

Organisational influence on volunteer satisfaction and attitudes towards HRM practices: the case of hospital volunteers

Marisa R. Ferreira, Teresa Proença, João F. Proença

Abstract We examine volunteer satisfaction with HRM practices, namely recruitment, training and reward in NPOs and attitudes regarding the appropriateness of these practices. The participants in this study are 76 volunteers affiliated with four different NPOs, who 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 the training strategies to be very appropriate. After identifying differences between organisations we discover that in some organisations volunteers are satisfied with rewards but they have negative attitudes regarding the appropriateness of the recognition strategies. We also identify the volunteers who are the most and the least satisfied.

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

1 Introduction

Prior to the 1980s, interest in management practice within the voluntary sector was minimal, given that most practitioners considered themselves to be different from the

for-profit sector and appeared to be 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). Beginning in 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, non-profit organisation (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 body of literature focusing on the management of volunteers, and it is well known that professional management of volunteer programs is essential to overcoming barriers to participation in volunteering (Cuthill and Warburton 2005). However, we cannot avoid turnover and it can have very debilitating costs since it may lead to starting the recruitment, selection and even training processes over (Watson and Abzug 2005). There is also the disruption of organisational routine, culture and other constituents when old faces disappear, so the customary advice to managers points out a correlation between job satisfaction and voluntary turnover (Watson and Abzug 2005).

Despite the extensive use of volunteers in the health system, volunteers that work in hospitals have been overlooked in previous research. We consider the hospital volunteer to be a particular form of volunteering whose major distinction is based on a context of action (Byers et al. 1976), as it is performed in a hospital environment. In this context we can say that volunteering is a human resource support in extremely demanding situations in terms of service requests, not always related to health (Paúl et al. 1999). "Hospital volunteers are perceived to add to the quality of a hospital by contributing to the happiness and comfort of patients, their families, and visitors. They add a human touch to the technical aspect of care" (Hotchkiss et al. 2009: 120). There is a need for a wider dialogue between civil society and the hospital, with the aim of combining the technical and human aspects (Andersen 2003), leading to better results in the provision of health care (Leandro and Cardoso 2005).

The League of Friends and other types of organisations (like the Red Cross for example) try to complement the services provided by hospitals in their mission of taking care of patients and their families (Leandro and Cardoso 2005). Consequently, this voluntary work can be seen as an intermediary between the users and the hospital, in which the hospital can not only promote a healthy social relationship with users and/or patients, but also promote a more human environment (Leandro and Cardoso 2005), since the principal beneficiaries of volunteer work are patients, volunteers, the organisation and society (Selli et al. 2008). It is known that volunteers play an important role in hospital humanization, although there are few details about this participation and contribution (Nogueira-Martins et al. 2010).

Consequently, organisations responsible for the management of volunteers should consider their workforce as part of the strategic planning process. In order to make this process more comprehensive, it is essential for planners to evaluate the volunteers' degree of satisfaction (Ralston and Rhoden 2005). We can consider satisfaction to be the difference between what one wants and what one gets from their job (Doherty and Carron 2003), and job satisfaction is a key factor in the retention of volunteers. Therefore, 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 et al. 2001).

This paper aims to add to the understanding of organisation management impact on volunteer satisfaction. We will analyse satisfaction and attitudes towards management factors and describe management factors themselves. Following a review of the relevant literature, the research and findings are presented. The article concludes with a discussion of the results.

