



Termin: VT 2015
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MSc Thesis
MSc in Strategic Public Relations
jointly delivered by the University of Stirling and Lund University

Recruiting Volunteers in the Decade of Social Action

Case Study Otra Cosa Network

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Abstract

Recruiting Volunteers in the Decade of Social Action

In order for Non-Governmental Organizations to maintain visibility, credibility and accountability, attracting voluntary members to support the organization's Mission and Vision is essential. Much of the work NGOs carry out depends on the voluntary support of strong and supportive networks. The sustainability of a NGO, its long-term-success, depends on the recruitment and relationship-management of volunteers.

The present case study elaborates on the recruitment of volunteers within the non-profit sector, illustrated by the Otra Cosa Network. Explaining voluntary participation with help of the Social Movement Theory by applying Social Capital, serves to more thoroughly elaborate on the social surrounding influencing decisions to volunteer. The research revealed that the environment the participants are exposed to plays a crucial role for mobilizing support and action taking. The findings suggest that promising mobilization of voluntary participation is encouraged by bonds based on trust. Moreover, the shifting media landscape has an impact on the creation and strength of such bonds. In regards to recruitment, building stable relationships built around mutual support and trust fosters success of NGOs in terms of impact, capacity and sustainability.

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Introduction

The study hopes to find data suitable to shed light upon the recruitment strategies of voluntary organizations in a new media landscape, and to furthermore identify potentials which facilitate participation.

Striving to create a better society through public action, reinforced through new technologies, is seemingly developing into a popular trend. Overall an increase of voluntary action and a predicted growth has been noticed (World Giving Index 2014, 2014). The growth is especially enhanced by Social Networks which allow global access to information (Chouliaraki, 2013). This development unlocks opportunities and facilitates engagement in social issues. In other words, it stands to reason to refer to this development as the Decade of Social Action.

Growing information availability, leads to an increasing sensitivity about social injustices accompanied by an improved access to different kinds of networks, facilitating engagement with societal issues. Consequently, interdependences are growing as local events can be affected by far-away occurrences due to worldwide social relations and networks. Such social relations are often fostered by Non-Governmental Organizations (NGO) which aim at pursuing solutions to social issues through voluntary participation (Chen, Thøger Christensen, E.Zorn, & Ganseh, 2010). Therefore the recruitment of volunteers in NGOs becomes highly important, enabling them to thrive successfully (cpacanada: publications, 2015).

Participation ultimately derives from the ability to establish relationships. Within the non-profit sector, one of the most important factors to measure success is the ability to establish and maintain relationships (Ihlen, Van Ruler, & Frederiksson, 2009). Hereby, Public Relations is a crucial tool as it can be understood as constructing a reality, by anchoring certain images in public, which allow support and participation (Holtzhausen & Zerfass, 2015).

Previous studies have researched the importance of Social Capital resulting in social ties and voluntary participation in organizations. Yet, earlier studies fail to explicitly elaborate on the importance networks can play, especially in times where networks scale up quickly, due to the support of new technologies. Therefore, it is necessary to research the dynamics and influences of networks on recruitment, especially when it comes to creating a public image which allows identification and participation.

The paper advances knowledge on how to successfully establish relations with the public to facilitate voluntary participation. Putnam's theoretical framework of Social Capital serves as a way to elaborate on features of successful collaborations (Putnam, 1995) which explains the interest in the links between networks, Social Capital and Social Movements.

The NGO Otra Cosa Network (OCN), a registered Peruvian non-profit NGO, aims to offer volunteers from around the world the opportunity to support local projects around Peru (otracoza: what we do, 2012), serves as case. The choice is based on the researcher's first-hand experience and involvement with the organization. Through personal involvement, the organization, and their communicational approach to recruit volunteers can be monitored and analyzed first hand. Due to the nature of the applied methodology the effect bias can have on the data gathering and evaluation process must be understood as such. However, efforts are made to recognize and avoid bias where possible.

1. Non-Profit Sector

The sector in which the analyzed organizations operate in is referred to as the non-profit sector, which can be understood as a sector aiming at making a difference by creating social wealth rather than financial profits (knowhownonprofit: basics: Introduction to the non profit sector, 2012).

1.1 Research Aim

The objectives of this paper are to understand how NGOs perceive the developments within the sector, in special regards to the media landscape and the consequences for the recruitment of volunteers.

Emerging questions about the changing dynamics of the social movement sector and its impact on the recruitment of volunteers, aligned with features of the Social Movement- and Social Capital Theory, guide the research. The research is conducted as a case study of the NGO Otra Cosa Network (OCN), which runs a wide variety of projects supported through the commitment of voluntary participants (Murphy, 2015).

The qualitative design serves to explore the research area, the formulated Hypotheses serve to get a more concrete idea of what answers to expect, as it is anticipated, that the formulated Hypotheses are related to the research question. By virtue of the broad research question, the sub-questions allow the field of investigation to be narrowed down (Creswell, 2009).

Results shall provide realistic views of the influences prospective voluntary participants are exposed to and thereby serve to analyze strengths and weaknesses of recruitment strategies in the non-profit sector.

The central question of the research is as follows:

What importance has Social Capital on the recruitment of volunteers in a shifting media landscape?

The study and the data-gathering process are guided by the following questions:

Q1: What effect do strong ties have on people's decision to volunteer?

H1: Recruitment is most successful when strong ties of Social Capital are implied.

Q2 How can recruitment through group affiliations mobilize participation?

H2: People considering themselves as members of a network (online and offline) are more likely to be recruited as a volunteer.

Q3: To what extent do frames aligning with the ideas of Social Capital and group affiliation facilitate participation?

H3: The actual recruitment frames, applied by an organization, aiming to mobilize action are neglected when participation is the result of group affiliation and Social Capital.

The following sections, Volunteering, the literature review and theoretical framework further elaborate on the different features of the questions.

1.2 Definition and Criteria

In order to narrow down the broad field of social movement networks, a clear distinction between different forms of organizations is made. Furthermore the type of organizations, essential for this research are characterized more thoroughly.

Non-Governmental Organizations are empowered through public support, by creating a collective with members, who identify themselves with the organizations' cause (Chen et al., 2010). Engagement and participation of society is one of the key features, allowing successful pursuit of solutions to societal issues.

This „arena of organized citizens“ assembles in Social Movement Organizations (SMO) (Lewis as cited in Reichel, p.10, 2007) also known under the term Civil Society Organizations (CSO), Non Profit Organizations (NPO) or Non-Governmental Organizations (NGO) . They take the opportunity to engage in public services, policy advocacy and lobbying (Reichel, 2007).

The following definition serves to dispel any confusion between the terms Non Profit-, Non-Governmental and Civil Society Organizations and is more adequate for organizations of this kind in the developing world than in developed countries. Civil Society Organization can be understood as the overall term, which are described as a multitude of associations around which society voluntarily organizes itself and which represent a wide range of interests (worldvolunteerweb: Resources: Research Reports, 2008). They include community-based organizations, indigenous people's organizations and Non-Governmental organizations (stats: Glossary: Detail, 2007). Nonprofit organization compared to Non-Governmental Organizations include a wider range of organizations, like museums, universities, hospitals etc. and they only sporadically engage in advocacy where NGO's are often fully committed to advocate a cause (Sriramesh & Vercic, 2003). The level organizations operate on can be local, national or global. International NGOs represent elements of global civil society. Most of the times, International NGOs are service providers in developing countries. Again, local and national organizations work in the region they are based in (Agg, 2006).

For the case study the author uses the term NGO, as the analyzed organization, has the corresponding characteristics to the above mentioned definition.

Criteria

The criteria, defined by Salamon, L. M. in the European Commission Research Area (Desse, 2012), to be called a CSO are: being an Organization that carries out permanent activities in form of meetings, memberships and other organizational frames. Also, the organization must be private, i.e. separate from the State. In addition it must be not for the profit distributing, i.e. not aiming for a commercial purpose and no distribution of profit to specific people, all profit made gets redistributed or reinvested to fulfill a mission. Furthermore the organizations must be self-governing, independent from both firms and governments. The membership in the organizations is a result of free choice and therefore purely voluntarily (Desse, 2012).

The European Commission included the following activities, into the field of tasks or areas, mainly addressed by CSOs, and consequently by NGOs, the latter which will be referred to from now on: (1) well-being and living conditions, (2) civic and human rights, (3) labor and farmer rights, (4) development and housing, (5) environment and technology, (6) finance (Desse, 2012). Accordingly they distinguished between various types of NGOs, each being responsible for a different sector. Religious ones, based on religiously-motivated incorporators, like Caritas, delivering emergency assistance, education, and health. Community based organizations based on solidarity, resource sharing, community building, welfare, culture, civic and legal assistance, and recreation. Philanthropic associations, built around generosity and humanism, like Amnesty International and Doctors without borders. Expert groups, acting in fields which ask for a specific knowledge e.g. Green Peace. Lastly, Trade Unions consisting of workers and are promoting interests of labors (Desse, 2012).

The European Research Area also defined two major types of work carried out by NGOs. Firstly, advocacy to influence the policy making process by bringing issues to the agenda and raising awareness through campaigns or through forming cooperation between NGOs and authorities. Secondly, service provision in form of education, recreation, health, family, humanitarian support etc. (Desse, 2012).

1.2.1 Shifting Media Landscape

The number and finances of NGOs has grown extensively over the past 10 years. Data presented by the World Giving Index reported on the giving behavior across the world, looking at three aspects: Donating money, volunteering at an organization and helping a stranger (World giving Index 2014, 2014). Globally, the average percentage of people volunteering increased, while people donating money decreased (World giving Index 2014, 2014). Social networking sites, as well as the changing attitude of donor investments and the growing need of NGO's in third world countries enable the phenomenal growth of nongovernmental organizations (Desse, 2012).

A study, conducted by CIVICUS: World Alliance for Citizen Participation, the International Association for Volunteer Efforts (IAVE) and United Nations Volunteers (UNV), revealed that volunteering and social activism are essential strategies for fostering citizen's participation in social change and human development (worldvolunteerweb: Resources: Research Reports, 2008).

The ways society engages with causes is enabled by the rapid growth of new technologies which put the context and settings of individuals' identification with causes into a state of change. The results of a study, on collective and connective action, conducted by Bennett & Seeberg put the role of communication in a shifting media landscape into a different light, as personalized story-telling and communication strategies which catch the individual's attention need to be more diverse in order to engage prospective participants (Bennett & Segerberg, 2012). Developments regarding digital platforms allows users to receive and observe information tailored to their interest, and to play an important part when it comes to creating content.

Thus more attention should be paid to the role of identity, culture, emotion, social networks, and opportunity structures when it comes to gaining new supporters (Bennett & Segerberg, 2012).

In terms of recruitment, communication strategies need to adapt those changes, as Opp & Gern observed (Passy F. , 2002), given that this influences the decision to undertake voluntary participation in an organization. The shifts in the media landscape lead to unification of society in different forms of networks, in order to bridge information, provide self-help solutions, and to solve problems of development (Wagona, 2002).

In order to manage an organization's public visibility, the nature of the organization must be kept in mind. Depending on the size of the organization, as Passy, F. stated in her research on "Social Networks matter. But How?" (Passy F. , 2002), networks play a greater role in the recruitment process for organizations with a lower visibility. Consequently social connections and networks are essential for smaller NGOs when recruiting of new members.

1.2.2 Trends and Developments

Thanks to the evolution of new communication technology NGOs have grown rapidly and furthermore are able to operate on a global level. New technology allows to spread the word, and to create awareness through media campaigns faster and easier, with only a small budget. Thus NGOs have an increasing influence on growing government issues (Desse, 2012).

