Walden University
ScholarWorks

Walden Dissertations and Doctoral Studies

Walden Dissertations and Doctoral Studies Collection

2020

Strategies for Recruiting Volunteers in the Nonprofit Sector

Marsha Delahaye
Walden University

Follow this and additional works at: https://scholarworks.waldenu.edu/dissertations

Part of the Business Commons

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Marsha Delahaye

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Denise Land, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Brandon Simmons, Committee Member, Doctor of Business Administration Faculty

Dr. Rocky Dwyer, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2020

Abstract

Strategies for Recruiting Volunteers in the Nonprofit Sector

by

Marsha Delahaye

HRMS, Keller Graduate School of Management, 2013

BBA, American Military University, 2011

Consulting Capstone Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2020

Abstract

Many nonprofit organizations (NPO) leaders lack formal strategies to recruit volunteers. Nonprofit leaders without effective volunteer recruitment strategies may lack the workforce necessary to achieve the organization's mission to support organization beneficiaries. Grounded in the strategic human resource management theory, the purpose of this qualitative, single case study was to explore strategies 3 leaders of a nonprofit organization located in the U.S. state of Colorado use to recruit volunteers. Data were collected from semistructured interviews, organizational documents, public and government data, and the organization's website. The data were analyzed using Yin's five-step thematic analysis process and the Baldrige Performance Excellence Program criteria. Key themes identified include enhancing and implementing recruiting strategies and developing volunteer workgroups. A key recommendation for NPO leaders is to develop and implement a formal recruiting strategy to attract and select volunteers with the right skill set needed to ensure continued success. An effective recruiting strategy could result in a productive volunteer workforce that is motivated, committed, and productive, thus resulting in an NPO that is successful in making a positive social change within the community.

Strategies for Recruiting Volunteers in the Nonprofit Sector

by

Marsha Delahaye

HRMS, Keller Graduate School of Management, 2013

BBA, American Military University, 2011

Consulting Capstone Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

Dedication

I dedicate this doctoral study to my father, Noel Delahaye, who encouraged me to keep going and reinforced that knowledge is power. I would not have started this journey had it not been for him. I also dedicate this study to my mother, Annette, for her continued love and support, and to my son, Jason, for whom I hope to be an inspiration. I would also like to dedicate this study to two incredibly special people: Rochelle Woods and Otis Bradley. Though you both were unaware that I was on this journey, you were both that voice in my head, pushing me to keep going when I wanted to give up. I was determined to see this through to the end so that you both would be proud of me. I could not have done this without you all being a part of my life.

Acknowledgments

Thank you to my chair, Dr. Denise Land, for her unwavering support and guidance throughout this journey. Her feedback provided me with the information I needed to succeed. Because of her knowledge and willingness to share, my work evolved and became better. Thank you also to my second chair, Dr. Brandon Simmons, for taking the time to review my work and provide me with valuable feedback and recommendations. To my URR, Dr. Rocky Dwyer, your honesty, experience, and knowledge was much appreciated and helped ensure that my work exceeded my expectations. To my personal student-advisor, Adrienne Adkins-Provost, thank you is not enough. You were my voice of reason, my translator, my shoulder to cry on, my ear when I needed to vent, and my life coach. I could not have done this without you. Not only did you pass me on your journey, but you looked back, grabbed my hand, and took me with you. Your determination to see this journey through to the end inspired me to do the same, and for that, I thank you. Thank you to my fellow consulting scholars for sharing your own experiences and trusting me to share my opinion and give feedback.

Table of Contents

List of Tables v

List of Figures vi

Section 1: Foundation of the Study..........1

Background of the Problem 1

Problem Statement..........2

Purpose Statement..........2

Nature of the Study 3

Research Question 4

Interview Questions 4

Conceptual Framework..........5

Operational Definitions..........6

Assumptions, Limitations, and Delimitations..........6

Assumptions.......... 6

Limitations.......... 7

Delimitations.......... 7

Significance of the Study..........8

A Review of the Professional and Academic Literature..........9

Strategic Human Resource Management.......... 11

Alternative Theory: Beardwell and Holden Recruitment Theory.......... 16

Contrasting Theories.......... 18

Nonprofit Organizations 22

Value of Volunteers ... 26
Recruiting Volunteers ... 31
Social Media and Recruiting ... 33
Reward Strategies ... 35
Recruitment Challenges ... 37
Organizational Leadership ... 39
Organizational Culture ... 42
Transition ... 45
Section 2: The Project ... 47
Purpose Statement ... 47
Role of the Researcher ... 47
Participants ... 50
Research Method and Design ... 51
Research Method ... 51
Research Design ... 53
Population and Sampling ... 55
Ethical Research ... 59
Data Collection Instruments ... 61
Data Collection Technique ... 64
Data Organization Techniques ... 69
Data Analysis ... 70
Reliability and Validity ... 72

Reliability 72

Validity 73

Transition and Summary 75

Section 3: Organizational Profile 77

Key Factors Worksheet 78

Organizational Description 78

Organizational Situation 88

Leadership Triad: Leadership, Strategy, and Customers 93

Leadership 93

Strategy 95

Customers 97

Results Triad: Workforce, Operations, and Results 100

Workforce 100

Operations 112

Measurement, Analysis, and Knowledge Management 119

Collection, Analysis, and Preparation of Results 124

Thematic Findings 125

Product and Process Results 132

Customer Results 133

Workforce Results 136

Leadership and Governance Results 139

Financial and Market Results 143

Key Themes 146

Project Summary..153

Contributions and Recommendations..155

Application to Professional Practice...157

Implications for Social Change...159

Recommendations for Action 160

Recommendations for Further Research..162

Reflections 163

Conclusion 165

References..167

Appendix: Interview Protocol...212

List of Tables

Table 1. Literature Review Source Content 10

Table 2. Programs for Children in Need 80

Table 3. Revenue Sources 81

Table 4. Program Expenses 86

Table 5. Key Customers and Stakeholder Requirements 87

Table 6. Recruiting Strategies 127

Table 7. Volunteer Workforce 130

Table 8. Implementing Recruiting Strategies 132

Table 9. Key Workforce Expertise 139

List of Figures

Figure 1. Organizational Structure 85

Figure 2. Recommended Performance Appraisal Process 106

Figure 3. Recommended Performance Review Process 108

Figure 4. Recommended Safety Protocol 118

Figure 5. Client 1 Business Plan 119

Figure 6. Comparison of Annual Programs 133

Figure 7. Client 1 Customer Growth 136

Figure 8. Sample Balance Scorecard Model 144

Figure 9. Comparison of Annual Revenue 145

Figure 10. Comparison of Total Annual Revenue 146

Figure 11. Human Resource Cycle 157

Section 1: Foundation of the Study

In this study, I used the 2019-2020 Baldrige Excellence Framework criteria (see Baldrige Performance Excellence Program, 2019) to explore effective recruiting strategies small nonprofit organizational leaders use to recruit the volunteers needed to advance services offered within the community, enhance existing and develop new missions, and ensure mission accomplishment. As required for the consulting capstone at Walden University, I served as a scholar-consultant to the leader of a small nonprofit. Additionally, I used the Baldrige criteria as an assessment tool.

Background of the Problem

Nonprofit organization leaders rely on volunteers to accomplish the mission, goals, and visions of their organizations. Warburton et al. (2017) referred to volunteers within a nonprofit organization as critical stakeholders. Dean (2016) highlighted five potential benefits of volunteering increased citizenship, a reduction in antisocial behavior, improved physical health, improved well-being and mental health, and an increase in socioeconomic success. However, McAllum (2018) argued that nonprofit leaders face the challenge of recruiting volunteers due to the level of work they are required to perform. To meet the goal and mission of the organization, nonprofit organizational leaders ask volunteers to perform tasks that are like those that paid employees perform and receive compensation for (McAllum, 2018). Nonprofit organizational leaders struggle with the high cost of training new volunteers to replace those who leave (Veres et al., 2019). Nonprofit organizations not only have to contend with the challenges of organizational change but also the evolution of volunteering and a need for a volunteer workforce that is more professional (Warburton et al., 2017). These facets make the reliance on volunteers a challenge for nonprofit organizational leaders.

Volunteers are often considered the backbone of nonprofit organizations, and facilitating their performance, engagement, and commitment is a vital role of the human resources department (Alfes et al., 2017). Volunteers do not receive monetary compensation for the work they perform. Therefore, nonprofit organization leaders must establish formal reward structures aimed at influencing their behavior and enhancing their motivation (Alfes et al., 2017). Nonprofit leaders have a critical management task of recruiting volunteers that therefore drives the need for new volunteer management strategies (Warburton et al., 2017).

Problem Statement

High volunteer turnover results in an increase in employee recruiting costs, which leads to a decrease in an organization’s ability to effectively achieve the organization’s mission (McBey et al., 2017). With annual volunteer turnover rates of 20-40% in the United States, nonprofit organization leaders use critical organization resources for volunteer recruiting efforts instead of furthering the organization’s mission (Kramer & Danielson, 2017). The general business problem is that volunteer recruiting cost increases can threaten a nonprofit organization’s mission achievement. The specific business problem is that some nonprofit organizational leaders lack strategies to recruit volunteers.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies nonprofit organization leaders use to recruit volunteers. The target population was three leaders of a nonprofit organization located in the U.S. state of Colorado who have successfully implemented strategies to recruit volunteers. The implication for positive social change could include the opportunity to obtain improved recruiting strategies resulting in an effective nonprofit workforce capable of achieving the nonprofit's social mission of assisting disadvantaged children in communities worldwide.

Nature of the Study

I used a qualitative method for this study. Qualitative research involves studying the lives of participants, identifying the views and perspectives of said participants, taking into consideration real-world conditions, and using new and existing concepts to determine social behavior (Yin, 2016). Quantitative analysis is used to accept or reject a hypothesis (Farghaly, 2018). This study did not require testing of hypotheses or theories, which made the quantitative research method inappropriate. A mixed-method approach is appropriate when researchers use qualitative and quantitative methods together (Christ, 2018). Mixed methods were not suitable for this study as testing a hypothesis (i.e., using a quantitative approach) was not necessary; therefore, mixed methods were not appropriate for this study. A qualitative research method was appropriate for this study because I was able to gain an understanding of the participants' recruiting strategies through an extensive exploration of their experiences and perspectives.

A case study design was appropriate for this study because experiences shared by participants were used to facilitate both the collection of evidence and the exploration of a specific problem. Researchers use case study designs when the research questions include how or why questions, the researcher has limited or no control over behavioral events, and the study focuses on a contemporary phenomenon (Yin, 2016). My objective was to explore the recruitment strategies needed to increase the volunteer workforce of a nonprofit organization. A case study design was appropriate because multiple forms of data could be collected to explore the participant strategy implementation experience. Also considered for this study were phenomenological and ground theory designs.

Researchers conduct a phenomenology study when exploring the intentional consciousness of the participants (van Wyk, 2018). Phenomenological research was inappropriate for this research because a specific phenomenon was not the focus. Grounded theory research is appropriate when the goal is to develop new theories or conceptual models (Marshall & Rossman, 2016). This research was not intended to develop new theories or conceptual models, which made grounded theory inappropriate. Instead, I conducted business research in which I explored an organization's current business practices. I opted to use a case study design to explore recruiting strategies that nonprofit organizations can use to select volunteers.

Research Question

What strategies do nonprofit organizational leaders use to recruit volunteers?

Interview Questions

1. What strategies do you use to recruit volunteers?
2. What are some barriers that prevent the implementation of volunteer recruitment strategies?
3. What methods are used to remove these barriers experienced during the implementation of volunteer recruitment strategies?

4. How successful was the removal of these barriers to increase recruitment rates of volunteers?
5. How do you assess the success of implementing strategies to recruit organization volunteers?
6. What other information would you like to share about the recruitment strategies being used to recruit volunteers?

Conceptual Framework

The conceptual framework for this study was strategic human resource management (SHRM). Fombrun et al. (1984) and Beer et al. (1984) initially developed the SHRM model in the same year of 1984. The SHRM is a personnel management approach that emphasizes recruiting and retaining personnel in a systemic way (Fombrun et al., 1984). The description of the vacancy, recruitment of potential candidates, assessment of the suitability of applicants, and selection of employees are components that make up the SHRM process (Beer et al., 1984). Establishing and developing shared goals between employees and the organization is one way in which SHRM can be used to improve the use of human resources with the company.

Since its emergence in 1984, SHRM has evolved and is now a significant component of business research and practice (Kaufman, 2015). Recruitment is a critical component of SHRM, as organizational leaders must acquire the talent needed for strategic success (Phillips & Gully, 2015). I used SHRM to expand understanding of recruiting strategies and explore how these strategies can facilitate the selection of the right volunteers for the organization. The implementation of SHRM may result in operational and positive social change benefits for the volunteer and the nonprofit organization.

Operational Definitions

The following terms are used throughout the study to facilitate the research:

Nonprofit organization: An organization that commonly provides benefit, either public- or community-based, without the aim of making money or profit (USA.gov, 2019).

Recruiting volunteers: The act of attracting qualified candidates who are interested in the organization and can perform specific job functions (Campion et al., 2019).

Assumptions, Limitations, and Delimitations

The components of a study that cannot be proven but are accepted as accurate are referred to as assumptions (Chen et al., 2018). The elements of a study that are unable to be controlled by a researcher are referred to as limitations (Yin, 2018). Elements that can be controlled by a researcher, such as the population and sample of the study, are referred to as delimitations (Marshall & Rossman, 2016). In this subsection, I explore and address weaknesses and concerns that could have harmed the outcome of this study.

Assumptions

Anything accepted as real without proof or a statement of fact that is taken for granted is defined as an assumption (Marshall & Rossman, 2016). The following are assumptions that may have influenced this study. One assumption was that individuals who were selected to participate in the study would have enough knowledge of the recruiting practices of the organization. Another assumption was that participants would provide accurate information, would be truthful and forthcoming in their responses, and would be able to provide documentation to verify the information being shared regarding the company's recruiting strategies. To reduce or eliminate the possibility of obtaining dishonest responses, I provided a consent form to each participant, which explained the participant's right to refrain from answering any questions he or she may not be comfortable in answering.

Limitations

Possible weaknesses that could adversely affect the outcome of a study are known as limitations (Yin, 2018). One possible limitation for this study was the lack of generalization due to the scope of this study being limited to only one organization in the nonprofit sector. Another limitation was the restriction of participants to members of the senior leadership team. The number of members on the senior leadership team, the size of the organization being fewer than 50 employees, time constraints, and minimal access to the participants were also possible limitations.

Delimitations

Researchers use delimitations as boundaries so that the scope of a study can be narrowed and easily controlled (Marshall & Rossman, 2016). One boundary associated with this study was the use of interview questions that pertain to nonprofit volunteer recruiting. Another boundary was the explicit use of the Baldrige Excellence Framework. The selection of senior leadership members who have been with the same nonprofit organization for a minimum of 1 year and are familiar with the company's recruiting strategies are other boundaries associated with this study. The study was also delimited to a nonprofit organization in the state of Colorado.

Significance of the Study

The study findings may be of value to the business practices of nonprofit organizations. Nonprofit volunteering is a communal activity that provides such benefits as strengthening the community and assisting with ensuring that the services provided, which would be otherwise costly or go undone, are performed (Devaney et al., 2015). Promoting volunteering with volunteers is a critical resource, particularly in nonprofit organizations, as engaging in volunteer work satisfies the human desire to contribute to society (Devaney et al., 2015). This study may contribute to the improvement of business practice by addressing the lack of recruiting strategies of volunteers in nonprofit organizations, which adversely affects the organization's ability to fulfill the organization's mission and effect positive social change.

The implications for positive social change include the potential to assist the leaders of nonprofit organizations in addressing the social mission needed to ensure success and the well-being of those who benefit from the services offered. The capabilities and capacity of a nonprofit organization to achieve its social purpose are dependent on the recruitment of volunteers. Positive social change may be obtained from the findings of this study because nonprofit volunteers provide social services and assist in the development of areas that include the community, education, healthcare, disaster assistance, and cultural enrichment (Kramer & Danielson, 2017).

A Review of the Professional and Academic Literature

The purpose of this study was to explore the strategies used by nonprofit organization leaders to recruit volunteers. Only a portion of nonprofit organizations in the United States can hire salaried employees resulting in the majority resorting to recruiting volunteers to achieve the organizational goals (Miller, 2018). This literature review includes a critical analysis and synthesis of sources, including journals, reports, and seminal books relevant to the conceptual framework theory and nonprofit volunteer recruitment. The review of the conceptual framework theory includes the SHRM model, alternative theories, and contrasting theories. In addition to exploring volunteer recruiting strategies, the literature review includes a critical analysis of the following topics: nonprofit organizations, the value of volunteers, why people volunteer, recruiting volunteers, social media and recruiting, reward strategies, recruitment challenges, organizational leadership, and organizational culture.

Steinert and Thomas (2016) said that a literature review serves to establish and develop substantial scholarly work. A researcher can also find relevant information on the study phenomenon by conducting a literature review (Baker, 2016). I obtained literature using several databases. These databases were accessed from Walden University's library and included ABI/INFORM Collection, Academic Source Complete, Business Source Complete, SAGE Journals, and ProQuest. The search strategy used throughout this literature review included using keywords, phrases, specific periods, and specific databases. Articles selected were not older than 5 years old (between 2016 and 2020). The following keywords and phrases used to facilitate the search for relevant literature included *global volunteering*, *human resources*, *nonprofit*, *nonprofit motivation*, *nonprofit organization*, *nonprofit volunteers, recruiting*, *recruiting strategies, strategic human resource management*, *volunteers*, and *volunteer recruiting*. Variations for the word *nonprofit* was used and included *nonprofit* and *non profit*.

Walden University's Doctor of Business Administration (DBA) program recommends that 85% of the referenced academic sources in a doctoral study have a publication date within 5 years of the expected date of graduation. This time frame ensures that the information provided is the most up-to-date information available. To meet the Walden recommendation that 85% of sources be new and peer reviewed, I used 124 sources, with 87% from 2016 to 2020 and 93% peer reviewed. Table 1 provides a breakdown of the source content.

Table 1

Literature Review Source Content

Literature review content	Total #	Pre-2016	2016-2020	% Total (2016-2020)
Peer-reviewed articles	91	6	85	93%
Non-peer-reviewed articles	13	1	12	92%
Books (seminal)	17	9	8	47%
Online resources (industry authorities)	3		3	100%
Total	124	16	108	87%

Strategic Human Resource Management

The conceptual framework for the study was Fombrun et al.’s (1984) and Beer et al.’s (1984) SHRM theory. In the book *Strategic Human Resource Management*, Fombrun et al. laid the groundwork for the SHRM model. The successful implementation of an organization’s objectives is contingent upon the alignment of the business structure and human resource system (Fombrun et al., 1984). In the book *Managing Human Assets* by Beer et al., human resources was viewed as more than just a department within an organization, but rather a system that benefited the entire organization by being the decision-maker for actions that would impact the development of a productive working relationship between employees and leadership. Nonprofit leaders can effectively lead if they have a thorough understanding of how to incorporate a human resource system into the business structure and acknowledge the importance of developing a good working relationship with members of their work group.

As organizations develop over time, so too should the strategies put in place to ensure continued success. Since its introduction in 1984, SHRM has evolved and has become an essential component of business practice and research (Kaufman, 2015). The SHRM theory is the merger of human resource management and organizational performance, thus resulting in the development of effective business strategies that lead to success (Hossain & Hasan, 2016; Pongpearchan, 2016; Tandoğan, 2018). Nonprofit organizations can benefit from having a strategic plan that includes SHRM as it can facilitate the recruiting of volunteers to meet the needs of the organization.

Human resources (HR) are an essential part of any organization because a productive workforce ensures that the leadership lives up to the vision and mission of the company. To convey a more in-depth definition of human resource management (HRM), Beardwell and Holden (1997a) added the word *strategic*. With the inclusion of the word *strategic*, SHRM became known as a systematic approach to recruiting and selecting potential candidates, developing job descriptions, attracting, and assessing potential applicants, and selecting the right candidate (Beardwell & Holden, 1997a). SHRM focuses on strategic change within an organization and how it can make the company more competitive in its respective market (Bal et al., 2015). Nonprofit leaders strive to maintain a competitive edge. Thus, nonprofit leaders may benefit from the implementation of SHRM to assist in developing organizational strategies designed to increase productivity, enhance the company workforce, and ensure a competitive advantage.

Business leaders face many challenges that can have an impact on operations and prevent them from meeting the goals of the company. Fombrun et al. (1984) identified economic shifts, demographic shifts, entitlement, regulation laws, and an increase in the challenges faced by management as factors that have a direct impact on the importance of HRM within an organization. Additionally, there are three levels of management: strategic, managerial, and operational (Fombrun et al., 1984). Of the three levels, managerial is the level that deals specifically with determining what resources (capital, human, and information) are needed to meet the strategic goals of the company (Fombrun et al., 1984). Nonprofit leaders should be knowledgeable in the different levels of management and determine which levels will have the most significant impact on the organization’s success.

Fombrun et al. (1984) also explained that at the strategic level, company leaders determine the type of people needed to manage and operate the organization long-term. In the intermediate time frame, the managerial level handles staffing needs in terms of what the ideal candidate looks like and what resources they will use to find them. Fombrun et al. argued that only a minimum number of organizations within the United States use a systematic approach to HRM. One reason for this, according to Fombrun, is that management does not see the need for there to be a systematic approach and neglects to include the human need when developing the company’s business strategic plan.