2 Background (context)

2.1 Organisational influence

“Research on volunteers has largely ignored the fact that most volunteering takes place within organisational contexts” (Grube and Piliavin 2000: 1109). Volunteer organisations, in which there is no employer–employee relationship between the volunteer and the organisation, represent a specific context in which we can explore many effects (Catano et al. 2001). The key to a successful volunteer program is the willingness to make the same investment in volunteer staff as in paid staff (Manninen 1991). Variables related to volunteers’ experience with a specific organisation should be relevant (Grube and Piliavin 2000) and considered when we study satisfaction. Some authors regard the work environment to be an important part of the job satisfaction construct, so research should consider this influence (Kemp 2002). Different organisations can have different influences on volunteer satisfaction. For example, Cuskelly et al. (2006) used an HRM approach to examine the efficacy of volunteer management practices in predicting problems within rugby union clubs, and found that clubs which reported more extensive use of orientation, and training and support practices reported fewer problems in the retention of volunteers; Cnaan and Cascio’s (1998) major findings indicate that volunteer satisfaction can be explained in part by practices of volunteer management; Catano et al. (2001) show a parallel between two organisations (a voluntary service organisation and a trade union) concerning the organisational environment and found differences in terms of commitment and involvement; Farrell et al. (1998) surveyed volunteers about their experience, site facilities and organisation and; finally Costa et al. (2006) indicate that part of their future work will be to study of the ways management and training volunteers affects job satisfaction.

2.2 Volunteer 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 and Cascio (1998) find that changes in volunteer performance variables, especially volunteer satisfaction and tenure, can in part be explained by practices of volunteer management. In the work of Blanchard (2006) on hospital volunteers we can see that some volunteers pointed out difficulties in their ability to perform their volunteer role effectively. It is logical to assume that more satisfied volunteers will be more active and more likely to continue helping (Finkelstein 2008).

The concept of satisfaction is considered theoretically relevant in many studies on the factors that influence the permanence of volunteer participation in organisations (Vecina et al. 2009). Satisfaction is a difficult concept to study since it has a wide diversity of interpretations (Vecina et al. 2009), and the variety of tools used to measure paid employee job satisfaction indicates the many different conceptualizations of this construct (Silverberg et al. 2001). Table 1 shows a résumé of some important research made in this area, which identifies dimensions of satisfaction, ways of measurement as well as the context where the data was obtained.

Considering these aspects we proceeded to analyse the impact of management factors on volunteer satisfaction, taking into consideration the existence of important differences among organisations, so we hypothesize:

Hypothesis 1 Organisational influence on volunteer satisfaction with HRM practices.

Table 1 Satisfaction—dimensions, measures and context

Authors	Dimensions	Measure	Context
Costa et al. (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 et al. 1986)	Sport volunteers
Doherty and Carron (2003)	Overall satisfaction	Job in general (Smith and Brannick 1985)	Sport volunteers
Farrell et al. (1998)	Satisfaction with volunteer experience, site facilities and organisation	Twenty-four questions	Sport volunteers
Finkelstein (2008)	Satisfaction with volunteer experience	Five questions	Hospice volunteers
Vecina et al. (2009, 2010)	Satisfaction with management organisation, with tasks and with motivation	Seven items (satisfaction with management), four items (satisfaction with tasks) from job diagnostic survey and six items (satisfaction with motivation) from volunteers motivations inventory (Clary et al. 1998)	Social and care volunteers
Kemp (2002)	Overall satisfaction	Open question	Sport volunteers
Kulik (2007)	Satisfaction with volunteer activity	One question	Adolescents
de León (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 et al. (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

2.3 Recruiting, training and reward

Recruitment, training and reward are important factors that can influence volunteer work (Ferreira et al. 2009). Recruitment of appropriate volunteers is very important to the survival and growth of an organisation (Brudney and Kellough 2000; Jago and Deery 2002). Recruiting volunteers should not be an undifferentiated search for manpower irrespective of qualifications, but a selective mission to locate and entice people 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 and 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 worthwhile (Hartenian 2007). However a lack of adequate training is regarded as a key constraint on the effectiveness of the voluntary sector (Cunningham 1999; Wilson and Pimm 1996), and providing continual training support can benefit volunteers (Jäger et al. 2007; Woods 2006). Nunes et al. (2001) studied the importance of training volunteers and concluded that this management factor is considered a key element in an organisation's viability. Nonetheless, its importance is often not conveyed and is frequently even considered dispensable (Nunes et al. 2001).

