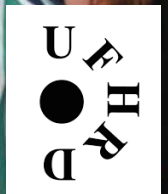# The International Journal of HRD:
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Special Issue: The impact of the COVID-19 pandemic from the perspective of human resource development and management

Nonprofit organizations and volunteer leadership development: A narrative review with implications for human resource development

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Abstract

Despite the growing support for the importance of volunteer leadership development activities across nonprofit organizations, little is known about volunteer leadership development in the field of human resource development. This narrative literature review highlighted the main challenges in running a nonprofit organization, emphasized the value of volunteer leadership development, and stressed the important role of HRD to develop more capable and trained volunteers. Due to the shortage of skilled volunteers, special efforts are needed to concentrate on volunteers' development; proper guidance and assistance are required to do this effectively and efficiently. This study opens discussion on this topic and offers overall implications for volunteer leadership development. Our findings can help professionals design thoughtful leadership development programmes for volunteers and may provide a foundation for future research in the field of HRD.

Introduction

According to The World Bank (2018) report, half of the world's population live in poverty and struggle to fulfil basic human needs, such as food and shelter. Poverty is a global phenomenon and is not just situated within undeveloped and developing countries. In 2018, the United States' official poverty rate was 11.8 per cent accounting for 38.1 million poverty-ridden Americans (U.S. Census Bureau, 2019, p. 12). The poverty rate and the economy's overall health are directly correlated with higher economic growth creating more employment and income opportunities (Nilsen, 2007). Because of the high poverty rate, many

Americans rely on social services and government aid to meet their basic survival needs.

The demand for all types of social services in the U.S. has grown beyond what governments, private sector, and nonprofit organizations can provide (Fuller, 2012). The good news is that many citizens volunteer their time every year to help bridge the gap between the increasing needs of individuals below the poverty line and the government. A volunteer is any person or a group that provides "service to the community given without payment" (Warburton & Terry, 2000, p. 249). Volunteers instinctively value their contribution, feel satisfied, and have fewer psychological disorders (Rook, & Sorkin, 2003). The feelings of fulfilment naturally lead volunteers to continued volunteer work involvement (Huang et al., 2020; Wilson, 2012).

Volunteers are critical to facilitate social services in the U.S., and the presence of volunteer leadership can make the difference in whether a neighbourhood or community will survive when hardship comes. The motivation to volunteer for a cause may arise from the volunteers' different and complex needs (Nichols et al., 2019). In addition to volunteers' significant role in making human services available to society, they positively impact the national economy (Independent Sector, 2015). Volunteers are also the main players for nonprofit organizations to achieve their goals by handling the organizational challenges related to resources and communications (Park et al., 2018). At the same time, nonprofit organizations are increasingly facing challenges to retain and train their volunteers (Hager &

Brudney, 2004; Hustinx, 2010; McCurley & Lynch, 2007; Saksida & Shantz, 2014; Stolle & Hooghe, 2005).

High turnover of volunteers in nonprofit organizations is mainly attributed to the lack of proper training programmes (Saksida & Shantz, 2014). Besides, the absence of a well-defined progression plan of volunteers within the organization and advancement to leadership positions poses a disadvantage to nonprofit organizations leading to increasing turnover (Van Winkle et al., 2002). Human resource development (HRD) research and practice helps individuals for the betterment of personal and professional life, and supports organizational changes to optimize performance within an ethics framework (Alizadeh, Dirani, & Qiu, 2020). Thus, it is critical to investigate the relationship between volunteer leadership training and retention through HRD's interdisciplinary foundational lens.

Collecting knowledge from other related fields is part of being an interdisciplinary study. In this narrative literature review, we aim to explore the existing literature on volunteer-based organizations to identify their major challenges and highlight how HRD can contribute to reduce workforce related challenges. Research shows that nonprofit organizations are struggling with high volunteer turnover. In this study, we attempt to identify how HRD interventions, specifically related to effective leadership and leadership development, can help nonprofit organizations to overcome their main challenges.