Fombrun et al. (1984) stressed the need for the inclusion of HR with other critical resources, such as technology, money, location, and information. Organizational leaders must be aware of challenges in managing human resources because of employee changes over time and a tendency to be passive and unstable. Fombrun et al. recommended conducting a human resources management audit to collect the necessary data needed to perform an assessment of the organization’s current HR status and thus discover any areas that may need improving. Fombrun et al. recommended establishing a managerial link with the top priority being the acquisition of resources best suited to accomplish the organization’s strategic plan. The purpose of developing a managerial link is to identify issues typically associated with acquiring, developing, appraising, and rewarding new and current employees so that they meet the strategic goals of the organization (Fombrun et al., 1984).

Although Fombrun et al. (1984) focused on developing strategies within an organization to ensure a cohesive and strategic plan to meet a specific goal, Beer et al. (1984) focused on the need for organizational leaders to better manage the flow of employees in and out of the company. In addition to having effective strategies that handle the development and promotion of employees, Beer et al. argued that the recruitment process is equally crucial for the growth of an organization. The composition of a company's workforce, how the workforce fits in with the needs and culture of the company, and turnover rates are all factors that could be affected by where and how potential employees are recruited (Beer et al., 1984). Beer et al. stressed the importance of recruiting strategies being a part of the overall strategy of an organization because employees with the right talent are needed to meet company goals. Beer et al. also added that an effective recruiting strategy serves to have a positive impact on the stability of long-range employment and turnover.

Beer et al. (1984) suggested that ensuring that senior leaders learn to conduct interviews can have a positive impact on the effectiveness of the recruiting process. Beer et al. referred to a *psychological contract* between the organization and the new employee during the recruitment process and the first day on the job. This contract ensures that the employee learns more about the company in terms of expectations and the recruiter determines the adequate fit level of the prospective employee. By constantly reshaping the recruiting process in terms of what makes for the ideal candidate, the recruiter could ensure that the person selected can meet the goals of the organization. Factors such as competencies, predispositions, values, and expectations determine the ideal candidate (Beer et al., 1984).

Case study research grounded on the conceptual framework of the SHRM model was appropriate for this study. I conducted a review of the literature that indicated that previous research scholars also used the SHRM theory. For instance, Evans and Mohammad (2017) conducted a comparison study of SHRM in the United States and Egypt and used the SHRM theory to evaluate the leadership perception of SHRM. After conducting semistructured interviews of 24 HR professionals, Evans and Mohammad concluded that managers within the United States are focused on recruiting, training, and developing, as well as the performance of the employee. Evans and Mohammad also found that managers within the United States take a strategic approach to HR and use SHRM to develop competent human resource strategies.

Similarly, researchers Nastase et al. (2019) conducted a study of 65 companies in the textile industry in Romania to determine the benefits of SHRM. HR is an essential component to the success of any organization (Nastase et al., 2019). After collecting data via surveys in the form of a questionnaire, Nastase et al. concluded that the SHRM theory could help companies within the textile industry gain a competitive advantage by aligning the HR strategy with the business strategy. Similarly, SHRM is a critical component in organizational leaders’ understanding of the need for a strategic plan that facilitates attracting and recruiting personnel (Kaufman, 2015). The expectation, therefore, was that identifying practical strategies and useful tools in recruiting volunteers for nonprofit organizations may result from this study.

Alternative Theory: Beardwell and Holden Recruitment Theory

Before selecting the SHRM theory, I reviewed alternative theories that included the recruitment theory. Beardwell and Holden's (1997a) recruitment theory is specific to the entire recruitment process, including determining a vacancy, the ideal person to fill the vacancy, how to advertise the job, and how to identify the right person to fill the vacancy. Beardwell and Holden referred to SHRM as a recruitment tool that organizations use to fill vacancies within the organization and theorized a systematic approach to the recruitment and selection process. The recruitment of employees is an essential component of SHRM in the literature. As indicated by Idrees et al. (2018), a practical SHRM function answers the question of how the organization's recruiting procedures contribute to its strategic goals. The process developed by Beardwell and Holden includes defining the vacancy, attracting potential applicants to the job, evaluating potential candidates, and determining who gets hired for the position. Beardwell and Holden identified internal factors such as culture, ownership, size, structure, leadership change, financial constraints, and advances in technology that can influence recruitment. Some external factors that can also affect recruiting include legislation, training, a national approach to education, and government policies. However, the Beardwell and Holden approach does not appear to resolve how to recruit volunteers for nonprofit organizations (Beardwell & Holden, 1997a).

Recruiters face a variety of challenges in filling vacancies to keep the organization productive and competitive. Hayati (2019) explained that an effective recruiting process should serve to identify the most qualified candidate and increase the candidate's interest in the position and the organization. Recruitment theory is embedded in the SHRM concept because it entails examining the history of recruitment and processes. Human members are the most fundamental contributors to the survival of an organization (Shi et al., 2017). Acikgoz (2019) added that human capital is linked to the success of an organization, thus making recruitment a critical function of the company's survival. This, nonprofit leaders are better able to lead if they are involved in the process of recruiting volunteers. Being involved in the recruiting process can ensure that those chosen are committed to the goals of the organization.

Advertising vacancies, referrals from sources, employment agencies, internal job postings, job fairs, and campus visits are considered traditional methods of recruiting candidates (Acikgoz, 2019). Campos et al. (2018) added that some employers choose between a traditional approach to recruitment or using the internet. Some incorporate both options rather than relying on just one. Factors that can influence an employer's decision on which recruiting option is best include cost, candidate pool size requirements, type of candidates needed, and location (Campos et al., 2018). By implementing an efficient and effective recruiting strategy, geared towards identifying and acquiring highly skilled employees, organizational leaders can reap the benefits of increasing competitive advantage (Delery & Roumpi, 2017). Leaders of nonprofit organizations can benefit from incorporating the use of a recruiting strategy to identify potential volunteers. In addition, using technology such as the internet is an innovative way of casting a wide net, thus making the selection process more selective. By having a substantial number of candidates to choose from, nonprofit leaders can be particular in their choices to ensure that the right person joins the team.

Contrasting Theories

Herzberg's Motivation-Hygiene Theory

The conflicting theories reviewed before selecting the SHRM theory included the Herzberg motivation-hygiene theory. The focus of Herzberg's motivation-hygiene theory is determining what motivates employees after they become active in an organization. In 1959, Herzberg realized that there were studies that contradicted one another and thus developed a theory about what motivates employees to go above and beyond expectations (Herzberg et al., 2017). The Herzberg motivational-hygiene theory is now referred to as Herzberg's two-factor theory. Herzberg's motivation-hygiene theory is based on employees using intrinsic factors within their job functions to find motivation and are equally unmotivated by a lack of hygiene factors (Herzberg et al., 2017). Employee motivation directly links both intrinsic and extrinsic factors (Kalhoro et al., 2017). In developing the two-factory theory, Herzberg (1959) determined that the intrinsic and extrinsic factors involve factors beyond the control of the employee.

Extrinsic factors encompass the hygiene factors or those factors that the employee has no control over in the workplace. Herzberg et al. (2017) argued that while the mere presence of the hygiene factors will not increase an employee's motivation levels, the absence of said factors will result in a significant reduction in motivation levels. Tania (2016) listed some examples of hygiene factors as (a) organizational policies, (b) peer relationships, (c) salary and benefits, (d) physical work environment, and (e) supervisor relationship and treatment. Similarly, Bercu and Onofrei (2017) argued that remuneration and benefits are the most basic and common extrinsic factors because employees need to be able to provide for their basic needs. Employees who receive sufficient compensation for their work are more motivated to perform their job functions. Volunteers who work for a nonprofit organization do not receive compensation for their work resulting in a possible lack of motivation to continue volunteering. Therefore, nonprofit leaders face the challenge of finding nonmonetary ways of compensating volunteers.

For some employees, a job is attractive based on the compensation offered (Sage, 2016). Employees must be able to sustain a decent standard of living by obtaining a fair salary. Covington-Ward (2017) conducted a study of African immigrants employed in low-wage direct health care jobs and concluded that an inadequate wage is one reason why some employees leave their current position for other employment opportunities. A potential employee may be interested in an area or working for a specific company but may decline an offer of employment if the compensation offered falls below their expectations. As an example, Snelgar et al. (2017) conducted a study of German and South African cultures to investigate the similarities and differences between the intrinsic and extrinsic motivation within the workplace. Employees who earn minimum wage tend to be more intrinsically motivated than an employee who makes more (Snelgar et al., 2017). However, Butt (2018), after surveying 150 administrative employees in Pakistan, concluded that intrinsic factors did not affect job satisfaction due to a lack of compensation. The administrative staff received inadequate compensation, which made it difficult for them to maintain a decent living. The administrative staff, though unmotivated at work, continued to work because having a job with some form of income was better than being unemployed with no income (Butt, 2018). As a result, adequate compensation may not necessarily motivate someone, but a lack of enough payment will significantly impact an employee's motivation level.

Herzberg et al. (2017) defined intrinsic factors as motivational factors derived from within the employee. Tania (2016) listed some examples of motivational factors as (a) job function, (b) responsibility, (c) advancement, (d) achievement, and (e) recognition. Kalhoro et al. (2017) argued that most organizations emphasize the outward needs of the employee and neglect the intrinsic needs altogether. Herzberg's theory on what motivates employees applies to employees after they are hired and has little impact on the recruitment process. As a result, the Herzberg theory was inappropriate to address strategies nonprofit organization leaders use to recruit volunteers.

Maslow's Hierarchy of Needs Theory

Maslow (1943) developed and presented a theory that explained as to the divers that motivate, or human nature "needs" that have a direct impact on an individual's behavioral results. Maslow, a psychologist, concluded that the needs of human beings fall within a hierarchy of primary level to a higher level. Basic requirements include physiological and safety-related needs, whereas the need to learn, grow, and reach one's potential (also known as self-actualization) falls under the higher needs level (Maslow, 1943). Human beings must meet the basic needs level first before they meet the higher need level (Maslow, 1970). An employee can exhibit their capabilities and talent by obtaining self-actualization.

Maslow's hierarchy of needs theory contributes significantly to organizational behavior and management research because organizations make use of the theory's practical implications. Maslow's motivation theories provide managers and researchers with significant sources of information regarding what motivates employees to act (Lee, Raschke et al., 2016). Organizational leaders can obtain a better understanding of what motivates employees by learning about Maslow's five components that make up the hierarchy of needs theory (physiological, safety, love and belonging, esteem, and self-actualization). Maslow's hierarchy of needs theory is more conducive to leaders who seek to assess what motivates employees and what constitutes developmental needs to increase employee retention within the organization.

Vroom's expectancy theory. Vroom's (1964) expectancy theory is about the results of an employee's motivation and not on the satisfaction an employee obtains from having their needs met. The expectancy theory is an assumption that the efforts made by an employee will result in a desired result or performance goal. Organizational leaders could use Vroom's expectancy theory as a focus lens to determine the relationship between performance and motivation (Baumann & Bonner, 2016). The expectancy theory focuses more on the different ways to motivate people in the workplace based on a process that involves cognitive variables.

Organizational leaders who seek to promote employee engagement can benefit from using Vroom's expectancy theory to develop effective leadership strategies. Maimela and Samuel (2016) defined *instrumentality* as the process by which a motivated employee performs and accomplishes a task if they receive a reward for it. Bandow and

Self (2016), based on Vroom's expectancy theory, identified three employee expectations that leaders must meet so that there is an increase in employee motivation. The three employee expectations are (a) effort made by the employee impacts performance, (b) acceptable performance results in expected outcomes, and (c) employees value the findings obtained from their performance. The expectancy theory does not address strategies that organizational leaders can use to recruit potential team members and, therefore, not an appropriate method for this study.

Nonprofit Organizations

A nonprofit organization is the focus of this study, specifically an organization that provides services that include medical, nutrition, education, and shelter/caregiving. LeRoux and Feeney (2015) specified that nonprofit organizations are typically entities with the sole purpose of providing services and resources within the community and not to obtain a profit for its leadership or shareholders. Nonprofit organizations come in various sizes and include educational institutions, museums, religious organizations, and associations within the neighborhood (LeRoux & Feeney, 2015). Bryson (2018) added that nonprofit organizations tend to have a mission to fulfill and typically involve culture, service, civic, or advocacy roles.

Nonprofit organizations with a mission that supports advocacy tend to target specific communities with the goal being to promote the need for change or reform (Ott & Dicke, 2016). Macedo et al. (2016) explained that nonprofit organizations with a supporting role focus on the goal of showing that there are value and significance in highlighting artistic or cultural traditions. Lu (2017) explained that some nonprofit organizations take on a civic role by highlighting social ailments and injustices, thus protecting society's civic foundation. While nonprofit organizations may vary in terms of size and overall mission, they all have similar characteristics, such as policies and procedures (Lu, 2017). Nonprofit leaders use these policies and procedures to keep organized, are considered private, are focused on volunteerism, are not beholden to obtaining financial gains for others, and are self-governing (Lu, 2017).

Nonprofit leaders focus on making a social impact by providing services and resources to those in need rather than earning a profit to benefit shareholders. Khorin et al. (2017) asserted that, by definition, a nonprofit organization is an organization that does not place obtaining a profit as the main reason for its existence. Valentinov et al. (2015) added that nonprofit organizations could make financial profits or earn money if key stakeholders do not benefit from it. The operations and the mission of the company should be the sole beneficiary of any funds acquired by solicitation or collected by a nonprofit organization. The purpose of a nonprofit organization is to achieve social, charitable, cultural, and educational goals for those in need (Khorin et al., 2017). Nonprofit leaders should ensure that individuals who opt to work for a nonprofit organization understand that they will not receive compensation for their efforts in how those who work at for-profit organizations do.

People within a community tend to come together to serve or to implement projects that will benefit others within the community. Some people volunteer to provide aid to those in need and to do their part to expand social, cultural, and educational causes within the community (LeRoux & Feeney, 2015). In the past, people who volunteered thought that doing so through their church or other religious organization was a form of providing a service (LeRoux & Feeney, 2015). Nonprofit organizations came about when individuals within the community began to organize and sought the aid of wealthy benefactors for monetary support (Bryson, 2018). In the mid-1900s, business leaders and wealthy members of society supported nonprofit organizations and private foundations by establishing endowments (Bryson, 2018). The Great Depression resulted in the government stepping in and providing services and resources to those who were in need, which led to a shift in the overall function of volunteers within nonprofit organizations (Smith et al., 2016).

Nonprofit organizations exist to bring people together in a collaborative effort to make a significant change in the social conditions to those in need. The creation of Great Society legislation, under President Lyndon Johnson, resulted in a significant decrease in nonprofit organizations because of the support it provided to projects within the community (LeRoux & Feeney, 2015). However, Ott and Dicke (2016) argued that funding for federal and state programs designed to assist those in need decreased significantly under President Ronald Reagan, thus increasing the number of nonprofit organizations than the fundraising efforts they provided. As the need for help amongst people in society increased, so did the emergence of nonprofit organizations. The nonprofit in this study serves to fill the void created by a lack of federal and state funding, thus ensuring that those in need receive assistance.

There are two federal statutes that nonprofit organizational leaders can apply for that pertains to its tax position 501(c)(3) or 501(c)(4). The nonprofit in this study identifies as a 501(c)(3) organization. Smith et al. (2016) explained that these codes refer to the type of provisions that are granted within that tax code and typically include conditions that pertain to organizational operations, fundraising, and tac-deductible benefits. Bryson (2018) noted that while both statuses include a tax exemption, the 501(c)(3) status means that the nonprofit organization received tax-deduction benefits for either individual or corporate donors.

Nonprofit organizations rely on volunteers to give of their time and efforts to make an impact on people in need within the community. The nonprofit in this study provides volunteers with an opportunity to make social changes. Agarwal et al. (2018) contended that volunteers are an essential component of achieving market-driven objectives because nonprofit organizations operate in a market-driven environment. Robineau et al. (2015) argued that nonprofit organizations could adapt human resources strategies used by for-profit institutions, such as high-performance work practices that include volunteer recruiting and retention.

By developing human resource strategies, nonprofit leaders can take on external environmental challenges such as funding and competition from other nonprofit organizations and internal problems with the company’s mission and values (Laurett & Ferreira, 2018). In 2016, as indicated by the National Center for Charitable Statistics (2019), 1.5 million organizations registered with a federal nonprofit status in the United States. By providing services, monetary contributions, and necessary training to those in need, nonprofit organizations, and those who volunteer help to facilitate economic growth in society.

Value of Volunteers

Nonprofit organizational leaders need volunteers to fulfill the company's mission and live up the commitments made to key stakeholders. Members of an organization who are not paid monetary compensation for work performed and provide services without the expectation of a reward are called volunteers (Tonurist & Surva, 2017). The National Center for Charitable Statistics (2019) reported that members of the society within the United States volunteer at nonprofit organizations such as religious organizations, charities, public schools, and sports programs. The Corporation for National and Community Service (2019) reported that 30.3% of adults in the United States volunteered in 2018, resulting in a total of 77.3 million volunteers who served in nonprofit organizations, resulting in an estimated value of $167 billion.

For nonprofit organizations, volunteers serve the purpose of filling gaps both monetarily and in the budget. Without the contributions made by volunteers, the leadership of some nonprofit organizations would struggle to stay in business or cease to exist. Using volunteers to meet the goals of the company is a cost-saving benefit as hiring employees would be costly and would result in a restructuring of the operation and the services offered to the community. Nonprofit organizations benefit from many services provided by volunteers. The Corporation for National and Community Service (2019) declared that there is limited research regarding the performance of volunteers throughout the United States. Nonprofit organizations or those who volunteer get significantly less attention. Researchers tend to pay close attention to businesses and public enterprises due to the significant role in the marketplace and the economy researchers (Renz & Herman, 2016). Bryson (2018) added that nonprofit organizations tend to receive less attention in academic research because they are third sector or diminutive.

Nonprofit organizations benefit from the many services provided by volunteers and rely on them to achieve the mission of the company. Volunteers and the time and effort they contribute to the nonprofit organization are not recognized (Renz & Herman, 2016). Maier et al. (2016) acknowledged that volunteers do play an important role both in the nonprofit sector and society. Due to the contributions made by volunteers, there should be more scholarly works that address the role they play in the nonprofit sector. Rosenthal (2015) emphasized the need for nonprofit leaders to show that they respect those who volunteer by getting to know them and understanding what motivates them to want to be involved in the organization. Nonprofit leaders should incorporate the value they place on those who volunteer in their recruiting strategies. People who feel valued will be motivated to volunteer their time and efforts to a nonprofit organization.

Why people volunteer**.** Those who volunteer tend to do so for various reasons, and nonprofit leaders must be knowledgeable about these reasons when recruiting for volunteers. Some of the most popular reasons why people volunteer includes personal satisfaction, to give back to their community, to feel needed, or to develop specific skill sets (Neff, 2017). Brown et al. (2018) added that some volunteers do so because they are kind by nature. A genuine belief in the cause they support is another reason some people volunteer their time at nonprofit organizations (Tonurist & Surva, 2017). People tend to volunteer at nonprofit organizations to have a sense of dedication towards and that they find appealing (Ottoni-Wilhelm et al., 2017). Volunteers use their personal experiences or interests to determine which nonprofit organization to volunteer and which role they would like to fulfill. Volunteers have a plethora of nonprofit organizations to choose from thanks to diverse groups that offer many opportunities based on their interests. Volunteers who have received assistance from a nonprofit organization are more likely to do the same for someone in a similar situation. By understanding why people volunteer, nonprofit leaders can develop an efficient strategy to recruit potential candidates.

There are members of society who will only volunteer if someone approaches them with the idea, which can impact recruiting efforts made by nonprofit leaders. Some volunteers agreed to participate in certain activities or at an organization only after they were approached with the idea by someone (Renz & Herman, 2016). As a result, people tend to be impressionable when asked to volunteer. Some people develop an interest in volunteering after the first time because they form a genuine interest and become passionate about the mission of the nonprofit organization (Tonurist & Surva, 2017). Some people volunteer because they are approached by family members or friends who are volunteers (Renz & Herman, 2016). The reason people volunteer is varied and dependent on internal motivations such as wanting to feel needed, an interest in obtaining individual skills that could be beneficial in the long run, or a request to participate by someone they know and respect.

The functional approach is another theory that explains what motivates some people to volunteer. DeVaro et al. (2017) demonstrated that the practical approach to volunteer motivation involves various psychological functions that each have an impact on the actions and goals of those who volunteer. The functional approach offers a framework that explains characteristics that can affect the motivation level of volunteers, such as social status, personal values, career placement, and personal enhancement. Cuskelly (2016) added that the functional approach suggested that people have a psychological function to fulfill, so they volunteer. Unfortunately, volunteers operating in the functional approach put their interests ahead of those in need or assist the advancement of a cause or mission. Both nonprofit organizational leaders and scholars can benefit from examining the functional theoretical framework.

Some volunteers experience a genuine sense of enjoyment when they participate in a cause or give their time to those in need, thus making them feel like they are making a difference in society. Six private and social functions are impacted by volunteering include social, values, understanding, enhancement, protective, and career (Cuskelly, 2016). Those who volunteer tend to think of themselves and being altruistic or humanitarian. How volunteers perceive the value of the activity they are involved in directly impacts whether they continue to volunteer or not (Stukas et al., 2016). The volunteer decides to continue to give his or her time and effort because of the opportunity to learn something new or experience something new. A volunteer’s understanding is enhanced if the activity provides an opportunity to develop abilities, skills, and knowledge. Enhancement is improved when the action involves personal development and growth. Veludo-de-Oliveria et al. (2015) explained that the enhancement function pertains to the development and growth of the volunteer’s ego and the need for affirmative determination.