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

According to this we aim to discern whether there are important differences among organisations in regard to attitudes concerning the appropriateness of these HRM practices (recruitment, training and reward) so we hypothesize:

Hypothesis 2 Organisational influence on volunteer attitudes related with HRM practices.

If this study finds that specific organisations influence volunteer satisfaction and attitudes with HRM practices, then we should identify the good examples, learn from

them and recommend the application of their main guidelines for effective NPO management. The empirical support provided by this study may act as a guideline for managers of volunteers, since this resource should be considered as a key element in the strategic planning process and it is fundamental to know whether volunteers are satisfied or not. Ultimately, this study can lead to policies to reduce volunteer turnover.

3 The research

We considered the set of volunteers that perform their activities in hospitals as one group. These volunteers had to belong to an organisation and have direct contact with the final beneficiaries of the organisation, in this case patients and/or their familiars. Using data from INE (2001) and National Health Department we compiled a list of the 108 public hospitals in Portugal, which have diverse legal configurations and are spread throughout the country. At this point we did not know which hospitals had any auxiliary volunteers. We contacted all the hospitals by telephone and learned that 14 of them do not have volunteers. We did not get any information from 25 hospitals, leaving a total of 69 hospitals we could identify as having volunteers. In this paper we present data from four different NPO's working in four hospitals. The participants in this study were 76 volunteers affiliated with four different NPO's.

All of these volunteers work in public hospitals and have direct contact with patients and their families. Approval for the study was obtained in a first meeting with the organisation manager and the volunteers' manager. The volunteers for our study were recruited through their managers. Surveys were collected within 3 months of the original date of distribution (October of 2009). Each participant returned the survey to their volunteer manager for collection.

3.1 Participants

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

The majority of the participants are part-time volunteers who dedicate an average of 6 h per week to their volunteer work. Participants range 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 status by organisation. If we look at recent data about education in Portuguese residents over 55 years-old (INE 2008), we find that 62% have basic education, 4% have finished high school and 5% have earned a college degree, so the volunteers in this study clearly present higher levels of education.

3.2 Measures and procedures

The survey instrument was designed to measure satisfaction and attitudes related with recruitment, training and reward. The issues covered in the survey

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%
	Post-grad	1,9%		3,7%		5,6%
	Total	35,3%	20,4%	18,6%	25,9%	100,0%
Monthly income	up to 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	Masculine	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 status	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%

were derived from a review of the literature. Questions were rated on a seven-point Likert scale. For the analysis of satisfaction with HRM we used six questions adapted from the work of Vecina et al. (2009); and Silverberg et al. (2001): “I feel I receive a fair amount of recognition for the volunteer work I do”; “I receive the recognition that I deserve from my organisation”; “I’m satisfied with the recruitment process”; “I’m satisfied with the interest of the organisation in matching 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 learn”. For the analysis of attitudes regarding 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, where each of the volunteers not only answered the questionnaire but was interviewed to explain the problems he/she found with it. Small modifications in sentence wording were made on the basis of feedback received. For our final analysis we did not use all of the questions in the questionnaire.

4 Results

It is extremely important to evaluate the quality of the collected data (Bollen 1989; Hair et al. 1998). In the first moment we will use an exploratory factor analysis to examine scales validity, considering as criterions eigenvalues greater than 1, factor loadings greater than 0,5 and values for Kaiser-Meyer-Olkin (KMO) greater than 0,7 (Hair et al. 1998). In a second moment we will check scale reliability through Cronbach's alpha (Bollen 1989; Hair et al. 1998).

