Volunteer Management through Managing the Volunteer Psychological Contract

Dr Bing Wu Berberich
International Business School Suzhou
Xi'An Xiaotong-Liverpool University
ORC-ID: 0000-0001-6159-4138

Abstract:

This study is set to explore the impact of making and fulfilling the volunteer psychological contract, linking it to volunteer management and volunteering organisation's performance. Data was collected by qualitative in-depth interviews with volunteers, volunteer managers and CEOs of three third sector organisations. Findings indicate these organisations likely benefit from volunteer contribution only if the volunteer psychological contract fulfilment is extended onto organisational level, facilitated by volunteer managers' actual work. The study confirms the importance of volunteer manager on ensuring fulfilment of the psychological contract. Their work was further found influential in forming and fulfilling the volunteer psychological contract through continuous support and communication. The study further highlights the value of studying employment relations by unfolding the psychological contract process.

Keywords: strategic human resource management, volunteer management, psychological contract process, volunteer manager

Words count: 5,741

Doi: 10.13140/RG.2.2.26918.73280

Introduction

Human resource management practices are largely adopted by not-for-profit organisations on managing their workforce, such as recruitment and selection, training and development and performance review (Taylor & McGraw, 2006). This extends to the management of volunteer workforce (Cuskelly, Taylor, Hoye, & Darcy, 2006). In the UK, for example, the emergence of contract culture results in a tendency of formalising volunteer management; and its supposed intention is to improve efficiency of volunteering to organisational performance. Volunteer workforce is different from paid employee; a key distinction is that volunteering motive differs from employee motive on entering a working relation, that volunteers do not expect financial reward such as salary and/or bonus.

Volunteering motive bears strong social value with an intention of 'doing good' and 'giving back to society'; development of volunteerism over the years has also led to a diversification of volunteering motives, with its range from solely 'giving back to society' to fulfilling personal desires in self-actualisation or self-development (Clary et al., 1998; Finkelstein & Brannick, 2007; Kim, Zhang, & Connaughton, 2010; Wang, 2004). Volunteer behaviour within organisation is further considered to be uncertain and temporary (Pearce, 1993), this differs from employee behaviour which is expected to have a long lasting effect. Furthermore, volunteer participation is not subject to obligation to an organisation (Pearce, 1993), as volunteerism is regarded as individual gives time 'freely' without receiving financial compensation (Gaskin and Smith, 1997, as cited in Jaeger, Kreutzer, & Beyes, 2009).

Volunteers are a unique workforce for the third sector organisations regarded as a key component of their characteristics (Hudson, 1996), providing diverse skills and knowledge for organisational development combined with a high level of commitment. They

undoubtedly contribute to social value realisation and the organisational performance (Farmer & Fedor, 1999). Volunteers are not only someone 'nice to have', but also a crucial source of productivity for not-for-profit organisations. However, a key feature of volunteer behaviour is claimed to be 'uncertainty' (Pearce 1993) and thus volunteer 'sustainability' should be perceived as continuation in volunteering *roles*, In the context of volunteer management, effectively developed policies and practices are considered to support not-for-profit organisations to develop and retain suitable volunteers (Wirtenberg, Harmon, Russell, & Fairfield, 2007).

Management of a volunteer workforce is regarded similar to managing paid employees, making existing human resource management (HRM) practices applicable to managing the volunteers (Cuskelly et al., 2006; Hager & Brudney, 2004). Support to training and development as well as performance reviews are held to enhance the level of workforce commitment (Legge 2005; Davenport and Gardiner 2007), and this potentially encouraging volunteers to create economic value (Bowman, 2009; McSweeney & Alexander, 1996). The last two decades have seen a growing trend towards formalising people management across the third sector (Smith, 1996; Wilson, 1996), but research on volunteer management did not emerge till the early 2000s' (e.g. Baines, 2004; Bowman, 2009; Farmer & Fedor, 1999; Gaskin, 2003; Hustinx & Handy, 2009; Kim et al., 2010; Leonard, Onyx, & Hayward-Brown, 2004; Taylor, Darcy, Hoye, & Cuskelly, 2006) making volunteer management still a relatively under-researched area.

To date relatively limited research has explored the role of volunteer managers as line managers of the volunteer workforce (Leonard et al., 2004; Lishman & Wardell, 1998; McSweeney & Alexander, 1996). Therefore, this study intends to explore the influence of

volunteer managers' actual work on the making and fulfilling of the volunteer psychological contract aiming to understand the role of volunteer managers in the context of volunteer management. On understanding the impact of volunteer managers' role of better supporting and satisfying volunteers, this study presents empirical evidence to managers of volunteering organisations on the importance of their volunteer workforce in respect of sustaining organisational performance.

The conceptual framework of the study embeds theoretical debate of the role of line manager in HRM (Alfes, Truss, Soane, Rees, & Gatenby, 2013; Brown, 2004; Cunningham & Hyman, 1995) into making and fulfilling individual psychological contract (Levinson, 1965; Rousseau, 1995; Schein, 1972). Understanding the process of psychological contract helps to inform the impact of volunteer manager's work on making and fulfilling volunteer psychological contract (Nichols, 2013). Such information intends to highlight the value of understanding outcome of volunteer management through studying the making and fulfilment of VPC (ibid).

On analysing the data at each stage of this model, the study suggests considerable influence of volunteer's perception on making and fulfilling of the psychological contract at individual level, it also indicates that the manager's work impact volunteer psychological contract fulfilment at organisational level, emphasising outcomes of the actual enactment of volunteer management. From considerations of strategic human resource management, this study supports a view that a psychological contract process helps to explain links between employee relations and strategic management.

.