Cuskelly (2016) explained that social function applies to volunteers who are looking to develop both social and interpersonal relationships. If volunteers can establish and maintain good relationships, it encourages them to want to volunteer more (Cuskelly, 2016). Volunteers who fall under the protective function are those who are either wealthy or higher educated and feel a sense of guilt because of their status, so they volunteer to feel less guilty (Ott & Dicke, 2016). By understanding the different benefits that can arise from volunteering, nonprofit leaders can use this information to attract new volunteers and keep current volunteers engaged based on the organization's mission. While the functional approach entails six functions that explain what influences people's reasons for volunteering, nonprofit leaders must understand that there are other reasons as to why people volunteer once and subsequently continue to volunteer. Jiménez-Crespo (2015) highlighted three additional reasons why people volunteer: enjoyment, team-building opportunity, and religion.

Volunteers who use religion as a motivator do so because they can reflect after reading scriptures that speak directly on volunteerism (Ott & Dicke, 2016). Renz (2016) added that people see volunteering as an opportunity to fulfill both their social and religious needs and commune with others who share their beliefs. Society has people who see helping others to achieve their spiritual duty; those who are aware of a decrease in government funding feel the need to step in and assist in specific programs for religious reasons. Those who volunteer in nonprofit organizations tend to do so for religious or faith-based reasons. Nonprofit leaders can develop effective recruiting strategies if they understand the reasons why people volunteer.

Recruiting Volunteers

Nonprofit leaders would do well to acknowledge the vital role that volunteers play in the organizations. Nonprofit volunteers are charitable and obtain greater job satisfaction than people who work at for-profit organizations (Binder, 2016). Johnson and Ng (2016) added intrinsic rewards such as a sense of fulfillment in serving others and happiness in the job they perform are reasons why people volunteer at nonprofit organizations. People who retire from nonprofit organizations tend to volunteer at the same company if they were satisfied with the company when they were employed (Ruiz et al., 2016). Some organizations attract volunteers by utilizing various methods, including the history of the company, core values, track record, and brand. It is equally essential that the leadership of a nonprofit organization be able to identify the company's culture so that those who are selected to join will fit in seamlessly (Newton & Mazur, 2016).

The organization's mission statement can be a strategic tool to attract volunteers. The mission statement of a nonprofit organization outlines the services offered by the company (Koch et al., 2015). By reading the company's mission statement, a potential volunteer can find out firsthand if the company's core values align with their own because the purpose and goals should appear in the statement. Macedo et al. (2016) confirmed a direct link between performance and mission statements within nonprofit organizations. The organization's overall performance and support for financial donors are also positively influenced by the company's mission statement (Patel et al., 2015). Another way that nonprofit leaders can develop an effective strategy to attract volunteers is to examine the reasons why some people opt not to volunteer. Willems and Dury (2017) identified eight reasons why people are reluctant to volunteer: social boundaries, physical boundaries, stress from volunteering, non-accountable, lack of skills, lack of opportunities, lack of benefits, and lack of time. By developing a mission statement that incorporates components that volunteers find necessary, nonprofit leaders can identify committed candidates.

The role of leadership in an organization is significant and can influence the level of satisfaction experienced by those who work at the company. Banks et al. (2016) identified transformational leadership as being the most popular style of leadership in nonprofit organizations. Choi et al. (2017) added that leaders who follow the transformational style of leadership utilize four behaviors to promote the change needed to make the organization better: inspirational motivation, individual consideration, intellectual stimulation, and idealized influence. Transformational leaders take those who work for them into account before deciding and use the four behaviors to make direct contact with them. The transformational leadership style is also an effective way of determining the level of job satisfaction and commitment, which contributes to the effectiveness of the nonprofit organization, according to Masa'deh et al. (2016). Nonprofit leaders who follow the transformational style of leadership believe in fostering teamwork and values the input of others, thus resulting in volunteers who are productive and committed to the mission of the organization. Nonprofit leaders can benefit from recruiting invested volunteers by highlighting their leadership style in the recruiting strategies.

Social Media and Recruiting

Organizations can benefit from using technology to enhance the operation and communicate with key stakeholders. Social media had become the primary tool that organizations use because it has the most significant influence on communication between customers and employees (Almohaimmeed, 2019). Uyar et al., (2018) concurred that social media enables two-way communication, thus making it a critical public relations tool that can create or enhance organizational value. Technology, such as the internet, can be used in organizations to bring people together, share ideas, organize individuals, and obtain feedback.

Social media can be a useful tool to recruit individuals to fill vacancies within the organization. Priyahashini et al., (2017) referred to *social media recruiting* as using social media to advertise job vacancies and attract potential candidates to apply. Organizations can also benefit from using social media as a cost-saving tool as it provides access to several networking sites, such as LinkedIn and Facebook (Priyahashini et al., 2017). Employers can share information about the company's mission, vision, and goals through these platforms, thus making the organization easily accessible to the public. The more information a potential candidate has about a company, the more likely they will be to want to work for said company.

Nonprofit organizations can benefit from incorporating the use of social media into their organizational strategies. Nonprofit organization leaders could use social media to communicate the value they bring to society, through the efforts they make, to the public (Milde & Yawson, 2017). By incorporating the use of social media and the internet, nonprofit leaders can find innovative ways to raise money, build awareness about their cause, recruit volunteers, thank donors, and share information (Milde & Yawson, 2017).

HR departments are using social networking sites such as Twitter to screen potential candidates when filling vacancies. In a June 2017 survey, over 70% of employers researched potential candidates by using social networking sites (Salm, 2017). The Society for Human Resource Management (2017) surveyed HR professionals and discovered that 84 percent of organizations use social media as a recruiting tool, and 9% had intentions of using it soon. Due to an estimated 2.65 million users worldwide, social media usage had become one of the most used online activities (Clement, 2019). The number of social media users will reach 3.1 billion in 2021 (Clement, 2019). A high number of people means that online HR professionals and nonprofit organizations can cast a much wider net to reach potential candidates and volunteers. By incorporating the SHRM theory, nonprofit leaders are equipped to develop and implement recruiting strategies that include technology using a social networking website.

The board of directors (BOD) of a nonprofit organization can use social media as a tool to enhance and improve the role they play. The purpose of BOD is not limited to the organization's operation, but also includes leadership, employee development, and oversight (Zhu et al., 2016). Buse et al. (2016) added that the BOD ensures that strategic direction and accountability to the community within the organization. The BOD of a nonprofit organization uses their collective personal knowledge and skill sets to not only bring those who work for them together but to aid in the organizational decision-making process (Olinske & Hellman, 2017). By communicating with members, the BOD can share information and obtain feedback and use this information to develop strategies that can benefit the organization. Sundstrom and Levenshus (2017) added that social media if used by organizational leaders, has the potential to give real-time feedback, which can prove useful during the decision-making process.

Reward Strategies

Volunteers give their time and effort to the nonprofit organization and receive no monetary compensation in turn, leaving the company leadership with the task of finding creative ways of showing their appreciation. An effective rewards strategy could be used as a recruiting tool as potential employees or volunteers may be encouraged by what the company can offer (Hills, 2016). A good reward strategy encourages teamwork, fosters development and growth, and motivates members of an organization (Hills, 2016). Mustafa and Ali (2019) identified instilling a sense of empowerment, implementing a competency development program, and developing an employee recognition plan as different forms of reward strategies that organizations can use to appreciate their members.

Developing a reward strategy goes beyond replacing monetary compensation for the work volunteers do for nonprofit organizations. Reward strategies could include motivating members so that they are engaged in their job functions, thus resulting in job satisfaction (Cote, 2019). If volunteers in a nonprofit organization are motivated, they will be encouraged to do more and be satisfied with the efforts they make to achieve the company's goals. Volunteers tend to seek out nonprofit organizations with a mission that is pro-social as that is of great value to them (Cassar & Meier, 2018). Highlighting the organization’s mission and tailoring it to be pro-social can be a useful recruiting tool to attract committed volunteers and can serve as a form of reward as volunteers will obtain of sense of engagement and job satisfaction.

An effective reward strategy not only attracts the right person but can also retain that person, thus minimizing the high cost of member turnover. A reward system serves two purposes: (a) allows members to reach a high level of job satisfaction and performance, and (b) retain members who are efficient and competent (Khan & Afzal, 2016). The motivation and satisfaction level of a team member increases when the company recognizes the efforts made to reach a goal or meet a deadline (Khan & Afzal, 2016). Nonprofit leaders can use an established reward system to acknowledge the work and effort put forth by volunteers, thus encouraging them to continue to work with the organization to contribute to those in need within the community.

Nonprofit leaders should consider that volunteers are not only giving up their time for no monetary compensation but that they are also being taken away from family and friends during that time. Leaders must understand the need for work-life balance, thus allowing volunteers the right amount of time for work and personal time. Flexible work arrangements, telecommuting, and flextime are examples of components that can make up an organization’s work-life balance program (Mwangi et al., 2017). Nonprofit leaders can reward volunteers by providing them with a flexible schedule that allows them to participate in activities and still have time to spend with their families. A work-life balance program can also make the organization more attractive to potential volunteers who may be concerned about not having sufficient time to commit to a nonprofit organization.

Leaders can reward team members by merely acknowledging the hard work they put in to meet the company's goals and recognizing them for their efforts. A worker's job satisfaction and production increases when the leader of the company recognizes the work they do and gives them positive feedback (Ghosh et al., 2016). By understanding the hard work of a team member, leaders of a nonprofit organization can have a positive impact on the level of appreciation the member feels towards the leadership team, and the organization in general. Nonmonetary reward strategies focus mainly on increasing the job satisfaction level of the member. If volunteers are satisfied with the work they do, feel appreciated for giving up their time, and the organization recognizes them for having a strong need to help meet its goals and visions, the company will benefit from a more committed and productive volunteer.

Recruitment Challenges

For-profit companies and nonprofit organizations share one thing in common: they rely on staff members to keep the business running. Nonprofit leaders must understand labor demand and how it can affect their ability to staff their organization. Holzer (2017) defined labor demand as the combination of job creations and the decisions made by employers to recruit, hire, and train candidates to fill vacancies. Campion et al., (2017) defined recruitment as a series of methods that employers use to advertise vacancies, share information about the position, and inform job seekers about the organization. Both employers and job seekers face barriers when vacancies exist within an organization (Campion et al., 2017).

A lack of information about the job or the company can prevent a potential candidate from expressing interest in the vacancy. A lack of information about the candidate's qualifications and skills can dissuade an employer from selecting a candidate for consideration. Cooper and Davis (2017) argued that employers cannot determine a potential candidate's level of production due to insufficient information, thus resulting in challenges to make an effective hiring decision. Nonprofit leaders can minimize challenges in recruiting by first ensuring that enough information about the company and the requirements of the position are readily available to potential candidates. Providing information about the company and position may ensure that those who express interest are well informed and meet the needs of the organization.

Nonprofit leaders should first become experts in managing employees so that they can create an efficient recruitment strategy. Organizational leadership must use human capital management skills to develop and implement recruiting and human resource strategies (Delery & Roumpi, 2017). Nonprofit leaders can maintain a competitive advantage among other nonprofit organizations if they employ an effective recruiting strategy, thus obtaining the right volunteers. Company leaders could maintain a competitive advantage by recruiting individuals who are qualified to provide the services and products offered to the public (Greer et al., 2017). Nonprofit leaders can benefit from selecting volunteers who are committed to helping others and whose beliefs align with those of the organization's mission. Volunteers have a choice in which nonprofit organization they should devote their time into fulfilling their need to help others. Recruitment practices within an organization should include influencing the jobs selected by qualified candidates (Yu & Kang, 2016). Effective recruiting practices aid the human resource department in achieving its goal of hiring the correct candidate for the correct position. K. A. Anderson (2017) suggested that organizations use online resources when recruiting workers and recommended using a human capital network to ensure those selected meet the requirements by measuring their skills. Nonprofit leaders utilize innovative methods such as the internet and social media to spread the word about volunteer opportunities and share information about the organization's mission and goals. HR professionals and recruiting managers create and develop talent management strategies to recruit and hire candidates who possess the knowledge and skills necessary to meet the needs of the organization and increase the performance levels within the company (Kontoghiorghes, 2016; Thunnissen, 2016). Nonprofit leaders may benefit from using the SHRM theory as a guide to developing a similar strategy to recruit volunteers who are committed to ensuring the organization is successful.

Organizational Leadership

Effective strategic leadership comes from leadership that is inspiring to those who follow. Organizational leaders are responsible for providing the motivation workers need to tap into their potential to ensure alignment with the organization's goal (Centre Management & Organization Effectiveness, 2017). One of the main focuses of SHRM is on employee relationships and how to manage said relationships so that they have a practical impact on the achievement of the organization's goals (Iqbal, 2019). Al-Ayed

(2019) added that SHRM plays a supporting role in the organization's mission to achieve its strategic goals. Nascimento Machado et al., (2019) defined SHRM as a strategic combination of efforts that focus on specific practices with an organization. These practices include leading, planning, coordinating, and organizing employees who work together to achieve the goals of the company (Nascimento Machado et al., 2019). How a leader performs can have a positive impact on the outcome of the organization. Coleman and Bourne (2018) conducted a study focused on identifying key characteristics necessary to ensure leadership success. The components identified in the study include behaviors, values, leadership skills, and knowledge (Coleman & Bourne, 2018). An effective leader should be able to make crucial decisions with minimal information if deemed necessary. An effective leader may have the ability to view the organization's goals in its entirety and have a positive impact on the capability and confidence level of the workforce.

Leaders can invest in developing their strategic skills to become more efficient in how they lead others. Leaders have unnoticed or silent leadership skills that can awake with the right training and development (Leitch et al., 2016). While most leaders possess the ability to solve organizational problems, high-performance rates, and determination, these attributes are not necessarily required to make for a skilled strategic leader (Leitch et al., 2016). Nonprofit leaders who possess the skills necessary to lead effectively and motivate others can ensure those who volunteer are committed to the goals of the organization. A strategic leader is familiar with the environment within the organization, is adaptable, and can learn from those who make up the company's workforce (Coleman

& Bourne, 2018). Nonprofit leaders must develop a good working relationship with those who volunteer by getting to know their strengths and weaknesses and helping to develop their skill levels within the organization.

Nonprofit leaders can expect organizational success if they possess the right capabilities. Managerial capabilities include a leader’s skill and knowledge (K. A. Ahmed, 2017). Organizational success is imminent when a leader can determine and use the right leadership style and personality traits to create an advantage that is competitive (K. A. Ahmed, 2017). Capable nonprofit leaders can articulate the organization’s objectives and develop methods that serve to guide volunteers, thus increasing productivity and commitment. Singh et al. (2016) argued that human resources, marketing, internal systems, and strategy are all impacted by organizational performance. Singh et al. (2016) added that organizational performance could access leadership effectiveness and corporate social responsibility. Nonprofit leaders can attract more volunteers if the organizational performance is effective in achieving the strategic goals of the company.

Nonprofit organizational leaders should be concerned about sustainability, in addition to maintaining a competitive advantage. Leaders who are focused on sustainability incorporate a leadership approach that includes leading people, organizational sustainability, and adjusting to changing business environments. Sustainable leaders use evidence-based management practices that include technological development, globalization, and social media (Suriyankietkaew & Avery, 2016). Nonprofit leaders who intend to stay in business for the long-term must become sustainable leaders who are committed to the organization's goals and those who volunteer their time. Ateş et al. (2018) suggested that effective leaders possess a clear vision and can communicate the company's goals and strategies to those who make up the workforce. Employees who are aware of and have a clear understanding of the organization's strategy tend to work well together rather than as individuals (Ateş et al., 2018). Nonprofit leaders can promote a positive working environment that encourages teamwork amongst volunteers, thus enticing more people to volunteer.

Organizational Culture

The organizational culture of an organization sheds light on what the members believe and the values they share. Khalil and Marouf (2017) defined culture as a shared set of beliefs within an organization that includes employee behaviors, perceptions, expectations, and beliefs. Braithwaite et al. (2017) added that unique characteristics, goals, practices, and attitudes are characteristics that make up organizational culture. When seeking volunteers, nonprofit leaders must understand the organization's culture to determine the right fit. It is ultimately the organization's leadership that is responsible for establishing and developing the culture of the company (Idowu, 2017).

The success of an organization depends on the members and their commitment to meeting the goals of the organization. Members who share the same beliefs and views are motivated to be more productive and share ideas that can improve current strategies. Sholekar and Shoghi (2017) added that corporate culture also facilitates how members of an organization share ideas and communicate with each other. F. Ahmed et al. (2016) concluded that leaders could create an effective organizational culture by sharing information and ideas, thus encouraging employees to do the same. Nonprofit leaders can use a robust organizational culture as a recruiting tool to attract potential volunteers. Organizational leaders could benefit from a workforce that understands the need for shared knowledge and frequent interactions as these are components that foster a collaborative culture within an organization (Mabey & Zhao, 2016). Potential candidates like organizational leaders who see value in sharing knowledge and allows them to share ideas and give feedback quickly.

Nonprofit organizations need committed volunteers to keep the company operating for the long-term and remain competitive. The long-term survival of an organization relies on the establishment of a healthy organizational culture (Gulua & Kharadze, 2018). Understanding corporate culture can be challenging for some leaders due to its complexity (Ellinas et al., 2017). However, Zafar et al. (2017) added that a productive work environment is the result of an organizational leader who has a thorough understanding of business culture and provides staff members with cultural knowledge.

Nonprofit leaders can enhance their innovative footprint by incorporating digital culture into their business strategy. Digital culture is the act of disseminating technologies into society (Ardiellis, 2017). Organizational leaders who utilize digital culture believe in promoting innovation and allowing the workforce to be a part of the cultural transformation process (Westerman et al., 2019). Not only can nonprofit leaders cast a wider net by using technology to promote the organization, but digital culture can attract volunteers who are open to trying new things and who are driven using technology (Ochoa, 2016). Digital culture is an instant way to communicate the vision and goals of an organization to society on a global scale and allows the leadership to determine if potential candidates possess the skill sets needed to achieve organizational success.

Organizational leaders must understand the differences in organizational cultures and how these differences can impact the operation of the company. Varying workplace dynamics and organizational culture manifests from different organizations (Sharma, 2017). Matei and Abrudan (2016) explained that most masculine cultures tend to look for material possessions and revenue, and female-driven cultures tend to be driven by job satisfaction and the right working environment. Organizational leaders can use cultural values to determine the differences, thus making it easier to cater to the needs of the workforce (Saha & Kumar, 2018). Nonprofit leaders who are knowledgeable about the existing culture in the organization can facilitate the development of said culture increasing job satisfaction. Nonprofit organizations that have a favorable organizational culture can be as attractive to potential volunteers.

Volunteers should be able to look forward to working for the nonprofit organization of their choice. Organizational culture has a direct impact on social interactions within the organization, which then influences job satisfaction (Saha & Kumar, 2018). How an employee behaves in the workplace impacts performance and, by extension, the organizational culture. Gardiner (2017) added that some factors that influence organizational culture include anticipation of success, principles, and the environment within the workplace. A favorable organizational culture could have a positive influence on job satisfaction (Fattah, 2017). Nonprofit leaders can use their organizational culture to keep existing volunteers, but also to attract new, innovative, and motivated volunteers.

The research question, which also served as the foundation of this study, and the literature review are relative to the strategies nonprofit leaders use to recruit volunteers needed to ensure organizational success. By applying the SHRM theory and using it as the lens in this study, it is concluded that Client 1 must develop and implement a strategic recruiting plan that will aid in selecting the right volunteer to meet to company's mission. The use of the SHRM theory supports the use of a recruiting strategy that incorporates the needs of the volunteer in addition to the needs of the organization. Also, a qualitative single case study design was appropriate because of the ability to explore strategies used by a nonprofit organization leadership seeking to develop and implement an effective recruiting strategy to increase their volunteer workgroup.

Transition

Nonprofit organization leaders depend on volunteers to achieve the organization's mission of providing aid and services to those in need. The leaders of nonprofit organizations can benefit from the exploration of how to effectively recruit volunteers who are committed to living up to the company mission and vision. The purpose of this qualitative case study is to explore effective strategies that nonprofit organization leaders use to attract and recruit volunteers. There is a lack of research on what motivates people to volunteer, which makes it difficult to develop an effective strategy geared towards the effective recruitment of volunteers.

In Section 1, I provide a detailed explanation of the foundation of the study. This section contains an extensive review of literature that covers strategies that nonprofit organizational leaders can use to increase the number of volunteers recruited. In the literature review, I provided a detailed review of the history of nonprofit organizations, strategies used to recruit volunteers, and effective organizational leadership best suited for nonprofit leaders. Other topics covered in the literature review included the influence of social media on recruiting, the value volunteers bring to nonprofit organizations, reward strategies that can be used to attract potential volunteers, recruitment strategies that can be used by nonprofit leaders, and the types of organizational culture beneficial for nonprofit organizations. Nonprofit leaders who use the SHRM theory to develop and implement an effective recruiting strategy may be able to recruit volunteers who are committed to helping achieve the company's mission.

Section 2 contains the role of the researcher, research methodology, research design, participants, and ethical research practices. This section includes information on how ethically responsible. I will, as a researcher, collect, organize, and analyze the data. Also, an explanation of the reliability and validity of the study is in Section 2. A detailed explanation of how the Baldrige Performance Excellence Program is used to analyze the client organization is in Section 3. Components to be explored in Section 3 includes leadership, strategies, customers, measurement, analysis, and knowledge, workforce, operations, and results.

Section 2: The Project

Section 2 includes the purpose statement; information on the role of the researcher, participants, research method and design, and population and sampling; and an explanation of the steps I took to ensure that the data are reliable and valid. Also, I explain my data collection techniques, data collection instruments, data organization techniques, and data analysis. I also justify my use of qualitative research methodology and a case study design. I sought to explore recruitment strategies that nonprofit leaders can use to ensure the selection of quality volunteers.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies nonprofit organization leaders use to recruit volunteers. The target population was three leaders of a nonprofit organization located in the U.S. state of Colorado who have successfully implemented strategies to recruit volunteers. The implication for positive social change could include the opportunity to obtain improved recruiting strategies resulting in an effective nonprofit workforce capable of achieving the nonprofit's social mission of assisting disadvantaged children in communities worldwide.