"Validity is concerned with whether a variable measures what is suppose to measure" (Bollen 1989: 184), and according to the same author we can have content, criterion, construct and convergent-discriminant validity. In our research we can verify content and construct validity. We have already expounded on the concepts of satisfaction and attitudes related to HRM practices, presenting its theoretical definitions, dimensions and measures ensuring the qualitative validity. Construct validity assesses whether a measure relates to other observed variables in a way that is consistent with the theoretical basis. Initially, for the analysis of satisfaction with HRM practices we had two more questions ("I'm satisfied with the feedback I receive from beneficiaries" and "I'm satisfied with the feedback I receive from coordinators"). These were eliminated because their factor loadings were too low. We kept all six of the questions mentioned previously and we found $KMO = 0,727$, which is considered a medium result (Pereira 2004) and the total amount of variance explained by the solution is 62%. For the attitudes related with HRM practices we kept the three questions mentioned previously and we found $KMO = 0,705$ which is considered a medium result (Pereira 2004) and the total amount of variance explained by the solution is 76%.

One of the most widely-used measures to assess the consistency of a scale is Cronbach's alpha (Hair et al. 1998). In this case, for the items of HRM practices we get a Cronbach's alpha of 0.898 and for the items of SHRM we get 0.895, both of which indicate a good internal consistency.

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

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

First we checked the assumptions of MANOVA: multivariate normality and homogeneity of covariance matrices (Field 2005; Hair et al. 1998; Maroco 2003). We used the *Kolmogorov-Smirnov* test for the two groups of variables—SHRM and HRM, to check the normality of the dependent variables and found they have a normal distribution (the values of *sig.* are greater than .05). The assumption of equality of covariance matrices was checked through Levene's test and we used 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 needed 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 reached the criterion of significance of .05, so we can affirm that

organisations have significant differences relative to the dependent variable considered, thus we accept hypothesis 1. 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 statistical test we chose is determinant since dictates

the rejection or acceptance of differences between organisations. If we look at the observed power we can see that Roy' s largest root showed the highest power (.920), so we can say that organisations had a significant effect on HRM and we accept hypothesis 2.

To see the nature of these effects we used 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 cases, 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 lead us to conclude that these variables suffer an effect from the organisation. In Table 4 we had similar results, and the last variable (“In your opinion are the reward and recognition strategies the most appropriate”, $p=.020$) suffered an effect from the organisation.

Finally to identify the differences between organisations we used Tukey' s Honestly Significant Differences (HSD) method. The analysis of the outputs (see Appendix 2–Table 5 and 6) was 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 group includes the Leagues of Friends from the hospitals of Santo Tirso and Leiria, which 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 the Red Cross from Guimarães, which have the highest values (see Table 7) for this variable.

5 Discussion

Analysing the aggregate results we can see that training gets the highest results in HRM practice, and reward and recognition get the lowest. Organisations that offer training and professional development opportunities for volunteers have higher rates of retention (Hager and Brudney 2004) and the opportunities to share opinions and experiences during training help to build volunteers' sense of community (Costa et al. 2006). The same is true for SHRM since satisfaction with training has 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 and 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 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 the Red Cross from Guimarães) are the most satisfied with the recognition their organisation gives to them. Note that the Red Cross of Guimarães belongs to both 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 includes the League of friends from the hospital of Santo Tirso and the 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 have the highest values (see Table 7). This means that the volunteers from the first group are less satisfied with the recruitment process and the volunteers that belong to the second group are more satisfied with the recruitment process. Noting that the Guimarães Red Cross belongs to both groups (see Table 5), if we look again to the mean value obtained and to the other means, we consider the best option is to include it in 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" has the League of Leiria with the highest value, meaning that their volunteers believe reward and recognition strategies are appropriate, although if we look to the previous results related to the satisfaction with the amount of recognition that volunteers receive we can see that the volunteers from Leiria are less satisfied—so while they believe the reward and recognition strategies are appropriate they are not satisfied with what they get, therefore the organisation is probably not performing as they say or as volunteers expect. On the other hand, we find volunteers from the Guimarães Red Cross believing that the reward and recognition strategies are not very appropriate, although they belong to the group having the highest values related to satisfaction with the amount of recognition they get, which leads us to conclude that either this organisation has a proper operationalisation of the recognition strategy since volunteers are happy with it even while considering these strategies as not very appropriate, or volunteers expectations related to recognition strategy are low. Note that the work of Philips et al. (2002) shows the importance of reward and recognition strategies since volunteers cite it as one of the most important types of support that organisations can give to their efforts. Cuskelly and Boag (2001) affirm that when volunteer work is recognised as worthwhile their retention tends to be higher and Akingbola (2006) holds that it should be appraised on a continuous basis. In Figure 1 we gather this information and conclude that volunteers from the Castelo Branco league are more satisfied (with both reward and recruiting processes), although they consider the reward strategy not very appropriate. Volunteers from the Santo Tirso league are less satisfied (with both the reward and recruiting processes), although they consider the reward strategy very appropriate. Accordingly, we can identify an opposite relationship between satisfaction with reward and recognition strategies versus the attitudes regarding the appropriateness of reward and recognition practices.