Little is known about leadership development in

nonprofits, despite growing support for the importance of leadership development research and practice (Hall et al., 2018; Morton, & Holden, 2018; Waite, 2018). Day (2000) affirmed that leadership development includes training individuals for roles and conditions beyond their current experience. Based on Day's view, leadership development is involved with the advancement of collective institutional capacity. Bolden (2005) stated that leadership development is an "investment in social capital to develop interpersonal networks and cooperation within organizations and other social systems" (p. 12).

The purpose of this narrative literature review is to identify volunteer-related challenges faced by nonprofit organizations and explore the effects of volunteer training and leadership development activities on volunteer attraction and retention. The following questions guided our study:

- What are the main challenges faced by volunteer-based organizations that affect their volunteers?
- How can HRD contribute towards overcoming challenges in volunteer-based organizations?
- How do leadership development activities affect volunteer-based organizations?

Methodology

A narrative literature review best served to answer our research questions as the HRD literature has not yet explored volunteerism and nonprofit organizations. Narrative literature helps define the topic and audience, search, and research literature as needed, critically review searched literature, and describe the findings logically (Gregory & Denniss, 2018). This section describes our methods of searching and short-listing articles, data management, and analysis procedures through Gregory and Denniss's (2018) description of conducting narrative literature reviews.

Defining the audience

Nonprofit organizations positively impact the economy. Developing employees and volunteers within the nonprofit organization sector should become a part of mainstream HRD literature and conversation. This article evaluates the existing challenges in the nonprofit sector and understands how leadership development can provide volunteers with training and retention opportunities. While HRD professionals may rarely be employed in nonprofit sectors, this article is relevant to leaders within the nonprofit sector and even volunteers who are active participants in the nonprofit sector.

Searching literature

We explored five main databases: ABI/inform complete; ERIC (EBSCO); Web of Science; Academic Source Ultimate; and Business Source Ultimate. We employed a combination of subject terms to search the databases such as: "nonprofit challenges," "volunteer challenges," "leadership," "volunteer leadership," "volunteer leadership

development," "voluntary organizations," "leadership development," "volunteer retention," "employee leadership development," and "volunteer training challenges." Our search results mainly came from nonprofit and leadership related journals, including *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, Voluntary Sector Review*, and *Nonprofit and Voluntary Sector Quarterly*.

Although a narrative literature review does not require authors to specify stringent inclusion and exclusion criteria (Gregory & Denniss, 2018), we set parameters to manage our search and focus on making our article impactful and relevant. During our first attempt, we limited our search within a twenty-year period. Next, we limited our search to journals published in English and the context of the United States. This initial search resulted in 179 articles.

Table 1 provides a summary of database search results with the number of collected articles. In our first step, we collected any related results without limitation. In total, we identified 179 articles, books, conference proceedings, and reports. In the next step of selection, we limited the field's subject area and collected scholarly articles and books with our keywords in the title or abstract.

Table 1
Number of collected articles in two steps

Database	First attempt	Articles screened for review
ABI/inform	65	9
ERIC(EBSCO)	28	8
Web of Science	34	12
Academic Search Ultimate	38	20
Business Source Ultimate	14	3
Total articles	179	52

After collecting 52 related books and articles, we reviewed the abstract of each paper to see if they are related to the topic and collected relevant ones. During the skimming process, we identified that 4 out of 52 results have studied "volunteer leadership development" and their related challenges. This finding shows the gap in the literature in this area. Due to the limited number of articles, we did not restrict selection criteria for volunteer leadership development section by any generation, location, and journal.

Findings

In the following sections we addressed three streams of burdens that nonprofits are facing to run their organizations: 1 - organizational challenges, 2 - paid staff related challenges, and 3 - volunteer related challenges. Scholars mostly noted that funding related issues, and

discriminatory practices are the main concerns at the organizational level, while paying staff mainly deal with lower income (compared to for-profit sector) and lack of attention from managers. At the third groups of challenges we discussed volunteers' related issues and our findings revealed poor volunteer management practices, shortage of skilled volunteers, lack of proper training and professional development activities, and high turnover are some of the main challenges that nonprofit organizations are facing. At the end of this section we addressed the opportunities that training, development, and volunteer leadership development activities can create to improve

by Garrow (2012) conducted in California illustrates race discrimination between nonprofit organizations. The research highlights, with the increasing number of African American population in a county, government funding towards nonprofit organizations decreases indicating an inverse relationship between poverty and government funding (Garrow, 2012).