Role of the Researcher

In qualitative research, the role of the researcher is to maintain a detached, but participatory presence so that data can be collected from the participants while they are in their natural environment (Clark & Vealé, 2018). The qualitative researcher serves as an instrument tasked with collecting and analyzing data (Hoeber & Shaw, 2017). I served as the primary instrument responsible for collecting data in addition to playing a central role in interpreting and analyzing the data obtained in this single case qualitative study.

In 1979, the U.S. Department of Health and Human Services issued a summary of basic ethical principles underlying biomedical and behavioral research pertaining to human participants known as the *Belmont Report* (U.S. Department of Health and Human Services, Office for Human Research Protections, 1979). It is the responsibility of the researcher to ensure that the ethical principles of respect for persons, beneficence, and justice are heeded and protection of the participants in the study is assured (U.S. Department of Health and Human Services, Office for Human Research Protections, 1979). As the researcher for this study, I adhered to the guidelines of the *Belmont Report* protocol and the Walden University Institutional Review Board (IRB), thus protecting the rights and welfare of the individuals who participated in the study.

By adhering to the boundaries outlined in the *Belmont Report*, I ensured that all participants signed a consent form. The *Belmont Report* provides researchers with an analytical framework that reduces the threat of ethical problems that could arise when conducting a study on human subjects (Adashi et al., 2018). Also, I maintained respect, ensured that all communication was complete, and notified all participants of their option to withdraw from participating in the study at any time. By establishing and developing a strong relationship and building trust among the company leaders, I was able to solidify my commitment to the organization and gain a better understanding of the organization's vision and mission.

I considered my experience in human resources management and its potential impact on my investigation while conducting this study. My previous role as a human resources specialist and a recruiter speaks to my understanding of policies and procedures as they relate to the recruitment of employees. Yin (2016) explained that qualitative researchers must consider and acknowledge the influence of research choices on the study through their personal lens. Qualitative researchers who find unique ways to introduce their study, establish rapport with participants, and ask questions relevant to the research may reduce or eliminate potential bias (Bergen & Labonté, 2020). I acknowledged the potential for bias based on my previous professional experience and knew what to expect from the participants. Furthermore, I implemented techniques to ensure that there was no alteration to the data I collected and analyzed throughout the study.

To avoid any potential bias during the data collection process, I ensured that the interview responses made by the participants and organization documents collected from them were clearly and accurately documented. By being a good listener, one is then able to assimilate a large amount of information without bias (Yin, 2018). Wadams and Park (2018) identified four common types of qualitative researcher bias: questions, sampling, conceptual, and anticipated outcome. Bracketing, unstructured interviews, peer reviews, and working inductively are techniques that can be used by researchers to mitigate biases (Wadams & Park, 2018). Striving for the highest level of ethical standards while conducting research is another way to avoid bias (Yin, 2018). Naidu and Prose (2018) argued that researchers should incorporate member checking as a means of verifying the accuracy of the data once it has been collected and analyzed. I used member checking to ensure that the data collected from the participants during the interview process were properly and accurately documented.

Qualitative researchers use reliable interview protocols to obtain quality interview data (Yeong et al., 2018). A qualitative researcher's interview protocol is an instrument designed to ensure that the questions asked are specific to the purpose of the study and generate a conversation on a specific topic (Castillo-Montoya, 2016). Dikko (2016) referred to interview protocols as a set of rules and guidelines that researchers use to conduct semistructured interviews. To prepare and conduct semistructured interviews, I used an interview protocol (see Appendix) consisting of primary and follow-up questions specific to the business problem and the criteria for performance excellence outlined by the Baldrige Performance Excellence Program (2019).

Participants

The participants for this case study consisted of three leaders of a nonprofit organization located in Colorado who have successfully implemented strategies to recruit volunteers. Qualitative researchers look for specific individuals with rich knowledge and experience related to the study phenomenon (Knechel, 2019). Per the Walden Consulting Capstone (Walden University, 2019) requirements, the selected participants (a) were in a leadership position in the organization, (b) were at least 18 years of age, (c) were directly involved in the operation of the organization, and (d) had successfully implemented strategies to recruit volunteers. All selected leaders were required to sign a consent form before participating in the data collection process. I completed a DBA Consulting

Capstone project as a scholar-consultant. The DBA Consulting Capstone project requires that client organizations be vetted by Walden University administrators and faculty members prior to being assigned to the scholar-consultant.

After obtaining IRB approval, I gained access to the executive director (ED) of an assigned nonprofit organization in the Southwest region of the United States and established an initial relationship via emails and telephone calls. The relationship between a researcher and participants has a direct influence on the collection and analysis of data and the gradual development of understanding (Pinnegar & Quiles-Fernández, 2018). I was able to develop a working relationship with the participants over several weeks by learning about the organization and participating in monthly conference calls with the permission of my doctoral committee. The purpose of this qualitative single case study was to explore the different strategies that nonprofit organization leaders use to recruit volunteers. The participants of this study were volunteers who sit on the BOD, have worked directly in the recruiting process, and have assisted in developing strategic recruiting practices.

Research Method and Design

Research Method

I selected the qualitative research method because the purpose of this study was to obtain a comprehensive understanding of the strategies used by nonprofit leaders to recruit volunteers. Researchers use an appropriate research method as a way of obtaining outcomes that are both valid and reliable (Nimehchisalem, 2018). Qualitative research involves the use of approaches, methods, and a wide range of philosophies to obtain an in-depth understanding or explanation of the perceptions of others (Vass et al., 2017). Researchers who use qualitative methods obtain answers to what, how, or why questions concerning a phenomenon by performing interviews and observations and by reviewing the literature (Park & Park, 2016). I chose the qualitative method because it provided me with an opportunity to capture the diverse experiences and perspectives of the client nonprofit organization's leaders.

This study did not require the testing of an identified hypothesis, which confirmed the unsuitability of a quantitative method. Quantitative data are numerical in nature and can be transformed, added, and manipulated to obtain efficient displays of information (Bansal et al., 2018). The examination of the relationship between variables that are numerically measured and analyzed is not required for this study (Marshall & Rossman, 2016); therefore, the use of a quantitative method is not suitable for the purpose of this study. Johnson (2019) defined the mixed method approach as mixing or an integration of both the quantitative and qualitative components in a research study.

In a mixed method approach, both the quantitative data and the qualitative findings are combined to present the information obtained and provide a thorough understanding of the research (Stahl et al., 2019). Because this study does not require the use of quantitative data, the mixed method approach is deemed unsuitable. The goal of this study is to provide an in-depth, comprehensive account of the recruiting strategies used by nonprofit organizations to attract volunteers; therefore, I find that the qualitative method is suitable.

Research Design

To support my qualitative research method, I selected the single case study design to explain the relevance of a strategic recruiting process within a nonprofit organization. Yin (2018) defined research design as a guide that researchers use to get from one point to another. The research design is used to assists the researcher in avoiding the use of irrelevant evidence that does not provide an accurate answer to the research questions and allows the researcher to play the role of an investigator (Alpi & Evans, 2019; Yin, 2018). The single case study design was appropriate for this study because semistructured interviews were conducted to explain how and why a strategic recruiting process facilitates ongoing nonprofit organizational success.

For this single case study, members of the BOD from a nonprofit organization were interviewed to obtain company information based on their individual knowledge and experiences. Researchers commonly use the case study approach when conducting research as it involves real-life cases that are thoroughly investigated to identify and explore any details and complexities (Guetterman & Fetters, 2018). Ray (2015) added that a case study design can be useful when studying one person, a family, or a group of individuals. Case study designs depend on a variety of data sources such as observations, document reviews, interviews, and demonstrations (Haamann & Basten, 2019). In addition to conducting interviews, I reviewed company documents to obtain data about the company’s current recruiting strategies.

Qualitative case study researchers have the option of either a single case or multi-case design. Yin (2018) explained that the rational for designing case studies is to provide an explanation for occurrences that take place frequently in everyday situations. Researchers use single case studies to obtain a better understanding of a phenomenon or to test a well-known theory (Ridder, 2017). Researchers use multiple case study to acknowledge the uniqueness of each case rather than generalize or replicate the study (Ontong & Le Grange, 2018). In addition, multi-case studies tend to be time-consuming and require extensive resources because they require two or more cases to be examined, thus determining similarities and differences (Ridder, 2017). Single case design is appropriate for this study because it is less expensive and time-consuming than a multi-case study and allows the researcher to obtain a much deeper understanding of the topic.

In this study, data saturation was obtained by combining several methods of collecting data. Data saturation can be achieved by using multiple, relevant data collection methods and can ensure the validity of the results of the study (Fusch & Ness, 2015; Yin, 2018). The inability to reach data saturation is still a concern, regardless of which design is selected. Hancock et al., (2016) concluded that failure to promote transparency through sufficient data saturation can result in research that lacks trustworthiness. Fusch and Ness (2015) suggested that the depth of the data should be considered as there is no one-size-fits-all approach to research design. If the data obtained is rich, data saturation can be reached with as little as three participants. As a result, a single case study design with three participants was the appropriate choice for this study because the focus was an exploration of the lack of recruiting strategies as a common occurrence in nonprofit organizations.

Other qualitative design methods, such as grounded theory, phenomenology, and ethnography, were not considered appropriate for this study. Saunders and Tosey (2015) identified phenomenology and ethnography as qualitative research designs. Hayles et al. (2015) concluded that researchers use grounded theory when there is new information that needs to be developed and provide a clear understanding of social phenomena. In grounded theory, the data that is obtained is used to develop and make grounded the identified theory (Maher et al., 2018). The development of theories was not required for this study; therefore, the grounded theory design was deemed inappropriate.

My goal was to explore the strategies used by a nonprofit organization's leaders to recruit volunteers; the phenomenological design was deemed inappropriate for this study. Villa et al. (2018) defined phenomenology as a qualitative approach geared towards exploring how people interpret their own major life experiences and are suitable for complex and ambivalent concepts. Cardoso et al. (2017) defined ethnography as a process involving the discovering and describing of a culture. Providing an assessment of the values, beliefs, and behaviors of a selected group is not a requirement of this study, thus making the ethnographic research design inappropriate for this single case study.

Population and Sampling

Three leaders of a nonprofit organization located in Colorado were selected to be the population for this study. The three leaders were selected because of their extensive knowledge and experiences that were in keeping with the research question topic. Purposive sampling is a non-probability sampling method used by researchers who rely on their own personal judgment when making a sample selection from a population

(White et al., 2018). Ames et al. (2019) explained that purposeful sampling in qualitative research ensures an unbiased selection process.

Once the purpose of the research has been established, the next step is to incorporate purposive sampling so that a pre-determined target group can be obtained (Apostolopoulos & Liargovas, 2016). Qualitative researcher’s use purposive sampling to select participants who may be impacted the most by a specific matter (Valerio et al., 2016). I chose to use the purposive sampling method to select participants for my study. The selected participants were leaders of a nonprofit organization who were directly involved in the successful recruitment of volunteers. By using the purposive sampling method, I ensured that the selected participants had relevant and enough knowledge and experience needed to obtain the data required for my study.

A sample size of three nonprofit leaders who possess the skills and understanding was selected for this study so that the research question could be answered, and the general organization population can be represented. Qualitative researchers use the ability to obtain data saturation to determine the appropriate sample size needed for their study (Astroth & Chung, 2018). A sample size of ten or fewer participants could produce salient ideas if it is coupled with extensive probing (Weller et al., 2018). Small sample size should be maintained when conducting a qualitative study, and the focus should be on quality, not quantity (Hickey, 2016). The selection of three organizational leaders to participate in this study was enough to obtain data that is both rich and adequate to address the research question’s specific nature.

There is no pre-determined sample size in qualitative research or the availability of a statistical method that can be used to access the appropriateness of the sample size selected for the study (Gallo et al., 2018). However, Nazareno et al., (2017) asserted that sample sizes could vary from a minimum of two to a maximum of over fifteen hundred participants. Researchers justify sample size in qualitative research by the lasting significance of the study, and the quality and depth of the data analysis (Carmichael & Cunningham, 2017). Small sample size in qualitative research has been a topic of concern and discussion (Vasileiou et al., 2018).

In a qualitative study, researchers use data saturation as a measure to know when to stop collecting data and conducting analysis (Saunders et al., 2018). The most common method used as a criterion for data saturation is to apply sequential, semistructured interviews with open-ended questions (Nascimento et al., 2018). The type of responses and any repetitions are recorded by the researcher and recording stops when information becomes redundant and no new information is received (Nascimento et al., 2018). I conducted semistructured interviews comprised of open-ended questions, and documented the responses obtained from the participants using a recording device. As data are collected and analyzed, the researcher will notice the emergence of a theme, or themes, which will assist in determining the direction of the study (Ward et al., 2018). When researchers fail the reach data saturation, it is an indication that not all themes are included in the data, thus affecting the credibility of the findings in the study (Gallo et al., 2018).

The participants selected for this qualitative study all work for a nonprofit organization that was assigned through Walden University Consulting Capstone, are in a leadership role, and have the necessary ability and experience need to address volunteer recruiting challenges. Aldiabat and Le Navenec (2018) explained that the participants selected to participate in a study should possess broad knowledge and experiential base. Conducting semistructured interviews with a purposively selected sample of participants is an effective method used by researchers to collect data that is rich and significant to the study (Austin & Holt, 2017). To address the research question asked in this study, the participants selected met the needed demographic, educational, and experience requirement.

The nonprofit leaders selected as participants in this study include the ED, education director, and the foster care coordinator. The participants all agreed to participate in this study. Each participant participated in a semistructured telephone interviews in which information with depth and data that is significant to the research question was obtained. Blome et al., (2016) concluded that researchers use qualitative interviews to assess the participant's understandability, validate outcomes, and elicit more detailed information. Morales et al. (2019) add that qualitative in-depth interviews serve as a vehicle that participants can use to share their experiences and knowledge. Miller (2017) defined qualitative interviews as an established method used by researchers to obtain data that is rich and comprises of the everyday experiences relevant to the study. The interviews conducted in this study followed all ethical dictates and the confidentiality and privacy of the participants were protected throughout the process.

Ethical Research

While conducting a research study an effective researcher ensures that the highest ethical standard is always adhered to (Yin, 2018). The ethical and research standards, as set by the Walden University's IRB, were complied with throughout this research study. My IRB approval number for this study is 07-11-18-0754638. Figer et al. (2017) explained that the process of obtaining written, informed consent from each participant prior to the beginning of the research has become a universally accepted norm and serves as proof that the participants understand the purpose of the study. I received informed written consent from each participant. I sent the consent forms to the participants by email and received an affirmative response from each participant. Researchers should seek to obtain consent by means that minimize or eliminate the risk of coercion or undue influence (Largent & Fernandez Lynch, 2017). To avoid this risk, participants were not offered incentives for taking part in this study.

In addition to providing key elements of the research, participants should also be notified of their right to withdraw from participating at any time during the study (Othman & Hamid, 2018). While communicating with the participants during the study, I continued to reiterate their rights and their ability to withdraw from the study at any given time, should it become necessary. The rights of participants include the right to participate, the right to confidentiality, and the right to withdraw consent at any time (Chew-Graham et al., 2018). If a participant wants to withdraw from the study, they may contact the researcher or Walden University. All collected data that pertains to the withdrawing participant would be removed by the researcher and any requests to provide evidence of data removal would be provided to the participant.

Semistructured interviews of three leaders from my assigned nonprofit organization were conducted via telephone, we recorded, and served as the primary source of data for this study. IRB standards dictate that identity of the participants in a study should be protected and any data collected should be treated with the strictest of confidentiality (Hunter et al., 2018). An email was sent to each participant to schedule an interview time and to inform them of the anticipated length to the interview. Prior to beginning the interview, each participant was reminded that they have the right to review that data that is collected.

The participants were also reminded that their rights included a review of the interview transcripts, challenge any information recorded, redact any analysis of the interview, and withdraw from the study either partially or completely. Semistructured interviews allow the researcher to be flexible in terms of questions asked and allows the participants to discuss their experiences freely and in detail (Hall et al., 2017). An environment that fostered trust and respect was created during the interview process to encourage the participants to speak freely. Candela (2019) added that qualitative researchers use member checking as a means of ensuring and maintaining the validity of the study. Member checking was used in this study to validate the responses of the participants and ensure the credibility of the research.

Ethical concerns such as privacy, confidentiality, and anonymity are important when collecting research data and during the reporting stage (Ivey, 2017). Necessary precautions were taken to protect each participant's privacy and confidentiality during the interview process as well as the client nonprofit organization. The data obtained during the research process and information recorded from the interview process were safeguarded to ensure privacy and confidentiality. Confidentiality occurs when the identities of the participants in a study are known to the researcher, but the data obtained is de-identified to ensure the confidentiality of the participant's identity (Fleming & Zegwaard, 2018).

Information specific to the identity of the participants were removed from the study. Multiple precautions were taken to ensure that all information and data that could be used to identify the participants or the client organization were redacted from the research study. Such precautions included the use of a pseudonym (Participant A, Participant B, and Participant C) for each participant and the use of a different name to identify the coded transcripts. Non-electronic data and transcripts were scanned in a password-protected file on a password-protected computer and stored for 5 years. All confidential and identifiable data associated with this study will be permanently destroyed after 5 years.

Data Collection Instruments

The researcher acts as an instrument when conducting qualitative research by exploring, explaining, documenting, and storing data (Yin, 2018). In this qualitative, single case study, I was both the primary researcher and data collection instrument by conducting semistructured interviews and collecting documentary evidence. A researcher is responsible for extending the interview process, if necessary, to obtain information to further the acquisition of knowledge (Roger et al., 2018). Telephonic semistructured interviews, internal organization records, electronic communication in for form of emails, and my client's public website were used to obtain data. The objective of obtaining data was to explore the strategies that NPO leaders use to recruit volunteers.

One characteristic of a qualitative study is the collection of data via participant interviews (Barrett & Twycross, 2018). A semistructured interview is a common approach in qualitative research because the participant is asked questions that are specific to the core elements of the researched phenomenon (Barrett & Twycross, 2018). The information obtained from open-ended questions asked in an interview is not specific to any one type of study and can be used in either a quantitative or qualitative research (Rohrer et al., 2017). Hancock et al. (2016) referred to data saturation as the gold standard for quality quantitative research. Nascimento et al. (2018) explained that data saturation is important to determine that all necessary data has been obtained and is achieved when no new information is found.

Barrett and Twycross (2018) identified semistructured interviews as one of three core approaches used by qualitative researchers to collect information that is rich and deep. I used documents such as performance data, financial records, organizational structure data, historical documents, website information, and emails to collect and trustworthiness (Saarijärvi et al., 2019). Wilson et al. (2016) concurred that qualitative research involves collecting, analyzing, and interpreting data obtained from participants via data collection techniques such as individual interviews. Data from organizational documents and interviews were used to assess and analyze the company’s volunteer recruiting results.

Three basic techniques used in qualitative research to achieve data saturation are observation, semistructured participant interviews, and document analysis (Gallo et al., 2018). In addition to using interviews and data analysis, communication via email and telephone conference calls were used to ensure all necessary information was obtained. Once no new information was received, the point of data saturation was reached. My review of company documents included both current and historical data. I followed an interview protocol (see Appendix), using open-ended questions, when I conducted semistructured interviews. The purpose of qualitative research is to understand, interrogate, and deconstruct the information obtained throughout the study (Adams, 2019). The interview protocol included the research question and questions asked in the participant interviews.

Given the proximity of my client organization, I was limited to conducting telephonic interviews. The barriers of location, accessibility, and cost are easily overcome using the telephone to conduct interviews in qualitative research (AlKhateeb, 2018). An informed consent form was obtained and included a clause allowing for permission to record the interview. Each interview was audio-recorded, and each participant’s permission was requested prior to the start of the recording process. The analyze data as documentary evidence. Qualitative data is used to answer the research question asked in the study and is collected and analyzed by the researcher to ensure its recorded interviews were later transcribed. Interviews should be audio-recorded only if the researcher intends to transcribe the recording (Yin, 2018). Content analysis, of sources such as video and audio transcripts, provides an effective method of collecting information (Bowen et al., 2019).

Member checking was used to ensure the validity and reliability of the research. Qualitative researchers commonly use member checking as a means of maintaining validity and creating trustworthiness (Candela, 2019). The process of member checking entails providing the participants in the study with a summary of the data that was collected and requesting that they check them for accuracy (Candela, 2019). Naidu and Prose (2018) added that member checking is a method commonly used by researchers to verify the accuracy of the data once the collection and analysis process is completed. Participants were provided with a summary of the interview that included the main topics covered for member checking.

Data Collection Technique

It is important that a researcher detail, describe, and defend the data collection technique selected for a case study (Saunders & Townsend, 2016). Case studies could either be single or multiple, and factors such as location and time are often used by the researcher when determining which appropriate (Yin, 2018) is. The primary data collection technique used in this qualitative, single case study was semistructured interviewing. Company documents are a good source of specific data about a particular topic and can be used after an interview to expand on the collected data (Yin, 2016). The secondary data collection technique used in this single case study was documentary evidence.

A semistructured interview was advantageous to this study because it allowed for the collection of data from selected individuals who have successfully implemented strategies to recruit volunteers. Qualitative research allows researchers to use a variety of data collection techniques such as interviews, observations, document reviews, and surveys (Aksan & Baki, 2017). Kirac et al. (2017) recommended the semistructured interview technique because it is flexible and provides the researcher with information that is systematic and comparable. Semistructured interviews also provide the researcher with the opportunity to ask follow-up questions to seek clarification and details on key points (Shalhoub et al., 2017). Preset interview questions, as well as additional probing follow-up questions, allowed for clarification and the collection of more data.