6 Conclusion

Previous studies make important contributions to the study of management factors influences in volunteer work, although, to the best of our knowledge none of them

Relationships

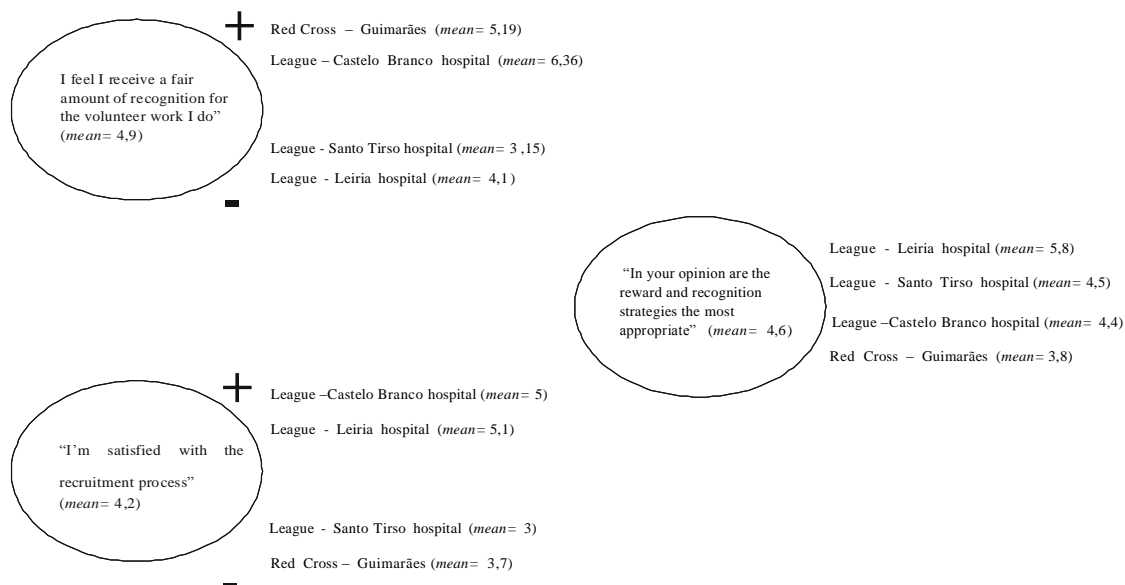


Fig. 1 Relationships

rely on hospital volunteers, some do not specify which management factors are considered and others study different management factors than those studied in our work. Therefore, this paper relies on hospital volunteers and directly examines satisfaction and attitudes related with management factors (recruitment, training and reward).

Volunteering is a fundamental human activity that does not stand still, since it is directly affected by changes in the environment in which it takes place (Murphy 2008).