Visibility and media coverage are crucial to build global capacity. To become sustainable, NGOs need to attract clients, volunteers and skilled employees. The impact and sustainability of NGOs depends on their image and their ability to build networks. Criteria to be well-known are: (1) be well organized with a solid basis of paid staff who works on long-term strategies, (2) communicate a stable corporate image to the outside (Desse, 2012).

Increasingly programs have been developed where funds are directly given to the recipient government instead of the NGOs, as stated by the United Nations Research Institute for Social Development (UNRISD). On the one hand the decreasing financial support and growing competition from other NGOs and profit organizations are posing obstacles for further development of the sector (Young & Salamon, 2012). On the other hand marketization enables the sector to enlarge their networks and resources like voluntary work (Young & Salamon, 2012).

To cope with the challenges organizations must find advantageous ways to use new technologies, invest in research, make use of public relation techniques and raise awareness, to maintain important and to strengthen their impact (Boris & Krehely, 2002). The great availability of organizations providing the possibility to get engaged and to advance societal or environmental change, requires each of them to successfully communicate accountability and impact (Fritz, 2011).

1.3 Volunteering

The success of a NGO can be evaluated with the help of three criteria resulting from the Comparative Nonprofit Project (CNP). Namely capacity which measures size, financial and human resources; sustainability which measures the ability to maintain strength over time; and impact which is measured through contribution of the organization (Desse, 2012). Volunteers are the major driving force. They provide voluntary services, enabling organizations to fulfill their mission and vision without spending money.

Volunteers are defined as persons who do unpaid work through or for an organization. “By giving back, volunteers gain new skills, expand professional networks.” (as cited in Clolery, 2014) All activities carried-out by a volunteer are by free will and for a non-profit cause (Commission, 2012) “There has been an increase in community-oriented helping others behavior.” as Dietz N. senior research associate at the Center on Nonprofits & Philanthropy of The Urban Institute in Washington, D.C., observed (Clolery, 2014).

As the international Association for Volunteer Efforts described, “volunteering is about making connections across countries and cultures.” as cited in (worldvolunteerweb: Resources: Research Reports, p. 2, 2008). The United Nations Volunteers Association furthermore argues that volunteerism “benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens.” (As cited in worldvolunteerweb: Resources: Research Reports, p. 2, 2008).

1.3.1 NGOs and volunteers

Volunteering can be understood as the act to affect positive social change in circumstances of poverty, inequality, and under-development. To maintain and advance voluntary engagement civil society organizations should “develop appropriate and effective ways of measuring and communicating the impact of their work, therefore building public trust and giving people confidence when making donations” (World Giving Index 2012, 2012).

1.3.2 Why people volunteer?

Motivations driving people into volunteering have been researched in diverse ways. The results from previous research, presented below, are considered as influential driving forces of volunteers. The results serve to highlight effective recruitment strategies.

To attract volunteers it is essential to analyze what makes people participate in voluntary action. Knowing what the influences are that make people volunteer helps to formulate recruitment strategies which are appealing to the target groups (Anheier & Salamon, 2001).

Wendy Spencer, CEO of CNCS, said: Volunteering goes beyond helping other people: studies have shown that the volunteers themselves benefit, whether through increased job prospects, better health, or even better overall well-being.” (as cited by Hrywna, 2013)

Thomas Wolf (Wolf, 2009), defined five reasons, each arguing differently for why people volunteer: (1) Self-satisfaction, where volunteering allows people to develop a positive self-image and gain respect from their peers and friends. (2) Altruism, sees volunteering arising out of religious beliefs or traditions, and helping others is believed to contribute to a complete life. (3) Companionship, people volunteer in the hope to meet new people and enhance their social life. (4) Future Development, since in some organizations volunteering helps people to build professional contacts which might help those pursuing their future careers. (5) Social Panache, where volunteering with prestigious organizations helps the volunteers to gain a certain status (Wolf, 2009). Wolf's reasons are completed by a sixth motivation, drawn from volunteer Alumni reports, the author of the study considers to be a just as crucial factor; (6) inter-cultural exposure, to gain greater cross-cultural experience and to travel or live abroad (Lough, McBride Moore, & Sherraden, 2009).

Further research conducted by Wilson (in Bell, 2006) concluded that education facilitates volunteering. The more educated society is, the more they are willing to volunteer. Educated people in general are more likely to be members of organizations where they are exposed to civic skills, which makes them develop a "desire to help" others (Wilson as cited in Bell, p. 14, 2006). Another study conducted by Wilson & Musick, concluded that highly educated people are also more likely to volunteer for longer periods of time (Bell, 2006).

In contrast to Wilson's approach to volunteering, Young, Hollister, Hodgkinson and Associates applied a more functional approach to explain why people volunteer (as cited in Bell, p. 16, 2006). The approach digs for meaning by analyzing the motives of volunteers. Through volunteering a person can satisfy: (1) knowledge function to gain a greater understanding; (2) career function to enhance job perspectives; (3) value expressive function to act on important values (4) social-adjustive function to fit into a certain group (5) ego-defensive function to reduce feelings of guilt (Bell, 2006).

Furthermore literature on why people volunteer has concluded that benefits must outweigh the costs of volunteering, volunteers must be informed about the value of their contribution and final outcomes, and also people are more likely to volunteer when they have experienced a complete and beneficial life (Bell, 2006).

1.3.3 Volunteering trends

To grasp the evolution of volunteering trends, it is necessary to monitor the developments of certain factors within the environment. Different patterns emerge and affect volunteering. In order to capture current trends, changes and developments, a special focus on the changing Media landscape is useful, as this landscape experienced a paradigm shift and influential growth within recent years. The changes within the Media landscape are perceived as having a major impact on society's decision to volunteer and consequently this development is crucial when analyzing the recruitment strategies for volunteers. The following paragraph serves to provide an overview of the environment in which prospective volunteers are currently recruited.

Many contemporary societies face individualization, resulting in departures from institutions and organizations, which has been observed in rather developed countries (Bennett & Segerberg, 2012). Society engages through new technologies, therefore the mechanism of organizing action become more personalized than in cases where action derives from a group identity/membership. Through media, identities or identification, can be chosen much faster and easier, whereby attachments to communities are increasingly "until further notice" (as cited in Hodkinson, p.263, 2011). As illustrated by the research done on volunteer activities, as presented below, ways of volunteering are strongly influenced by these broader social and cultural developments (Hodkinson, 2011).

The Corporation for National and Community Service conducts periodic research into volunteer activities (McKee, 2015). The findings of the study suggest one major finding, the so-called episodic volunteering. The term can be explained as volunteering through tasks of short duration, with a defined start and end date, which fulfills people's intention to volunteer, but on a flexible base.

Participation however varies. Below three broader terms of volunteering are listed:

- **Offline Volunteering/ Crowdsourcing:** Can be understood as the essence of volunteering. One definition of crowdsourcing is expanding a task of one and open it to a large group of people. Non-Profits are the pioneers of this type of volunteering, as they relied on crowds of volunteers to get their job done.
- **Virtual Volunteering/ Slacktivism:** Explained as any activity done without actually putting one's hands on. E.g. signing internet petitions, wearing wristbands, putting a ribbon on a vehicle, joining facebook groups, or sharing issue-related information online, or donating for a cause online.
- **Micro-Volunteering:** People can use their phones to do something good. E.g. the Extraordinaries (McKee, 2015).

This above mentioned forms of volunteering can be aligned with Bennett & Segerberg's analysis of the phenomenon of participation in movements. Within their research on the "logic of connective action" (Bennett & Segerberg, 2012), they define two ways of engagement, collective action based on offline participation and individual action taken solely online (Bennett & Segerberg, 2012).

2. Literature Review - Patterns of Recruitment

The following review serves to account what has been published in regards to recruitment. Furthermore developments of recruitment in relation to the non-profit and social movement sector are analyzed. The review is a recap of important information and research conducted, useful for the underlying purpose of the research, and to monitor goings-on in the field. Parts of the literature review broach upon the theoretical framework which serves to interpret the phenomena, and is explained more thoroughly in the following Theory Chapter. The applied theoretical framework is unfolding from the review.

2.1 Recruitment in general practice

Firstly studies and literature addressing recruitment in general are presented and analyzed.

Recruitment in Small departments

In general, recruiting supporters is always crucial for the success of an organization, as stated in diverse studies on recruitment and pointed out by Ahmed, R. in his study on recruitment procedures within NGOs. Furthermore, his research stresses that the recruitment task is usually included within the Human Resource (HR) department of an organization (Ahmed, 2013). Yet many NGOs do not have the resources to establish a HR department, due to this NGOs often adopt the recruitment strategies of larger organizations (Ahmed, 2013). This is why the findings of Kumari, N.'s study on recruitment and selection methods, contribute further to the research. The study observed that, despite the size and structure of an organization, the most proven method for recruitment is word-of-mouth recommendation and networking. He furthermore concluded that recruitment takes place in a dynamic environment, where the methods and tactics permanently need to be adapted to meet the demand (Kumari, 2012).

Recruitment through new technologies

Research conducted by Schwenger, Straub, & Borzillo, 2013, analyzed the effects of the growing competition within the NGO sector, and the effects on the communication practices. A major finding of this study, is that a growing usage of PR tools has become a necessity for the sector, to raise awareness and gain supporters (Schwenger, Straub, & Borzillo, 2013). PR aims at establishing relationships which foster identification and thereby motivate action (Heath, 2010). With regard to this research, the findings serve to elaborate further on the development of communication techniques that facilitate collaboration offline and online.

The findings of Schwenger et al. are further exemplified through those of Murphy, T, a reporter from *Humanosphere*, a journal which covers matters of global health policy and development. His research concluded that the employees and volunteers of a NGO should be encouraged to use Social Media themselves, as they are the most credible ambassadors (theguardian: Live Q&A, 2015). Speaking more broadly, creating and spreading personalized content is considered to be essential to foster identification. These elements are addressed later on in this research.

However, other scholars and experts still disagree over the impact and advantages of Media for a recruitment strategy. There is no doubt that new media technologies have enhanced the recruitment processes and made them more open and democratic, as the pool of people to recruit from has become more open and accessible (Recruitment, 2011). On the other hand scholars like Snow, Zuercher & Ekland-Olson showed that personal introduction to networks is accountable for adhesion of a larger number of network members within political and religious organizations. The review stresses that relational resources play an important role for recruitment (Snow, Zurcher Jr, Louis, & Ekland-Olson, 1980). More recent studies suggest that old and new forms of media usage and their impact on recruitment reinforce each other and coexist (Chouliaraki, 2013) .

With regard to the advantages and disadvantages of the usage of new technologies for recruitment, a study conducted by Linda L. Graff and Associates, an international consulting firm specialized in volunteerism and nonprofit management, concluded that, despite the growing engagement with new technologies and therefrom rising attention from prospective volunteers, it is argued that the internet is still a questionable method of recruiting, which is consistent with recruitment research over time. Furthermore research stressed that personal approach is by far the most effective recruitment mechanism (Snow, et al., 1980). Even though the usage of new technologies enhances recruitment processes, it is not the remedy to increase awareness and win new voluntary members (Graff, 2011).

2.2 Recruitment Frames in the humanitarian sector

After elaborating on diverse studies addressing recruitment in general and through new technologies the following studies consulted for this research, address ways to frame recruitment.