Fundraising for nonprofit organizations has attracted research attention, and many recommendations for nonprofit leaders to increase funding have emerged through research. Nonprofit organizations are seeking innovative ways to attract donor attention. For example,

Minorities experience discriminatory attitudes based on their race and gender during hiring and promotion in nonprofit organizations (Gibelman, 2000).

nonprofits' performance.

Organizational challenges

'Funding' and 'discriminatory practices' are two important thematic issues faced by nonprofit organizations. However, it is increasingly challenging for nonprofit organizations to maintain an influx of cash to ensure smooth operations. While human resources training programmes are critical to improve organizational effectiveness and service quality in nonprofits (Chang, Huang, & Kuo, 2015; Riddoch, 2009), a consistent cash flow ensures the nonprofit's ability to offer training and development for volunteers and invest in their leadership development. This section summarizes the nonprofit organization's increasing challenges to acquire funding from government agencies or private donors.

Funding

There is an increasing debate on the government's responsibility to financially support volunteer-based organizations (Cullen et al., 2007). For example, Tanner (2001) reasoned against government funding and claimed that nonprofits would become dependent on this source. He explained that "government funding shifts their missions from their moral values to competition" (p. 9) with other nonprofits for more money. Since nonprofit organizations are highly resource-dependent, they face increasing risks when dependence is on a sole financial source (Herman & Heimovics, 1989). Consequently, the whole idea of charity could become compromised.

Dilulio (2003) noted, there is discrimination in government funding between nonprofits; he claimed: "while some of the Catholic and Jewish nonprofits receive tens of billions of dollars from government grants there are many low-income nonprofits such as urban Latino and African American organizations, which are discriminated" (pp. 1276-7), with many religious organizations receiving little to no money from the government. Another research

using sports events to generate funds and raise awareness (Wood et al., 2010) or crafting mission statements to induce emotion in donors to receive more donations and engage in emotional marketing (Paxton et al., 2020).

Discriminatory practices

Minorities experience discriminatory attitudes based on their race and gender during hiring and promotion in nonprofit organizations (Gibelman, 2000). For instance, national surveys have illustrated that the high-rank managers and executives are often not representative of the communities they serve in many nonprofits (Brown, 2015; Medina, 2017). At the same time, existing discriminatory practices impede minorities from progressing in the organizational hierarchy. The discriminatory practices and attitudes described below indicate an irony that nonprofits — which by and large support minority groups — themselves have organizational biases in hiring and promotion systems.

Hayes (2012) affirmed that only 14 per cent of leadership or management roles are non-white in nonprofits. There are 82 per cent white, 10 per cent African American, 5 per cent Hispanic/Latino, and 3 per cent other races among nonprofits' paid staff. In some cases, minorities are hired as board members only to have diversity, not necessarily fairness (Musick, Wilson, & Bynum, 2000). Researchers also noted that 70 per cent of nonprofit organizations are women (Gibelman, 2000; Mesch et al., 2006). Women work in nursing, daycares, orphanages, and other social institutions that support the less privileged population. Women choose to work in nonprofit organizations due to the less demanding nature than for-profit organizations (Gibelman, 2000). Additionally, due to lower salaries, men prefer not to work in nonprofit organizations as "males suffer a huge wage loss by working in nonprofit organizations rather than for-profit sector" (p. 257). However, even in nonprofit organizations, women earn

lower salaries than men. Gibelman (2000) found that among the seventy-four organizations included in her study, she found highly discriminatory practices against women. For instance, a) the number of males employed in upper-level management is twice that of female managers, b) organizations preferred to hire males than females, and c) women with a similar educational background to men earned lower salaries at all hierarchical levels.