The volunteer psychological contract: in the minds of the beholders

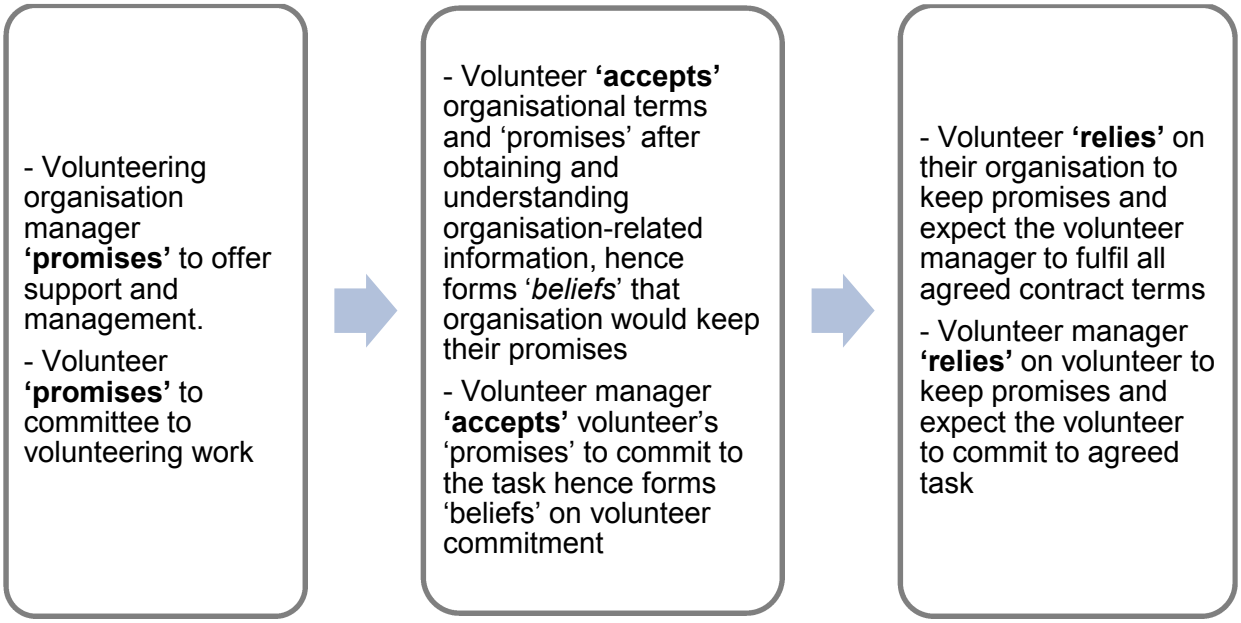
Psychological contract reflects the accountabilities that two contract makers have towards one another (Mirvis & Hall, 1994; Rousseau & Wade-Benzoni, 1994; Sims, 1994; Spindler, 1994). They exist in the contract makers' minds, and are "based on the individual's interpretation of what agreements have been made with the organization beyond those of any formal contract…" (Liao-Troth, 2003, p. 426). The Psychological Contract Theory suggests how individual's motives and expectations are formed and how individuals would perform in the workplace (Levinson, 1965; Rousseau, 1995; Schein, 1972). Individuals go through a process of making and fulfilling a psychological contract through making a decision of becoming volunteers at an organisation and outcome of their volunteering experience. Exploring this process would thus reveal how volunteers perceive the value of the support their volunteer manager provided.

Volunteers, as opposed to paid employees, are considered to have limited obligations towards the organisation (Pearce, 1993). The individual's Psychological Contract is not subject to any legislation, thus even where not-for-profit organisations require written volunteer agreements "a high proportion of the volunteer's expectations of the relationship will be derived from informal exchanges' (Nichols, 2013, p. 987). Organisational expectations to its volunteers are considered to be "less crystallized" than paid workers in terms of "behaviour, purposes and affective reactions" (Pearce, 1993). Additionally it seems doubtful that these organisations could legally enforce obligations without negative implications for future operations due to the nature of volunteering and in the light of difficulties to do so even with paid employees (Pollert, 2007).

Terms of a volunteer psychological contract also include both transactional and relational terms. Transactional terms refer to arrangements for the expected volunteering period, frequency and the training for carrying out the work; while relational terms might be the support to promote the volunteers' personal development and well-being during their participation. Relational terms are seen as influencing how volunteer managers develop and maintain relationships with their volunteers. Fulfilment of relational terms likely increase volunteer commitment and engagement, since it leads to volunteering satisfaction, and satisfaction is achieved by meeting diverse volunteer motivations (e.g. Warner, Newland, & Green, 2011).

Volunteer psychological contract is regarded as a key concept to show how volunteers form their beliefs, understand their organisation and hence how to participate in the work (Nichols, 2013). The contract making and fulfilment are not exclusively influenced by volunteers' acceptance of expected commitment; but based on multiple factors such as information on the organisation as well as the manager's working style and behaviour, indicating a relationship formation through interaction of individual volunteers with their organisation (Nichols, 2013; Taylor et al., 2006). This paper explores the process of volunteer psychological contract formation and its fulfilment, the framework adapting the 'mental model' introduced by Rousseau (1995) to the volunteer context. The framework has three stages including 'promises', 'acceptance' and 'reliance' as shown in figure 1 below.

Figure 1: A brief illustration of 'Mental Model' of the VPC



The figure was adapted from Rousseau (1995), p. 29, but it was re developed to suit the context of forming a volunteering agreement.

Formation of a psychological contract is thought to unfold a series of events as a process (De Vos, Buyens, & Schalk, 2003; Meckler, Drake, & Levinson, 2003; Rousseau, 2001). 'Beliefs' is used in the figure as its contractual meaning — "believing one has made a commitment and is therefore bound to some future action" (Rousseau, 1995, p. 23), a definition which describes well the acceptance of the reciprocal 'promises' as shown in the first box of figure 1 while the internal process psychological contract makers experience in the construction of 'beliefs' are largely influenced by their perceptions (Rousseau, 1989, 1995, 2001). In the context of this study, the volunteer's 'beliefs' may be viewed as judgements about the extent to which the contract should be fulfilled by their organisations.

The psychological contract fulfilment is seen to be achieved through honouring the 'beliefs' formed on 'acceptance' of the 'promises'. The 'reliance' stage is considered to be the stage when the contract is fulfilled. After making 'promises' and 'accepting' both parties'

expectations and obligations, 'beliefs' are formed indicating a mutual trust in regards to keeping their 'promises'. Volunteer managers commonly have direct work relations with volunteers and they are the ones to ensure that all 'promises' made by the organisation are kept. 'Reliance' is based on a mutual trust that the contract's terms will not be violated as any sign of violation is likely to cause withdrawal from the volunteer. That is to say, a volunteer will not stay engaged and committed if they feel the organisation or the manager fails to keep their promises. If contract terms are violated, it could lead to work termination before the end of the agreed volunteering period. From a theoretical perspective of employee relations, psychological contract violation could break the relationship between individual and organisation, hence breaking the volunteering agreement/contract.

At the 'reliance' stage, the role of volunteer managers is considered vital, because of their close work relationship with volunteers. They are directly responsible for supervising and supporting volunteers to carry out work. These roles share similarities to middle manager roles in private sector organisations (Cunningham and Hyman 1995; Whittaker and Marchington 2003; Purcell and Hutchinson 2007; Gilbert, De Winne, and Sels 2011a; CIPD 2013), and thus volunteer managers likely play an important role fulfilling the contract.

Volunteer managers as the volunteer's line manager

As a key HR function within an organisation, HRM compliance focuses on recruitment and selection, pay and reward, performance management, training and development. HR function specification has meant more and more HR professionals become involved in strategic HR planning (Ulrich, 2009), and line mangers have increasingly been given HR compliance responsibilities in order to support effective HRM implementation across all levels (Frank & Taylor, 2004). The important HR roles of line managers have been recognised as early as in

the 1980s (see Guest, 1987) as line managers are directly responsible for employees at operational level, and their managerial performances influence employees' perception of the organisation as a whole (Gilbert, De Winne, & Sels, 2011a, 2011b; Purcell & Hutchinson, 2007). Previous research emphasise to various extents that line managers hold mixed views on their HR responsibilities, and thus the how line managers fulfil their HR responsibilities likely has an impact on how HR practices are implemented. Acting as the 'agent' of their organisation, volunteer managers are responsible to convey the organisational 'promises' to potential volunteers. They further provide support and supervision to ensure that volunteers undertake assigned work. Volunteer managers are considered to be volunteers' line managers as they directly manage and support volunteers (Lishman & Wardell, 1998).