To construct a recruitment strategy, the context in which recruitment takes place needs to be taken into consideration. Hofstede's findings of his study on recruitment in a culturally-diverse setting, based on Hofstede's 5 Dimensional Model, are taken into account (Wursten, 2012). Within his study he concluded that a recruitment process can be culturally- biased, which stresses the importance of cultural understanding and the need to adapt certain competences of the market the recruiter works in (Wursten, 2012). Especially for NGOs in which international participants are considered to be an asset to increase international recognition, it is crucial to create recruitment strategies which incorporate diversity. The findings can be aligned with Murphy's and Graff's findings of creating personalized content to attract supporters.

In her study “the ironic spectatorship” Chouliaraki, criticizes the realization of campaigns within the humanitarian and non-profit sector. She argues that irony became a key paradigm of communication to raise awareness (Chouliaraki, 2013). She observed a shift from collective action towards an individual-lifestyle-oriented action, where compassion is shown more out of doing something for the self than doing something for vulnerable others. The study stresses that nowadays solidarity is embedded in a public consumption culture, where it can be easily integrated in one’s multi-tasking every-day lifestyle without making great concessions (Chouliaraki, 2013). Conviction is replaced by consumption; the communication of the humanitarian sector often tries to engage society with a brand rather than with solidarity.

The above literature emphasizes to take participants’ background into account when constructing frames to mobilize support. Creating tailored messages which address the individual’s interests allows activation.

2.3 Individualized vs. Collective Recruitment

Research further elaborating on the ideas of personalized recruitment strategies, serves to present current developments, important for the study. The article however stresses that no clear distinction can be drawn between personalized and collective action frames.

The scholars Bennett & Segerberg distinguish two sorts of action in social movements. Firstly, collective action taking place in conventional social movements which run under one name and banner and one collective identity. Often they require certain levels of organizing resource mobilization, developing common Action Frames and to bridge organizational differences. Furthermore they require adaption of more self-changing identities, as it is formed and shared by a collective (Bennett & Segerberg, 2012). Secondly, connective action, which usually starts through personalized ideas and self-expression. Ideas are shared on different Social Media sides, consequently the movements are enabled through technology. The digitally established networks have the premise to scale up quickly, and are centered around rather personalized contents as they are based on individual expression.

They are relatively de-centered as a result of multiple centers, and the crossing of geographical and issue borders (Bennett & Segerberg, 2012).

For this research Bennett's & Segerberg's study on the trend of individualization vs. collective action and the merging of the two is taken into consideration. Organizations find that they must engage people differently, and they offer the people different, personal ways to get engaged. Collective action based on exclusive collective Identifications is accompanied by personalized collective action formations in which digital media become integral organizational parts (Bennett & Segerberg, 2012).

This shift is accompanied by the emergence of flexible social weak-tie networks, which can be understood as rather than attaching oneself in a committed way to a cause, society prefers temporary attachments (Hodkinson, 2011). Yet, it is also argued that the communities facilitated by media are likely to lack substance and commitment because close embeddedness in relational structures pushes prospective members to higher levels of participation. Nowadays many organizations can be understood as hybrids of connective and collective action, the different forms overlap. Therefore recruitment within connective and collective environments, based on weak and strong ties, seems to active participation (Bennett & Segerberg, 2012).

2.4 Social Networks and Recruitment

Building upon Bennett's findings, further research analyzed the importance of relationship and network-building approaches and their importance for recruiting volunteers, which again questions Chouliaraki's purely individual lifestyle agency-approach to creating awareness.

Passy's study on recruitment and social movements analyzed the impact of networks on people's decision to participate in a network. The results contribute to this research as they shed light on how networks can be used for recruitment.

Her study on networks and recruitment resulted in three benefits networks can pose namely:

- **Intervention in socialization** and construction of identities; interaction with networks leading to formation of meaning, and to familiarization.
- **Creation of a link** between organization and potential participants; networks serve to stretch out the links of an organization; depending on the types of ties between the recruiter and the recruits, participation can differ in intensity.
- **Intervention in decision making** networks are capable of changing people's perception and ultimately their decision to join a movement (Passy F. , 2000).

The analysis stresses that networks play an important role when it comes to winning participants and creating feelings of belonging and identification. Consequently they cannot be neglected when it comes to constructing recruitment strategies.

Emirbayer & Goodwin further elaborate on Passy's idea of intervention in socialization. Their results state that individual autonomy is a constructed phenomenon, which is only facilitated through the multiplicity of the surrounding environment. Meanings are constructed in a collective, through social relations, which in return affects the individual's action. In regard to the research, the individual's decision to join a movement can be influenced by networks, as the exposure to networks has an effect on individual's sense-making process (Emirbayer, M. ; Goodwin,J., 1994).

The research shows that meaning is created on the ground through collectives or online, through connections. The reviewed studies mostly came to the conclusion that personalized recruitment strategies can have a major impact when it comes to attracting participants.

However, the intensity of networks and ties is still open for further analysis, as stressed by Emirbayer & Goodwin. There are no such tools that actually make sense of the relationships among the different actors, and an environment marked by constantly changing dynamics due to the development of technology and its consequences for individual's needs (Emirbayer, M. ; Goodwin,J., 1994).

As the conversation with Sayed, Z., Head of Communication at global civil society alliance Civicus, further pin-pointed, research about causes and influences different degrees of participation is needed (Sayed, 2014).

Nonetheless as underpinned by Passy's research, recruitment has been proven to be successful when done through strong ties (Passy F. , 2002). Uncertainty about joining an organization decreases with increasing information deriving from a trustful source, hence the recruiter's level of participation matters. The scholars however stress that theory lacks a gap of analyzing the role of ideals, beliefs and values of the actors, which realize networks.

The analyzed literature draws upon the importance and development of network vs. individualization, and its consequences for the communication of recruitment strategies. In regards to recruitment, it fails to explicitly define if recruitment through either weak or strong ties can be more successful especially in times of a changing media landscape which allows to create different identities and engagement to lesser degrees. This study aims to close this gap.

3. Theoretical Framework

By virtue of the analyzed literature, Social Movement Theory and features of Social Capital are chosen as theoretical research approach. The features and links of these theories to this research are presented in the following section.

3.1 Social Movement Theory

Social Movement Theory can be understood as the overall theoretical framework applied in this research. Social Movement Theory touches upon different sub-theories which help to study the underlying research question. According to different scholars, the theory is based on three components (Garrett, 2006):

- **Mobilizing Structure** refers to the component where individuals are engaged in collective action. In the underlying research when analyzing the mobilizing structure, it will be looked at whether volunteers can be mobilized through strong ties.
- **Opportunity structures** are circumstances that facilitate social movement action like attitudes, capacities etc. Applied to the research the opportunity structure can be understood as how networks present opportunities that facilitate engagement.
- **Framing process** addresses the way an organization “portrays” its narratives (Garrett, 2006). In context of the research, framing serves to reveal if frames communicating features of the above components attract volunteers and how they can foster identification.

3.1.1 Mobilizing Structure through Social Capital

Mobilizing structures can be understood as networks or structures that facilitate participation and therefore influence development (Della Porta, Kriesi, & Rucht, 2009). Whenever there is potential for developing communities, it is necessary to form a social network (Chavis & Wandersman, 1990).

According to Putnam, it is through experiences of face-to-face interactions that we learn to trust others and thereby get engaged with a cause (Putnam, 1995). Voluntary organizations are seen as places essential for creating Social Capital. They depend on strong relationships with employees as well as with the community. Putnam defines voluntary associations as intermediaries that link volunteers with politics or/and communities (Wollebaek & Selle, 2003).

Applying Social Capital helps to understand collaboration within groups and networks. Therefore Putnam's theory about Social Capital is considered as an essential feature of this research. "Social Capital centers on the networks, norms, and trust that enable participants to act together more effectively to pursue shared objectives." (Putnam as cited in Passey & Lyons, p.481, 2006). According to Putnam's research, success is ultimately derived from social networks that generate trust within an organization. The concept of trust is indispensable in the literature of Social Capital, as they are mutually-reinforcing. Putnam concluded that an increase of Social Capital, which is referred to as "Connections among individuals", improves economic productivity (Ihlen, et al., p.233, 2009). Putnam furthermore distinguishes two sorts of Social Capital: bridging and bonding Social Capital. *Bonding Social capital* can be understood as a phenomenon where people who are like each other, homogenous, e.g. social class, ethnicity, etc. are connected; *Bridging Social capital* results in networks which are built between socially heterogeneous groups, therefore they are based on cross-cutting ties (Putnam, 1995).

Furthermore a feature of Social Capital, which can serve in analyzing connections within networks, is the intensity of ties which can be defined in terms of trust and solidarity, and which again derive from the two sorts, namely bridging and bonding (Putnam, 1995). Trust and solidarity again determine the strength of relationships. Putnam defines trust as something that facilitates coordinated action, it provides lubrication for social action. People rely on trust in situations of uncertainty (Putnam, 1995). As Luhmann argued, mobilizing trust means mobilizing engagement and extending the degree of participation (Luhmann, 2000).

According to Granovetter weak ties are based on lower levels of trust and solidarity and they have the strength to transfer information across larger social distances, consequently they are rather based on bridging Social Capital. Whereas strong ties require a more intense and closer interaction, which suggests the implication of bonding Social Capital. However, networks usually provide access to both weak and strong ties (Granovetter, 1973).

Referring to Putnam's theory to further elaborate on how consensus and cooperation can be built within loose or strong networks, based on high or low levels of trust (Ihlen, et al., 2009). The features of the displayed theory serve as a central component for this research. Diverse research has stressed that NGOs can socialize groups of people and provide routes between people of communities and civic institutions by providing different services to their members (Passey & Lyons, 2006), however in terms of mobilizing the inclusion of ties seems to be essential. Establishing ties derives from creating Social Capital by building communities. Consequently it is crucial for NGOs to understand the role ties play when it comes to recruitment (Putnam, 1995). By connecting these theoretical features to the reviewed literature the following sub-question aims to give further answers:

Q1: What effect do strong ties have on people's decision to volunteer?

H1: Recruitment/Mobilizing is most successful when strong ties of Social Capital are implied.

3.1.2 Networks as opportunity structures

Networks, according to Haunss & Leach (as cited in Della Porta & Diani, p.131, 2006),), "are areas of social interaction in which holders of specific worldviews reinforce mutual solidarity and experiment with alternative lifestyles." New technologies play an important role when it comes to connecting communities and individuals across borders however those platforms miss the features which are created by face-to-face interaction. Online individuals are able to hide their true identity and the levels of commitment are mostly lower, which hinders the creation of high levels of trust and mutual commitment, which are essential to form effective collective action. Mobilization requires a search for trustworthy allies, which is enhanced by a wider network (Della Porta, Kriesi, & Rucht, 2009).

Scholars have pointed out two major features of Social Networks: (Passy F. , 2000) Firstly, the **Socializing Function**, where people join movements because they can identify with its values and they can reproduce collective identity. As Klandermans et al. state in (Klandermans et al., p.136, 2009) collective identity can be understood as something where a group of people “conceives of themselves as sharing the same [...] situation.” Klandermans and Goslinga concluded that “collective action frames are constructed in interpersonal interaction and that during such interaction people make use of a variety of sources.” (Klandermans et al., p. 137, 2009). Secondly, the **recruitment function** where the participation in a movement is linked to interpersonal ties rather than to organizational ties.