The literature review highlighted that some nonprofit leaders are not aware of the potential benefits of diversity (Andrevski et al., 2014). Bond and Haynes (2014) declared that despite employee diversity challenges, leaders should embrace strategies for the inclusion of minorities due to its positive impacts on performance and organizational culture (Andrevski et al., 2014; Harris, 2014).

Paid staff related challenges
Paid employees generally have lower incomes in nonprofit organizations than similar jobs in for-profit organizations (Faulk, Edwards, Lewis & McGinnis, 2012). Can we have a comparison between salaries in nonprofit versus for-profit? The wage gap between nonprofit and for-profit organizations is a leading factor to high turnover in volunteer-based organizations (p. 1,282). By filling the wage gap, nonprofits can maximize satisfaction, motivation, and retention among employees for increased organizational productivity (Faulk et al., 2012).

Whereas, for-profit managers put great emphasis on personnel issues, there is a lack of attention on paying staff in nonprofit organizations (Wilensky & Hansen, 2001). In particular, for-profit data illustrate "managers' concern for succession planning and their tendency to reinforce their values by unconsciously promoting and grooming individuals who shared their beliefs" (p. 225), where values are weighed more than their technical skills. However, in nonprofits, paid staff are hired just for their knowledge. This difference between the two sectors led us to explore how nonprofits' managers might view training and development.

Volunteer related challenges
Nonprofit organizations are increasingly relying on paid staff due to a yearly decrease in volunteer numbers (Hager & Brudney, 2004; Wilensky & Hansen, 2001). For instance, between 2006 and 2015, American adults' national volunteer rate declined significantly (Raposa, Dietz & Rhodes, 2017). Poor volunteer management practices, lack of training, and lack of professional development opportunities lead volunteers to quit (Hager & Brudney, 2004; McCurley & Lynch, 2007). Lack of development opportunities affects volunteers' work quality, making "volunteers feel incompetent and frustrated" (p. 3); consequently, they leave their roles. High turnover can have deleterious effects on volunteer programme management (McCurley & Lynch, 2007).

Volunteer development
Volunteers are the most valuable resources for nonprofits;

they can lead to successful fundraising by talking from the heart to donors about their commitment and trust (Lysakowski, 2002). However, based on the literature reviewed we found that scholars have not studied volunteer development extensively, and nonprofit organizations are also not investing enough time in developing their volunteers. In a case study by UPS Foundation, it was found that two-fifths of volunteers had quit volunteering for the organization due to a lack of interest in volunteer development and management (Hager & Brudney, 2004).

Effective training programmes are vital for successful volunteer performance, and training programme effectiveness depends on training delivery methods and trainee attributes and characteristics (Huang et al., 2014). Although Morris (1999) claimed any training that nonprofits provide to "improve volunteers' ability to do their voluntary work is not to be considered as a benefit" (p. 324), evidence shows volunteer training programmes have long-term benefits for nonprofits (Webb, 2017).

Volunteers need to have the knowledge and skills necessary to fulfil the organization's mission. Scholars in this area mainly focused on the impact of volunteer training on volunteer satisfaction and retention, and their findings stated that training could reduce volunteer turnover (Van Winkle et al., 2002; Montgomery, 2006; McCurley & Lynch, 2007; Govekar & Govekar, 2008). Moreover, Van Winkle et al. (2002) noted that effective training programmes enable volunteers to develop skills, receive rewards, and experience social affiliation. By enhancing volunteers' knowledge through training, nonprofits invest in developing key motivators that impact retention.

Volunteer training positively impacts a volunteer's commitment to the nonprofit and its mission (Saksida & Shantz, 2014). Additionally, volunteer training a) improves volunteer's emotional and mental wellbeing (Tang, Choi, & Morrow-Howell, 2010); b) improves volunteer engagement and satisfaction (Garner & Garner, 2010; Thomas, 2016); and c) creates a competitive advantage for nonprofit organizations by dramatically affecting volunteers' quality of services and minimizing costs for nonprofits (Robideau & Vogel, 2014).

