por Sexo, Grupo etário e Nível de educação; Anual - INE, Inquérito ao Emprego.
- Jäger, U., Schmidt, K., & Beyes, T. (2007). "Leading Without Formal Power". Paper presented at the 6th Workshop on the Challenges of Managing the Third Sector, Venice.
- Jago, L., & Deery, M. (2002). The Role of Human Resource Practices in Achieving Quality Enhancement and Cost Reduction: an Investigation of Volunteer use in Tourism Organisations. *International Journal of Contemporary Hospitality Management*, 14(5): 229-236.
- Jiménez, M. L. V., Fuertes, F. C., & Abad, M. S. (2009). Satisfacción en el voluntariado: estructura interna y relación con la permanencia en las organizaciones. *Psicothema*, 21(1): 112-117.
- Kemp, S. (2002). The Hidden Workforce: Volunteers' Learning in the Olympics. *Journal of European Industrial Training*, 26(109-116).
- Kulik, L. (2007). Predicting Responses to Volunteering among Adolescents in Israel: The Contribution of Personal and Situational Variables. *Voluntas - International Journal of Voluntary and Nonprofit Organizations*, 18(35-54).
- Leandro, M. E., & Cardoso, D. F. (2005). *Sociologia do Voluntariado*. Braga: Instituto Ciências Sociais - Universidade do Minho.
- León, M. C. D. d. (2002). "La Incidencia Diferencial de los Factores Psicosociales en Distintos Tipos de Voluntariado". Universidad Complutense de Madrid, Madrid.
- Maroco, J. (2003). *Análise Estatística* (2 ed.): Edições Sílabo.
- McCurley, S. (2005). Keeping the Community Involved. In R. D. Herman, & Associates (Eds.), *The Jossey-Bass Handbook of Nonprofit Leadership & Management*. San Francisco: Jossey-Bass.
- Nunes, F., Reto, L., & Carneiro, M. (2001). *O Terceiro Sector em Portugal: Delimitação, Caracterização e Potencialidades*. Lisboa.
- Paúl, C., Martin, I., & Roseira, L. (1999). *Comunidade e Saúde*. Porto: Edições Afrontamento.
- Philips, S., Little, B. R., & Goodine, L. 2002. *Recruiting, Retaining and Rewarding Volunteers: What Volunteers Have to Say*. Toronto: Canadian Centre for Philanthropy.
- Ralston, R., & Rhoden, S. (2005). The Motivation and Expectation of Volunteers on Cycle Trails: the case of the National Cycle Network, UK. *Tourism and Hospitality Planning & Development*, 2(2): 101-114.
- Sherer. (2004). National Service in Israel: Motivations, Volunteer Characteristics, and Levels of Content. *Nonprofit and Voluntary Sector Quarterly*, 33(1): 94-108.

- Silverberg, K. E., Marshall, E. K., & Ellis, G. D. (2001). Measuring Job Satisfaction of Volunteers in Public Parks and Recreation. *Journal of Park and Recreation Administration*, 19(1): 79-92.
- Smith, & Brannick. (1985). "The Job in General (JIG) scale". Bowling Green State University.
- Spector. (1997). *Job Satisfaction*. Thousand Oaks: CA: Sage.
- Watson, M. R., & Abzug, R. (2005). Finding the Ones You Want, Keeping the Ones You Find. In R. D. Herman, & Associates (Eds.), *The Jossey-Bass Handbook of Nonprofit Leadership & Management*. San Francisco: Jossey-Bass.
- Willis, E. (1991). Managing Volunteers. In J. Batsleer, C. Cornforth, & R. Paton (Eds.), *Issues in Voluntary and Non-Profit Management*: Addison-Wesley Publishing Company.
- Wilson, A., & Pimm, G. (1996). The Tyranny of the Volunteer: the care and feeding of voluntary workforce. *Management Decision*, 34(4): 24-40.
- Wood, Chonko, & Hunt. (1986). Social Responsibility and Personal Success: Are they Compatible? *Journal of Business Research*, 14(3): 193-212.
- Woods, T. B. (2006). "The Rhetoric of Volunteerism: Strategies to Recruit and retain Volunteers in Nonprofit Organizations". Georgia State University.