Each semistructured interview took place over the telephone. Alsahafi and Shin (2017) identified two advantages of conducting semistructured interviews by telephone: participants easy to reach and data are collected economically. Farooq and de Villiers (2017) identified other advantages of conducting telephonic interviews, such as the ability to connect with participants who may be physically disabled. Other advantages of using telephonic interviews include being less costly in terms of time and finances, and the ability for participants to easily cancel or reschedule should they become busy (Farooq and de Villiers). There are, however, disadvantages to telephone interviews, such as the inability to see nonverbal indicators, which would need to be given consideration (Rosenthal, 2016). Any changes in tone and speech were noted and used as cues to ask clarifying and additional probing questions. By listening for verbal cues such as changes in tone or speech patterns, I was able to determine if a participant was not sharing information based on their personal experience or perspective.

Glenn and McCormick (2017) identified transference as a disadvantage of conducting semistructured interviews because the participant becomes emotionally attached to the interviewer, thus providing responses that they believe the interviewer wants to hear rather than give an honest response. During the semistructured interview, I paid close attention to the participant responses for signs of transference. Oplatka (2018) explained that when conducting semistructured interviews, researchers should pay close attention to building trust and rapport with participants, thus creating a comfortable atmosphere where information is easily shared.

By ensuring that the participants were at ease, providing them with information about the interview process, and allowing them to speak freely, trust was developed and maintained. The interview process was managed by paying close attention to indicators from the participants, such as stress in their voice or being uncomfortable answering certain questions. Any indication of stress or discomfort was addressed immediately so that the interview process could continue. If the matter was not able to be addressed immediately, the participants were given the option to reschedule the interview for another day. The participants did not express any issues or concerns during the interview process.

In addition to conducting interviews, data can be obtained by collecting and analyzing documents (Colorafi & Evans, 2016). Documentary evidence in the form of financial records, company structure documents, emails, website information, and company performance data was collected and analyzed as the secondary form of data collection technique. An advantage of reviewing organization documents is the ability to corroborate and augment evidence, thus adding to the validity and reliability of the study (Yin, 2018). To facilitate a deep data collection process to address the research question, qualitative researchers should conduct interviews and analyze collected documents (Marshall & Rossman, 2016). Qualitative researchers use interviews, documentary sources, data analysis, results, and findings to obtain rich deep data (van den Berg & Struwig, 2017). However, a notable disadvantage of reviewing organization documents is the inability to gain access to company documents so that a detailed review can be done is a notable disadvantage (Yin, 2018). Company documents and interview data were assessed and analyzed to obtain rich deep data that addressed the research question.

Researchers use member checking to find out from participants what information from an interview is correct by giving them a summarized copy to review (Marshall & Rossman, 2016). Brear (2019) explained that the member checking process involves four stages: independent thinking, hearing of the findings, appraisal of the findings, and final representation negotiations. Member checking was used as a part of the data collection technique process as a means of validating the data obtained from the participants. Candela (2019) argued that member checking ensures that the voice of the participant is represented accurately. The member checking process included providing the participants with the opportunity to review and make changes, if needed, to a summary of the data that was collected during the interview process. The participants in this study received a summary of the interview in an email so they could verify the accuracy of the data.

Reviewing and eliminating inaccurate data in the member checking process adds to the validity and reliability of the study.

In addition to conducting interviews, data can be obtained by collecting and analyzing documents (Colorafi & Evans, 2016). Documentary evidence in the form of financial records, company structure documents, emails, website information, and company performance data was collected and analyzed as the secondary form of data collection technique. An advantage of reviewing organization documents is the ability to corroborate and augment evidence, thus adding to the validity and reliability of the study (Yin, 2018). To facilitate a deep data collection process to address the research question, qualitative researchers should conduct interviews and analyze collected documents (Marshall & Rossman, 2016). Qualitative researchers use interviews, documentary sources, data analysis, results, and findings to obtain rich deep data (van den Berg & Struwig, 2017). However, a notable disadvantage of reviewing organization documents is the inability to gain access to company documents so that a detailed review can be done is a notable disadvantage (Yin, 2018). Company documents and interview data were assessed and analyzed to obtain rich deep data that addressed the research question.

Researchers use member checking to find out from participants what information from an interview is correct by giving them a summarized copy to review (Marshall & Rossman, 2016). Brear (2019) explained that the member checking process involves four stages: independent thinking, hearing of the findings, appraisal of the findings, and final representation negotiations. Member checking was used as a part of the data collection technique process as a means of validating the data obtained from the participants.

Candela (2019) argued that member checking ensures that the voice of the participant is represented accurately. The member checking process included providing the participants with the opportunity to review and make changes, if needed, to a summary of the data that was collected during the interview process. The participants in this study received a summary of the interview in an email so they could verify the accuracy of the data. Reviewing and eliminating inaccurate data in the member checking process adds to the validity and reliability of the study.

Data Organization Techniques

The data organization techniques used in this study included a reflective journal to keep track of telephone conversations and personal thoughts, and an electronic filing system that was created to track and store electronic data such as client emails. Bashan and Holsblat (2017) recommended the use of a reflective journal as not only an important tool to collect qualitative research data but also to provide an opportunity for the researcher to self-reflect, thus becoming aware of personal feels and positions on the topic of study. Yin (2018) suggested the use of electronic files that would serve two purposes: (a) Preserve the data collected and make them easily retrievable, and (b) Increase the reliability of the case study by having the collected data compiled in a separate and orderly manner.

Participants were given pseudonyms, and the client organization was given a fictional name to ensure confidentiality throughout the case study. Transcriptions of the notes from the audio-taped interviews for each participant, journal notes, and participant consent forms were stored in a separated and secured file. Data pertaining to the client organization was stored in a secured electronic file under the fictional name created to identify the company. The data was managed on a Windows operating system, using Microsoft Office products, and stored in a locked file on a thumb drive. The collected data will be kept for 5 years after the case study completion per Walden University and IRB requirements. The stored data will be permanently destroyed after 5 years.

Data Analysis

As the primary data collection instrument, I performed all the interviews conducted in this study and analyzed all the collected organization documents. Tenório et al. (2017) concluded that methodological triangulation allows researchers to use multiple sources to collect and analyze data. Methodological triangulation was used to ensure that the data analysis process and the results obtained were both credible and reliable. Methodological triangulation could be used to make the credibility level of a case study stronger (Yin, 2018). Abdalla et al. (2018) concluded that triangulation allows the researcher to use multiple methods of obtaining data, thus making it easier to identify potential flaws in any one method and contribute to the trustworthiness of the phenomenon. Ashour (2018) argued that methodological triangulation can be used as an alternative approach to reduce common research issues such as bias. By conducting a thorough analysis of the themes derived from participant interviews and evidence from client documents, rich and detailed themes were developed.

To facilitate the qualitative data analysis of this study, Yin’s 5-step process was followed, thus allowing for the use of various techniques. The 5-step process encompasses compiling, disassembling, reassembling, interpreting, and concluding data

(Yin, 2018). The data obtained from each participant during the interview process was properly coded and recorded. The coding process is used to generate categories and themes (Dunn et al., 2017). An Excel spreadsheet was used to track and color-code identified themes and outliners. Qualitative researchers use coding to connect the collection of the data phase to the analysis of data phase in a study (Rogers, 2018). Delgado-Herrera et al. (2017) concluded that the goal of transcript coding is to organize and catalog the information collected from participants in an interview. Coded themes were derived from the responses given from the participants and said responses were also transcribed.

After applying methodological triangulation, thematic analysis was used to analyze the data. Sundler et al. (2019) explained the goal of thematic analysis as gaining a thorough understanding of the meaning of patterns derived from data taken from participant interviews. The thematic analysis process for this study included using the data obtained from the interviews, organizing the meaning of the data so that patterns and themes begin the form, and interpreting the patterns and themes in a manner that can be easily understood. The computer software application NVivo was incorporated into the analysis process to facilitate the development of themes and codes. Yin (2018) identified NVivo as a popular qualitative data analysis software. Yin also identified the advantage of using data analysis software such as NVivo as a tool that researchers can use to code data obtained from interviews or documents. Feng and Behar-Horenstein (2019) explained that NVivo uses features such as text search, word frequency, and matrix coding to conduct qualitative data analysis. The conceptual framework SHRM, in addition to current research data, was used to identify key patterns and themes that contributed to organizational leadership recruiting strategies in nonprofit organizations.

Reliability and Validity

To ensure the accuracy of the data being delivered in a study, methods such as reliability and validity are used in the research process. Qualitative researchers use the elements of reliability and validity to provide proof of the quality of the information that is provided in the study (Hayashi et al., 2019). Olson et al. (2016) added that researchers use reliability and validity to establish the credibility of the study. Abdalla et al. (2018) ascertained that the quality of qualitative research is dependent on the incorporation of the following criteria: dependability, credibility, transferability, and confirmability throughout the study

Reliability

Researchers use reliability as evidence of the accuracy of the results of their study (Gökmen et al., 2017). V. Anderson (2017) added that reliability is an essential element used by researchers to ensure research quality and provide proof that the data provided is trustworthy, credible, and dependable. Chandra and Shang (2017) stressed the importance of developing effective research methods and processes, thus producing reliable data. Techniques effective in producing reliable data include interview protocols, data collection methods, data analysis, and data validation methods (Chandra & Shang, 2017). Quality interview data could be obtained if the researcher uses a reliable interview protocol (Yeong et al., 2018). An interview protocol was established to conduct each interview in this study (see Appendix). Conducting interviews is essential to collect valuable evidence in a case study (Yin, 2018). The data collected from the participant interviews were analyzed and coded thoroughly.

Through member checking, the researcher and participants come to a mutual understanding and agreement regarding the interpretation of the collected data, thus ensuring its reliability (Caretta & Pérez, 2019). The participants were provided with a synthesized version of the interview transcripts of the interview via email. Each participant was given the opportunity to review my analysis and interpretation of their respective interviews and provide confirmation, make necessary changes, and/or redact any information. Any requests to make changes or redact the collected and analyzed data were fulfilled. To ensure the reliability and dependability of findings of this study, a reflective journal was used to record any changes, decisions, or thoughts. In addition, member checking was used to confirm the accuracy of interview transcripts and a coding system was created to minimize the possibility of errors and biases, thus increasing the overall reliability, credibility, and dependability of the study.

Validity

Through credibility and trustworthiness, researchers can develop rigor within qualitative research (Stewart & Gapp, 2017). Processes such as member checking, data saturation, interview protocols, and methodological triangulation were used in this study to address confirmability and credibility. Credibility can be established by using various techniques such as member checking resulting in qualitative research that is trustworthy (Liao & Hitchcock, 2018). By including member checking in this study, the level of accuracy of the collection of participant data and analysis process was increased and the potential for researcher bias was decreased. Member checking is a method commonly used by qualitative researchers to maintain the validity of the study (Candela, 2019). McInnes et al. (2017) added that member checking can be used to establish credibility. Member checked data and analysis were used in this study to obtain accurate information, thus establishing credibility.

Developing effective research methods and processes is critical if researchers expect to produce analysis and results that are of sound quality (Kelly, 2017). A single case qualitative study was conducted, and the requirements of qualitative research were followed to ensure that the results obtained were reliable and valid. By developing and implementing qualitative research processes such as methodological triangulation, member checking, and data saturation, the confirmability and transferability of the study were addressed. Participant interviews were transcribed to ensure the accuracy of the documented and analyzed data. Each participant was provided with a synthesized version of the transcribed interview so that it could be reviewed and corrected if necessary. Participants were also provided with the developed coded analysis of their individual interviews. In addition to analyzing the coded interviews, documentary evidence was also reviewed until no new themes were found.

Confirmability of the results of the study was conducted through performance analysis and documented in Section 3. McInnes et al. (2017) explained that researchers use accurate data to represent the information obtained from participants to establish confirmability of the study. The use of triangulation of various sources and perspectives is another way to obtain confirmability (McInnes et al., 2017). Triangulation occurs when researchers use multiple approaches and data sources to increase the dependability and credibility of the study (Whitmore et al., 2019). Lodhi (2016) argued that methodological triangulation is used to reinforce the validity of a research study, thereby increasing its credibility. Smith (2018) noted that researchers can benefit from data triangulation because it assists in the production of a study rich and thick in contextual data and facilitates an increase in the level of credibility. Methodological triangulation was used to address and enhance the validity of this research.

An interview protocol, data collection process, data analysis process, member checking, and methodological triangulation were used to ensure data saturation in this study. Information was obtained from interviewing three members of the BOD of a nonprofit organization to reach data saturation. Nascimento et al. (2018) referred to data saturation as a form of validation because of its relation to the results of the research study. By not attaining data saturation, researchers risk decreasing the quality of the research, thus negatively impacting the overall validity of the study (Fusch & Ness, 2015). When a researcher is unable to obtain new data, new themes, and new coding data saturation has been achieved (Gallo et al., 2018). By asking set interview questions and following-up with probing questions, thick rich data was obtained for this study. New questions were asked, and data analysis continued until no new information and themes were obtained.

Transition and Summary

A detailed view of this qualitative single case study was presented in Section 2. Important segments of the study were included in this section, where the Role of the

Researcher and the primary data collection instrument were identified. Ethical principals were upheld throughout the study, and the comfort level of the participants was considered in addition to ensuring that they had a clear understanding of the interview process. Once IRB approval was obtained, participants were provided with an informed consent form and an interview protocol was developed and implemented. Participants took part in semistructured interviews that were conducted over the telephone, in addition to organization document reviews. Member checking and document review were used to ensure and enhance the reliability and validity of the study.

Section 2 also included an explanation of why participant input was necessary and provided lived experiences to facilitate a view of the phenomenon through the lens of the participants. Three members of the BOD of a nonprofit organization were selected due to their contribution to the implementation of strategies used to recruit volunteers. Each participant had been with the company for more than 5 years and had sufficient experience and knowledge to provide accurate information about the business problem. To ensure confidentiality, numerical codes were assigned to each participant and data saturation was reached when no new information could be obtained. An explanation of coding and theme identification as they relate to qualitative research analysis was also provided in Section 2.

In Section 3, an outline of the Client 1 organizational profile is provided. The following areas are also discussed in detail: leadership, strategy, customers, workforce, operations, measurement, analysis, and knowledge management. Section 3 is concluded with a presentation of the findings of the study and recommendations for further research.

Section 3: Organizational Profile

The purpose of this qualitative single case study was to explore strategies nonprofit organization leaders use to recruit volunteers. Client 1, a pseudonym, is a 501(c)(3) virtual nonprofit organization that is solely managed and operated by volunteers. The goal of Client 1 is to provide support to disadvantaged children in China, Kenya, and Thailand in the form of education, nutrition, a home-like environment, and medical care. Client 1 includes a BOD and approximately 30 volunteers located globally. Their goal is to meet the needs of disadvantaged children, which they achieve by implementing strategic objectives and the production and sale of products. Client 1 leaders can provide much-needed community assistance through a combination of donations, online product sales, and grassroots fundraising efforts.

In 2018, Client 1 obtained 100% of its revenue from contributions, gifts, and grants. Additional revenue was obtained from earned revenues and fundraising events, resulting in gross revenue of $146,000. Client 1 can utilize this revenue to fund programs that focus on areas that include medical, nutrition, education, and shelter. The principle that all children, regardless of location, are essential and should have access to basic educational, nutritional, medical, and housing needs was embedded into the programs. In addition to providing much-needed assistance to children in China, Kenya, and Thailand, Client 1 also supports orphanages and schools in over 25 other countries.

Key Factors Worksheet

Organizational Description

Client 1 is a nonprofit organization located in Colorado. The focus of the leadership team at Client 1 is to provide orphaned and impoverished children worldwide with needed access to health care, education, shelter, food, and clothing. Established in 2002, Client 1 has since grown to become a 501(c)(3) nonprofit organization. Client 1 offers products in the form of blankets, shoes, and sandals for sale on its website to the public. The organization's leadership and members also conduct fundraising events and seek partnerships with businesses locally and globally.

Client 1 relies on volunteers who provide holistic care to orphaned and impoverished children in China, Kenya, and Thailand. Established in 2002, Client 1 came about when two mothers identified the need to do something to help the tens of thousands of disadvantaged children in poverty-stricken areas of the world. The mothers' growing need to make an impact resulted in the purchase of fleece to make the first of thousands of blankets and shoes that squeak when worn by children, which provided funds needed to help disadvantaged children. In addition to selling blankets and shoes, the leadership has developed the business to also include building homes, providing food, making medical care accessible, improving school systems, and bringing much-needed hope to impoverished children worldwide.

Client 1 is a 501(c)(3) organization that is managed and operated by volunteers. Volunteers do not receive payment for work done. Client 1 has over 30 individuals worldwide working to achieve one common goal: to help Client 1 achieve its mission of caring for orphaned and destitute children on a global scale. Client 1 obtains funding via the sale of products online, generous donations, and grassroots fundraising efforts. Client 1 is 100% operated by volunteers; therefore, it has been relatively easy to keep administrative costs lower than 5%, which speaks highly about the level of fiscal accountability. Client 1 can keep administrative costs low because it does not have paid staff and relies on volunteers. Table 2 illustrates Client 1's programs and the associated services offered by each program.

Table 2

Programs for Children in Need

Category	Program and associated services
Education	• School for Girls: Provides uniforms, shoes, socks, daily lunch, bus fare, textbooks, and school supplies (backpack, notebooks, pens, pencils, etc.). • School for the Deaf: Provides uniforms, school supplies, and tuition fees. • Project Book Bag: Puts books in the hands of needy orphans, provide textbooks and backpacks to school children in need. • Trade school: Provides an opportunity for four top-performing deaf students from Humble Hearts School to study a trade of their choice; provides tuition, room, and board, spending money, transportation, books, and supplies.
Medical care	• Well-child exams: Provides physical exams, eye exams, hearing tests, vaccinations, purchase needed eyeglasses, and hearing aids. • Surgeries: Provides needed surgery for impoverished children with cleft lips and palates that prevent them from getting proper nutrition; ensures children in need have access to quality medical care; provide life-saving surgery to the neediest.
Nutrition	• Meal program: Provide needed food for hungry children; ensure children have access to fruits, which can provide vitamin C and other vitamins and minerals that strengthen the immune system and aids in cognitive development. • Self-sustaining nutrition program: Used to purchase chickens in Africa to develop an egg and chicken program that can provide needed money and purchase yaks in China to sell. Yaks also provide schools with milk, cheese, yogurt, and hair for blankets and clothes. Used to purchase cows in Africa to provide milk for sale and nourishment. • Vitamins: Ensures access to nutritionally dense foods; provides bottles of multi-vitamins to help supplement the nutrition of orphaned children in China and Kenya. • Nutrition program: Provides orphans in China with liquid and chewable vitamins to ensure they grow up healthy and strong.
Shelter/Caregiving	• Project A: Provides orphanages in China with bouncy seats that provide needed stimulation by getting them out of their cribs. • Project B: Removes wooden cribs that can be contaminated with toxins and painted with lead paint and replaces them with stainless steel cribs in China. • Angel Cottage: Provides deaf and orphaned children with the opportunity to attend school, receive three meals a day, and a safe place to live.
Child sponsorship	• Orphaned and impoverished children can receive sponsorship through various programs

Since 2002, Client 1 has sold over 2,060 blankets and 13,000 pairs of shoes and has added other innovative products to its inventory. Client 1 has placed its focus on orphanages and schools in China, Kenya, and Thailand. All the profits from product sales go to support disadvantaged children in those areas and other locations. Client 1's goal is to provide children with education, nutrition, medical care, and a home-like setting needed to grow and thrive. To date, 95% of donations received directly benefit the children of the various programs within the organization. Table 3 illustrates a breakdown of the variety of funding sources used by Client 1's leaders to ensure the organization can provide services to children in need.

Table 3

Revenue Sources

Funding source	2015	2016	2017	2018
Grants and contributions	$83,241	$86,199	$66,031	$63,429
In-kind donations	$23,581	$112,232	$59,294	$29,964
Earned revenues	$3,736	$2,399	$953	$3,035
Fundraising	N/A	N/A	N/A	$3,365
Travel	N/A	N/A	$2,275	N/A
Total income	$110,558	$200,830	$128,553	$99,793

Organizational Environment

The organizational environment assessment of Client 1 includes a summary of the main product offerings, mission, values, workforce (volunteers) profile, assets, and regulatory requirements.

Product Offerings. Client 1 offers various products that include shoes, sandals, fleece blankets, wooden purses, Kenyan baskets, cards, aprons, books, gift cards, holiday gift sets, and angel tree ornaments. The shoes and sandals are not only fun for children but act as motivation for toddlers learning to walk and help parents to keep track of their children because of the sound they make with each step. The blankets are single or double layers, and for each one sold, a child in need receives one. The greetings and holiday cards portray pictures designed by students from a school for the deaf located in Nairobi, Kenya. The students learned the art of block printing in a unique art workshop taught by a volunteer. The aprons are available in adult and children sizes, and gift cards are available for donation in someone's name.

Mission, Vision, and Values. Client 1's mission statement includes providing holistic care to children around the world who are orphaned and impoverished. Client 1's mission centers on the belief that all children deserve and should have access to quality education, nutrition, shelter, and medical care. Client 1's vision statement encompasses creating an environment that fosters the empowerment of orphaned and impoverished children worldwide, thus providing them with the tools and resources necessary to break the poverty cycle in communities worldwide. Client 1's values statement includes the development and promotion of an environment that is healthy and safe, thus resulting in the growth, independence, and empowerment of children who grow into adults and can successfully break the poverty cycle for future generations.