Volunteer retention
In recent years, there has been a dearth of attention to volunteer retention (Walker, Accadia, & Costa, 2016). Lack of success in assigned roles leads volunteers to quit their volunteerism, that's why nonprofit organizations need to properly train and prepare their volunteers in order to keep them (Bynum, 2013). Conversely, nonprofits are considered successful if they have high volunteer retention (Hager & Brudney, 2004). This relationship between retention, volunteer success, and organizational success is largely dependent on how organizations inspire long-term commitment among volunteers (Vecina, 2013). Volunteers' high commitment to an organization can be achieved by providing volunteers with training materials or an orientation, building social contact, and understanding volunteers' motivations (Vecina, 2013).

McBride and Lee (2012) noted that nonprofits have higher rates of volunteer retention when they offer orientation, training, supervision, and professional development opportunities. Training programmes for paid staff are critical for volunteer development in nonprofit organizations, only nineteen per cent of large nonprofits provide training for their paid staff to work with volunteers or support volunteer needs (Cnaan & Milofsky, 2010). Paid staff do not have access to continuous training, impeding them from building trust and retaining volunteers, further affecting volunteers' disengagement with the organization (Cnaan & Milofsky, 2010).

Opportunities

Volunteer training and development

Training and mentoring programmes are two important aspects of leadership development in nonprofits (Guloy, 2015; Santora, Sarros, & Esposito, 2010). Training programmes focusing on developing leadership among volunteers have proven to enhance volunteers' confidence, self-efficacy, and ability to fulfil their roles (Flage, Hvidsten, & Vettern, 2012; Jennings, 2009). Thus, leadership development programmes improve volunteer satisfaction, creating a positive work environment (Muyia & Kacirek, 2009). However, extensive research on the impacts of a formal leadership development programme on volunteer retention is lacking.

On the other hand, there is plenty of evidence on how nonprofit organizations' engagement helps volunteers improve their leadership skills and abilities (Weinstein, 2008). By volunteering in leadership roles for nonprofit organizations, volunteers also become more civically engaged (Flage, Hvidsten, & Vettern, 2012). Nonprofits can significantly increase volunteers' motivation, engagement, and knowledge of important organizational success areas (Caligiuri, Mencin, & Jiang, 2013). Thus, organizations that support, develop, and recognize their volunteers' leadership skills generate positive consequences for themselves and their volunteers and clients they serve and ultimately for entire communities (Snyder & Omoto, 2008).

Leadership and volunteer leadership development

The concept of leadership can be defined in many ways. According to Ralph Stogdill (1974), Professor of Psychology at Ohio State University, "there are almost as many definitions of leadership as there are persons who have attempted to define the concept" (p. 259). Northouse (2007) declared that leadership is a process where individuals influence a group to understand what needs to be done and accomplish shared objectives. In recent years, leadership development has become a multi-billion-dollar industry. Many for-profit companies have invested in assessment tools, coaches, training, mentoring programmes, and action learning to improve high-potential individuals and have more effective leaders (McNamara et al., 2014).

Within the context of volunteer-based organizations, leadership ability has been identified as the knowledge and skills that are both helpful for impacting others and subject to enhancement over developmental activities (Gray, 2005). Lockett and Boyd (2012) noted that "building leadership skills in volunteers and having volunteers demonstrate leadership ability is a component of all major volunteer administration models" (p. 234). Several studies revealed that training leadership skills are critical for successful volunteer-based organizations (Lockett & Boleman, 2008; Lockett & Boyd, 2012).