Diani and Lodi observed that when it comes to recruiting people for a movement most of the participants have been recruited either through personal contacts or in the context of other associational activities (Della Porta, Donatella; Diani, Mario, 2006). Further evidence has shown that the more dangerous a collective action is the stronger the ties that hold it together need to be. In her study of risky collective action, Della Porta concluded that participation is facilitated through strong interpersonal ties. This is underpinned by another study on the participation in the Nazi Party in the 1920s, where members were strongly interlinked but also concentric i.e. members were internally strongly interlinked but also secluded from organizations and associations outside the circle (Della Porta, Donatella; Diani, Mario, 2006). Another study on voluntary members in America concluded that members who have social ties to other members from the same organization are more likely to remain committed than those who have fewer ties (Della Porta, Donatella; Diani, Mario, 2006).

As Passy,F. concluded in her research on how social networks affect decisions to join in with collective action that networks provide an environment that facilitates recruitment to social movements (Passy, Florence, 2002). People with predispositions and networks are more likely to join a movement. Furthermore the social connection function is far more important for organizations not visible in the public space than for organizations with a great media presence, like e.g. Oxfam and Amnesty (Della Porta, Donatella; Diani, Mario, 2006).

Cross-national surveys have backed the argument that participation is the result of strong relational resources (Barnes et al., Jennings et al.; Norris in, p.120, in Della Porta & Diani, 2006). Tilly concluded, (as cited in Della Porta & Diani,p.121, 2006), “it is through the channels of communication and exchange, constituted by social networks, that mobilization of resources and the emergence of collective actors become possible.” Bennett & Segerberg furthermore distinguish two sorts of networks featuring different relational circumstances (1) Networks which are formed in a conventional way in centralized organizations, (2) Networks based on the engagement with new technologies, resembling in online communication and leading to offline action (Bennett & Segerberg, 2012)

Bolton first mentioned the idea of “chains of group affiliations” (as cited in Della Porta, Donatella; Diani, Mario, p.127, 2006) where members of social movements are connected to other movements and its members, resulting in more connections to other groups – so called- overlapping memberships. Such overlapping memberships can benefit in different ways. They can facilitate the distribution of information and thereby advance opportunity structures for networks looking for new participants. Hence different networks can encourage each other and pose opportunity structures for recruitment (Della Porta, Donatella; Diani, Mario, 2006). A similar approach is Oberschall’s idea of bloc recruitment. Bloc recruitment refers to the idea when social movement organizations recruit members, in mobilizing structures which consist of a group of individuals already organized for another purpose (Koenig, 1999).

Thereby recruitment builds upon trust relations and mutual obligations (Koenig, 1999). Meaning that most movement participants are recruited through pre-existing social network channels. The following question refers to the analyzed theoretical framework and gaps in the reviewed literature:

***Q2: How can recruitment through group affiliations facilitate participation?
H2: People being members of a network (online and offline) are more likely to be recruited as a volunteer. Recruitment from pre-existing networks (online & offline) pose beneficial opportunities for participation.***

3.1.3 Framing Process within the SMT

To successfully incorporate the features of the Social Movement Theory into an actual recruitment strategy the Action Framing Theory serves to theoretically position and explain the practice. As stressed in the analyzed literature, participation can successfully be fostered through the creation of strong, inter-linked networks, in which members identify themselves with each other and most importantly, with the cause they support. Changing environments and discussion over meanings leads to the development of identity (Della Porta, Donatella; Diani, Mario, 2006).

Collective Action Frames can be understood as “action oriented sets or beliefs and meanings that inspire and legitimate social movement activities and campaigns.” (Snow & Benford as cited in Klandermans et al., p.135, 2009). Collective Action Frames tend to function in ways that aim to mobilize potential adherence to increase bystander support (Benford & Snow, 2000).

The action-framing paradigm consists of three components: (1) Injustice; which requires awareness of human actors to solve harm. (2) **Identity**; where a WE is formed to facilitate community action. (3) Agency; addressing people’s conscience of changing things for the better (Klandermans et al., 2009).

Collective Action cannot occur without a “we” and the identification of the “other”. The construction of identity therefore implies a definition of those participating in a group and of those being excluded. Collective solidarity makes it easier to face risks. It takes a form of linking together risks. It enables members of an organization to see themselves as linked together by interests, values and common history. In order to gain public identity for their causes and to attract supporters it is crucial for NGOs to apply frames which allow identification to ultimately build a high level of moral credibility, and to maintain trust and social legitimacy (Schwenger, et al., 2013).

However identity is something that is renegotiated continuously. The analysis of the literature and the theory suggests to evaluate if frames incorporating Social Capital and network features inspire participation.

The grounds of this notion are addressed by the third sub-question:

Q3: To what extent do frames aligning with the ideas of Social Capital and group affiliation facilitate participation?

H3: The actual recruitment frames applied by an organization aiming to mobilize action are neglected when participation is the result of group affiliation and Social Capital.

4. Research Approach

This chapter gives an overview of the overall approach to the research as well as the theoretical perspective, the research methodology and the respective methods applied to answer the research question.

Overall the researcher can decide whether to apply an inductive or a deductive approach to the phenomenon being studied. The deductive approach is known as applying a theory, which informs the research design and allows to elaborate the theory. The inductive approach again, is known as building a theory, where the researcher collects data with the attempt to develop a theory (Radwan, 2009). For the underlying research the deductive approach is chosen.

For this study a qualitative research approach is used. The approach is considered as interpretive, aiming to understand meanings people give to phenomena in a natural setting (Prasad, 2005). The approach provides a deeper understanding of the social world and is usually based on a small scale sample. A qualitative approach seems to be more revealing in terms of getting a deeper understanding of issues being investigated (Prasad, 2005). As Gray suggested, qualitative research can be highly contextual, where data is collected in its real life-setting (Creswell, 2009).

Table 1 Overview Research Approach

Research Approach	Constructivism
Theoretical Perspective	Interpretivism
Research Methodology	Case Study
Research Method	Interviews

4.1. Theoretical Perspective: Constructivism

The overall epistemology, the way of understanding things, applied is constructivism. To explore webs of significance local interpretations must be grasped. The context in which every day occurrences take place must be understood, to grasp the wider cultural sense (Prasad, 2005). The constructivism approach implies that subject and object are actively contributing to create meaning.

The paradigm indicates “how different stakeholders in social settings construct their beliefs.” (Schutt as cited in, Radwan, p.3, 2009).

The goal of the research is to rely on the participant’s view as much as possible and to understand the meaning of the social situation from the perspective of the ones living in it. Questions formulated within the research are broader and more general so that participants are able to construct meanings of the situation. This helps to discover what stimulates people’s actions in order to make sense of those actions (Prasad, 2005). Applying the interpretive-constructivist approach, specific contexts in which people live, and interaction between participants can be observed. Hereby the researcher uses their own background to shape the interpretation (Creswell, 2009).

Hence, undertaking constructivism as a stance, allows to construct reality from the perspective of the ones exposed to the phenomenon. The researcher is able to enter the social world of OCN, and to collect in-depth information regarding the research aim. The researcher becomes the primary instrument for data-collection and analysis. The approach allows interaction between the researcher and the research participants whereby knowledge about social patterns is generated, yet it gives enough space for critical interpretation (Prasad, 2005).

4.2 Methodology - Otra Cosa Network Case Study

Methodology is concerned with how we come to know; it focuses on methods that we use to understand our world better and how they help to make complex situations more simplistic (Thurlow, et al., 2006).

The research is conducted through the case study methodology, in order to get to the heart of a matter quickly. A case study can be defined as a research strategy which involves an empirical investigation of a particular contemporary phenomenon within its real life setting applying multiple sources of evidence (Runeson & Hoest, 2008). The case is analyzed with the help of social theories. The case study is aimed at investigating a contemporary phenomenon (Yin, 2013).

Table 2 Overview Case Study Methodology

CASE STUDY OTRA COSA NETWORK	
Aim:	Identify challenges of adopting and implementing effective recruitment strategies in the non-profit sector
Objectives:	Investigate current practices and explore the strategies and techniques to manage recruitment of volunteers
Procedures:	Conduct interviews with current and former volunteers
Methods:	Semi-structured interviews

The research aims at exploring and discussing the recruitment of volunteers by NGOs, illustrated by the Otra Cosa Network (OCN). The organization is a registered Peruvian non-profit NGO. Together with volunteers OCN aims to offer life-changing support to the children and adults at the community-led projects (Murphy, 2015). By analyzing OCN as a case, additional practical information can be gleaned, which helps to develop assertions which can inform future research.

OCN is studied as a single case, as it is considered to meet all the conditions necessary to answer the research question. The choice of a case study as a research strategy has a distinctive advantage over other research strategies, to discover the phenomenon. It offers the opportunity to explain, why certain outcomes happen, more than just finding out what the outcomes are (Kumar, 2014). This methodology is particularly useful when it comes to revealing casual relationships between the phenomenon, and the context in which it takes place (Runeson & Hoest, 2008). Not the number of cases but rather the opportunity to study the phenomena in depth and detail by collecting data on few cases, stresses the choice of this methodology.

The researcher is aware, that by selecting a single-case study method, the generalizability of the study decreases. However the chosen case has distinct features, considered to deliver inferences capable to inform similar cases. The below presented set of casual patterns stress the choice of OCN as a case.

OCN is a community-based organization, with the goal to connect suitable community-led projects with capable volunteers in a way that benefits both parties (Murphy, 2015). This allows to elaborate on general characteristics of recruitment within the non-profit sector, and the challenges of creating awareness.

Since its establishment in 2004 over 1000 volunteers have supported the organization, which allowed OCN to grow and increasingly create awareness (Murphy, 2015). Recruiting volunteers is an essential part of the every-day business, adapting the recruitment strategies to goings-on, e.g. in the media landscape, is crucial to create public awareness. Therefore the case is suitable to capture circumstances and conditions of the commonplace situation and to answer the research question (Yin, 2013).

The overall focus of the organization is service provision in the form of education, recreation, health, family and humanitarian support, all projects are aimed at pursuing solutions to societal issues. Furthermore OCN engages in a low degree of advocacy through different projects. Consequently the organization offers a wide array of community action to meet the different skills and interests of national and international volunteers (Murphy, 2015). Thus the case is a good example to demonstrate the importance of the applied theoretical framework's characteristics when it comes to establishing relationships with the volunteers. The case furthermore provides information on relationship management in a diverse environment. Useful to present results about the implication of Social Capital for recruitment, which can inform related studies.

To strengthen its impact OCN increasingly puts a stronger focus on new technologies to recruit volunteers (Murphy, 2015). Hence, the case serves to elaborate on the role of new technologies, the impact such can have on network formation and furthermore the relation between online and offline networks.

By virtue of the applied method the importance volunteers ascribe to characteristics of the applied theoretical framework when being recruited can be revealed. The advantage of the case study is, that the results are more detailed; Moreover through direct involvement the researcher can observe the case over a longer period of time and conduct revelatory information (Yin, 2013). Hereby the case can be understood in its totality, and ultimately analyze the complexity of the situation (Yin, 2013). In-depth insights of the underlying research problem are gained, serving to explore the wider spectrum of NGOs, by narrowing down the very broad field into a researchable topic (Yin, 2013). The choice of OCN as a case, allows to reveal new and unexpected results during the course of research due to its flexibility, which can lead to change of direction (Yin, 2013). Aiming to deliver a reasonable contribution to knowledge and theory advancement.

4.3 Method qualitative Interviews

This section elaborates on the chosen method and is furthermore expanded by a discussion on bias, sampling, coding and the choice of analytical method.

To obtain a complete picture, data is collected through qualitative interviews. This method is considered as providing rich and detailed information about individual's experience. The interview method also gives the possibility to tailor the content of the interview specifically to the knowledge and experience of the interviewee (Rubin & Rubin, 2012).