Workforce Profile. Client 1 leadership uses 30 volunteers to facilitate organization programs, operations, and business strategies. The BOD determines the positions, functions, and responsibilities needed to ensure a productive workforce. Positions within Client 1 include education director, medical director, nutrition director, shelter director, and administrative staff. Client 1 does not require a minimum education level to volunteer. Key driver characteristics of Client 1 volunteers include work experience, in addition to previous volunteering experience. Since its establishment in 2002, new positions within Client 1's organization have emerged along with steady company growth. The organization started in 2002 with two people and now has seven members on the BOD, 13 key positions, and 30 volunteers.

Assets. Client 1 is a virtual organization and does not maintain a facility or equipment that would be classified as assets. Items for sale, personal computers used for business, and office furniture may be considered forms of assets for this purpose. Client 1's website is a specific technological asset that is a secured online platform used to provide necessary information about the organization. Also, the website allows interested parties to submit donations, express interest in volunteering, give feedback, and review financial records. The public can find information about existing new programs, upcoming events, and news about the contributions made by the organization to meet the company's mission.

Regulatory Requirements. Client 1 leadership is required, by the Internal Revenue Service (IRS), to file a Federal 990, Exempt Organization Business Income Tax Return every year. Also, the leadership much file a state-mandated Certificate of Service and Certificate of Good Standing to identify the company as a limited liability company (LLC) that has met all statutory requirements and is legal to operate within the United

States.

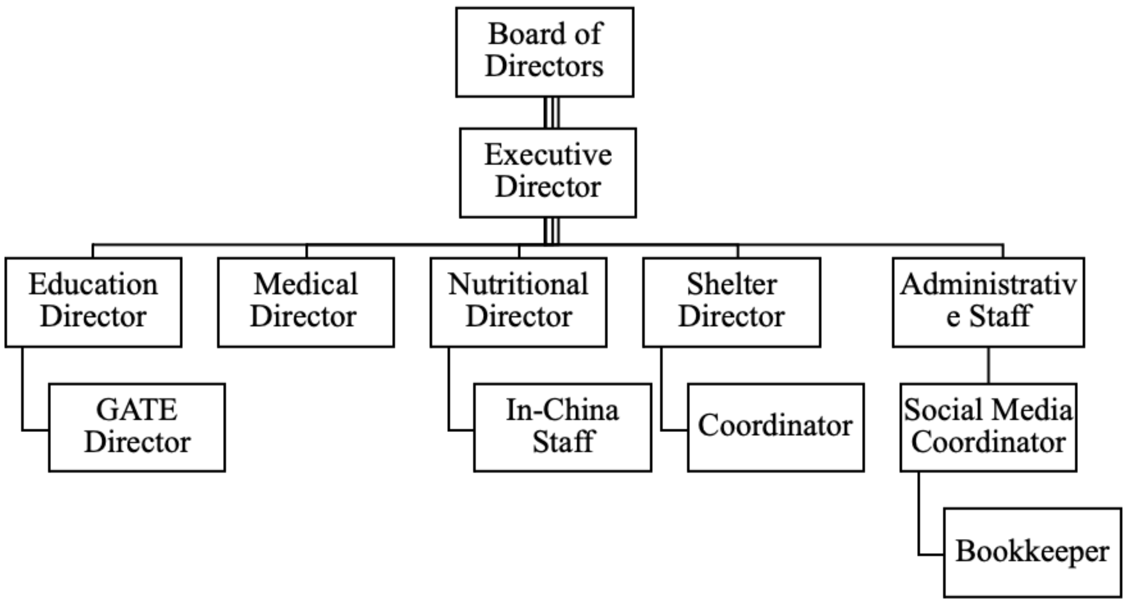
Organizational Relationships

The organizational relationships associated with Client 1 include the organizational and governance structure, customers, key stakeholders, suppliers, partners, and collaborators. Client 1's leadership is responsible for establishing structures and processes that ensure the vital organizational relationships integrate effectively with the execution of the company's mission.

Organizational Structure. The Client 1 organizational structure (Figure 1) is as follows: a seven-member BOD, one ED who reports directly to the BOD, and 14 essential volunteers. They report directly to the ED. The members of the BOD live across the United States and possess a variety of experiences, skills, and competencies that assists in an efficiently run company equipped to meet the outlined vision and mission. The responsibilities of Client 1's BOD include financial, personnel, fundraising, programs, and legal responsibilities. Once a month, the BOD conducts a virtual meeting to discuss action plans, evaluate existing strategies, determine fundraising strategies, and outline objectives.

Figure 1

Organizational Structure



Customers and Stakeholders. The primary customers of Client 1 are the children in China, Kenya, and Thailand who are homeless, poverty-stricken, in need of medical attention, and unable to obtain an education. Client 1 uses the company website and social media to share information about the services and programs offered. Table 4 illustrates Client 1's program expenses from 2015 to 2018. At the time of this study, Client 1 did not have 2019 data available. This lack of current data is an opportunity for improvement for Client 1 leaders to have an accurate idea of areas that need to be addressed. Client 1's stakeholders include donors, anyone willing to donate, companies willing to offer grants, and business leaders willing to donate either funds or products or a combination of both.

Table 4

Program Expenses

Programs	2015	2016	2017	2018
Education	$41,256	$38,427	$48,750	$24,270
Nutrition	$8,710	$19,395	$7,041	$8,410
Shelter	$2,271	$9,103	$3,926	$1,175
Medical	N/A	$267	$1,500	$200
Other program expenses	$1,302	$1,395	$531	$289
In-Kind donation used	$23,581	$112,232	$60,934	$29,964
Fundraising	$2,562	$2,545	N/A	$271
Travel	N/A	$4,429	$4,687	$373
Administrative expenses	$3,156	$2,900	$3,894	$2,279
Total Expenses	$82,838	$128,553	$127,980	$67,230

Client 1 leadership is required, by the IRS, to provide businesses who make donations more than $75 reports throughout the year to show how funds and products are utilized to meet to company's goals and accomplish its mission statement. Other key stakeholders include the BOD, volunteers, partners, suppliers, and the community. Table 5 outlines the key customers' and stakeholders' requirements for Client 1.

Table 5

Key Customers and Stakeholder Requirements

Key Customers	Key Requirements	Alignment
Orphaned and impoverished children in China, Kenya, and Thailand	Provide holistic care in the form of quality education, nutrition, shelter, and medical care	Review of key strategies that align with the company's mission, vision, and core values promotes a safe and healthy environment that allows children to grow
Key Stakeholders	*Key Requirements*	Alignment
Board of directors	Accountable for mission, vision, and values, financial oversight, strategy approval, program development, policies and procedures, and adherence to local and federal laws	Ensure the organization's mission is met by developing, implementing, evaluating, and monitoring organizational strategies.
Workforce	Leadership that is knowledgeable, skilled, and supportive, safe working environment, advancement opportunities	Ensure that activities and processes align with the organization's mission, support staff, and volunteers.
Partners	Collaborate to build a significant working relationship by providing basic needs, valuable training, offer other services and provide financial support.	Develop and maintain a significant working relationship; evaluate the impact of the relationship on the mission of the organization.
Community	Collaborate with members to assist existing clients, and to identify potential clients, provide financial support, provide volunteer resources.	Develop and maintain a significant working relationship with community members, discover opportunities to strengthen community involvement

Suppliers and Partners. Client 1 leadership focuses on organization efforts on children who are orphans and impoverished. Client 1 leaders consider anyone willing to donate with funds or products to assist these children as suppliers and partners. Client 1 sees donors as a critical part of the organization as the funds and products are essential to keep the organization running. The needs of the organization determine what type of business the leader's approach for donations. Client 1 leaders use a combination of phone calls and emails to communicate with organizations when seeking donations due to the worldwide efforts of the company.

Organizational Situation

The following subsection includes a review of Client 1's organizational situation, competitive environment, strategic context, and the performance improvement system used to maintain a competitive advantage.

Competitive Environment

As stated in the Baldrige Excellence Framework (Baldrige Performance Excellence Program, 2019), some nonprofit organizations compete with other nonprofit organizations for critical components such as volunteers, financial resources, visibility within the community, and media coverage. Nonprofit leaders must have a clear understanding of their competitive environment if they intend to establish and maintaining a competitive advantage and organizational sustainability (Baldrige Performance Excellence Program, 2019). Client 1 leaders could use this understanding of their competitive environment to develop an effective strategy that can be used to improve the sustainability and competitiveness of the organization.

Competitive Position. Client 1 utilizes a combination of time and professional experience from its leaders and local volunteers within the community to ensure they make a positive social impact. Client 1 leaders partner with other organizations with common goals. In Kenya, Client 1 is partnered with a local school and provides needed support. Client 1 leaders compete with other nonprofit organizations with similar missions of helping impoverished children. The leadership of Client 1 typically compete for funding, volunteers, and skilled members to join their BOD. While Client 1 is a small virtual charitable organization, it is also a long-standing nonprofit entity that is supported by local, state, and federal agencies. Client 1 also obtains funds by conducting fundraisers and seeking donations from organizations within the community and through product sales on the company website.

Topaloglu et al. (2018) identified declining governmental support, an increase in nonprofit organizations, and the entrance of for-profit companies into markets typically served by nonprofit organizations as competitive pressures felt by nonprofit leaders. As noted in GuideStar (2020), in the state of Colorado, where Client 1 is located, 64 NPOs provide services in China, 62 NPOs provide services in Kenya, and 16 NPOs provide services in Thailand. Also, GuideStar noted that there is a total of 4,493 NPOs in China, 1,446 NPOs in Kenya, and 575 NPOs in Thailand. While Client 1 may compete with other nonprofits for funding and volunteers, the leaders have identified clients who do not receive assistance from other nonprofit organizations to eliminate potential competition.

Competitiveness Changes. Client 1's leaders have not identified any upcoming competitive changes. A critical change that could affect the competitiveness of Client 1 is the advancement of technology, which makes finding job opportunities easier for volunteers. This rapid availability of other volunteer opportunities could result in a lack of commitment to the organization. An increase in the number of nonprofits entering the landscape is another competitive change that could affect Client 1 in terms of the availability of funding. According to the National Center for Charitable Statistics (2020) there are 1865 reported nonprofit organizations in the same state as Client 1. A potential increase in nonprofit competition can increase competition for limited resources. In addition to competition from other NPOs, Client 1's leaders may have to contend with the challenge of changes in grant funding and a lack of resources hurting their ability to meet the organization's mission.

Client 1 leaders may have to contend with unpredictable and inconsistent funding, thus resulting in an inability to provide services to their clients. Client 1 leaders use the advancement of technology to their advantage to be aware of increases in competition and to find an innovative way of increasing resources and funding so that they can remain effective in meeting the company's mission. The operation of Client 1 is entirely virtual; therefore the leadership team could benefit from keeping a close eye on technological and innovative changes, and the impact said changes could have on the strategic goals of the company. Additionally, Client 1 leaders must seek to increase stakeholder and partner relationships by discovering new opportunities to improve upon collaborative engagement activities.

Comparative Data. Client 1 leaders do not make use of comparative data about the company's operation and performance. The lack of use of comparative date is due to the unavailability of specific data from other human services NPOs. Client 1 leaders identified a lack of time and resources as contributing factors in the difficulties they experienced in obtaining the data needed to make an external comparison. However, GuideStar (2020) identified 9 NPO's, in the same region that Client 1 is based, that provide services to impoverished and homeless children in Kenya.

GuideStar also identified 5 NPO's that service children in need in China, and 4 NPO's that service disadvantaged children in Thailand. All 9 NPO's are also based in the same region as Client 1. GuideStar, however, did not provide data that could be used to compare techniques for fund-raising efforts, grant-writing, or assistance. Client 1 leaders could incorporate program survey data, year to year comparisons, standard performance measurement tools, quality indicators, quality-management framework assessments, and financial measures to obtain the data needed to conduct a thorough assessment. Client 1 leaders, however, use internal historical data for comparative purposes to determine any progress in organizational performance, goals, and accomplishments.

Strategic Context

The strategic challenges for Client 1 include the fact that the organization operates virtually, thus making it impossible to have a hands-on approach when building and developing relationships. Another challenge is the fact that countries outside of the United States are the central communities that benefit from Client 1's programs. Client 1 leaders must contend with different time zones and language barriers that can hinder effective communication. Communication with these communities is limited to telephone calls and emails. Client 1 leaders currently rely on feedback from a sole volunteer stationed locally to determine if goals are met. The challenges faced by Client 1 leaders could be mitigated if they consider increasing the number of volunteers in the countries that they service. The more assistance the leaders have in these areas, the more information they will receive in the form of feedback, ideas, and suggestions. In addition, Client 1 leaders could have a designated liaison stationed state-side, who is also fluent in the language spoken in the assigned country to keep the communication going and relay information back to the BOD.

The key strategic advantage for Client 1 is the advancement of technology that allows them to keep in touch and make contact when needed to exchange information and obtain feedback. Another advantage is the lack of overhead expenses that would be associated if Client 1 operated from a traditional office building. Operating virtually lowers operating expenses, thus allowing for funds to be channeled elsewhere. Client 1 senior leaders must cope with a workforce that is dispersed geographically. The workforce operates remotely across the United States and in the countries where the company provides services. Some disadvantages of having a remote workforce include a lack of effective organizational strategic planning, lack of resource planning, lack of employee engagement, lack of company growth, ineffective operation, and lack of sufficient financial planning. The leadership at Client 1 sees a remote workforce as a challenge. Still, the leaders at Client 1 uses it as an opportunity to ensure that new and existing members are committed and dedicated to supporting the mission of the company. Client 1 leaders consider partnerships, growth potential, innovation, services offered, and company reputation for being critical components of the organization's strategic advantage.

Performance Improvement System

Client 1 leaders report to the BOD monthly to discuss existing programs, progress reports, and the implementation of new programs. Client 1 does not have a process in place to monitor and assess performance, nor is there a process in place to assess performance improvement. While there is no formal performance improvement system in place, Client 1 leaders discuss the existing program and process during their monthly meetings to determine if there is progress or if changes need to be made. This discussion is one way that the leaders conduct an evaluation and to give those involved an opportunity to make suggestions on improvements that can be made.

In addition to monthly meetings, Client 1 leaders conduct individual conference calls to members to perform performance evaluation. Leaders check up on members to see how they are doing performance-wise, and members can voice any concerns they may have or address any issues that may be preventing them from performing their duties. Members are encouraged to give feedback, share ideas, and make suggestions. Client 1 leaders also obtain feedback from key stakeholders and use this information to gauge their performance and identify areas that need improvement.

Leadership Triad: Leadership, Strategy, and Customers

Leadership

Senior Leadership. Client 1 maintains a seven-member BOD and one ED, who makes up the leadership triad. The ED is the senior leader and monitors the operation daily. Together, the ED and BOD develop the mission, vision, and values of Client 1, with the BOD having final approval. The mission, vision, and values were updated 3 years ago and are reviewed by the ED and BOD annually. The leadership of Client 1 pays close attention to their daily actions to ensure the organization demonstrates legal and ethical behavior. Programs are reviewed annually, and volunteers are encouraged to share feedback and give ideas to determine if changes are needed.

Client 1's current strategic plan is reviewed annually to determine strengths, weaknesses, opportunities, and threats (SWOT) for all programs. The leaders of Client 1 use emails and telephone to communicate with those who volunteer and are consistent in making contact to ensure goals are met. Volunteers are free to share ideas and opinions and are allowed flexibility on how tasks are completed. The ED provides positive feedback to volunteers and acknowledges when goals are met or exceeded. Client 1 leaders are committed to making positive social changes and believe in leading by example. Client 1 leaders use every opportunity to integrate into the company's vision and mission so that it is clear to the members and that they are afforded every opportunity to meet the organization's goals.

Governance and Societal Responsibilities. Client 1 ensures that governance and societal responsibilities are met by encouraging leaders to work with the BOD who, in turn, ensures that both the leadership team and volunteers know that they will be held accountable for their actions. The BOD includes a bookkeeper who is responsible for keeping track of the accounting practices, assesses documentation practices for Client 1, and provides updates during annual meetings. Senior leaders are evaluated via a strategic plan that serves as a guide and incorporates components such as conflict of interest policies, bylaws, and board policies. A lack of volunteers would hurt the organization's ability to operate effectively and provide a service, thus reducing the company's overall impact.

Client 1 demonstrates legal and ethical behavior by ensuring financial statements are available to the public on the company website. Leaders conduct monthly board meetings to discuss issues, voice concerns, and evaluate programs. Members of the community and volunteers can sit in on monthly meetings. Leaders conduct a yearly program review, and volunteers are required to sign a confidentiality agreement. Leaders conduct monthly meetings via telephone with volunteers to discuss expectations, goals, and mission. Legal responsibilities include ensuring that the company is registered with the State, Form I-990 is filed on time (as required by the IRS), and tax receipts are prepared for donations of $250 or more (as required by the IRS).

Strategy

Strategy Development. Client 1's strategic planning is evaluated annually during a retreat that includes the ED, BOD members, and volunteers. Client 1 discusses the strategic plan in detail to determine if changes are needed to make it more effective. The BOD approves the strategic plan if changes are made. The leaders at Client 1 use the retreat to discuss other topics such as budget, existing programs, and new programs that may be added. Each existing program is evaluated to determine its effectiveness, and volunteers are asked to give feedback as to whether they see the need for changes. Client 1 leadership also discuss marketing plans to get the name of the organization out to the public; evaluate new and innovative ways of promoting the company's mission, vision, and values; and ways to make the programs offered more self-sufficient. This discussion is a collaborative effort with the BOD, ED, and volunteers coming together and brainstorming to develop workable ideas that align with the company's strategic plan.

Client 1 leaders identified an increase in the company's strategic partnership as a strategic plan. While Client 1 leaders do not have regularly scheduled strategic planning meetings, they do conduct weekly meetings to review action plans so that any progress made can be identified and determine if any changes need to be made. Client 1 leaders rely on the company's mission and the personal experiences of everyone involved to establish the goals of the company, develop effective strategies, and determine the best way to execute the plan. Client 1 leaders incorporate innovation via the use of strategy development. By incorporating innovation, Client 1 increases the company's digital inclusion in addition to appealing to potential partners. One way in which Client 1 leaders plan to improve on the company's innovative goal is to provide members with an opportunity to be promoted within the company, thus increasing volunteer retention rates and creating an opportunity for new volunteers to join the organization.

Strategy Implementation. Client 1 leaders use an established strategic plan that is updated annually. A planning retreat is scheduled at the beginning of the year to discuss outlined goals for the previous year to determine if they were met or not. Leaders also use this retreat to discuss ways in which the organization can be more innovative. Innovation is used to reach members of the community and get the name of the organization out to the public. Leaders make use of press releases, fundraisers, banners, flyers, developing a new logo, and social media to promote brand awareness and enhance the company's innovativeness.

Oschman (2017) stated that company leaders could foster commitment, cooperation, and support of organizational goals by seeking input from key stakeholders such as those within the workforce, customers, and suppliers. An effective way to achieve a company's strategic goals is to ensure resource availability, performance measures**,** action plan alignment, and consistent organizational processes and procedures (Baldrige Performance Excellence Program, 2019). Client 1 leaders develop both short-term and long-term action plans to support the strategic objectives of the company. Client 1 short-term goal is to maintain funding by ensuring that products sold to raise money are available. Other short-term goals include improving the company's website to include more information about the programs offered and to make it more user-friendly, and to increase volunteer opportunities. Long-term goals include expanding services to other countries and developing new programs that will create more opportunities for the company to make a more significant social impact. Client 1 leaders acknowledge that consistent communication with key stakeholders is an effective way to ensure that they meet their short-term and long-term goals.

Customers

Customer Expectations. Client 1 leaders allow customers to send feedback or share ideas via the company website. Customers can sit in on annual meetings to gain insight into the direction the organization is going in, obtain updates, and give feedback. Customers also have access to and can subscribe to newsletters that Client 1 publishes frequently. The newsletters provide customers with Client 1's ongoing activities so that they can participate in or make donations.

Key customers of Client 1 include current and potential recipients (orphaned and impoverished children). Client 1 leaders use feedback from customers to create trust, build confidence, and enhance services offered by the company. By improving communication with current and potential customers, Client 1 leaders can create customer trust and confidence in the organization. As stated in Client 1s vision statement, every child deserves access to quality education, nutrition, shelter, and medical care. Client 1 utilizes various programs that promote a safe and healthy environment that allows the recipients to grow and become independent and empowered adults, thus breaking the cycle of poverty for future generations.

Since the primary customers of Client 1 are impoverished children, the leaders and support workers use valuable information to ensure the right services are provided. The information that Client 1 leaders and support works use is obtained from customer feedback, meetings, social media platforms, emails, and telephonic conference calls. Client 1 leaders also use the feedback obtained from customers when conducting staff members' performance reviews as customers are asked about their interactions with members of the company's workforce. Client 1 leaders could benefit from using surveys to gather data that can be used to determine the effectiveness of the organization's operation, programs, and staff performance.

Client 1 leaders engage customers using email, phone calls, and videoconferencing to gather data needed to develop new strategies and programs. The data obtained from the customers is used to assist Client 1 leaders to determine their immediate needs and expectations. Given the virtual nature of Client 1, leaders rely heavily on social media to maintain customer relationships through constant interactions. Client 1 leaders enhance customer engagements and outreach activities by consistently monitoring social media sites such as Facebook and Twitter, and the company's public website.

Customer Engagement. Client 1 leaders use social media platforms such as Twitter, Facebook, YouTube, and Instagram to engage customers and share information about the company. Customers can use these platforms to share ideas, interests, and concerns. The leadership team tracks customer engagement to determine if improvements need to be made to increase the level of interaction with the customers.

Client 1 leaders use customer feedback to determine their level of satisfaction or dissatisfaction. Client 1 leaders use positive testimonials about products and services to determine the level of customer satisfaction. Client 1 has not obtained any recent data indicating customer dissatisfaction. Client 1 leaders indicated that they would consider implementing help desk support, increase customer engagement, and develop a remote training program if it were determined that customers were dissatisfied. Client 1 does not currently have a systematic method of measuring customer satisfaction.