APPENDICES

Appendix 1 – Tests of Between-Subjects Effects

TABLE 3
Tests of Between-Subjects Effects - SHRM

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Noncent. Parameter	Observed Power ^b
	(...)							
Organisation	I feel I receive a fair amount of recognition for the volunteer work I do	49,067	3,000	16,356	4,762	0,006	14,285	0,875
	I receive the recognition that I should receive from my organisation	15,608	3,000	5,203	1,016	0,394	3,047	0,258
	I'm satisfied with the recruitment process	38,244	3,000	12,748	3,196	0,032	9,589	0,702
	I'm satisfied with the interest of the organisation in set my preferences to available functions	16,965	3,000	5,655	1,459	0,238	4,376	0,361
	I'm satisfied with the training offered in order to improve my work as volunteer	7,827	3,000	2,609	0,820	0,489	2,461	0,214
	I'm satisfied with the skills I get	7,732	3,000	2,577	0,795	0,503	2,386	0,208

a. R Squared = ,233 (Adjusted R Squared = ,184)

b. Computed using alpha = ,05

TABLE 4
Tests of Between-Subjects Effects - HRM

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Noncent. Parameter	Observed Power ^b
	(...)							
Organisation	In your opinion are the recruitment and selection strategies the most appropriate?	37,731	3,000	12,577	2,738	0,059	8,215	0,610
	In your opinion are the training strategies the most appropriate?	17,013	3,000	5,671	1,213	0,320	3,640	0,295
	In your opinion are the reward and recognition strategies the most appropriate?	49,161	3,000	16,387	3,777	0,020	11,332	0,764

a. R Squared = ,199 (Adjusted R Squared = ,127)

b. Computed using alpha = ,05

Appendix 2 – Tukey’s HSD

TABLE 5

I feel I receive a fair amount of recognition for the volunteer work I
Tukey HSD

Organisation	N	Subset	
		1	2
League of Friends - Santo Tirso	11	3,455	
League of Friends - Leiria	14	4,143	
Red Cross - Guimarães	18	5,111	5,111
League of Friends - Castelo Branco	14		6,357
Sig.		0,085	0,275

Means for groups in homogeneous subsets are displayed.

Based on observed means.

The error term is Mean Square(Error) = 3,235.

TABLE 6

I'm satisfied with the recruitment process

Tukey HSD

Organisation	N	Subset	
		1	2
League of Friends - Santo Tirso	11	2,727	
Red Cross - Guimarães	18	3,667	3,667
League of Friends - Castelo Branco	14		5,000
League of Friends - Leiria	14		5,143
Sig.		0,568	0,187

Means for groups in homogeneous subsets are displayed.

Based on observed means.

The error term is Mean Square(Error) = 3,621.

Appendix 3 – Means

TABLE 7
Means - SHRM

Organisation		I feel I receive a fair amount of recognition for the volunteer work I do	I'm satisfied with the recruitment process
Red Cross Guimarães	Mean	5,19	3,68
	N	21,00	19,00
	Std. Deviation	1,69	1,95
League of Friends Castelo Branco	Mean	6,36	5,00
	N	14,00	14,00
	Std. Deviation	0,84	1,52
League of Friends Santo Tirso	Mean	3,45	3,00
	N	11,00	12,00
	Std. Deviation	2,07	2,22
League of Friends Leiria	Mean	4,14	5,14
	N	14,00	14,00
	Std. Deviation	2,21	1,96
Total	Mean	4,90	4,20
	N	60,00	59,00
	Std. Deviation	2,00	2,06

TABLE 8
Means - HRM

In your opinion are the reward and recognition strategies the most appropriate?			
Organisation	Mean	N	Std. Deviation
Red Cross - Guimarães	3,29	14,00	1,86
League of Friends - Castelo Branco	4,08	13,00	2,18
League of Friends - Santo Tirso	3,38	8,00	2,88
League of Friends - Leiria	5,80	10,00	1,87
Total	4,09	45,00	2,30