To various extent previous research confirms the importance of effectively managing volunteers in terms of how volunteering organisations can benefit from a satisfied volunteer workforce (Cuskelly et al., 2006; Stirling, Kilpatrick, & Orpin, 2011; Taylor et al., 2006; Warner et al., 2011). Evidence also suggests that the role of volunteer manager is important to add value to volunteering organisational development through satisfying volunteers (Leonard et al., 2004; McSweeney & Alexander, 1996). On the other hand, previous academic studies that explored the role of volunteer managers are limited despite of their direct and indirect mentioning of their roles (Leonard et al., 2004; Lishman & Wardell, 1998; McSweeney & Alexander, 1996; Pearce, 1993; Smith, 1996).

From the perspectives of human resource management (HRM), these studies confirm that the role of volunteer managers, as quasi line manager, is crucial to manage and support the volunteer workforce. Although not subject to paid employment conditions, volunteers are considered an important workforce in the third sector. Changes in social and political

environment postulate that organisations also need to manage their volunteers through HRM practices such as recruitment and selection, training and development as well as (volunteer) performance review (Lishman & Wardell, 1998; McSweeney & Alexander, 1996). Therefore, volunteer managers are likely to have impact on the making and fulfilment of the contract through actual volunteer management.

Research Methodology

Data was collected through qualitative in-depth interviews with key internal actors — CEOs, volunteer manager and volunteers supplemented by documentary study. Different from a quantitative nature of previous studies on understanding psychological contracts, this study is of qualitative nature, focusing on narratives of key actors, yet pragmatically accommodating the realities of operations (Morgan, 2007; Patton, 2015, p. 99,152ff). The psychological contract is considered to be a highly 'individualised subjective construct' (Rousseau & Tijoriwala, 1998), an in-depth interviewing method is thus suitable to as the interview data help to reveal how volunteers interpret and describe key elements of the psychological contract through narrations of individualised experience (Conway & Briner, 2005; Nichols, 2013).

Personal experience through volunteers' narratives reflects their primary volunteering motivation and expectations, and thus has an impact on interpreting organisational information and perceiving how organisations likely support volunteers. 'Individual perception' on reaching reciprocal understanding was stressed and acknowledged to be the key concept of the psychological contract (Rousseau, 1998). The pluralist feature of the psychological contract is thus likely captured more through the narratives of the study

participants echoing the argument by Conway and Briner (2005). In addition, secondary data was collected through documentary study for triangulation purposes (Denzin, 1970, 1978).

Interviews were transcribed, coded and subsequently analyzed for patterns in the narratives showing how volunteer managers influenced the outcome of making and fulfilling the volunteer psychological contract. Due to the nature of narrative analysis qualitative Research software (Nvivo 10) was used for coding purposes and to address the large amount of data any qualitative research inevitably produces (Robson, 2002, p. 273) but not for the actual analysis itself (Patton, 2015, p. 529).

Aforementioned influences were shown in the process of the 'mental model'. The analysis reflected three themes: 1) impact of formal volunteer management policies on the contract making, considering the extent to which formal organisational information impacted volunteers' 'acceptance' of the organisational 'promises'; and 2) perceived influence of volunteer manager's actual work on fulfilling the contract; and 3) how volunteer managers extends the contract fulfilment outcome to impact the organisational development. The data were analysed as narratives of the making and fulfilment of the contract through lenses of the three key players reflecting the three themes. This study finding extended the theoretical debate of the role of volunteer manager with a mid-level generalizability, which helps to better understand the impact of the managers' perception (attitude and behaviour) on the outcomes of actual volunteer management.

In addition to concerns of the number of cases studied, limitations of this study resemble the perceived shortcomings of all qualitative studies such as subjective nature of the data and validity/bias concern (Blaikie, 2010; Bryman, 1989). However, the study focus suggests that

more valuable data comes from individual interpretation and perceptions in making and fulfilling the psychological contract (Conway & Briner, 2005). Conducted qualitative interviews elicited narratives of the key players (CEOs, volunteer managers and volunteers) on understanding how the psychological contract was made and fulfilled and how the managers influenced its outcomes through actual volunteer management. Through self-narration (Gergen & Gergen, 1988; Kerby, 1991), volunteers revealed how they started their volunteering (making of the contract) and how they perceived the level of support from their managers, narratives of the managers showed how they actually managed their volunteers while interviewing CEOs helped to understand the role of formal volunteer management policies and practices. Additionally limiting the number of cases investigated has been argued to increase depth and therefore validity as suggested by Denscombe (2014, p. 54/55) arguing the case for single case studies.

Empirical Findings

Study participants came from three not-for-profit organisations with different mission, objectives and core activities. They largely relied on their volunteer workforce for daily operations.

Age IT supports elderly people in retirement residences learning basic IT skills, aiming to minimise the impact of social exclusion of the elderly. Its core activities mainly rely on its volunteers, amounting to 90% of the total workforce. The organisation became independent in 2004 as a spin-off from Age Scotland.

EC Support is the oldest charitable organisation, established in 1904, supporting physically disabled residents in Edinburgh. Their befriending project survives only through its

volunteer workforce's service. Volunteers also involve in other key activities including a newly recruited volunteer administrator.

EL Centre is a community centre based in a prestigious residential area in Edinburgh established in 1980; the Centre offers different activities, such as café, charity shop and a Day care centre for people with dementia. These activities largely rely on the contribution of volunteers.

The study revealed that having formally established volunteer management policies and practices helped volunteer managers to communicate organisational 'promises'. Actual outcomes, however, seemed to vary and were influenced by different managers' attitude and behaviour. The study indicated that through their work volunteer managers were able to shape volunteers' 'initial' volunteering motives and expectations, and consequently influence how volunteers (re)interpreted organisational expectations.

Organisations were found to only benefit from the contract fulfilment through effective *actual* outcomes of volunteer management. Data showed that volunteer managers representing their organisations formed their 'beliefs' of how volunteers would perform at the same time when volunteers formed their 'beliefs'. The study reported that volunteers accepted their offer (of volunteering work) on understanding their organisational expectations, which is the acceptance of the organisational 'promises' to make the psychological contract. Contract fulfilment was achieved by their organisation honouring formed 'beliefs', thus individual volunteer satisfaction was achieved. Volunteers were happy seeing their initial expectations were met through work, indicating contract fulfilment realised at individual level, but data further showed that the contract fulfilment impact at individual level added

little value to the organisational performance as individual fulfilment perception was found to be diverse, corresponding to diverse motives and expectations of volunteers. Little evidence suggested that individual level of fulfilment naturally resulted in an increase in volunteers' engagement with their organisation beyond work.