Lockett and Boyd (2012) examined the process that people go through to obtain leadership attributes. They labelled the process of these skills as "leadership identity," which is a "person's leadership capacity or tendency to lead others over time" (p. 235). Morrow-Howell (2007) noted that volunteer programmes improve individuals' leadership skills. Lockett and Boyd (2012) defined how leadership identity develops and changes over time and how that identity influences other people. They noted three primary categories of development that contribute to developing a person's leadership identity. These categories include "Developing Self, Developmental Influences, and Group Influences" (p. 235). Lockett and Boyd's (2012) study also explained that volunteer leadership programmes could improve individual leadership capacity in volunteers within the context of all three categories of developing self, developmental influences, and group influences. Some studies compared different leadership styles and found servant leadership is the best predictor of volunteers' satisfaction, and intentions to stay (Schneider, & George, 2011; Smith, Montagno, & Kuzmenko, 2004), as it can create a positive atmosphere between the workforce and their organization (Dooley et al., 2020).

Snapp (2008) studied the seven leadership competencies noted by Northouse (2007) that theoretically should benefit volunteers in nonprofit organizations: "identifying problems, gathering information, solving problems in new ways, communicating effectively, understanding others' roles in the organization, understanding others' attitudes, and adapting behaviour" (p. 39). Although Snapp's (2008) empirical study showed that over eighty per cent of nonprofit organizations expected their volunteers to have all seven leadership skills, none of the nonprofits had a leadership development programme for their volunteers.

Oyakawa (2015) illustrated that nonprofits that focus on leadership development for volunteers are more likely to have high-engagement levels than nonprofit organizations that do not. Oyakawa (2015) studied several faith-based community organizations with a leadership development process to empower ordinary people to participate in political action. Their successful leadership development process had three components: "1) one-to-one meetings, 2) week-long training, and 3) storytelling in meetings and public actions" (Oyakawa, 2015, p. 401). These techniques could help nonprofits improve volunteer commitment and transform "ordinary" volunteers into committed activists/leaders (Oyakawa, 2015).

Meier et al. (2012) noted important leadership skills that are essential for volunteers: "networking, listening, communication, problem-solving, collaboration skills, as well as conflict management, strategic planning, grant writing skills, and personal time management skills" (p. 2). The study illustrated that developing personal time management skills can help volunteers learn other leadership skills, increase benefits from volunteerism, and improve volunteers' overall satisfaction and effectiveness as community development members (Meier et al., 2012). Snapp's (2008) study about volunteer leadership training also found that time management skills can positively affect how volunteers learn other leadership skills. He suggested by providing time management training programmes; nonprofit organizations can improve volunteer satisfaction and engagement. Interestingly, Cnaan and Milofsky (2010) stated that in some cases, leadership training programmes could have negative effects because "We know very little about the processes of leadership and managerial training that contribute to organizational performance" (p. 406). Cnaan and Milofsky (2010) described that it is very difficult for people to change their personalities after a short training course.

Discussion

While volunteer work increased over the years and volunteer population reduced, it is essential for nonprofit organizations to learn about HRD practices (Wilensky & Hansen, 2001). Most scholarly research related to volunteers is focused on "motives and characteristics of volunteers" (Studer & Schnurbein, 2013, p. 405) and volunteer management is still one of the most underdeveloped and least understood areas in volunteer research. Studer and Schnurbein (2013) declared only a "few studies have examined the efficacy of volunteer management" (p. 410) and development practices coming from the human resource perspective.

To overcome the volunteer shortage and create a more functional management system, nonprofits should adopt a culture of diversity to give minority members a feeling of equality and value in their organizations, instead of only hiring token minority members so that the board feels it has diversified. Quality of life for black Americans is lower, and they need more support from nonprofits than the majority white population (Musick, Wilson, & Bynum, 2000).

Training and volunteers

Training and professional development are the key volunteer management practices (Hager & Brudney, 2004). Scholars have suggested that preservice and in-service trainings are essential to improve volunteer retention (Hager & Brudney, 2004; McBride, & Lee, 2012). Several studies show that limited training and orientation is one of the main reasons for a high level of volunteer turnover (McCurley & Lynch, 2007; Skoglund, 2006; Walk, Zhang & Littlepage, 2019). It is also proven that volunteer training can increase volunteer commitment (Saksida & Shantz, 2014). However, why some organizations are not investing in training and developing volunteers remains a matter of conjecture.