Our research is on volunteers who perform their activities in hospitals, supporting patients and their families. In the work of Nogueira-Martins et al. (2010) volunteer work was considered very useful for the hospital and quite satisfactory for volunteers. Our major findings are that HRM practices, namely recruitment, training, reward and recognition can influence volunteers' satisfaction and attitudes. We also consider the differences between organisations to be important, 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 has the highest mean. After identifying differences between organisations we find that, notwithstanding organisation similarity, there are differences regarding volunteer attitudes and satisfaction. Moreover, we discover an opposite relationship between satisfaction with reward and recognition strategies and the process of reward and recognition, showing that the more satisfied volunteers consider the reward strategy as not very appropriate and less satisfied volunteers consider the reward strategy very appropriate. At the same time we observe that the Guimarães Red Cross and the League of Friends of Leiria are in extreme positions, but if we examine the volunteers' characteristics (Table 2) these two organisations present more similarities. Thus, they have very similar volunteers but these volunteers have opposite opinions about HRM attitudes and satisfaction. We conclude that these results are explained by the implementation and application of HRM

practices and emphasize the importance of examining their implementation and related processes as noted by Becker and Gerhart (1996). The identification of organisational differences might help to improve the performance of other organisations in some areas.

Discrepancies between expectation and reality, as seems to be the case with reward and recognition practices, can be very harmful. NPO recognition of this problem can have a positive impact on volunteer attitudes, satisfaction and retention through increased concern for reward and recognition policy and practice.

As a precaution we can say that in light of the responses rates it is possible that those volunteers with higher levels of satisfaction are more likely to participate in this kind of survey than those with lower levels of satisfaction. If this is the case, our results need to be interpreted with caution.

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 do Subset. Tukey HSD

Organisation	<i>N</i>	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	<i>N</i>	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
	<i>N</i>	21,00	19,00
	Std. Deviation	1,69	1,95
League of Friends Castelo Branco	Mean	6,36	5,00
	<i>N</i>	14,00	14,00
	Std. Deviation	0,84	1,52
League of Friends Santo Tirso	Mean	3,45	3,00
	<i>N</i>	11,00	12,00
	Std. Deviation	2,07	2,22
League of Friends Leiria	Mean	4,14	5,14
	<i>N</i>	14,00	14,00
	Std. Deviation	2,21	1,96
Total	Mean	4,90	4,20
	<i>N</i>	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.
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

References

- Akingbola K (2006) Strategy and HRM in nonprofit organizations: evidence from Canada. *Int J Hum Resour Manag* 17(10):1707–1725
- Andersen K (2003) Student volunteers: why hospitals must invest in their futures. *Int J Health Care Qual Assur* 16(2):6–13
- Anheier HK (2000) Managing non-profit organisations: towards a new approach. *Civil Society Working Paper* 1:1–13