Impact of formal volunteer management policies on the contract making

The findings revealed that information of volunteering work and volunteer management policies and practices were used by volunteers to benchmark their expectations on accepting the 'promises' by organisation. The study found that formally written information allowed volunteers to have some understanding of what was required by the organisation, making such information elementary to creating said benchmark. Interviewees came from diverse volunteering backgrounds. While some had been volunteering for many years in different organisations (AI2, AI5, EC3, EL3), others just started volunteering, often due to changes in personal circumstances such as retiring or end of employment (EL2, EC1, EC4).

The data showed that the level of formality was reflected in the number of written documents from each organisation indicating formal volunteer management had more explicitly documented policies and practices, for example having policies on 'protection of vulnerable groups', 'lone working guide', 'complaints procedure' as well as 'boundary policy' and so on (EC Support). Information provided in these documents was considered as organisational 'promises' which were interpreted by volunteers at the start of the VPC formation process.

The extent of formalised management policies and practices was further found to be influenced by the expectations of the CEO. CEOs of EL Centre and EC Support supported formal policies and practices in place, yet with different rationales. While the CEO of EC

Support intended to better protect the volunteers, clients and the organisation, the CEO of EL Centre endorsed a formal structure to 'standardise' volunteer management. CEO's intentions did not decisively impact on making the psychological contract through accepting 'promises', said intentions were however found to influence how managers were selected and instructed to carry out their work of managing volunteers. A volunteer manager needed to be 'qualified' at EL Centre and thus the organisation sponsored the manager to take a training course. In contrast, the manager at EC Support was expected to have 'interpersonal skills' and abilities to 'inspire a bunch of volunteers' (CEO of EC Support).

Influence of volunteer managers' work on fulfilling the contract

Findings suggested that managers influenced outcomes of making and fulfilling the volunteer psychological contract, i.e. on communicating 'promises' of the organisation and contract fulfilment. Data showed that volunteers considered their contracts to be fulfilled on honouring agreed contract terms (transactional and/or relational), on working in a relaxed and friendly environment, on clarifying volunteering roles and responsibilities, on feeling proud of volunteering and on being able to communicate openly with the manager and peers. On fulfilling the contract, the managers were found to have different types of impact, reflecting different types of management work they carried out, referring to supervision and support.

Volunteer managers carried out supervision to ensure that volunteers completed required work to meet the organisational needs. They also provided support to volunteers through work that catered volunteer psychological well-being. Evidence suggests that such support led to volunteer satisfaction and thus strengthened the level of engagement with their organisations. The findings also revealed that the manager could have a large impact on engaging volunteers with the organisation through organising regular meetings and

gatherings. Such events were found to provide space and networking opportunities allowing volunteers to meet their peers and share volunteering experience.

> *'Our monthly focus day involved a lot of learning about boundaries, what we, as befriender, can and can't do and so on. There are a lot of communications going on with regards to that, we have this just for volunteers to meet. We do ice breaking exercises and sharing befriending experiences.'* (EC3)

Data suggested 'acceptance' of the psychological contract to largely depend on how each individual perceived the benefit of entering their volunteer role. The stage of 'acceptance' includes the internal process of interpreting and 'accepting' the organisational 'promises', subsequently forming 'beliefs'. The data highlighted that 'acceptance' did not depend on forming any *explicit* agreement between the two contract makers.

The findings further showed that a majority of volunteers 'accepted' their contract based on their interests in the volunteering role, while two volunteers chose their volunteering role due to a particular interest in the client group and two other volunteers accepted the role because of overall interest in that particular organisation. The remaining volunteer cited a general intention of 'giving back to the society'.

Volunteer manager support extends the impact of the contract fulfilment

Volunteer managers' work influences the volunteer psychological contract making and fulfilment as they are usually volunteers' first point of contact from applying for volunteering

work to volunteering at organisation. Data found that volunteer managers took full responsibility for all aspects of volunteer management. Their influence on its outcome was apparent across different stages of the volunteer psychological contract, particularly on communicating organisational 'promises' and fulfilling the contract to ensure reciprocal benefits. The role of managing volunteers were found to include two main responsibilities: supervision and support. The supervision meant managing task completion to ensure the volunteers delivered the work as required, suggesting that the managers were instrument in making sure the organisational expectations were met. Support to volunteers, on the other hand, paid attention to their well-beings through meeting individual needs, indicating that the managers were responsible for ensuring that volunteer expectations were met.

Data showed that the managers' support to volunteers was positively received and hence led to volunteer satisfaction, reducing unexpected volunteering withdrawal while increasing volunteers' involvement in the organisation. Managers' support to a large extent facilitated the making and fulfilling of the contract. The findings showed that different communication approaches led to volunteers' various interpretations of policies and practices on volunteer management. This echoed throughout the process of the contract making and fulfilment. Various means of communication such as interview meetings, telephoning and emailing transmitted multiple layers of information about the role and the management structure. Through communication, the managers provided emotional support and facilitated the development of a friendly and relaxing working environment. Said support was also found to only have a positive impact if the managers had not regarded it as a 'duty'. Data revealed that ad hoc and 'duty-like' communication did not really improve the level of volunteer engagement and commitment outside their individual task.

'I think our duty is to care volunteers who are coming, there are so many reasons why they volunteer, and it's hard to be there to support everyone and their reasons. Because for some it's social interaction, that's a huge part of [the volunteering motives], so you feel a duty to ask them about their life.'

(Volunteer manager at EL Centre)

Communication continuity was further reflected by the effectiveness of conducting volunteer performance reviews. While the findings acknowledge a heavy and diverse workload that managers had, some managers were still able to carry out formal review meetings alongside informal communication and emotional support. The managers who claimed to value volunteers more tend to have enhanced volunteer commitment outside work (the managers at EC Support), while the one who claimed to support volunteers whenever possible did not manage to extend volunteer commitment beyond the individual task (the manager at EL Centre). Consequently, the managers' approach to communicating and supporting their volunteers influenced the level of volunteer engagement with the organisation, further highlighting a need to 'walk the talk' (e.g. Leroy, Palanski, & Simons, 2012). Data found that volunteers at EL Centre had less involvement outside their volunteering work than the volunteers at EC Support. This finding supports in a different context that line managers' work influence their employees' commitment and engagement with the organisation echoing Woodrow and Guest (2014).

'Certainly what I do at the moment I'm quite happy with. I enjoy [this] better. It's a nice atmosphere in here, I enjoy it…I have a certain role … on the café…I don't think I would want to fill up my life with volunteering. So you would just go along, do the best you can do in your few hours and… I certainly wouldn't be in a position to start treading on toes and telling other people what to do.…I wouldn't like to be volunteering more.'