Before volunteers start working in any nonprofit organization, they need to participate in volunteer orientation and training programmes (McBride, & Lee, 2012). Schneider et al. (2007) proposed that a volunteer training programme should educate individuals on what it means to be a volunteer, describe the benefits of being a volunteer, address the value of staff support, and encourage volunteers to remain engaged. The U.S. Department of Health and Human Services (2005) provide some recommendations on how to train volunteers and that the training programmes should be:

- Specific to the requirements of the volunteer position;
- Geared to the skill level of the volunteer;

- Ongoing;
- Specific to the needs identified by both the volunteer and supervisor; and
- Periodically evaluated to determine if it is on track.

In their doctoral dissertation involving "volunteer leadership" Guloy (2015) treated "management" and "leadership" as equivalent to overcome the scarcity of literature within the volunteer leadership field. The literature review in this research study illustrated the seven leadership skills that should be beneficial for the volunteers of nonprofit organizations: "identifying problems, gathering information, solving problems in new ways, communicating effectively, understanding others' roles in the organization, understanding others' attitudes, and adapting behaviour" (Snapp, 2008, p. 39). Two studies defined these skills' importance (Snapp, 2008; Meier et al., 2012), and they both suggested personal time management skills for volunteers can improve leadership skills.

Bynum (2013) noted that a leadership skill set is part of general skills that can help volunteers feel more confident, more committed to their organizations. In this study, we found many leadership skills such as communicating effectively, understanding others' attitudes (Northouse, 2007), personal time management (Snapp, 2008), listening and networking skills (Meier et al., 2012) is not only beneficial for volunteers but also can increase the level of self-satisfaction and self-confidence in any individual. Having leadership development programmes for volunteers can keep them interested and committed to nonprofit organizations. Volunteers will benefit personally and professionally from a purposeful effort by improving their leadership skills.

Our research concludes that there is a lack of studies related to volunteer leadership development, volunteer leadership training, or employee leadership development in nonprofits. We believe leadership skills are not only for leaders anymore. While our life is changing in modern society, networked technologies and the virtual world have broken down hierarchies. Leaders are not the only decision-makers in organizations. They recognize the value of creativity and innovation in organizations; therefore, the flat organizational structure leadership has become broadly distributed in most organizations, and sometimes even basic level employees need to make decisions.

Implications for HRD research
Although access to training and lifelong learning is essential to personal development and community strength, international studies prove that organizations, in general, pay less attention to train and develop their volunteers. For example, the Australian study found that 59 per cent of volunteer-involving organizations did not have a manager or coordinator for their volunteer programme. Of those that did, only 50 per cent had provided any training programme (McCurley & Lynch, 2007).

Bynum (2013) noted that volunteer training should teach volunteers job-specific skills, social/organizational skills, and general skills to succeed and take full advantage of the volunteer opportunity. Specific skills require teaching a volunteer how to do their job effectively. These are technical elements of what it takes to be successful in a given volunteer position. Social/organizational skills require social expectations that a volunteer must know to succeed in the organization. Bynum identified that general skills such as leadership training are also highly essential to retain volunteers. General skills may not be directly related to the volunteer's day-to-day job but contribute to a volunteer's overall development and improve performance (Bynum, 2013).

Schneider, Altpeter, and Whitelaw (2007) observed that volunteers should also understand the importance of evaluation and "recordkeeping." They also noted that skill-building topics in communication should be included in volunteer training. Evaluation and communication skills must also be part of leadership skills (Hackman & Johnson, 2013). Schneider, Altpeter, and Whitelaw (2007) noted that volunteers who perform administrative duties should receive training in how to perform these duties, as well as evaluation practices. For direct service activities, volunteers should also receive an overview of programmes to be a participant. This provides background knowledge, so volunteers understand how to interact with clients (Schneider, Altpeter & Whitelaw, 2007). Volunteer training also allows volunteers to meet the staff who may support them during their time with an organization.