The interviews serve to address the most important features of the research aim. As a result the interviews are structured to ensure that all interviewees are asked the same questions, which increases the likelihood that the results can be compared afterwards (Rubin & Rubin, 2012).

However questions can be reordered throughout the interview, as the interviewer may ask questions and/or make clarifications. Open ended questions are applied, which provide wider parameters within which the interviewees can formulate their answers (Rubin & Rubin, 2012). The researcher stresses that the research question is specific enough to apply open ended questions.

The interviews are designed to cover the main aspects of the research question. The questions are designed to elicit the individual's experiences.

The interviews are semi-structured in that an Interview Guide¹ is used to direct the interview. The interviewer initiates questions and poses follow up "probes", in response to the interviewee's explanation. Hereby the interviewee selects their own terms to formulate answers to the questions. Hence responses are guided by the questions (Rubin & Rubin, 2012).

Even though the Interview Guide serves to have a common set of questions and answers, the results of each interview still vary and further, unexpected details can be revealed, which can be framed for future research.

Bias

By virtue of the analyst being an active component within the data collection and evaluation process the researcher's conception of the underlying phenomena is important, when measuring the variables. Given that the researcher is acting as an "instrument" for data collection and evaluation (Miles, Hubermann, & Saldana, 2014), attention must be paid to the researcher's impact on the course of evaluation. This influence, through direct involvement, on the quality of data, is considered throughout the analysis. In order to reduce possible bias of the sampling method, it is crucial to recognize bias as such (Collier & Mahoney, 1996). The following chapter presents how and to what extent the researcher's predispositions and subjectivities are included in the analysis process. Carrying out qualitative research in form of interviews, the researcher is aware of the possibility of preconceptions, as interpretation of the collected data is a flexible and dynamic craft, throughout the data gathering and analysis process (Miles, Hubermann, & Saldana, 2014).

¹ Interview Guide, Appendix p. 60

4.3.1 Unit of analysis

The interviews are held with purposely-selected OCN volunteers who are currently or previously have been engaged with the organization on a voluntary basis. The volunteers are considered to be key participants who help to ensure understanding the underlying research phenomena. A need to interview the volunteers emerged from their relation and involvement with the organization. The size of the sample pool is 16.

The sum was limited by time available for data gathering, as only volunteers who have been involved already for a legitimate amount of time (3 weeks minimum) were considered for the interviews. However the generated data allows the creation of a sample essential to analyze the research aim.

4.3.2 Design of Interview Guide

When designing the questions guiding the data gathering process, the research aim was kept in mind. Therefore applied questions converge around the final research aim. The questions furthermore serve to shed light on the broader study question. Additionally the study questions help to show whether additional data needs to be collected for the underlying research as well as for related future research. Eventually the findings serve to support other corresponding analysis. The Interview Guide employed contains an outline of the covered themes. It also allows a certain degree of flexibility regarding the wording and eventual order of the questions. The Interview Guide furthermore gives a detailed explanation and theoretical background to the formulated questions. Despite the flexibility the data nevertheless is structured and systematic.

4.3.3 Data Collection

The data is collected through individual interviews with the volunteers. The researcher is the instrument for the data collection. After collecting the data, it is immediately processed and recorded, as it is perceived to be crucial that the data is still fresh so thoughts are kept accurately.

Each interview lasted between 25-40 minutes and took place in a suitable public place. All interviews were tape recorded and transcribed afterwards.

Within the underlying research method, the researcher is an active part of the research, rather than an objective observer, hence the values must be acknowledged as inevitable part of the outcome and consequently the data analysis (Mills, Bonner, & Francis, 2006). By applying the deductive research method, the theoretical framework serves to support the received data. By virtue of this, the researcher already has some codes² in mind and is looking for new data complementing the results.

4.3.4 Data Reduction and Coding

After the data is collected, it is reviewed and processed according to the chosen coding themes.

Due to the data collection method, the results consist of a vast amount of text which is reduced to what is perceived to be of most significance and interest. The researcher determines what is significant by referring back to the research questions. According to this and the researcher's intuition, the data is transformed into a simplified format. This happens throughout the data collection, by only recording and analyzing the data for themes and theories supporting the research. Thereby a focus on the main aspects of the research can be maintained.

In order to analyze the data it is grouped into meaningful patterns, which is considered to be the core of qualitative data analysis (Saldana, 2013).

² Coding Patterns, Appendix p. 62

In the initial coding step, the interview transcripts are assigned to codes and labels which signify a certain segment. The codes are assigned to a finite number of categories, which serve as key variables to explain the variations of the data (Saldana, 2013). The Coding Patterns were applied to lead from the data to the initial research idea.

In the next step the relationships between the codes are analyzed and accordingly categorized. Each time an appropriate set of data is encountered the segments of data are reapplied. The constructivist approach implies, when analyzing to explain the phenomena, great emphasis is put on meanings of a social situation from the perspective of the ones living in it.

Through this interpretation the existence of an objective reality is denied, situations arrive from individual's understanding of realities instead (Prasad, 2005). Hence the researcher's predispositions and subjectivities are included in the coding process. In a broader sense, concepts to understand things, meanings ascribed to the social environment, and symbols to understand situations are analyzed. Summarizing the answers allows the researcher to move away from a purely descriptive analysis to more analytical results (Saldana, 2013). Concerning the disclosure of the participants' confidential information the participants are referred to by numbers, e.g. Participant 6 etc.

5. Recruitment in regards to Social Movement Theory

The overall aim of the paper is to analyze what importance Social Capital has on the recruitment of volunteers within a shifting media landscape.

The data-gathering process was guided by sub-questions. When designing the Interview Guide, the three sub-questions supporting the overall research question were kept in mind. According to that, different questions were formulated to elaborate on the research aim. The analysis is divided into three parts in order to connect the results to the according question.

5.1 Social Capital for mobilizing voluntary participation

Q1: What effect do strong ties have on people's decision to volunteer?

Firstly participants' social connectedness in terms of strong and weak ties, and how such connections might have had an influence on their decision to volunteer is analyzed. To gain results, answers were evaluated in terms of how they can be linked to certain preconditions, which allow to draw conclusions referring to the theoretical framework. The presented observation was made.

Social Connectedness & Importance of collective Values

First the relations between social connectedness, which observes how many high-level-of-trust connections the participants have within their close environment, and the importance of sharing the same values were analyzed. Results emphasize that the greater the number of interpersonal ties based on high levels of trust is, the less important it is for the respective individual to share collective values within their close environment. In other words, individuals prefer to surround themselves with diversity. Environments posing a rather dynamic development of values, opinions, and information-processing are preferred, as information exchange in such can broaden horizons.

Yet, most of the participants' opinion on collective values is reflected in the answer of Participant 8: "Even though diversity is appreciated to a certain extent, shared basic moral values are crucial to build lasting relationships."

The results from this answer create the assumption that individuals ascribing less importance to sharing the same values within their collectives (ranging from hobbies, religious and political views, interests etc.) tend to establish greater numbers of connections, which are based on high levels of trust. The results underpin that high levels of trust can be established amongst diverse groups of people within different types of networks. Most of the interviewees are exposed to an environment incorporating bridging Social Capital, allowing to connect diverse groups of people across distances. In regards to weak and strong tie connections this can lead to the fact that, by virtue of a greater diversity, information can travel across larger social distances, as members in the social circles might hold different views which facilitate distribution of information across greater distances.

The answers show that participants are exposed to an environment, where information is received from diverse sources, which all seem to be based on greater levels of trust. As Putnam stated, Social Capital enables collaboration when it centers on trust. To create well-functioning and lasting collaborations objectives must be shared when it comes to moral values, though diverse interests can further support and strengthen relationships.

Mobilization through face-to-face

In the next step the connection between what provoked voluntary action and what originally made aware of volunteering is captured. The analysis of these two links serves to reveal the influence weak and strong ties have on encouraging individuals to participate in voluntary action. Moreover results show how the source originally providing information and creating awareness around volunteering is connected to the source provoking action occurring later on.

The results stress that amongst the volunteers who found out about volunteering from a source within their close network based on high levels of trust, the ultimate trigger to take part in voluntary action also came, by most of the participants, from

within their close environment. An important role for most of the interviewees played the fact that information was received through face-to-face communication. Thereby the respondents could establish a certain level of trust, as Participant 4 stated, “Especially when it comes to volunteering abroad, I prefer to take advice from people I trust because it is something new, and something that I have not done before.”

Only two respondents stated that, neither creating awareness nor deciding to participate in volunteering involved external activation; but rather an “internal belief system” revealed by Participant 3, was “crucial to collect experiences in developing countries.” In contrast all the other respondents mentioned that at least at one of the two stages, information was received through face-to-face communication, from a source of trust.

Beyond doubt, a high level of trust seemed to have been influential, with most of the interviewees, either in raising awareness of volunteering or in encouraging action to be taken. Underpinning Putnam’s finding that face to face interaction generates highest levels of trust.

Influence of Social Environment

Almost all participants have been exposed to networks, close and distant, within which other members were involved in voluntary action. Linking the sources encouraging volunteering and the exposure towards voluntary action within the participants’ environment, reveals to what extent the social environment is capable of provoking voluntary action. Results again stress that, participants either were exposed to an environment, where members were involved in volunteering on a large or small scale, or a direct contact encouraged them in any other way. Only one respondent neither knew anyone who has ever volunteered nor was encouraged by any external source.

The results prove that reliable sources can support the decision to volunteer. However, they must not necessarily be based on high levels of trust, though first-hand experiences reinforces to put ideas about volunteering into action. Furthermore most participants stated that the received information was passed on

face-to-face. Passy's research on recruitment for social movements suggested that strong social ties must be involved, yet the findings show that personal introduction, though not necessarily based on strong ties, to the information, as suggested by Snow, Zuercher & Ekland-Olson, is beneficial for recruitment. Advice or information received in a setting, creating a feeling of relation through face-to-face interaction allows to sharpen individual's dispositions to take action.

Awareness creation

Links between where respondent received information on OCN from, and what ultimately created awareness around volunteering, lead to the following observation. More than half of the respondents, received the information about OCN independently, mostly through online search instead of from a close or distant network source. Observing Applicant Statistics³ in regards to where applicants, who applied within the past 4, 5 months (January till mid-May), retrieved information about OCN from, underpins the above finding. Half are online information sources and the other half offline. However, elaborating on the kind of online sources used, is limited due to restricted information. Offline sources could be defined in terms of weak and strong ties, whereby strong tie channels, such as close friends and family, predominate. As furthermore concluded from the interviews, if the information about OCN was not passed on from someone else, than in most cases a source, based on high or low levels of trust had been involved in originally creating awareness around volunteering or in encouraging voluntary action before.

Though it must be considered that a minor number of participants did neither mention input from networks (close or distant) before nor when looking up the organization. A further analysis of the respective participants' inclusion in networks stressed that all of them described themselves as being highly-active network members.

These findings allow the conclusion that individual's general predisposition to taking action originates in personal interest rather than the influence of the social environment.

³ Applicant Statistics, Appendix p. 70

However, the number of participants who were exposed to advice coming from high level of trust sources, either in regards to volunteering in general or in regards to the organization, predominates. As Participant 14 explained, “idea was there, knowing someone who was engaged with similar work, made the decision to join easier.”

The analyses suggest, that direct personal recommendation, no matter if based on strong or weak ties, as long as it comes from someone who draws onto first-hand experience, has a great impact on individual’s decision to volunteer. Trust is most likely to be built through first-hand experiences, hereby information can travel across larger social distances, as long as it has a personal feature to it.