(EL1)

Discussion of Findings

The study findings confirm that making and fulfilling the contract, to a large extent, happened under heavy influence of individual volunteers' motives and expectations (Farmer & Fedor, 1999; Taylor et al., 2006), whilst the impact of the volunteer psychological contract on volunteering organisations was mediated by the volunteer manager. Volunteer management policies and practices were found helpful in forming volunteers' 'beliefs' of what to expect and how to work (Cuskelly et al., 2006; Hager & Brudney, 2004), yet this study found that the diverse volunteering motives do not have much direct impact on wider organisational performance but mainly on individual volunteering satisfaction (Clary et al., 1998; Clary & Snyder, 1999; Kim et al., 2010). In this study, satisfied volunteers made a better contribution to their volunteering organisation when they felt that they were well supported by their manager. This thus confirms the important role of volunteer manager on organisational performance through effectively managing volunteers.

From organisational perspectives, establishments of volunteer management policies and practices largely rely on how CEO and volunteer managers perceive the need to manage their

volunteer workforce. Their perceptions to a large extent determine the degree of formalisation/standardisation of volunteer management structure, i.e. types of policies and practices and details to be included (Wilensky & Hansen, 2001; Woodrow & Guest, 2014). Formal volunteer management is considered essential to facilitate effective implementation, sharing the claim in broad HRM spectrum (Woodrow & Guest, 2014). But more influence on the effectiveness tends to come from actual volunteer management, particularly on how volunteers perceive the effectiveness of the management. From theoretical perspectives on HRM- organisational performance, volunteers' perception is considered more accountable to how serious CEO and volunteer managers take on volunteer management (Guest & Conway, 2011). However, volunteers' perception is considered to be influenced by their manager's work and performance. Volunteer manager's work is thought to have more impact because they are seen as volunteer line manager, and their volunteers tend to perceive their performance and commitment as the intention of the organisation (CIPD, 2013; Cunningham & Hyman, 1995; Lishman & Wardell, 1998; Purcell & Hutchinson, 2007).

Findings suggest that a volunteer manager's attitude and behaviour at work can affect how the contract is maintained and how much involvement volunteers have with the organisation. It is further recognised that some volunteer managers often have other responsibilities such as fundraising and managing projects. Additionally the volunteer psychological contract is not necessarily subject to whether established volunteer management practices are in place, but how volunteer managers carry out their work. From a theoretical HRM perspective, this reflects a debate on how effective HRM makes positive impact on organisational performance, the link between the two being often regarded as the 'black box' (Boselie, Dietz, & Boon, 2005; Woodrow & Guest, 2014). This study has to some extent confirmed existing claims that a 'best HRM model' does not necessarily lead to organisational performance

improvement, and (line) managers' performance and approach are more influential (Cunningham & Hyman, 1995; Purcell, Hutchinson, Rayton, & Swart, 2003). Mere adoption of 'best practices' or a 'volunteer management working model' does not causally ensure a positive impact on organisational performance (Briggs & Keogh, 1999).

Acknowledging diverse volunteering expectations, the study shows that volunteer managers need to synchronise the volunteer expectations to match organisational objectives and create a synergy among the volunteer workforce. This study confirms the influence of volunteer managers' actual approach to engaging volunteers to their organisation (Woodrow & Guest, 2014). Volunteering organisations can benefit from effectively managing their volunteer workforce, indicating a pressing need for improving volunteer managers' people management skills and knowledge. This study presents the challenges in effectively managing the volunteer workforce, specifically through communication and coordination, highlighting that competent volunteer managers are crucial to manage the volunteer workforce and thus sustain organisational performance in the long run (Kong, 2007, 2008; Powell, 2001). Volunteer managers' actual work can only deliver positive outcomes if they focus on meeting individual volunteers' needs and expectations and supporting volunteers.

Contribution and considerations of future study

The psychological contract focuses on the micro-level of an organisation i.e. individuals (Rousseau, 1995). Understanding the process of contract making and fulfilling is thought to start a debate on individual influence on organisational development. A volunteer workforce and its management tend to be uniquely free from legal constrains, potentially enabling volunteering organisations to ground their volunteer management planning and implementing

activities into an expectation of fulfilling volunteers' expectations and needs (Stirling et al., 2011; Taylor et al., 2006).

The evolving landscape of the third sector has led to changes in how individuals perceive the volunteering role, especially regarding to self-fulfilment and/or self-development, creating diverse volunteer profiles with multiple volunteering motives and expectations. The study's participants exhibited diverse behaviour within their organisations, intertwining both the desire to create a unique volunteering identity and to fulfil development needs (Finkelstein & Penner, 2004).

This study explores the concept of volunteer management from the micro perspective through unfolding the process of making and fulfilling volunteer psychological contract, exploring how volunteer managers could bring value to organisational performance through effective volunteer management. In the context of volunteer management, HRM is confirmed to be the core of management rather than merely a support function. The theoretical perspective not only helps to point out the contribution HR could add to organisations, it also highlights the unavoidable influence individual players have on effectively planning and implementing HRM strategies as well as organisational performance. The volunteer management concept, although largely dependent on HRM theories, should be differentiated from conventional HRM debate due to the unique nature of the volunteer workforce and the characteristics of volunteering organisations.

Value of the Psychological Contract Theory is likely maximised if it is reviewed and applied as a process (Conway & Briner, 2005). This study demonstrates that qualitative methods suits the study of the psychological contract as qualitative data can be perceived as evidence of

how individuals construct their social reality and how they interpret and perceive social norms and phenomena (Nichols, 2013; Schein, 1972). On unfolding the psychological contract process, impact of interactions between different players are better seen and understood and hence making sense of how individual expectations can be met through contract fulfilment. Within the process of the contract making and fulfilment, outcomes of volunteer management by volunteer managers can thus be better observed.

The findings potentially better facilitate management of the volunteer workforce across volunteering organisations. These organisations should recognise the value of volunteers, while acknowledging the diversity of volunteer demographics and expectations. The study likely shapes volunteer managers' actual work which should be centred on synchronising diverse volunteer expectations and organisational needs. It would further inform trustees and funders of the crucial role of volunteer managers playing on effectively managing and supporting volunteers, although awareness of volunteers' economic value still needs to be raised among a wider audience, particularly for funding purposes.

A well-managed volunteer workforce is the essential asset of organisational development, the third sector as a whole and beyond as demonstrated by activities at different organisational and sectorial/societal levels. Therefore, more empirical evidence is necessary to explore and understand the value of applying Psychological Contract Theory to the study of volunteer management as well as the role of volunteer managers.

Notes:

1 http://www.ncvo.org.uk/policy-and-research/vol-sector-workforce/what-research-tells-us

2 http://www.ncvo-vol.org.uk/sites/default/files/UploadedFiles/NCVO/Publications/Publications_Catalogue/Sector_Research/How_big_is_a_typical_voluntary_organisation.pdf

3 In average, contracts with local authorities usually last three years. This to some extent enabled voluntary organisations to recruit and train their workforce. It was also perceived to be a reason for vast increase in employment population in the sector.