Thomas (2016) illustrated that to help all volunteers feel strongly committed to the organization, nonprofits can create leadership roles and allow volunteers with strong leadership capabilities to manage others. Another study found that volunteer organizations should invest in training by performing orientation programmes to help volunteers' timely adjustment into their role. In addition, organizations should implement specific training programmes for the volunteer role throughout his/her tenure (Saksida & Shantz, 2014).

The scholarly works that we reviewed in this paper have provided a foundation for future research and can build significant implications for HRD research. We believe HRD has meaningful implications as a field of study and practice to make an individual's personal and professional life better and ethically support organizational changes to optimize performance. The field of HRD will grow from further advancement of ideas related to human development studies by focusing on for-profit organizations and caring to grow nonprofits and their volunteers, who are one of the most valuable resources for the betterment of communities and nations. Identifying how different HRD practices can help nonprofits have more capable, trained volunteers would greatly add to the current knowledge body. It is also helpful to develop a deeper, wider research base by conducting qualitative and quantitative studies in various volunteer-based organizations (e.g., art, culture, health, animal, environment, educational nonprofits, and international NGOs).

This research looked at leadership development programmes related to volunteers and paid employees in

nonprofit organizations. Participating in a leadership role can help in the professional development that volunteer-based organizations offer to individuals willing to donate their time and talent. Future research could look deeper at the topic and explore different leadership training programmes and their impacts on volunteers' learning experience and their performance to identify the most effective training programmes. Future studies also can go further and define how HRD professionals might design different leadership practices by considering volunteers' characteristics, beliefs, and values (based on the nature of nonprofits where they volunteer, e.g., animal or art charities) or considering different nonprofits' organizational climate dimensions that can be used as proxies for volunteers' values.

Studies can also look at nonprofits' organizational culture and their culture change over time to develop innovative ideas for creative volunteer development programmes. As volunteer workers' motives are not financial and humanistic values are the main underlying reasons for volunteering, HRD practitioners need to be more creative in designing volunteer training programmes. There will be a high demand for more creative interventions, and HRD practitioners play a significant role. HRD practitioners need to become more effective in maximizing their contributions to nonprofits' effectiveness through relevant, effective evidence-based leadership training, volunteer leadership development, and organizational development.

Conclusion

Most scholarly research focused on volunteer motives and characteristics to join a nonprofit organization. However, there is a dearth of literature on utilizing the volunteer motives and characteristics to manage them effectively. Volunteer management is still one of the most underdeveloped, least understood areas in volunteer research, especially from a human resource development perspective. When half of the global population struggles in poverty, volunteers for social services are a dire necessity; it is clear that the governmental and private sector resources are not enough to fill in the gap. When there is a shortage of volunteers to deliver social services, we have a significant problem. This is where quality professional development training comes into play. There is currently a chain effect, as lack of training makes volunteers feel incompetent, leading to frustration with the work and causing them to leave. We can halt this spiralling effect: HRD can intervene with designing professional development training — emphasizing leadership — that has a long-lasting impact. With proper training, volunteers can have the necessary knowledge and skills to further the organization's mission. Not only will volunteers develop the skill set for the job, but they can also receive future rewards for great performances and experience a social affiliation. These are keys for retaining volunteers and leadership development. Also, the improvement of volunteers' professional skills increases their motivation, thereby increasing engagement, leading

to organizational success. A committed volunteer intends to stay long-term with the organization, which benefits the group receiving services from the organization, as trained, dedicated volunteers deliver quality services.

Volunteer programmes already improve an individual's leadership skills, so imagine how far the volunteer can go with the right leadership training. Training programmes designed to develop leadership skills among volunteers will pay great dividends in the long-term as volunteer-based organizations seek to grow and prosper with time. The critical shortage of volunteers cannot be ignored, and effective training that encourages volunteerism reduces turnover and creates advocates for the organization is crucial to develop current and future generations of volunteer-leaders.

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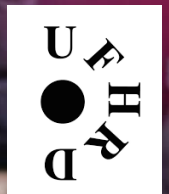
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