The uncertainty about taking voluntary action seems to decrease, the greater the number of weak- or strong tie connections being involved in the decision-making process. The information source can enable mobilization when it is built around trust, unless the individual is inclined to be rather pro-active, especially when it comes to network inclusion. In that case, the individual seems to make decisions more independently, with lesser influence from the surrounding environment.

5.2 Opportunity structures in networks

Q2: How can recruitment through group affiliations mobilize participation?

The second part centers on networks, participants’ involvement in such and their general perception of the development of networks in regards to on- and offline dynamics.

To get an idea of participants’ involvement in different networks answers give information on the type of networks that the interviewee feels connected to. According to that, the type of Social Capital being involved in the respective network can be defined.

Answers allow further elaboration on the individual’s general sense-making process, as the network environment, as stated by Emirbayer & Goodwin previous research, can have a great impact on this.

Types of networks

The researcher therefore distinguished three different types of networks, based on the volunteers' answers: firstly, networks following a common purpose and which are based on strong ties and bonding Social Capital, with greater levels of commitment, more likely to reinforce mutual solidarity; secondly, networks following different purposes, which are rather open and loose, and are based on strong and/or weak ties and consequently bridging Social Capital; lastly, networks which are quite diverse, open and relatively de-centered, with no obvious common purpose. In contrast to the second type, these are established and joined rather unconsciously and run without a "defined" membership, e.g. links are created naturally, without intention.

From the first, all participants feel that they belong to some sort of network. None of the respondents stated no feeling of belonging to any sort of network. The great majority described themselves as being part of a network that follows a common purpose, i.e. incorporating high levels of trust. Consequently, they are familiar to a social environment in which greater levels of trust are crucial to establish interpersonal ties to reinforce mutual solidarity.

Inclusion in networks offline and online

Linking participants' patterns of inclusion in a network to their general online habits shows that all pro-active network members make use of online channels to retrieve information on networks etc. to a fairly frequent degree. None of them refused to use online channels as information source; overall they ascribed a great importance to such. Despite the level of involvement, all respondents stated that, in regards to networks, online sources are quite useful.

Establishing or reaching out to networks online, as found by Della Porta, can be important for the advancement of recruitment. Interviewees who described themselves as highly active members within their networks simultaneously incorporated features in their answers, stating an active usage of Social Media channels, beneficial in terms of recruitment, "Extremely useful in terms of communication and the establishment of contacts." Participant 6.

Furthermore most of the answers showed a connection between being a member of a network with a common purpose and a great exposure to Social Media. Hence, networks might increasingly make use of diverse channels, online- & offline, to scale up more quickly and to strengthen the engagement of its members. Stressed by a statement of Participant 6, a highly-active member, “Social Media is beneficial to arrange things and to foster relationships. Contacts are established easily, events can quickly be arranged which fosters network participation.”

Responses allow to conclude that online platforms can add a layer to networks, support their coverage and serve as relation-maintaining tool, though networks centered and organized offline are necessary for long-term cohesion. “Networks must originate in real-life based on face-to-face communication and relations; human interaction and relations are needed, Social Media can add a layer and increase persistence” Participant 8.

The habit of engaging on Social Media actively, suggests a greater inclusion within online networks. Affiliations can be created online, as thereby borders can be crossed, which allow unlimited communication in terms of time and space. Referring to Bennett & Segerberg’s definition of networks, according to the answers networks engaging with new technologies which leads to offline action should be aspired to enhance growth.

Network characteristics

Elaborating on participants’ general feelings about networks, with regard to its advantages and disadvantages, certain features stand out. For example mutual reinforcement; participants mentioned mutual support and following common goals as strengthening attributes.

“Different personalities interact, which leads to a greater horizon of things and different perspectives and opinions” Participant 9. Also, gaining new inspiration, achieving personal well-being within a stable and supportive environment, as well as personal growth are beneficial features, mentioned by the greater number of participants.

A disadvantage the majority of the respondents are of the same mind, is the exclusive nature some networks can take on, limiting growth and outside connections. As scholars like Della Porta stated, strong interconnection within networks can create seclusion from other networks.

Certain statements of the participants can be aligned with Della Porta's idea of networks as areas which reinforce mutual solidarity and foster commitment. "It is a place to share good vibes and common passions, which encourage members and motivate them strongly" Participant 10. Furthermore network members have a greater established sense of trust. Yet, great levels of trust are reached through offline interaction, as stressed by Participant 14, "Networks create a healthy social environment, especially in days of increasing technology usage and consequently individualization." To put it in a nutshell, most of the ascribed advantages of networks require on-the-ground interaction.

Perception of volunteering

Linking participants' Social Media activity and their' perception of volunteering (increase, decrease, etc.), answers reveal that the majority of respondents, who are active on Social Media, stated an increase of the numbers of volunteers. Even interviewees who mentioned less exposure to Social Media, felt that the number of volunteers is growing, arguing that, "volunteering developed into an image building thing, an image people like to show in public to gain recognition." Participant 6. Which as underpinned by previous research, can be linked to the growing publicity and the framing of voluntary action in general. Overall the respondents noticed an increase of volunteering, due to experiences they made and/ or based on their perception gained through media. As the below statements underpin: "Non-profits increased their marketing activities and create more publicity" Participant 10.

"Seems that international volunteering increased as travelling became more popular" Participant 14.

"At least in the USA more opportunities and organizations are out there offering a lot of different opportunities" Participant 12.

Networks encouraging voluntary action

All participants believe that network surroundings can facilitate voluntary action, within and beyond the borders of a network. More than half were certain and have experienced voluntary contribution deriving out of networks they feel related to. “A private group that shares common ideas can lead to the fact that people venture out and are happy to help out at other places” Participant 3.

“Because you are surrounded by people you feel comfortable with and comfort facilitates voluntary action” Participant 4.

“Safe social environment makes you feel comfortable which can encourage voluntary action” Participant 5.

“Yes, as they create social values which can push each other to do certain things and encourage one another to get engaged” Participant 7.

The answers can be aligned with Bennett & Segerberg suggestion that close embeddedness in relational structures pushes prospective members to higher levels of participation. Comments serve to make sense of participants’ inclusion in networks, online and offline. Responses emphasize the conclusion that networks that incorporate strong social bonds, usually based on high levels of trust, do enforce the willingness to take voluntary action.

Moreover the answers propose that reaching out to networks, can be a promising tool in terms of recruitment whereat online engagement can reinforce the advancement of networks and group affiliations. In terms of communication, online networks can enlarge opportunity structures, yet they fail to create levels of strong commitment as they lack face-to-face interaction, which hinders the creation of high levels of trust. However, online networks can add a layer which reinforces persistency of networks.

5.3 Identification through strong ties of Social Capital

Q3: To what extent do frames aligning with the ideas of Social Capital and group affiliation facilitate participation?

The last part addresses how the interviewees perceived OCN's applied communication frames. Answers furthermore serve to develop the ideas of Bolton and Oberschall regarding recruitment through networks reaching out to networks, and the importance of implying Social Capital within recruitment frames.

Observation of identity frames

Firstly, answers to the question where participants received information about OCN from where linked to if they did observe the Identity Frames, expressed in the Mission and Vision statement. The analysis stresses that participants who received information on the organization from within their close network were more likely to observe the Identity Frames, expressed in the Mission and Vision statement. In contrast candidates who retrieved information on OCN by themselves, through e.g. online search, would not pay a lot of attention to the Identity Frames, and rather neglect them. Participant 13 expressed, "I do not believe in such statements. Project descriptions and features are most important, rather than Mission and Vision statement."

The observation shows that people who received direct information about OCN from close/distant networks were more likely to observe the Identity Frames, mostly before they applied. However, answers created the impression that even though the frames were observed before, direct recommendation was more important and influential: "Yes I did read the statements, though it is not important for me. I feel like they look the same for all NGOs." Participant 10. The applied frames only seem to be capable of creating feelings of identification when strong or weak ties are involved within the decision-making process. Otherwise identification is created through involvement with the project rather than through identifying with the overall ideas of the organization. "I think I read the statements before applying, though I looked more into the info of the projects." Participant 12.

Information sources and levels of identification

To further elaborate on the above results, another analysis in regards to Identity Frames focused on the link between the original information source and the level of identification. This observation allows to draw conclusions about whether or not the recruitment source can have an impact on the level of identification. As stated by Della Porta, recruitment can be effective, in terms of identification, when strong interlinked networks facilitated participation.

Most of the respondents stated that they would be happy to support their project in the future, though not necessarily through the organization itself, but rather independently. In connection to the information source, the analysis shows that volunteers who received the information about the organization from a close network source are most likely to identify with the organization to an extent where they would support the organization in the future. Half of the participants, who received information from close networks beforehand, would possibly support their project further though not necessarily directly through the organization.

Participants, who received the information by themselves, tend to express support for the projects independently, if they see the need for further support.

Only a small number of them identified with the organization to an extent which allows the assumption of identification with the organization and the project, as expressed by Participant 12 in regards to identification, “I think so, especially the relation to the project reinforces such feelings.”

Yet, answers are more inclined to the statement of Participant 6,

“I would support the project itself, without going through the organization, because I experienced the impact and sustainability of it. Also I felt connected through other volunteers rather than the organization.”

When being asked about whether or not participants did identify with OCN before coming to volunteer, the respondents who received recommendation from someone within their close or distant network were more likely feel connected to the organization beforehand.

Answers to what were the preferred channels of information in regards to the organization, underpin that personalized content is important. Respondents stated that retrieving information from other channels, besides OCN's website was essential to take their decision. "I looked up information on the website but the direct communication through e-mail, I perceived to be very helpful and much more to the point." Participant 16.

Overall, comments revealed that identification is created through influences such as involvement with the project, connections to other volunteers and recommendation from familiar networks. The analysis of the identification factors emphasizes that seeing impact and progress, and establishing relationships are essential to foster feelings of belonging and identification.

The applied communication frames get mostly neglected and the organization itself seems to fade into the background. Identification is created through strong networks, which as stated by Schwenger, Straub, & Borzillo enables members to see themselves linked together by interests, values, beliefs, rather than communication frames trying to create a "WE".

Feelings of identification are fostered through involvement; the creation of on-the-ground relationships which allow to establish trust and support. Action is inspired through networks people are connected to. Hence, the grounds of group affiliation serve as a promising tool in terms of recruitment. As feelings of connectedness, as stressed by the analysis, are reinforced when high level of trust sources were involved in the recruitment process. Furthermore answers underpin Bennett's and Segerberg's findings that communication strategies, in order to foster participation, need to be more personalized. Consequently recruitment strategies can be successful when applying the basics of personalized story-telling implying the ideas of networks based on Social Capital, especially when it comes to volunteer retention. Overall, responses of the participants did not differ to an extent which allows to draw conclusion about distinctive cultural patterns, as suggested by Hofstede

5.4 Limitations

Efforts were made to expand the method through a very thorough and existing elaboration on existing studies in the field, as well as through direct involvement with the organization. A thorough review on studies of Social Capital, Social Movements, recruitment, involvement with the organization itself, and conversations with experts lead to the decision of the applied method and methodology. The method was rounded up with document monitoring and expert feedback sessions, aiming to increase the reliability, and to grasp the reality of what is being studied.