4 This claim is made based on a survey results of the wider study in volunteer management carried out by the author.

Reference

Alfes, K., Truss, C., Soane, E. C., Rees, C., & Gatenby, M. (2013). The Relationship Between Line Manager Behavior, Perceived HRM Practices, and Individual Performance: Examining the Mediating Role of Engagement: Line Managers, HRM Practices, and Their Relationship with Engagement and Individual Performance. *Human Resource Management*, *52*(6), 839–859. https://doi.org/10.1002/hrm.21512

Baines, D. (2004). Caring for Nothing: Work Organization and Unwaged Labour in Social Services. *Work, Employment & Society*, *18*(2), 267–295. https://doi.org/10.1177/09500172004042770

Blaikie, N. (2010). *Designing social research : the logic of anticipation*. Cambridge: Polity.

Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, *15*(3), 67–94. https://doi.org/10.1111/j.1748-8583.2005.tb00154.x

Bowman, W. (2009). The economic value of volunteers to nonprofit organizations. *Nonprofit Management and Leadership*, *19*(4), 491–506. https://doi.org/10.1002/nml.233

Briggs, S., & Keogh, W. (1999). Integrating human resource strategy and strategic planning to achieve business excellence. *Total Quality Management*, *10*(4), 447–453.

Brown, J. S. (2004). *Storytelling in organizations : how narrative and storytelling are transforming twenty-first century management*. Oxford: Butterworth-Heinemann.

Bryman, A. (1989). *Research methods and organization studies*. London; Boston: Unwin Hyman.

CIPD. (2013). *Employee Outlook: Spring 2013 - Survey Reports*. CIPD. Retrieved from http://www.cipd.co.uk/hr-resources/survey-reports/employee-outlook-spring-2013.aspx

Clary, E. G., Ridge, R. D., Stukas, A. A., Snyder, M., Copeland, J., Haugen, J., & Miene, P. (1998). Understanding and Assessing the Motivations of Volunteers: A Functional Approach. *Journal of Personality and Social Psychology*, *74*(6), 1516–1530. https://doi.org/10.1037/0022-3514.74.6.1516

Clary, E. G., & Snyder, M. (1999). The Motivations to Volunteer: Theoretical and Practical Considerations. *Current Directions in Psychological Science*, *8*(5), 156–159. https://doi.org/10.1111/1467-8721.00037

Conway, N., & Briner, R. B. (2005). *Understanding psychological contracts at work a critical evaluation of theory and research*. Oxford; New York: Oxford University Press. Retrieved from http://site.ebrary.com/id/10177924

Cunningham, I., & Hyman, J. (1995). Transforming the HRM vision into reality: The role of line managers and supervisors in implementing change. *Employee Relations*, *17*(8), 5–20. https://doi.org/10.1108/01425459510103451

Cuskelly, G., Taylor, T., Hoye, R., & Darcy, S. (2006). Volunteer Management Practices and Volunteer Retention: A Human Resource Management Approach. *Sport Management Review*, *9*(2), 141–163. https://doi.org/10.1016/S1441-3523(06)70023-7

Davenport, J., & Gardiner, P. D. (2007). Performance Management in the Not-for-Profit Sector with Reference to the National Trust for Scotland. *Total Quality Management & Business Excellence*, *18*(3), 303–311. https://doi.org/10.1080/14783360601152517

De Vos, A., Buyens, D., & Schalk, R. (2003). Psychological contract development during organizational socialization: adaptation to reality and the role of reciprocity. *Journal of Organizational Behavior*, *24*(5), 537–559. https://doi.org/10.1002/job.205

Denscombe, M. (2014). *The good research guide: for small-scale social research projects* (5. ed). Maidenhead: Open University Press.

Denzin, N. K. (1970). *Sociological methods: a sourcebook*. London: Butterworths.

Denzin, N. K. (1978). *The research act: a theoretical introduction to sociological methods* (2d ed). New York: McGraw-Hill.

Farmer, S. M., & Fedor, D. B. (1999). Volunteer participation and withdrawal. *Nonprofit Management and Leadership*, *9*(4), 349–368. https://doi.org/10.1002/nml.9402

Finkelstein, M. A., & Brannick, M. T. (2007). Applying theories of institutional helping to informal volunteering: Motives, role identity, and prosocial personality. *Social Behavior and Personality: An International Journal*, *35*(1), 101–114. https://doi.org/10.2224/sbp.2007.35.1.101

Finkelstein, M. A., & Penner, L. A. (2004). Predicting Organizational Citizenship Behavior: Intergrating the Functional and Role Identity Approaches. *Social Behavior and Personality: An International Journal*, *32*(4), 383–398. https://doi.org/10.2224/sbp.2004.32.4.383

Frank, F. D., & Taylor, C. R. (2004). Talent Management: Trends that will shape the future. *Human Resource Planning*, *27*(1), 33–41.

Gaskin, K. (2003). *A choice blend: what volunteers want from organisation and management*. Institute for Volunteering Research.

Gergen, K. J., & Gergen, M. M. (1988). Narrative and the self as relationship. *Advances in Experimental Social Psychology*, *21*(1), 17–56.

Gilbert, C., De Winne, S., & Sels, L. (2011a). Antecedents of front-line mangers' perceptions of HR role stressors. *Personnel Review*, *40*(5), 549–569. https://doi.org/10.1108/00483481111154432

Gilbert, C., De Winne, S., & Sels, L. (2011b). The influence of line managers and HR department on employees' affective commitment. *The International Journal of Human Resource Management*, *22*(8), 1618–1637. https://doi.org/10.1080/09585192.2011.565646

Guest, D. (1987). Human Resource Management and Industrial Relations. *Journal of Management Studies*, *24*(5), 503–521. https://doi.org/10.1111/j.1467-6486.1987.tb00460.x

Guest, D., & Conway, N. (2011). The impact of HR practices, HR effectiveness and a 'strong HR system' on organisational outcomes: a stakeholder perspective. *The International Journal of Human Resource Management*, *22*(8), 1686–1702. https://doi.org/10.1080/09585192.2011.565657

Hager, M. A., & Brudney, J. L. (2004). *Volunteer management practices and retention of volunteers*. The Urban Institute. Retrieved from http://www.urban.org/Template.cfm?NavMenuID=24&template=/TaggedContent/ViewPublication.cfm&PublicationID=8878

Hustinx, L., & Handy, F. (2009). Where Do I Belong? Volunteer Attachment in a Complex Organization. *Administration in Social Work*, *33*(2), 202–220. https://doi.org/10.1080/03643100902769129

Jaeger, U., Kreutzer, K., & Beyes, T. (2009). Balancing Acts: NPO-Leadership and Volunteering. *Financial Accountability & Management*, *25*(1), 79–97. https://doi.org/10.1111/j.1468-0408.2008.00466.x

Kerby, A. P. (1991). *Narrative and the self*. Bloomington: Indiana University Press.