Client 1 leaders must use multiple methods to interact and engage customers if they are to determine their needs and interests. One way in which Client 1 leaders build trust with customers is by incorporating transparency. Client 1 leaders believe the honest is the best policy when building customer relationships. If Client 1 cannot provide a requested service or product to the customer, this is communicated to the customer. Also, Client 1 leaders provide alternatives, suggestions, and recommendations that may support the customer's needs. Client 1 seeks to connect with customers on a personal level, thus improving customer relationships and engagements.

Results Triad: Workforce, Operations, and Results

The following section provides a detailed description of Client 1's workforce-focused processes, operational processes, and the performance results that the leadership team obtains from these processes. The conceptual framework theory, SHRM, discussed earlier in the study, is a personnel management approach that requires establishing and developing shared goals between employees. Client 1 leaders can use the SHRM concept to improve upon the use of human resources with the company. Leaders who use measurement, analysis, and knowledge management as a basis to achieve workforce and operational results are better able to manage their workforce effectively, improve workforce performance, increase operational performance, and to ensure continued success.

Workforce

Organizations depend on a capable workforce to ensure the overall success of the company. Without a reliable workforce, an organization is unable to meet the goals, vision, and mission of the company. The theory of the conceptual framework, SHRM, outlines a direct link between employee performance and the performance of the organization. The workforce subsection is a full description of how the leaders at Client 1 assess the capability and capacity needs of their workforce and how they build a workforce environment that produces high performance. This subsection, I explain how Client 1 leaders engage, manage, and develop the organization's workforce to align with the company's business needs. The leadership team at Client 1 is committed to developing and sustaining a working environment that fosters an organizational culture that aligns with the company's mission

Workforce Environment. The ED at Client 1 is ultimately responsible for hiring members of the workforce. While it is the ED's responsibility, the BOD takes part in determining what skill sets the ideal candidate should possess. Beer et al. (1984) stated that the SHRM theory encompasses processes that include developing a description of the vacancy within the organization, determining how to attract potential candidates, assessing the suitability of the candidates, and ultimately hiring the right person to join the company’s workforce. Client 1 leaders do not have a formal process in place to determine workforce needs or an official recruiting strategy. Instead, the BOD at Client 1 discusses the capability and capacity of the workforce during their monthly meetings to ensure that they meet staffing needs.

An opportunity for improvement for Client 1 leaders could be a regular assessment of the organization's workforce capability and capacity in addition to including it in the annual budget. Sanzo-Perez et al. (2017) stated that nonprofit leaders are faced with the challenge of developing internal resources to improve workforce capabilities because of an increase in the demand for nonprofit services. Despard (2016) added that approximately 71% of nonprofit leaders fail in making significant improvements in workforce capabilities, especially in critical areas such as leadership skills, performance, and service delivery. Client 1 leaders need to attract and maintain volunteers who can perform the functions needed to ensure the continued success of the organization. Wang and Zeng (2017) defined capability as the physical and intellectual ability to perform a specific task. Developing workforce capability is needed for the continuous improvement of leadership, members, and overall organizational performance.

BOD members have a 3-year tenure, after which the remaining BOD will take a vote on whether to keep them on. The role of the BOD member includes discussing the objectives and goals of the organization and the annual budget. This discussion also includes fundraising, efforts, new and existing programs, and services that will meet the company's mission requirements. When Client 1's BOD members conduct an event such as a fundraiser, they conduct a meeting to discuss the budget for the event and the expenses associated with the event to ensure they have the necessary resources to accomplish the mission. Chung et al. (2016) stated that organizational leaders should possess capabilities that include knowledge and skills that can motivate people, the ability to facilitate internal communication, and the ability to assess the ability of the worker and the resources needed to ensure they achieve the objectives of the organization. Client 1 leaders must understand the importance of building workforce capabilities and capacities at all levels so that the member of the organization obtain the necessary development needed to meet increasing service demands.

When filling a volunteer position at Client 1, the ED will conduct a meeting with the BOD to determine the right fit. Depending on the vacant position, the BOD considers the appropriate skill set, knowledge, and previous work experience needed for that position. For example, they may need someone with strong marketing, IT, or social work background. Client 1's BOD will evaluate what the current workforce has in terms of skills and determine what is needed when looking for the right fit. In the development stages of Client 1, the BOD originally comprised of all-white, middle to upper-class females.

The BOD members realized the need for diversity in the BOD, and they decided to include men. Client 1's BOD is now comprised of all-white, middle to upper-class men and women. The BOD acknowledged that there is still room to grow and be more diverse and have included that goal in their annual mission statement. Client 1's leadership team has considered adding college students who are studying in the United States but are from the countries that are currently served (China, Kenya, and Thailand). By including people from these countries into the organization, the company's diversity level would increase. These members will be able to use their background and knowledge of their home country to assist the organization in meeting its goals and mission.

When a position becomes available, or the BOD determines that the workforce needs to increase due to ongoing discussions or meetings, the position is posted on platforms such as LinkedIn so that interested persons can apply. Client 1 also uses word-of-mouth as a form of recruitment due to the company's reputation within the community. The ED and BOD will evaluate the job description to determine that it meets all the requirements needed for the position. The ED will review all applications to determine which candidate meets the job requirements. The ED conducts the initial interviews and consults with the BOD before making the final decision. Once the new member has accepted the position, the ED will arrange for them to sit with a BOD to conduct informal on-the-job training. Client 1 leaders plan for new members joining the workforce to sit with other members from the workforce or the BOD and learn about the organization's programs and services. Client 1 could benefit from implementing a formal onboarding process that results in a smooth integration process and teaches the new member about the company culture, mission, and goals.

Client 1's volunteer turnover rate is low, and the leadership team attributes this low rate to a positive work environment where members are allowed the opportunity to express themselves, give feedback, make suggestions, and take full control of their actions. Members of the workforce are held accountable for their actions and allowed to correct their mistakes without fear of repercussions. Also, Client 1 used emails and conference calls to manage the workforce. By communicating consistently with the workforce, Client 1 leaders can track the workforce and allow them an opportunity to voice their concerns or share their experiences. The members of the workforce can sit in on meetings conducted by the BOD so that they are aware of upcoming changes and can give their input on where they think changes are needed. The BOD also fosters a positive work environment by being as flexible as possible and acknowledging the importance of a sufficient work-life balance.

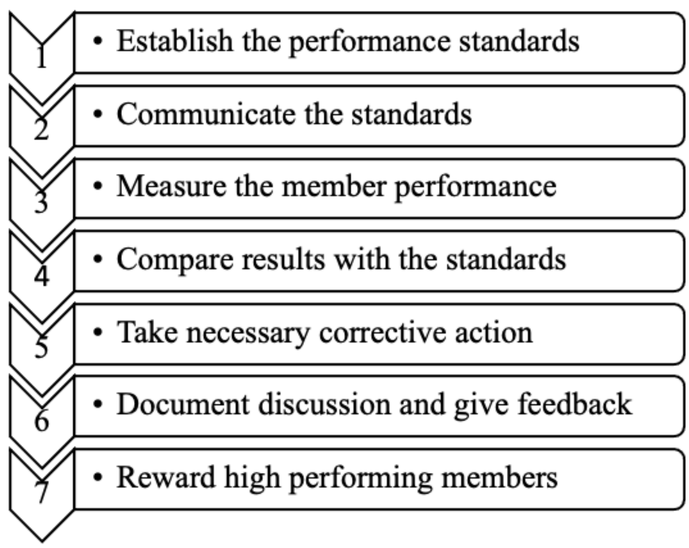
The location of Client 1 workforce is not in one location or region. Instead, the workforce is scattered throughout the United States, and the leadership team at Client 1 believes that trust is an essential component in building a productive working relationship with the workforce. The expectations of the workforce are clearly outlined in meetings and on conference calls so that members are aware of their respective goals and deadlines. The leadership team will conduct wellness checks on the workforce to ensure that members are on track to meeting their goals. These calls allow the workforce members to bring up any issues they may be having that is hindering them from completing a task or meeting a goal and allows the leadership team to correct it.

The leadership team at Client 1 has an informal way of letting workforce members know if they are not performing well or meeting their goals. While the leadership team does not record the performance discussion, they do take mental notes if they find that they must speak to a workforce member about the same issue more than once. The workforce member can make the necessary improvements. If the lack of performance continues, or there is no marked improvement, the BOD conducts a meeting to discuss the member's performance and makes a final decision as a group. An opportunity for improvement for Client 1 leaders could be the development and implementation of standard improvement goals. Client 1 leaders could also benefit from implementing a formal performance appraisal process that could allow them to evaluate a workforce member's work performance, identify strengths and weaknesses, give feedback, and set goals for future performance and expectations.

Figure 2 illustrates a sample performance appraisal process that Client 1 could incorporate into the organization. Longenecker and Fink (2017) identified some benefits of an effective formal appraisal process, including a platform to discuss and achieve a performance improvement, developing employees, improved coaching and performance management, and better performance planning. Additionally, Saha et al. (2016) stated that the role of SHRM includes facilitating the development of human resource strategies relating to the effectiveness of the organization, providing resources, employee relations, learning and development, and rewarding members of the. So, Client 1 leaders could benefit from incorporating the SHRM theory when implementing a performance appraisal process.

Figure 2

Recommended Performance Appraisal Process



The leadership at Client 1 could benefit from developing an onboarding program that includes a training session covering topics such as confidentiality, company culture, and organizational expectations. The leadership team at Client 1 could also benefit from developing an employee handbook that could provide information such as company policies and procedures, and how to prevent or report injuries. O'Regan (2016) explained that in addition to providing new members with information such as duties and responsibilities, code of conduct, and performance standards, an employee handbook should also include more individual rules such as behavior standards and discipline procedures. Employee handbooks are essential for organizations with ten or more employees and serve as an added layer of protection for the company leaders. Client 1 does not have a policy in place to track workplace injuries due to the virtual nature of the company. The workforce members are encouraged to communicate any injuries that may prevent them from meeting their goals or performing their duties.

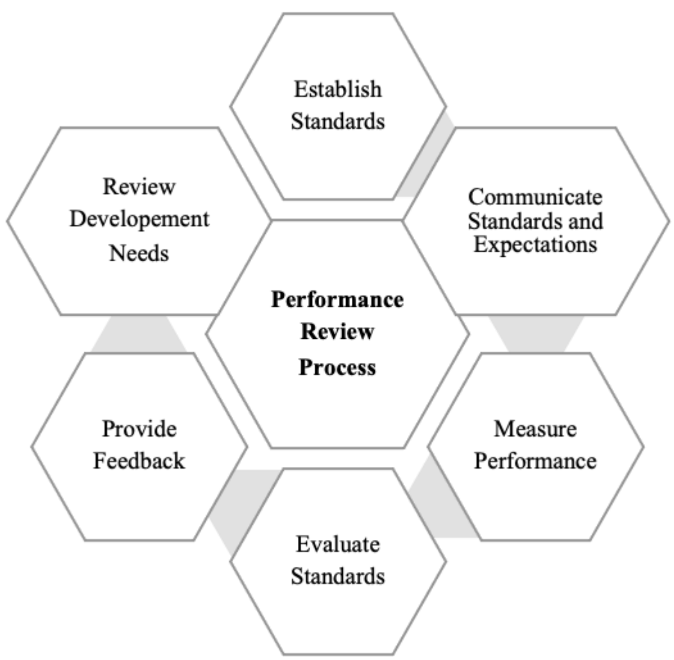
Workforce Engagement. Client 1 leaders use a variety of communication techniques to achieve high performance from workforce members. The leaders at Client 1 also believe that engaging the workforce members can have a positive impact on the company's retention rate. In addition to ensuring that the organization is equipped with the right number of workforce members to meet to company's goals and mission, the ED is also responsible for ensuring a safe and comfortable working environment. The BOD is also involved in ensuring that the workforce members are treated fairly and with empathy and kindness.

The culture at Client 1 is one that encompasses frequent and open communication, high performance, and a workforce that is engaged and motivated. During monthly conference calls and one-on-one check-ins with workforce members, the leadership team promotes creativity, diverse ideas, and advanced thinking. While the leaders at Client 1 do not conduct an annual performance review of the workforce, they could benefit from implementing a unique program that they can use to assess the performance level of each workforce member. Such a program could reiterate the importance of meeting the expectations of Client 1's customers, setting strategic priorities, developing personal goals, and achieving a high-performance standard.

Figure 3 illustrates a good performance review process that the leadership team at Client 1 could implement to facilitate workforce engagement. Heller (2017) explained that a performance review is an excellent opportunity for employees to obtain assistance in setting goals and for leaders to assess the employee's performance and its impact on the organization's operation. Furthermore, a useful performance review should allow for specific feedback. It should also incorporate topics such as career development and what expectations the employee may have from the leadership in the organization.

Figure 3

Recommended Performance Review Process



Client 1 leaders encourage workforce members to be independent and try to solve problems independently, when possible. This approach gives workforce members a sense of authority, allows them to be accountable for their actions, and cuts down on the wait time to have management get involved. Client 1 leaders could improve upon the organization's culture by allow workforce members to recommend possible solutions to problems or issues, thus fostering a sense of engagement, openness, and sharing. Additionally, Client 1 leaders could benefit from establishing a virtual open-door policy. They are easily accessible to the workforce members, allow workforce members to ask questions, and provide feedback and answers on time.

Client 1 leaders also have an open-door policy with the company's key stakeholders (partners, suppliers, volunteers, etc.). The leadership team a Client 1 removes any potential barriers by engaging with key stakeholders and having open and honest communication consistently. By allowing key stakeholders to voice their concerns and have a say in how to resolve any problems, Client 1 leaders build trust and a deeper working relationship. The leadership team at Client 1 could also develop long-lasting working relationships with key stakeholders by encouraging members of the workforce to get involved by personally showing their appreciation via an email, a note, or a phone call.

Client 1 leaders use personal interaction and direct communication as a form of assessing the engagement level of the workforce members, instead of a formal assessment process. During the monthly meeting and one-on-one calls with workforce members, the leadership team will ask if there are any issues or problems. Both the leadership and the member work together to identify the root cause of the problem. Additionally, the leadership will work with the workforce member to develop a plan of action to correct the issue or problem. Client 1 leadership team could establish a tracking system that tracks retention, grievances, absenteeism, and vacation requests and use that data as workforce satisfaction and engagement indicators.

The leadership team at Client 1 does use a workforce management system but could benefit from such a system that could include annual performance evaluations, rewards, and recognitions. Batitis et al. (2019) emphasized that a workforce management system is essential because it assists organizational leaders in maximizing the productivity level of employees, allows for improvements in time management, and provides leaders with an opportunity to monitor company resources. By having a performance management system in conjunction with open communication with workforce members, Client 1 leaders could be better equipped to achieve a higher performance standard, establish more effective strategic objectives, and ensure mission fulfillment.

Client 1 leaders do not offer workforce members rewards, recognitions, or incentives. The leadership may send thank you cards and offer a small gift during the Christmas holiday season. The leadership team at Client 1 could improve the performance level of the workforce and motivate them to go above and beyond by incorporating a reward and recognition system. Kumari (2020) noted that recognition, rewards, and incentives are methods that organizational leaders can use to motivate workforce members. It is equally crucial that workforce members be adequately rewarded and recognized by company leaders for their contributions to achieving the organization’s objectives (Kumari, 2020). Examples of possible rewards and recognitions that could be added to the system include birthday recognition, volunteer-to-volunteer recognition, volunteer appreciation lunches, personal emails or cards, t-shirts and giveaways with the company logo, and a volunteer of the month program.

The leadership team at Client 1 could use a reward and recognition program to show their appreciation to the workforce members, motivate them, and recognize the efforts they make to meet the company's mission. The conceptual framework for this study includes Beer et al. (1984) SHRM theory. The SHRM theory identifies human resources as a necessary system that organizational leaders can use to become the decision-makers for actions that would impact the development of a productive working relationship between employees and leadership. A learning environment fosters the ability to be innovative, forward-thinking, and creates a collaborative learning culture within the organization.

The BOD considers the benefits of a mission-driven workforce and believes that a productive workforce begins with hiring the right volunteer for the organization. One key ingredient that makes for the ideal volunteer for Client 1 is intrinsically interested in volunteering. The leadership at Client 1 does not have a learning and development program in place. Client 1's leaders could benefit from establishing an onboarding process that includes training that could facilitate a new member's integration into the organization by outlining the company's needs and requirements. Another recommendation for Client 1's leadership could be the use of webinars, the opportunity to sit in on BOD meetings, and a partnership with an established workforce member to outline the objectives of the company, the strategic action plans, the programs and services offered, and the expectations of the new member. Client 1's leaders could also use this onboarding as an opportunity to discuss topics such as ethical standards, leadership development, compliance, and the importance of confidentiality.

Client 1 does not have a career development process in place; however, the BOD does consider workforce members for promotions. The leadership team at Client 1 could consider developing and implementing a career development program that could foster a learning environment. In a learning environment, workforce members can identify, build, and improve upon skills and competencies that can advance their personal development goals, thus making them the ideal candidate for a promotion. Client 1 leaders could benefit from acknowledging that career progression could provide an opportunity for the workforce to improve upon their skill set and knowledge. Talat and Jawad (2018) stated that there is a link between employee engagement, an employee's need for a conducive opportunity to learn within the organization, and the development of an employee-company relationship.

Operations

The following component is an explanation of how Client 1 designs, manages, improves, and innovates the products and services offered to orphanages and schools located in China, Kenya, and Thailand. In this component, I will also provide insight as to how the leadership at Client 1 designs, manages, improves, and innovates the work processes and operational effectiveness to ensure ongoing organizational success.

Work Processes. The critical work process for Client 1 is the products and services offered to orphans and impoverished children in China, Kenya, and Thailand. Client 1 leadership team highlighted their recruitment process, program process, and funding development as new work processes. A program manager is assigned to each program and is responsible for ensuring the programs are still valid and identify issues or potential for improvements. The programs designed by Client 1 leadership team focus on the main areas of shelter, nutrition, medical, education, and caregiving. Program leaders are continually communicating with points-of-contacts at the assigned schools and orphanages to identify needed resources and services. Table 1 illustrates the category and the details of each program and service offered by Client 1.

The program managers work with the BOD to ensure the programs and services offered to meet the needs of impoverished children. During scheduled meetings and check-ins, the program managers will give a review of the programs, how impactful that are, any known issues, and any room for improvement. BOD members use the meetings to facilitate brainstorming opportunities to determine potential programs that could have a positive impact on the recipients and aid the organization is meeting the goals and missions. The design of the programs and services ensures that the children involved have access to nutritional foods and vitamins, have access to education, have a roof over their heads, and can receive medical assistance when needed.

The goal of the programs and services offered is to allow the children found in orphanages and impoverished homes to reach their full potential as they grow older and break the poverty cycle. The leaders at Client 1 believe that every child is invaluable and deserves to have their essential nutrition, medical, housing, and educational needs met. In addition to meeting these needs in China, Kenya, and Thailand, Client 1 also provides needed support to orphanages and schools in 25 other countries.

At Client 1, there are no specific activities that are in place to identify key support processes or determine improvements to benefit the competencies and operations of the organization. The lack of specific activities is an opportunity for improvement in which Client 1 leaders could benefit from having specific activities in place to assess the day-to-day processes of the organization. The leaders at Client 1 conduct monthly meetings to discuss the current processes, and members can voice their concerns, make recommendations, and identify any issues or problems within the organization. Additionally, the BOD discusses the status of current programs and services, the financial status of the organization, and feedback received from stakeholders and members of the workforce.

The leadership team at Client 1 discusses the programs and services, and the processes involved in keeping these vital components efficient and productive during the monthly BOD meetings. Close attention to these processes is necessary because they are an integral part of ensuring that the organization is successful in meeting its goals and accomplishing its mission. Program leaders conduct a conference call with the members of the BOD every week to review the programs and services and provide a status update. These conference calls allow the program managers to keep the BOD information on any progress made and identify issues that could result in a disruption in programs and services offered. Once the BOD and program managers identify issues or problems, they can resolve any potential disruption is minimal if not eliminated. Regular reviews of the company programs and services generate ongoing communications with the BOD, the program managers, and critical stakeholders, thus increasing the opportunity for new ideas to form, resulting in new programs that can be more beneficial to the recipients and the community.

In summary, the leader at Client 1 could benefit from developing a dedicated group within the workforce who owns the implementation of programs and services offered by the organization. This dedicated group could be a liaison between the program managers and the BOD and ensure that they monitor Client 1 programs and services consistently. The dedicated group could conduct a monthly meeting with the BOD to discuss the programs and services and give updates and feedback. This dedicated group could also be allowed to sit in on meetings with the BOD and engage with key stakeholders as well as potential donors to generate supplemental support for Client 1 existing and new programs and services. The Baldrige Excellence Framework (Baldrige Performance Excellence Program, 2019) provided the criteria used to develop this section and identify any information, data, and analysis on the performance results of workforce-focused processes, key operation processes, and organizational measurement, analysis, and knowledge management about the Client 1 organization.

Operational Effectiveness. This section includes a description of how the leadership team at Client 1 ensures the effectiveness of the organization's operation, in addition to the management of information systems, the efficiency and effectiveness of operational processes, preparations for emergencies, and the continuity of the business.

The ED is primarily responsible for determining the annual budget and consults with the BOD, which ultimately makes the final budget approval. The ED is held accountable for ensuring that the resources of the organization are used in an effective way to reduce overall costs and save money where possible. During the monthly scheduled meetings, the BOD reviews donations received products sold, and cash reserve to ensure transparency and accountability.