However, some limitations, regarding the approach, need to be taken into consideration. Firstly, results are limited in regards to time. Due to time limitations, the sample size is limited and could be expanded in future research. However, the researcher believes that quality and validity of the interviews depend on the depth of the responses and their interpretation, rather than on the quantity of interviews (Golafshani, 2008). Secondly, the interpretation of the results can be influenced by the researcher's bias. The researcher's involvement during the data gathering process can have an impact on participants' answers (Golafshani, 2008). By virtue of the addressed topics, the disclosure of thoughts and feelings, are based on the researcher's ability to facilitate relationships. By making the aim of the broad purpose of the research clear, the researcher tried to enhance the disclosure of information. Another threat, limiting the results, can be the use of leading questions and the unconscious expression of the researcher's preconceptions due to face-to-face interaction. Lastly, considering the use of an interview language, which was almost nobody's mother tongue, can limit ways of expression, which is not something that can be easily avoided. However, it is almost impossible to evaluate the impact of the above limitations, and the effect such can have on the loss of data (Golafshani, 2008).

Applicability

In terms of extending the findings and applying them to future research, the results provide a foundation. In regards to the research topic, the researcher argues that not the quantity, though the quality of the applied methods should be taken into consideration, as the ultimate aim was to elaborate on meanings in a social context. By virtue of the topic and the applied method, the results make a contribution by revealing important benefits for recruitment within the non-profit sector, linking Social Movement Theory and Social Capital theory. A more sound generalizability of the results could be achieved through future research by including a larger sample.

The qualitative approach to the research enables a deeper understanding of how Social Capital can facilitate voluntary participation in regards to a changing media landscape. The approach allows a deeper understanding of the social context in which Social Capital derives from and ensures the expansion of already existing results about facilitating participation within movements.

Conclusion

In the Decade of Social Action, the key to attract volunteers is to create a coherent communication strategy throughout all communication channels, however what proves to be the most beneficial communication tool is word-of-mouth.

Though the recruitment process is important, ultimately it is the bond that is formed between the volunteer and the organization, as that is what will lead to participants becoming willing ambassadors for them.

As shown in the results, due to the importance of networks organizational ambassadors serve as influential vehicles for disseminating an organization's mission and thereby recruiting new volunteers.

To successfully incorporate the idea of network recruitment, besides face-to-face interaction, online networks can be used for voluntary activation, but even more so for creating an environment which can strengthen identification. Online channels are capable of adding a layer of persistency to networks. They serve to keep networks going and growing after they have been established. Growing information availability seems to sharpen participants' selective criteria.

Therefore personalized approaches, rather than mass communication, establishing a sense of trust, are necessary to increase bystander support. Online networking seems to enable such approaches quite well. Incorporating personalized messages, in form of blogs, volunteer reviews etc., serves to increase the levels of transparency and credibility, due to the fact that it is a first-hand account of volunteers' experiences. This allows to establish trust between the organization and those in the network which may be potentially recruited.

In a nutshell, a recruitment strategy based on long-term relationship building beyond solely establishing relationship for the time collaborating, facilitated through networking, proved to be successful for recruiting volunteers in the Decade of Social Action.

Due to the shifting Media Landscape relationships can be established offline whereas online channels can strengthen such, however they are established most successfully when based on Social Capital. Social Capital enables functioning networks and ultimately fosters outperformances which result in long-term development. Social Capital, based on weak or strong ties, is crucial to forming a committed network of volunteers. These volunteers are then more likely to identify with the organization.

Further research

Further research in regards to mobilizing participation for social movements should elaborate on the sense making process within communities and networks, online as well as offline, as these are environments where opinions are shaped. Dynamics within such networks can be for the advantage or disadvantage of an organization in terms of recruitment. However, either way extremely influential.

Current literature and studies are marked by a gap when it comes to explain how people come together and establish functioning networks. Especially in regards to online collaborations, as it seems that some networks, solely collaborating online, are more successful than others. Applying personalized Identity Frames and establishing ties based on high levels of trust suggests to become more challenging when operating on a large scale.

Ultimately, the network approach to generate participation is a promising area suggesting further research. Future research should elaborate on network dynamics online and offline, and look closer at what keeps networks going.

Also results suggest that especially when participation does not pose obvious incentives, such as combing travel and volunteer, especially for these movements, trust and a feeling of connectivity are assumed to reinforce action taking. The research can be extended by elaborating on what makes some network members engage to a greater level and what influence do network dynamics have on the level of engagement.

Implications

In regards to the studied case OCN, the analysis suggests that delegating former volunteers to provide other prospective volunteers with information on OCN, supports network building. By virtue of their work with OCN former volunteers can serve as ambassadors credible to introduce the organization, its mission and vision, and activities. Due to their real-life experiences they give OCN a face, which can foster identification with the cause and ultimately engage new volunteers.

The ambassadors are capable of promoting the organization's mission and vision and thereby increase community engagement. As meeting people and engaging with them on a personal level is proven to be a successful recruitment strategy, which serves to establish new relationships and partnerships with prospective volunteers. Consequently this low-budget communication tactic can be an easy and effective way to raise awareness of OCN.

To make the communication strategy consistent and adapt it to Social Media trends, an online platform for ambassadors should be created, allowing frequent exchange and dissemination of information. Moreover employees and volunteers of a NGO should be encouraged to use Social Media themselves, as they are the most credible ambassadors, capable of creating a uniform and personalized image of the organization.

Appendices

I. INTERVIEW GUIDE

Translating research questions into interview questions:

What importance has Social Capital on the recruitment of volunteers in a shifting media landscape?

The research question addresses developments within the non-profit sector and its consequences for the recruitment of volunteers. The development, of new technologies and the impact of network formations on individual's disposition towards participating in voluntary action are analyzed, in regards to features of Social Capital.

Outline of the addressed topics:

- a) **Q1: What effect do strong ties have on people's decision to volunteer?**
H1: Recruitment is most successful when strong ties of Social Capital are implied.

Questions on social connectivity, social embedding and the types of ties involved are applied in the first part. Questions, e.g. serve to reveal which value the interviewees give to opinions and recommendations coming from their close and distant environment/networks. Furthermore the questions address what effect strong ties have on people's decision to volunteer. Answers allow to give an on the participant's social environment and the importance the interviewees ascribe to social connections, based on weak and strong ties.

Keywords: Social Connections/interaction, Importance of trust, Mobilization through connections

- b) **Q2 How can recruitment through group affiliations mobilize participation?**
H2: People being members of a network (online and offline) are more likely to be recruited as a volunteer.

Questions on networks, and the involvement in such are posed in the second part of the interview. The questions are formulated to gain a thorough understanding of the interviewees' perception of social networks and the feelings they ascribe to them. Furthermore questions aim to elaborate the impact and influence networks can have, in regards to volunteering. Also the network development is analyzed in terms of new technologies.

Keywords: Network connections, participation online- & offline, influence of networks

- c) **Q3: To what extent do frames aligning with the ideas of Social Capital and group affiliation facilitate participation?**
H3: The actual recruitment frames, applied by an organization, aiming to mobilize action are neglected when participation is the result of group affiliation and Social Capital.

The questions in the third part of the interview serve to reveal the volunteer's perception of the organization's communication frames. Questions aim to analyze the attention volunteers pay to the applied frames. The answers potentially reveal the degree of identification the frames create and their overall effect. Furthermore the questions serve to answer the extent to which volunteers are provoked by the applied frames based on Social Capital, when it comes to recruitment.

Keywords: Narratives perceived, attention paid to communication without personal interaction

The following questions are applied to gain a deeper understanding of the research area:

- a) *Social Connections/interaction, Importance of trust, Mobilization through connections***
1. How many people in your social environment could you ask for money when needed?
 2. How important is it for you to share collective values with people in your social circles that underpin social cohesion? E.g. do you share the same interests/hobbies/ beliefs with a lot of people within your social environment/circles?
 3. Would you say that most of the sources you receive advices from, especially regarding volunteering, are based on high levels of trust? Meaning they come from within your next environment, close friends, family etc.?
 4. And which source ultimately provided you with crucial information encouraging you to volunteer?
 5. Do you feel that the connection with others in your close or distant environment first made you aware of the possibility of participating in voluntary action? What made you aware of the idea?
 6. Have you volunteered before?
 7. Drawing onto the previous question, did you first hear about the organization you are volunteering for, from someone within your close or distant network?
 8. Are there many people in your close environment that have been involved in some sort of voluntary action?
 9. In general do feel that the number of people participating in voluntary action increases? And what makes you think so?
- b) *Network connections, participation online- & offline, influence of networks***
10. Would you consider yourself as member of any network, a group of interconnected people, having common interests? Yes, what kind?
 11. How would you describe your patterns of inclusion and/or exclusion in a network? (highly active, fairly active, occasionally active)
 12. Do you feel that joining different networks or feeling related to different networks is facilitated through Social Media?
 13. Do you feel you'll find groups/networks tailored to your special interest online more easily?
 14. What kind of benefits/ advantages- disadvantages etc. pose networks for you?
 15. Do you feel that a membership/ feeling of belonging to a network encourages voluntary action in general?
- c) *Narratives perceived, attention paid to communication without personal interaction***
16. When looking up the organization, did you read through its Mission and Vision statement?
 17. At what time in the application process did you look up that specific info on the organization?
 18. When looking up information on the organization, what were you preferred sources or channels of information?
 19. Depending on the channels/ contacts you received information from regarding the organization, do you feel that you obtained an overall uniform image of the organization? Or did information alter from source to source? (E.g. on the website, through direct communication or through advice)
 20. Before coming here did you feel you could identify with the organization, and its statements, by just obtaining information from sources directly managed by the NGO? OR would you say that most feeling of identification were created throughout your stay here?
 21. And what are the most important factors that made you identify with the organization?
 22. Do you feel that you truly identify with the organization to an extent which could make you support them in the future? And if so why?

II. CODING PATTERNS

According to the research aim the interview is designed to give answers. It consists of three parts. The following display gives a brief background on the questions and their contribution towards answering the research question. Furthermore the tables present the applied coding system.

a) Social Capital (mobilizing structure)

Q1: What effect do strong ties have on people's decision to volunteer?

For the first part of the interview questions applicable to measure forms and intensity of social connectedness and the importance of Social Capital are applied.

1. Number of people asking for money

The first question aims to tell how socially interconnected the interviewee is. How many social contacts the interviewee has, and consequently how exposed the person is to a frequent social exchange.

Measuring this due to the number of people they would feel comfortable in lending money from is based on previous research and literature reviews in regards to Social Capital and measuring connections based on high levels of trust.

Applied Coding scheme:

Summary answers	CODES
1 – 4	small number of strong interpersonal ties
5 – 10	medium number of strong interpersonal ties
11 – 25	high number of strong interpersonal ties

2. Importance of collective values

The second question aims to elaborate on the type of Social Capital implied in the social circles the interviewee is mostly active in. E.g. the greater the importance expressed towards sharing collective attributes, the more bonding Social Capital is interpreted into the answers, as this, according to the literature, is implied within connections amongst like-minded.

Applied Coding scheme:

Summary answers	CODES
Expresses great importance to common values, connections based on...	bonding SC
Expresses less importance to common values, Connections based on...	bridging SC
Importance depends on environment...	Mixed connections

3. Advice regarding volunteering based on high levels of trust

The third question analyzes what impact connections, based on high levels of trust and solidarity, have on the decision making process, in regards to volunteering.

Applied Coding scheme:

Summary answers	CODES
Close network is influential	Strong ties
Distant network is influential	Weak ties
Decision self-initiated, no outside source involved	No ties

4. Information source ultimately provoking volunteering

The question aims to analyze which source inspired and prompted the idea to take voluntary action. Furthermore the question aims to answer whether or not, if it was an external source, the information exchange took place through direct contact via face-to-face. The answer serves to elaborate on the influence of ties (weak/strong) and the self within the decision-making process.