Kim, M., Zhang, J. J., & Connaughton, D. P. (2010). Comparison of Volunteer Motivations in Different Youth Sport Organizations. *European Sport Management Quarterly*, *10*(3), 343–365. https://doi.org/10.1080/16184741003770198

Kong, E. (2007). The strategic importance of intellectual capital in the non-profit sector. *Journal of Intellectual Capital*, *8*(4), 721–731. https://doi.org/10.1108/14691930710830864

Kong, E. (2008). The development of strategic management in the non-profit context: Intellectual capital in social service non-profit organizations. *International Journal of Management Reviews*, *10*(3), 281–299. https://doi.org/10.1111/j.1468-2370.2007.00224.x

Legge, K. (2005). *Human resource management : rhetorics and realities*. Houndmills, Basingstoke, Hampshire; New York, N.Y.: Palgrave Macmillan.

Leonard, R., Onyx, J., & Hayward-Brown, H. (2004). Volunteer and coordinator perspectives on managing women volunteers. *Nonprofit Management and Leadership*, *15*(2), 205–219. https://doi.org/10.1002/nml.62

Leroy, H., Palanski, M. E., & Simons, T. (2012). Authentic Leadership and Behavioral Integrity as Drivers of Follower Commitment and Performance. *Journal of Business Ethics*, *107*(3), 255–264. https://doi.org/10.1007/s10551-011-1036-1

Levinson, H. (1965). Reciprocation: The relationship between man and organization. *Administrative Science Quarterly*, 370–390. https://doi.org/10.2307/2391032

Liao-Troth, M. A. (2003). Attitude differences between paid workers and volunteers. *Nonprofit Management and Leadership*, *11*(4), 423–442. https://doi.org/10.1002/nml.11403

Lishman, J., & Wardell, F. (1998). *The role of volunteer co-ordinators*. [Edinburgh]: Scottish Executive Central Research Unit.

McSweeney, P., & Alexander, D. (1996). *Managing volunteers effectively*. Aldershot; Broofield, Vt.: Arena.

Meckler, M., Drake, B. H., & Levinson, H. (2003). Putting Psychology Back into Psychological Contracts. *Journal of Management Inquiry*, *12*(3), 217–228. https://doi.org/10.1177/1056492603256338

Mirvis, P. H., & Hall, D. T. (1994). Psychological Success and the Boundaryless Career. *Journal of Organizational Behavior*, (4), 365. https://doi.org/10.1002/job.4030150406

Morgan, D. L. (2007). Paradigms Lost and Pragmatism Regained: Methodological Implications of Combining Qualitative and Quantitative Methods. *Journal of Mixed Methods Research*, *1*(1), 48–76. https://doi.org/10.1177/2345678906292462

Nichols, G. (2013). The Psychological Contract of Volunteers: A New Research Agenda. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, *24*(4), 986–1005. https://doi.org/10.1007/s11266-012-9294-9

Patton, M. Q. (2015). *Qualitative research & evaluation methods: integrating theory and practice* (Fourth edition). Thousand Oaks, California: SAGE Publications, Inc.

Pearce, J. L. (1993). *Volunteers : the organizational behavior of unpaid workers*. London; New York: Routledge.

Pollert, A. (2007). Britain and Individual Employment Rights: 'Paper Tigers, Fierce in Appearance but Missing in Tooth and Claw'. *Economic and Industrial Democracy*, *28*(1), 110–139. https://doi.org/10.1177/0143831X07073031

Powell, T. C. (2001). Competitive advantage: logical and philosophical considerations. *Strategic Management Journal*, *22*(9), 875–888. https://doi.org/10.1002/smj.173

Purcell, J., & Hutchinson, S. (2007). Front-line managers as agents in the HRM-performance causal chain: theory, analysis and evidence. *Human Resource Management Journal*, *17*(1), 3–20. https://doi.org/10.1111/j.1748-8583.2007.00022.x

Purcell, J., Hutchinson, S., Rayton, B., & Swart, J. (2003). *Understanding the people and performance link: unlocking the black box*. London: Chartered Institute of Personnel and Development.

Robson, C. (2002). *Real world research: a resource for social scientists and practitioner-researchers* (2nd ed). Oxford, UK ; Madden, Mass: Blackwell Publishers.

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, *2*(2), 121–139. https://doi.org/10.1007/BF01384942

Rousseau, D. M. (1995). *Psychological contracts in organizations : understanding written and unwritten agreements*. Thousand Oaks, Calif. [u.a.]: Sage.

Rousseau, D. M. (2001). Schema, promise and mutuality: The building blocks of the psychological contract. *Journal of Occupational and Organizational Psychology*, *74*, 511–541. https://doi.org/10.1348/096317901167505

Rousseau, D. M., & Tijoriwala, S. A. (1998). Assessing Psychological Contracts: Issues, Alternatives and Measures. *Journal of Organizational Behavior*, *19*, 679–695.

Rousseau, D. M., & Wade-Benzoni, K. A. (1994). Linking strategy and human resource practices: How employee and customer contracts are created. *Human Resource Management*, *33*(3), 463–489. https://doi.org/10.1002/hrm.3930330312

Schein, E. H. (1972). *Organizational psychology*. Englewood Cliffs, N.J.: Prentice-Hall.

Sims, R. R. (1994). Human resource management's role in clarifying the new psychological contract. *Human Resource Management*, *33*(3), 373–382. https://doi.org/10.1002/hrm.3930330306

Smith, J. D. (1996). Should Volunteers be Managed? In D. Billis & M. Harris (Eds.), *Voluntary agencies: challenges of organisation and management*. Macmillan.

Spindler, G. S. (1994). Psychological contracts in the workplace—a lawyer's view. *Human Resource Management*, *33*(3), 325–333. https://doi.org/10.1002/hrm.3930330303

Stirling, C., Kilpatrick, S., & Orpin, P. (2011). A psychological contract perspective to the link between non-profit organizations' management practices and volunteer sustainability. *Human Resource Development International*, *14*(3), 321–336. https://doi.org/10.1080/13678868.2011.585066

Taylor, T., Darcy, S., Hoye, R., & Cuskelly, G. (2006). Using Psychological Contract Theory to Explore Issues in Effective Volunteer Management. *European Sport Management Quarterly*, *6*(2), 123–147. https://doi.org/10.1080/16184740600954122

Taylor, T., & McGraw, P. (2006). Exploring Human Resource Management Practices in Nonprofit Sport Organisations. *Sport Management Review*, *9*(3), 229–251. https://doi.org/10.1016/S1441-3523(06)70027-4

Ulrich, D. (2009). *HR transformation : building human resources from the outside in*. Chicago: McGraw-Hill.

Wang, P. Z. (2004). Assessing Motivations for Sports Volunteerism. *Advances in Consumer Research*, *31*(1), 420–425.

Warner, S., Newland, B. L., & Green, B. C. (2011). More than Motivation: Reconsidering Volunteer Management Tools. *Journal of Sport Management*, *25*(5), 391–407.

Wilensky, A. S., & Hansen, C. D. (2001). Understanding the work beliefs of nonprofit executives through organizational stories. *Human Resource Development Quarterly*, *12*(3), 223–239. https://doi.org/10.1002/hrdq.11

Wilson, D. (1996). How do Voluntary Agencies Manage Organisational Change? In D. Billis & M. Harris (Eds.), *Voluntary agencies: challenges of organisation and management*. Macmillan.