- Becker B, Gerhart B (1996) The impact of human resource management on organizational performance: progress and practice. *Acad Manag J* 39(4):779–801
- Blanchard JA (2006) Hospital volunteers: a qualitative study of motivation. *Int J Volunt Adm* 24(2):31–40
- Bollen KA (1989) *Structural equations with latent variables*. Wiley series in probability and mathematical statistics. Wiley, New York
- Brudney GL (1990) *Fostering volunteer programs in the public sector*. Jossey-Bass, San Francisco
- Brudney JL (2005) Designing and managing volunteer programs. In: Herman RD et al (eds) *The Jossey-Bass handbook of nonprofit leadership & management*. Jossey-Bass, San Francisco, pp 310–345
- Brudney JL, Kellough JE (2000) Volunteers in state government: involvement, management, and benefits. *Nonprofit Volunt Sect Q* 29(1):111–130
- Brudney JL, Nezhina TG (2005) What is old is new again: achieving effectiveness with volunteer programs in Kazakhstan. *Voluntas* 16(3):293–308
- Byers ML, Kolstad DL, Volkema RJ, Karmel B (1976) An empirical investigation of satisfaction with volunteer work in a community health center. In: *36th Annual Meeting of the Academy Of Management*, Kansas, 1976
- Carvalho V, Souza W (2007) Pobres no Ter, Ricos no Ser: Trabalho Voluntário e Motivação na Pastoral da Criança. *Rev Adm Contemp* 11(2):113–134
- Catano VM, Pond M, Kelloway EK (2001) Exploring commitment and leadership in volunteer organizations. *Leadersh Organ Dev J* 22(6):256–263
- Clary RRD, Stukas A, Snyder M, Copeland J, Haugen J, Miene P (1998) Understanding and assessing the motivations of volunteers: a functional approach. *J Pers Soc Psychol* 74(6):1516–1530
- Cnaan RA, Cascio T (1998) Performance and commitment: issues in management of volunteers in human service organizations. *J Soc Serv Res* 24(3/4):1–37
- Costa CA, Chalip L, Green BC, Simes C (2006) Reconsidering the role of training in event volunteers' satisfaction. *Sport Manag Rev* 9(2):165–182
- Cunningham I (1999) Human resource management in the voluntary sector: challenges and opportunities. *Public Money Manag* 19(2):19–25
- Cuskelly G, Auld C (2000) *Volunteer management program—recruiting volunteers*. Australian Sports Commission, Brisbane
- 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 Manag Rev* 4(1):65–86
- Cuskelly G, Taylor T, Hoye R, Darcy S (2006) Volunteer management practices and volunteer retention: a human resource management approach. *Sport Manag Rev* 9(2):141–163
- Cuthill M, Warburton J (2005) A conceptual framework for volunteer management in local government. *Urban Policy Res* 23(1):109–122
- de León MCD (2002) *La Incidencia Diferencial de los Factores Psicosociales en Distintos Tipos de Voluntariado*. Universidad Complutense de Madrid, Madrid
- Doherty AJ, Carron A (2003) Cohesion in volunteer sport executive committees. *J Sport Manage* 17(2):116–141
- Drucker PF (1990) *As Organizações sem Fins Lucrativos*. Difusão Cultural, Lisboa
- Edwards D (2005) *Understanding the organization of volunteers at visitor attractions*. University of Western Sydney, Sydney
- Farrell JM, Johnston ME, Twynam GD (1998) Volunteer motivation, satisfaction, and management at an elite sporting competition. *J Sport Manage* 12(4):288–300
- Ferreira MR, Proença JF, Proença T (2009) Volunteers and management factors in nonprofit organisations: a brief literature review. In: *Iberoamerican Academy of Management, Buenos Aires—Argentina, 2009*
- Field A (2005) *Discovering statistics using SPSS, 2nd edn*. Sage, London
- Finkelstein MA (2008) Volunteer satisfaction and volunteer action: a functional approach. *Soc Behav Pers* 36(1):9–18
- Grube JA, Piliavin JA (2000) Role identity, organizational experiences, and volunteer performance. *Pers Soc Psychol Bull* 26(9):1108–1119
- Hager M, Brudney J (2004) Volunteer management practices and retention of volunteers. *Volunteer management capacity study series*. The Urban Institute, Washington
- Hair JF, Anderson RE, Tatham RL, Black WC (1998) *Multivariate data analysis, 5th edn*. Prentice-Hall, New Jersey
- Hartenian LS (2007) Nonprofit agency dependence on direct service and indirect support volunteers. *Nonprofit Manag Leadersh* 17(3):319–334
- Holmberg E, Söderlung K (2005) *Work for free*. Jönköping University, Jönköping