Applied Coding scheme:

Summary answers	CODES
Close surrounding directly initiated idea	strong tie, face-to-face
Distant surrounding directly initiated idea	Weak tie, face-to-face
Idea self-initiated	Self-retrieved

5. Source originally creating awareness around volunteering

The question serves to answer what originally made the interviewee aware of volunteering. The answers give an overall impression of the general perception and presentation of volunteering within society, and furthermore the influence weak and strong ties can have on creating awareness.

Applied Coding scheme:

Summary answers	CODES
Close environment	Direct high-level-of-trust connection
Distant environment	Direct low-level-of-trust connection
Neither close or distant environment, other source	Self-retrieved (NAME of source)

6. Volunteering experience

The answers of this question ultimately serve to relate familiarity/unfamiliarity with volunteering, to the ways information was received and processed in this case.

Applied Coding scheme:

Summary answers	CODES
yes	familiar
no	unfamiliar

7. Information source respective organization

Answers tell how the interviewee found out about the respective organization. The answers serve to later on further elaborate on the importance of ties within the recruitment process as well as the level of publicity of the analyzed organization.

Applied Coding scheme:

Summary answers	CODES
Information retrieved based on high levels of trust	Close network
Information retrieved based on low levels of trust	Distant network
Self-retrieved (different sources)	self

8. Involvement of environment in volunteering

This question further elaborates on the possible influence close & distant environment could have had on the decision to participate in voluntary action.

Applied Coding scheme:

Summary answers	CODES
More than 50 % in close environment have been involved in voluntary action	Great exposure
Less than 50% in close/distant environment have been involved in voluntary action	Medium exposure
No one has been involved in voluntary action	No exposure

9. General perception about numbers of volunteers

The question tries to shed light onto the interviewees' general perception of the number of people volunteering. Answers allow to gain ideas to about the participants exposure to media and which ultimately later on serves to draw conclusions about their levels of activity on- & offline. As diverse literature, publications, and Social Media observations proofed, voluntary organization and action, receive a great and growing coverage on- and offline.

Applied Coding scheme:

Summary answers	CODES
Notify increase and state features of development of the sector	Increase (great media exposure, active & informed)
Notify increase, without any specific justifications	Possible Increase (Medium media exposure, active)
Don't know any answer to the question	No preconception (little media exposure, less active)

b) Network (opportunity structure)

Q2 How can recruitment through group affiliations mobilize participation?

The second part of the interview addresses the idea of networks, to further elaborate on such in terms of recruitment within the Social Movement Theory. With special regards to opportunity structure through group affiliation, e.g. how can recruiting members from within established networks based on trust and solidarity be beneficial. Hence the following questions serve to contribute aspects to analyze this.

10. Network member & kind:

This question presents the network surrounding of the interviewee. Answers allow to give ideas on which type of networks the participant feels part of and hence what levels of trust and commitment are implied in such.

Applied Coding scheme:

Summary answers	CODES
NW based on high levels of trust	Following common purpose
NW based on low levels of trust	Following different purpose
Open & loose NW	No common purpose

11. Patterns of inclusion in networks

The question analyzes the patterns of inclusion of the interviewee, in order to draw conclusions on the type of bonds they are exposed to, and their capability of maintaining, keeping and establishing such. Which serves to draw conclusions in terms of recruitment through group affiliation.

Applied Coding scheme:

Summary answers	CODES
Very pro-active, takes initiatives	Highly active (leader)
Capable to take on the lead at times, committed to a certain degree	Fairly active (follower)
Loose commitment, no initiative	Occasionally active (member)

12. Facilitation of networks through Social Media

This question analyzes the interviewee's activity and usage of Social Media. The results serve to later on connect the information with the overall communication frames applied on- & offline. And the inclusion of the participant in off- & online networks.

Applied Coding scheme:

Summary answers	CODES
Answers imply great activity on SM	Great exposure to SM/ active
Answers imply moderate activity on SM	Medium exposure to SM/ lesser active
Answers imply little to no activity on SM	little exposure to SM/ no activity

13. Perception of finding online networks

The question serves to answer to what extent the interviewees make use of online channels to seek and receive information, in regards to networks, organization etc.

Applied Coding scheme:

Summary answers	CODES
Online information channels are important and crucial	active
Online information channels can be important	Fairly active
Offline channels are more important	No activity

14. Perceived advantages & disadvantages of networks

This question serves to elaborate on the participants' assumption about the advantages and disadvantages of networks. The answers stress the general perception of feelings the interviewee links to a network. Furthermore this serves to state what makes networks successful and sustainable.

Applied Coding scheme:

Summary answers	CODES
Common goals, mutual support	A: mutual reinforcement
Trigger ideas, increase motivation	A: New input/inspiration
Increase contacts	A: Enlarging Network
Avoiding isolation	A: Feeling of Connectedness
Serves for self-reflection	A: Personal Growth
Creates identification	A: Personal well-being
Decrease awareness about differences	D: Limit views
Discriminating towards others	D: Exclusiveness
Pressure of doing things	D: Feeling of obligation
Exceeds personal time- & energy levels	D: Intrusiveness
negative, possibly wrong connotations	D: Preconceptions

15. Feeling of belonging to a NW encourage voluntary action

This question makes the interviewees explain how belonging to a network can encourage voluntary action within and beyond networks. Furthermore answers can reveal circumstances that are necessary to provoke such a feeling (weak & strong ties, levels of trust etc.).

The following coding scheme is applied:

Summary answers	CODES
High commitment, trust plays an important role	Membership based on strong ties (yes)
Commitment varies, so do levels of trust	Membership based on weak ties (maybe)
No major commitment	Membership not necessarily based on trust (no)

c) Identity Frames (framing process)

Q3: To what extent do frames aligning with the ideas of Social Capital and group affiliation facilitate participation?

The last part of the interview observes interviewees perception of the communication frames, in terms of their ability to mobilize action, applied by the respective organization.

16. Reading Mission & Vision statement

This question addresses whether or not the volunteer perceived the information, which the researcher categorizes as an important feature stating the organizations identity and thereby encourage identification, as important or not.

Applied Coding scheme:

Summary answers	CODES
Attention paid, consciously	Identity frame observed
Attention paid, possibly, rather sub-consciously	Identity frame neglected
No or little attention paid, not important	Identity frame ignored

17. Point in time retrieving information

This questions aims to shed light onto the importance the volunteer ascribes to the applied IF within their decision-making process. The question was partly been answered through the previous question.

Applied Coding scheme:

Summary answers	CODES
IF can influence decision making process	Highly important
IF could influence decision making process, not crucial though	Fairly important
IF does not influence decision making process	Not important

18. Preferred information sources

This question answers which are the most common & preferred information channels used by the volunteers before and throughout the application process. Answers give ideas on what is important for the volunteer when seeking information. Features of importance can later on serve to analyze how that is related and incorporated within the Action Frames, calling for identification, of the respective organization.

Applied Coding scheme:

Summary answers	CODES
Website applies sufficient communication IF	Website
SM adds a more personalized face to the IF	Social Media
More personalized content, more credible and reliable	Online reviews
Creates greater feeling of comfort and trust	e-mail
Trust-worthy and reliable, creates comfort and relation	Direct contact

19. Obtained overall uniform image of organization

The question addresses to what extent the organization's presented identity remains consistent or alters from channel to channel. Answers serve to analyze furthermore which channels might be more influential than others.

Applied Coding scheme:

Summary answers	CODES
Overall uniform communication	Coherent perception
Mostly uniform communication, though it varies	Mostly coherent perception
Non-coherent communication, information differs	Non-coherent perception

20. NGO sources creating feeling of identification before-hand

The answers to this question reveal to what extent the communication frames applied and managed by the organization, actually are capable in terms of creating a certain degree of identification, simply through communication, mostly taking place on long-distant terms.

Applied Coding scheme:

Summary answers	CODES
Weak or strong tie connections were included in communication process	Yes by personal contact
Just online sources were included in communication process	Yes by online sources
Both channels were used in the communication process before	Yes mixed channels (online & offline)
No feeling of identification was created	No

21. Features creating identification

The answers serve to further advance and develop recruitment and retention of volunteers. By elaborating on the factors that mostly create feelings of identification.

Applied Coding scheme:

Summary answers	CODES
Project related aspects are crucial	Impact of project
Transparency of the organization and its goals	Transparency
Connections and relation to other volunteers	volunteers
Management of the NGO	Goals of NGO
Relation and support to the local community	Local community

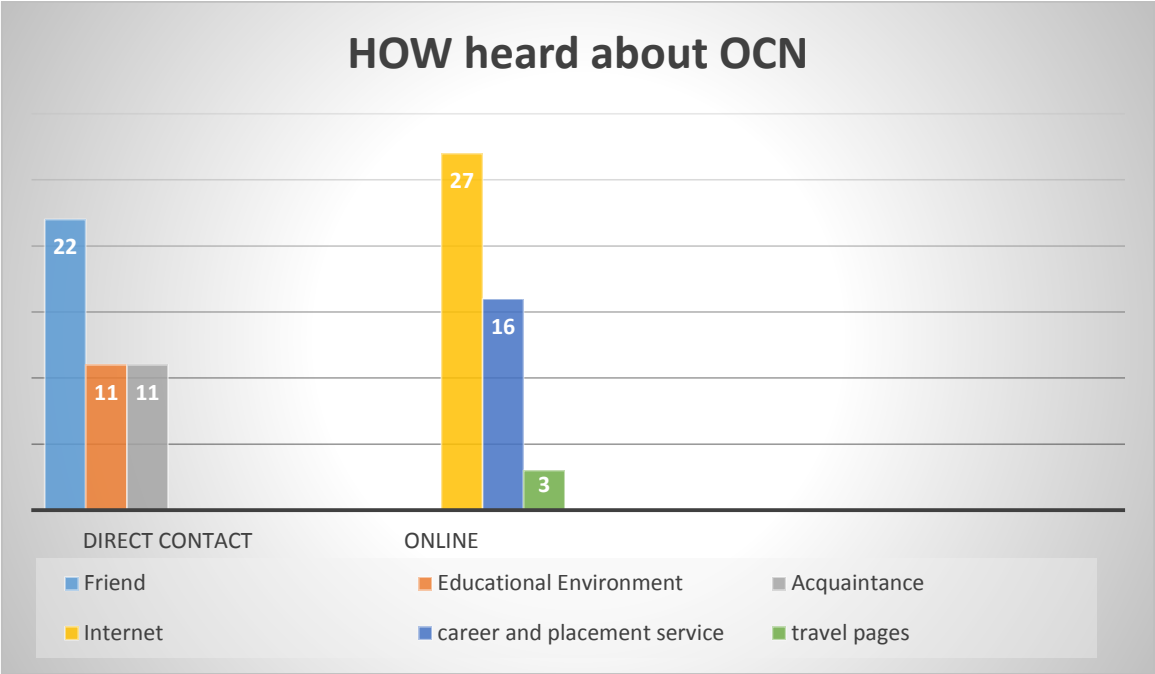
22. Extent of identification

The question ultimately aims to show to what extent the volunteers relate to the organization, which allows to advance knowledge useful to create Identity Frames.

Applied Coding scheme:

Summary answers	CODES
identifies with the organization overall, Mission & Vision, goals, projects etc.	Strong identification
identifies with project, not so much the organization's attributes	Solely project identification
No real feeling of identification were created	insufficient identification

III. APPLICANT STATISTIC



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