Wirtenberg, J., Harmon, J., Russell, W. G., & Fairfield, K. D. (2007). HR's Role in Building a Sustainable Enterprise: Insights From Some of the World's Best Companies. *Human Resource Planning*, *30*(1), 10–20.

Woodrow, C., & Guest, D. (2014). When good HR gets bad results: exploring the challenge of HR implementation in the case of workplace bullying: Implementation of workplace bullying policy. *Human Resource Management Journal*, *24*(1), 38–56. https://doi.org/10.1111/1748-8583.12021

Appendix 1 volunteer participants' profiles by TSO — Age IT, EC Support, and EL Centre

	Gender	Experience (years)	Age group	Current Occupation	Previous occupation	Type of volunteering role	Type of involvement
AI1.	F	2 years	50s	Early retirement	IT technician at Standard Life	Moose Volunteer, recently started class help as well. In addition, she also volunteers at Council Library, and doing dog walking for Dog Trust Organisation outside Edinburgh	once a week
AI2.	F	4 years	50s	Part time Admin at British Psychology Institution	Psychologist with PhD	Moose Project Volunteer, also has various other volunteering involvement with other organisations	once a week
AI3.	F	2 years although she was with ACE IT for 6 years	60s	Qualified dietician, doing freelance session on therapy	Dietician manager	ACE IT class help volunteer. Previously class teacher, recently finished paid work and changed to volunteering role	once a week
AI4.	F	2 years	70s	Retired, joined ACE IT Board about a year ago, invited by the CEO	Education manager helping disadvantaged youth find work replacement	Moose volunteer.	once a week
AI5.	M	less than 1 year	50s	Retired from own business in USA and moved back to Edinburgh in 2009.	Had own sound studio business	ACE IT class help volunteer. In addition, also volunteers at Waverley Care as receptionist and Local Library doing 'Read aloud'. Moreover, he has had volunteering experience for more than 2 decades, and went to Uganda in 2010 for 7 weeks as a self-financed volunteer helping disadvantaged children	once a week

	Gender	Experience years	Leaving soon	Ex-client	Age group	Current Occupation	Previous occupation	Type of involvement
EC1.	F	1			30s	Full time Mother of 3	Worked for Visiting Scotland	once a week
EC2.	M	2		Yes	40s	Unemployed	Public Sector	Once a week
EC3.	F	1			20s	Research Fellow(just submitted PhD thesis)	Student from China; did study exchange in S. Korea during UG study in China	Once a week
EC4.	M	3			60s	Unemployed	A job for over 40 years and was made redundant at the age of 57 (2009) and started volunteering since	Once a week, he has 2 clients through ECAS
EC5.	M	1	Intention to terminating the match under mutual agreement (the befriendee intended to become befriender).		21	4th year UG student at UoE	Has little formal work experience, but was a freelance tutor in Austria.	Once a week
EC6.	F	2			Late 20s	Working at CSV Edinburgh reviewing volunteering recruitment model, contract work (almost full time). Also volunteering in 3 organisations, 2 conservation organisations and ECAS; but ECAS volunteering is the frequent one, while the other two are 2-4 times a year.	Approx. 8 years' work experience in volunteer management through different organisations as work was contract based. Graduated with degree in Business Studies and initially worked as a buyer, but was not satisfied with the work, therefore, went on looking to work in non-profit organisation thus remained in the sector.	Once every 2 weeks,

	Gender	Experience (years)	group	Current Occupation	Previous occupation	type of volunteering role	Type of involvement
EL1.	F	2+	60s	Retired	Facility Manager	Café	4 hours per week
EL2.	F	almost 1 year	50s	Early retirement	Accountant	Tot's Tog 2nd hand Clothing shop	5.5 hours per week, with occasional extra work
EL3.	M	less than 1 year	50s	Currently no work, but volunteering to prepare him to return to work. In addition, volunteering at Day care in Open Door in Morningside, trustee in another Open Door outside Edinburgh	Owner of architecture consulting firm	Maintenance	Every 2 week in general, but sometimes comes in by own initiative. The role did not have specific committed hours.
EL4.	F	3 years previously when café was open, then left when it was closed. Was asked to join the newly opened café since June	30s	Working for her brother in housing cleaning and childcare 1 day a week in Glasgow.	More experience in volunteering work in café, worked in Scottish & Newcastle for 3 years (7 years ago)	Café volunteer, helping with Day Care Centre Lunch on Fridays	2 days a week (Monday and Friday), but often does extra shifts on Wednesdays if needed
EL5.	M	2 years	60s	Retired medical professionals, moving back to Edinburgh after retirement and started volunteering since.	Medical professional	Day Care Centre; also volunteering at Victim Support Scotland in Edinburgh office supporting victims	Every Friday morning at Eric Liddell Centre

Appendix 2 CEO and Volunteer manager participants' profile by organisation

Volunteering organisation	**Age IT**	
Title	**CEO**	**Volunteer manager**
	50s; Female	50s; Female
	Founder and CEO of the organisation. She is involved in almost all aspects of the operation. She is the main fundraiser. She manages computer training class volunteers. She has direct influence in choose non-executive board ("handpicked the members")	Recruited by the CEO as outreach project manager. She is mainly responsible for all aspects of the project including volunteers on the project. She had previous involvement with the organisation through previous work.
Previous sector	Entrepreneur, had own catering service in England before setting up Age IT. Private sector	Volunteer recruiter in an organisation which helped to recruit older volunteers
Previous Occupation	General management (started as a management apprentice in a retail store)	Social worker

Volunteering organisation	**EC Support**		
Title	**CEO**	**Volunteer manager 1**	**Volunteer manager**
	50s; Male	30s; Female	40s; Male

	Joined the organisation in 2004. Has been involved in the sector as a volunteer and a member of management team.	Joined as the befriending project manager in 2009. She reviewed VM policies and practices. Prepares for befriending project section in annual reports.	Joined as befriending coordinator in 2012 on part time basis. Free-lance counsellor. He has been a volunteer since his 20s.
Previous sector	Third sector, Public sector	Third sector	Public sector
Previous Occupation	Engineer at Royal Navy, with managerial responsibilities	Studied zoology. Has been working in a conservation organisation as project manager.	Studied psychology, a qualified counsellor. Worked as a small business consultant

Volunteering organisation	**EL Centre**		
Title	**CEO**	**Volunteer manager**	**Project Manager**
	50s; Male	30s; Female	40s; Female
	Religious influence to enter the sector from early years.	Joined the centre about 1 year ago. She was appointed as both	She re-joined the project as the manager. Previously worked on the

	He has been with the centre for 18 years, and 15 years as the CEO.	'Volunteer manager' and a project manager looking after 'Ca(i)re' project	project as a member of staff but left. She is only responsible for VM on the project.
Previous sector	Third sector	Third sector	Third sector Public sector
Previous Occupation	General management	Support worker	Qualified Psychiatrist Nurse