- Hotchkiss RB, Fottler MD, Unruh L (2009) Valuing volunteers: the impact of volunteerism on hospital performance. *Health Care Manage Rev* 34(2):119–128
- Hsieh J, Curtis KP, Smith AW (2007) Implications of stakeholder concept and marketing orientation in the US Nonprofit. In: *International Congress on Public and Non Profit Marketing*, Braga, 2007
- INE (2001) Número de Hospitais por localização geográfica; Anual—INE, inquéritos aos Hospitais
- INE (2008) População residente com 15 e mais anos de idade (Série 1998) por Sexo, Grupo etário e Nível de educação; Anual—INE, Inquérito ao Emprego
- Jäger U, Schmidt K, Beyes T (2007) Leading without formal power. In: *6th Workshop on the Challenges of Managing the Third Sector*, Venice, 2007
- 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. *Int J Contemp Hosp Manag* 14(5):229–236
- Kemp S (2002) The hidden workforce: volunteers' learning in the Olympics. *J Eur Ind Train* 26(2–4):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(1):35–54
- Leandro ME, Cardoso DF (2005) *Sociologia do Voluntariado*. Instituto Ciências Sociais—Universidade do Minho, Braga
- Manninen RP (1991) The benefits and bases of a hospital volunteer program. *Hosp Top* 69(4):1–8
- Maroco J (2003) *Análise Estatística*, 2nd edn. EdiçõesSílabo, Lisboa
- McCurley S (2005) Keeping the Community Involved. In: Herman RD et al (eds) *The Jossey-Bass handbook of nonprofit leadership & management*. Jossey-Bass, San Francisco, pp 587–623
- Murphy M (ed) (2008) *Trends in volunteering*. World Scout Bureau, European Regional Office
- Nogueira-Martins MCF, Bersusa AAS, Siqueira SR (2010) Humanização e voluntariado: estudo qualitativo em hospitais públicos. *Rev Saude Publica* 44(5):942–949
- 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*. Edições Afrontamento, Porto
- Pereira A (2004) *SPSS Guia Prático de Utilização*, 5th edn. EdiçõesSílabo, Lisboa
- Philips S, Little BR, Goodine L (2002) Recruiting, retaining and rewarding volunteers: what volunteers have to say. *Canadian Centre for Philanthropy*, Toronto
- Ralston R, Rhoden S (2005) The motivation and expectation of volunteers on cycle trails: the case of the National Cycle Network, UK. *Tourism Hospit Plann Dev* 2(2):101–114
- Selli L, Garrafa V, Junges JR (2008) Beneficiários do trabalho voluntário: uma leitura a partir da bioética. *Rev SaúdePública* 42(6):1085–1089
- Sherer M (2004) National service in Israel: motivations, volunteer characteristics, and levels of content. *Nonprofit Volunt Sect Q* 33(1):94–108
- Silverberg KE, Marshall EK, Ellis GD (2001) Measuring job satisfaction of volunteers in public parks and recreation. *J Park Recreat Adm* 19(1):79–92
- Smith PC, Brannick MT (1985) The Job in General (JIG) scale. Department of Psychology. Bowling Green State University, Ohio
- Spector P (1997) *Job satisfaction*. Sage, Thousand Oaks
- Vecina MLJ, Chacón FF, Sueiro MA (2009) Satisfacción en el voluntariado: estructura interna y relación con la permanencia en las organizaciones. *Psicothema* 21(1):112–117
- Vecina MLJ, Chacón FF, Sueiro MJA (2010) Differences and similarities among volunteers who drop out during the first year and volunteers who continue after eight years. *Span J Psychol* 13(1):343–352
- Watson MR, Abzug R (2005) Finding the ones you want, keeping the ones you find. In: Herman RD et al (eds) *The Jossey-Bass handbook of nonprofit leadership & management*. Jossey-Bass, San Francisco, pp 623–660
- Willis E (1991) Managing volunteers. In: Batsleer J, Cornforth C, Paton R (eds) *Issues in voluntary and non-profit management*. Addison-Wesley, Wokingham, pp 82–95
- Wilson A, Pimm G (1996) The Tyranny of the volunteer: the care and feeding of voluntary workforce. *Manag Decis* 34(4):24–40
- Wood VR, Lawrence BC, Hunt SD (1986) Social responsibility and personal success: are they compatible? *J Bus Res* 14(2):193–212
- Woods TB (2006) *The rhetoric of volunteerism: strategies to recruit and retain volunteers in nonprofit organizations*. Georgia State University, Georgia