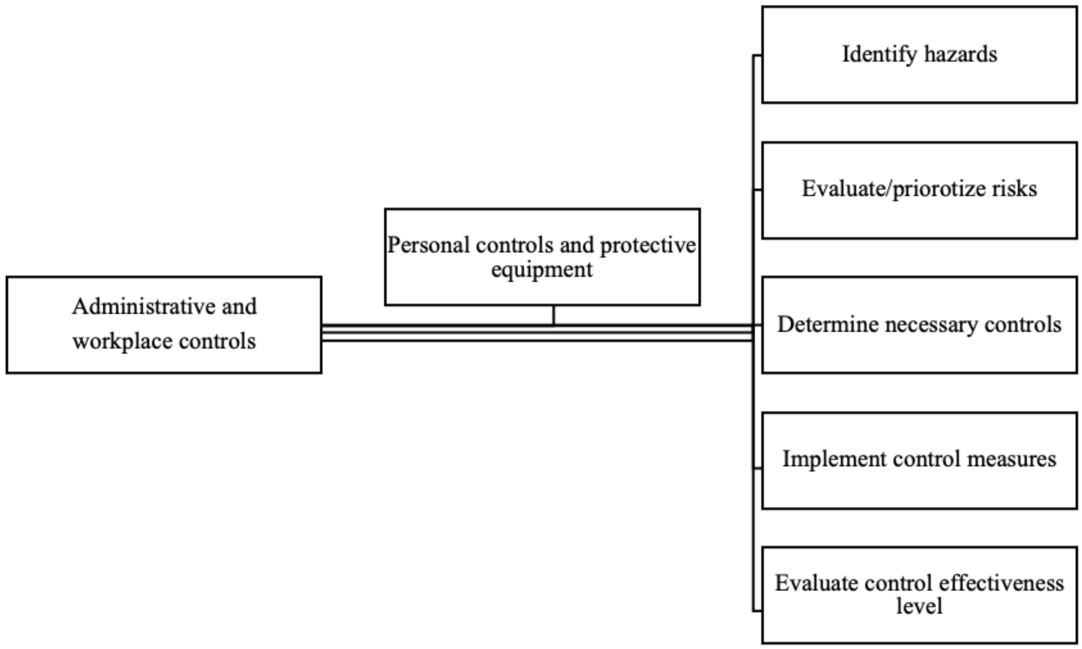
Client 1 leaders have a manual approach to ensuring effective management of the company's internal operations. Due to the virtual nature of the organization and the BOD and workforce members' location within the United States, a manual process seemed to be the best option. But given that virtual nature of the organization, Client 1 leaders could benefit from implementing an automated operations system to support the management of the said operation. The benefits from an automated operations system include a decrease in operating costs, a reduction in the time it takes to complete specific tasks, and an improvement in the overall efficiency of the operation. The leadership team could evaluate possible software solutions based on accessibility and usability and improve upon the organization's level of innovation by becoming a more software-driven company.

Client 1 leaders do make use of secure servers as they use their personal computers at home when conducting company business. It is ultimately the responsibility of each BOD member to ensure that they incorporate some form of cybersecurity feature to protect sensitive information. However, it is not a requirement, and BOD members do not have to verify that they have such security features in place. According to the ED, the company does not keep or track personal information such as credit card information, social security numbers, or data that may be deemed sensitive. As a result, there was not a need to have a cybersecurity system in place. An opportunity for improvement for Client 1 could be the implementation of a cybersecurity system. This system could protect member systems against viruses, worms, spyware, and other unwanted programs; protection against data theft; protects the computer from being hacked; minimizes computer freezing and crashes; gives privacy to users; improves the security of cyberspace, and increases cyber defense.

The leadership team at Client 1 does not have a safety or emergency preparedness protocol in place. BOD members and workforce members should make contact by phone in the event of an emergency or safety issue. Key members of the workforce and leadership team have access to sensitive or confidential information, so access to this data is not jeopardized should something go wrong. Client 1 leaders could benefit from developing a safety protocol that can be beneficial to both the BOD members and the workforce in their respective areas. This protocol could include safety tips that could be useful at home and when in public, how to be aware of one's surroundings, and points of contact should an emergency arise. Providing members of the workforce with a safety protocol would allow the leadership at Client 1 the opportunity to provide a safe operating environment and ensure members maintain a high level of safety and emergency preparedness. Figure 4 illustrates a potential safety protocol that Client 1 leaders could implement as an opportunity to develop a safe working environment for the company's workforce members.

Figure 4

Recommended Safety Protocol



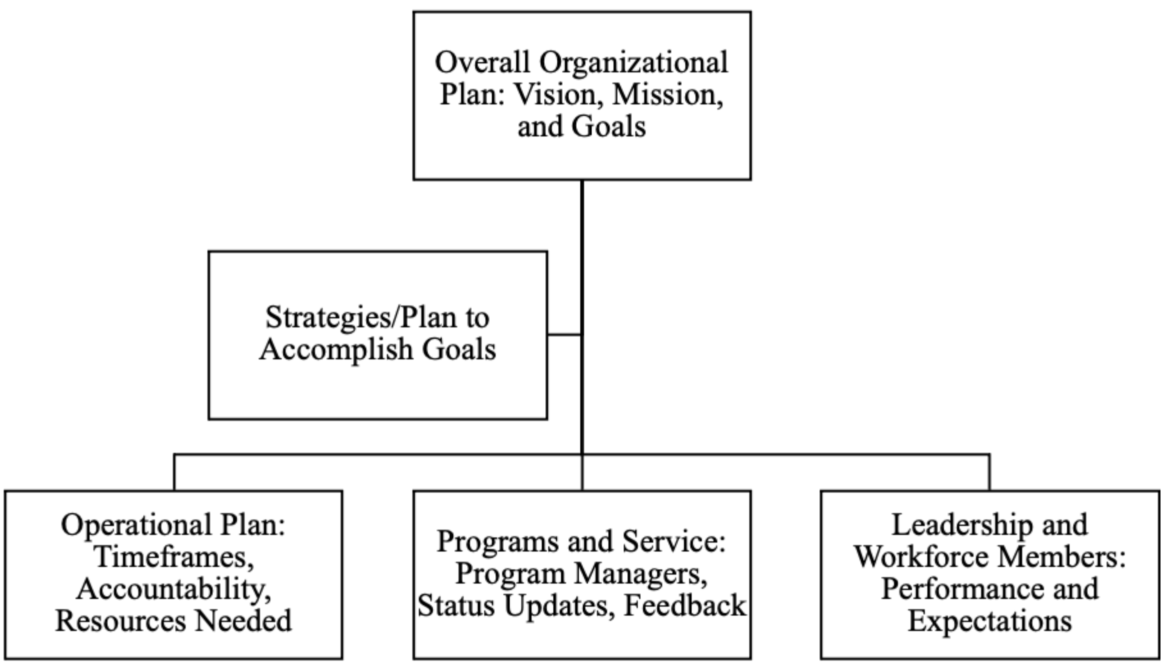
A safety protocol would be beneficial to the workforce members at Client 1as it would provide them with the safety protocols of the organization and inform them of any potential hazards and risks, and preventative measures. Muchiri et al. (2019) stated that organizational leaders could enhance the safety level in the workplace and the well-being of the workforce by exhibiting characteristics such as trust, recognition, confidence, and consistent feedback. Client 1 leaders can encourage a sense of safety among workforce members by engaging in open communication about safety and by exhibiting consistently safe behavior.

Measurement, Analysis, and Knowledge Management

A good researcher incorporates a framework or a suitable tool to organize the data once it is collected, thus making it easier to analyze said data. Reilly (2016) stated that the development and implementation of a business plan is a critical component of organizational performance measurement. The BOD attends a yearly retreat to review the organization's business plan. During the retreat, the members also discuss the development of specific goals and objectives for the company's programs and services. Figure 5 illustrates the business plan for Client 1 and critical topics of discussion during the BOD's yearly retreat.

Figure 5

Client 1 Business Plan



Measurement, Analysis, and Improvement of Organizational Performance. Organizational leaders must take steps to understand and improve the overall performance of the organization by measuring and analyzing their corporate performance data (Baldrige Performance Excellence Program, 2019). The leadership team at Client 1 uses feedback obtained from critical stakeholders, in addition to the number of children impacted by the support offered and the demand for more services and products, to determine the success of the company's programs and services.

Client 1 leaders also consider the overall number of strategic goals achieved, the number of goals accomplished, and the revenue growth rate. The leadership team compares the difference from the previous year to determine or estimate organizational performance. Client 1 does not have a standardized process to measure and analyze organizational performance. However, the leadership team could benefit from developing and implementing a standardized method of measuring the company's performance, thus benefiting their strategic planning process. Meriam et al. (2019) stated that performance measurement systems (PMS) are an essential component in managing an organization. The benefits of implementing a PMS include organizational efficiency and effectiveness, improved communication with employees, an increase in employee motivation, and serve as a test of the effectiveness of current strategies. Client 1 leaders could also obtain relevant data regarding the efficiency and effectiveness of the organization’s programs and services by using a PMS to measure outcomes and results.

Client 1 leaders could also benefit from having an information management system that includes effective processes that could protect confidential information such as accounting data, program details, and participant data. Cade (2018) explained that organizations with an effective information management strategy benefit from organizational success because it provides a complete view of the organization, analysis of trends, and knowledge needed to develop reliable forecasts, and utilize resources to analyze the organization's performance. Client 1 leadership team could leverage data analytics such as Survey Monkey, which could provide them with the resources and capabilities to capture program performance and obtain key stakeholder or participant feedback.

Consistency in collecting data every year would result in multiple years of data, which would allow Client 1 leaders to obtain a better understanding of the program feedback obtained then make a comparison. The results obtained from data comparison could allow Client 1 leaders to understand trends and use the information to determine program staffing or the potential for changes or improvements. Client 1 workforce includes a bookkeeper who is primarily responsible for general accounting functions. Client 1 could benefit from implementing the use of online bookkeeping, which could reduce the required time needed to perform recurring actives, thus allowing the workforce member the opportunity to participate in other activities and be more efficient.

Client 1 website provides program information and allows donors to make contributions via links. The recommended cybersecurity system would ensure privacy and address any safety concerns potential donors may have and encourage them to donate more often. Also, the design of the website is user-friendly, and donors can purchase products such as blankets, gift cards, and Christmas ornaments. During this case study, the EO stated that there was a significant decline in product sales, and BOD decided that it would be best to stop production on these items. Donors now have the option of selecting either Amazon.com or iGive.com to shop. When the donor makes a purchase, they input code, and the business will donate funds to help Client 1 meet its goal of helping children in need. The website now includes a link that allows them to shop online at designated stores where they will be able to save money on their purchases and support Client 1.

One potential fundraising option that Client 1 leaders could consider is a corporate giving program. Client 1 leaders could identify corporations that allow their employees to choose nonprofit organizations that they would like to contribute to or identify as a beneficiary. Employees could have the option of donating unused vacation or sick time, which could be converted into funds and then given to Client 1 as a donation. Also, Client 1 could recommend that corporations consider matching funds donated by employees as a way of encouraging employees to participate. James (2018) mentioned another funding alternative referred to as Planned Giving. The Planned Giving program allows employees to choose to donate using several options, including charitable trusts, donor funds, gifts of stocks and bonds, and gift annuities to NPOs in support of their programs and services (James, 2018). Another recommendation could be to approach estate executors and trust administrators who may be authorized to contribute to NPOs on behalf of the original creator of the estate itself (James, 2018). The more funding Client 1 leaders can generate, the more equipped they will be to ensure they meet the organization's goals and expand on the products and services offered.

Information and Knowledge Management. Client 1 leaders have an extensive knowledge-base and understanding of the nonprofit sector and the programs and services offered to recipients. The EO saw the need to help impoverished and orphaned children in other countries, which led to the establishment of Client 1 in 2002. Client 1 EO obtained a master's degree in Social Work and has dedicated her life's work to be the voice of children around the world who may not have the opportunity to be heard. In 2004, the EO was the recipient of the Congressional Angels in Adoption award, which serves as evidence of her hard work and commitment to less fortunate children worldwide.

Client 1 BOD comprises members who have a combination of strong nonprofit accounting background, global communications experience, information technology experience, and local and global hospitality experience. All BOD members have significant experiences working with nonprofit organizations in the past, which adds to their expertise is organizational knowledge. The programs and services have improved over the years and have been successful in Client 1 meeting yearly goals, which is a testament to the level of knowledge and experience of the leadership team.

The EO and members of the BOD who have participated in the research have been receptive to this study as it has allowed them to take a closer look at the organization's organizational strategies. The leadership team acknowledges there is a need for a more strategic approach to the operation that will have a direct influence on the sustainability and success of the organization's impact on the communities that they serve. As mentioned earlier in the study, SHRM focuses on strategic change within an organization. Client 1 leaders may benefit from the implementation of SHRM to assist in developing organizational strategies designed to increase productivity, enhance the company workforce, and ensure a competitive advantage.

Collection, Analysis, and Preparation of Results

The purpose of this qualitative single case study was to explore the strategies used by nonprofit organization leaders to recruit volunteers. The central research question was: What strategies do nonprofit organizational leaders use to recruit volunteers? I used telephonic semistructured interviews, internal organization records, electronic communication in for form of emails, and Client 1 public website to obtain data. The themes derived from the collected data include recruiting strategies, volunteer workforce, and implementing recruiting strategies. The first finding revealed the need for a formal recruiting strategy to find and retain volunteers. The second finding revealed the importance of a quality volunteer workforce to the success of an organization. The third finding revealed the significance of a successful implementation process once the organizational leaders develop a formal recruiting strategy.

The following component includes a collection and analysis of the results for Client 1 regarding the performance of the organization in addition to improvements for critical areas of improvement, such as product and processes, customers, workforce, leadership, and finance. Because of the size of Client 1, the leadership team relies little on comparison data to determine critical organizational results. Client 1 leaders rely heavily on manual processes, which proves to be a challenge for them to aggregate data for essential areas of the organization. By increasing their workforce and implementing a strategy that includes a more streamlined process, Client 1 leaders could benefit from a more natural way to achieve the collection, aggregation, and analysis of relevant data.

Thematic Findings

The overarching research questions of this study, as mentioned earlier, was: What strategies do nonprofit organizational leaders use to recruit volunteers? The participant responses from the interview process revealed several themes about successful strategies NPO leaders used to recruit volunteers. The finding revealed the following strategic themes: (1) developing a formal recruiting strategy to attract potential volunteers, (2) identifying areas within the local community to locate skilled volunteers, and (3) using an effective implementation process to implement newly developed recruiting strategies into the organization. The participants acknowledged the need for volunteers who are committed to the organization and who are genuinely interested in effecting positive social change within the community. The participants also acknowledged the need to update the company website to make it more user-friendly and more attractive to potential volunteers.

Theme 1: Developing Recruiting Strategies

The first theme that emerged from the data analysis process was the importance of having a formal recruiting strategy in place to acquire volunteers. Participant A stated, "I don't know that we have a dedicated strategy overall. I think we do try to determine the best way to recruit somebody for people based on the project and the need." Kakumanu et al. (2019) stated that organizational leaders should first understand their target demographic then determine the most effective strategies needed to recruit the right individuals. However, Makarius and Srinivasan (2017) added that finding the right workforce member can prove to be challenging for organizational leaders because of a lack of skilled individuals. One interview participant mentioned that

Client 1 identified college students as a potential avenue to find the right volunteers. Organizational leaders can mitigate the challenge of identifying skilled individuals by developing a recruiting strategy that incorporates partnering with educational institutions to find individuals with the right skill set (Makarius & Srinivasan, 2017). During the participant interview process, one participant mentioned that the BOD would discuss the current vacancy and the requirements of the position to determine what skill sets the ideal candidate should possess. Makarius and Srinivasan (2017) referenced skill mismatch, which occurs when organizational leaders fail to determine the required skill sets from potential candidates. Identifying potential skill mismatch is an opportunity for improvement for Client 1. Client 1 leaders could benefit from determining required skill sets and incorporating them into the recruiting strategy, thus ensuring the selection of the right candidate for the volunteer position. The leaders at Client 1 could also include this information in a job description, which could be added to the company website and posted to local job boards.

Client 1 leaders currently rely on word-of-mouth and flyers to advertise vacancies within the organization. However, Kakumanu et al. (2019) stated that while work-of-mouth recruiting is the most cost-saving recruiting option, it also produces the least number of potential candidates. An efficient recruiting strategy should include a detailed job description that includes primary responsibility, company culture, incentives, and information about the company’s goals, vision, and mission. Potential candidates should be able to contact someone from the leadership team to obtain more information if needed, and the company website should incorporate testimonials from current volunteer members. An effective recruiting strategy should also include the vetting of potential candidates will be vetted and an onboarding process to ensure the new volunteer feels welcomed into the organization.

Table 6 summarizes the word frequencies related to the second theme derived from the data analysis. Sowa (2020) stressed the importance of SHRM in an organization and the need for workforce members to ensure operational performance. Client 1 leaders could benefit from using that SHRM theory that incorporates strategic recruiting strategies in developing a formal recruiting strategy that encompasses different methods of locating, attracting, and selecting skilled volunteers.

Table 6

Recruiting Strategies

Themes 1	Sources	References
Interview	3	50
Social Media	3	8
Recruit	3	23
Barriers	3	19
Events	3	6
Total References		106

Theme 2: Volunteer Workforce

The second theme that emerged was the importance of having the right volunteer workforce to ensure organizational success. The participants of the interview process stated that they have had contact with potential volunteer candidates and then heard nothing back from them. However, there is no effort on the part of the leadership team to follow-up with the potential candidate. Participant A stated, “We have a volunteer section and if somebody happens to stumble across it, which can work.” In reference to the company website, Participant B added, “I think we probably haven't had a lot of response there.” Huang et al. (2020) concluded that nonprofit leaders should adopt an organization-volunteer relationship that can support the volunteer’s basic psychological needs and motive them to meet their personal goals and well as those of the company.

How organizational leaders treat their workforce can impact their performance and the success and sustainability of the company. Researcher do Nascimento et al. (2018) stated that nonprofit leaders who take a transformational leadership approach could enhance the work engagement level of volunteers within the organization. Client 1 participants stated that they had limited interactions with the company’s volunteer workforce members due to the virtual nature of the organizations. The company does not use formal performance evaluations to determine how well a volunteer performs or to determine the need for improvement.

When asked what other information they would like to share regarding Client 1 recruiting strategies, the study participants stated they use an informal approach to communicating with potential volunteers and their current volunteer workforce members.

Bauer and Lim (2019) stated that nonprofit leaders could enhance the experiences of the volunteer workforce by increasing the internal communication level and facilitating consistent leader-member exchange. A significant working relationship between the NPO leader and the volunteer workforce could have a positive impact on the recruitment of new volunteers, retention of existing members, commitment, and motivation (Bauer & Lim, 2019).

Table 7 summarizes the word frequencies related to the second theme derived from the data analysis. Given the high number of references to keywords associated with the volunteer workforce, it is evident that Client 1 leaders understand the importance of volunteers to ensure organizational success and sustainability. Author Cuskelly et al. (2020) argued that volunteers are an essential part of nonprofit organizations. The conceptual framework, SHRM, can be used as an effective method to ensure the right volunteers are selected for an interview. Client 1 leaders could enhance their recruiting efforts by stressing how important the role of the volunteer is and including the programs offered as a means of encouraging the right individuals to want to be a part of their organization.

Table 7

Volunteer Workforce

Themes 2	Sources	References
Volunteer	3	57
Need	3	25
Programs	2	14
Participant	3	32
Total References		128

Theme 3: Implementing Recruiting Strategies

The third theme that emerged after analyzing the data obtained from the participant interviews was the importance of implementing the newly developed recruiting strategies. The participants stated that since Client 1 organizations did not have a formal recruiting strategy in place, they faced the challenge of implementing said strategy if they were to develop one. Chiţu and Russo (2020) defined strategy as a plan developed and used by organizations to attract the candidate with the right fit. An effective recruiting strategy includes recruitment sources, recruitment personnel, recruitment content, and the responses from the potential candidates (Chiţu & Russo, 2020). In identifying the need for a formal recruiting strategy, the leaders of Client 1 have acknowledged the need for a useful implementation tool in the form of a recruitment personnel team during the participant interview process. This team could be dedicated to developing recruitment strategies that can help the leaders of Client 1 to streamline and improve their volunteer hiring process. Implementing an efficient recruiting strategy could include developing a company brand, creating job posts that reflect the true meaning of the organization, using social media platforms, investing in an applicant tracking system, exploring job boards, and incorporating college recruiting. Pessach et al. (2020) stated that organizational leaders could improve their recruitment process by selecting only the most suitable candidate, thus improving the organization's overall performance.

Table 8 provides a summary of the word frequencies that are related to the third theme derived from the data analysis. The low references to keywords associated with implementing recruiting strategies indicate the Client 1 leader's lack of knowledge about strategy implementation processes. Participant C stated, "I don't think we've been successful in really finding the right fit." Participant A added, "We serve overseas, so the kinds of people that are looking for opportunity and volunteer match may not really be the kinds that are looking to serve an overseas kind of mission like we have." The implantation process is also an area that Client 1 could use an opportunity for improvement and be more innovative in their approach to recruiting. Mamatova and Pavliuk (2020) argued that the goal of SHRM is to ensure strategic organizational ability by satisfying the need for qualified, dedicated, and highly motived employees. Additionally, employees who are committed can also help to ensure a sustainable competitive advantage (Mamatova & Pavliuk, 2020). Client 1 leaders could use the SHRM conceptual framework to gain a better understanding of how to implement recruiting strategies effectively so that the right volunteer is added to the organization's workforce.

Table 8

Implementing Recruiting Strategies

Themes 3	Sources	References
Implementation	3	7
Strategies	3	24
Time	3	18
Opportunity	3	3
Total References		52

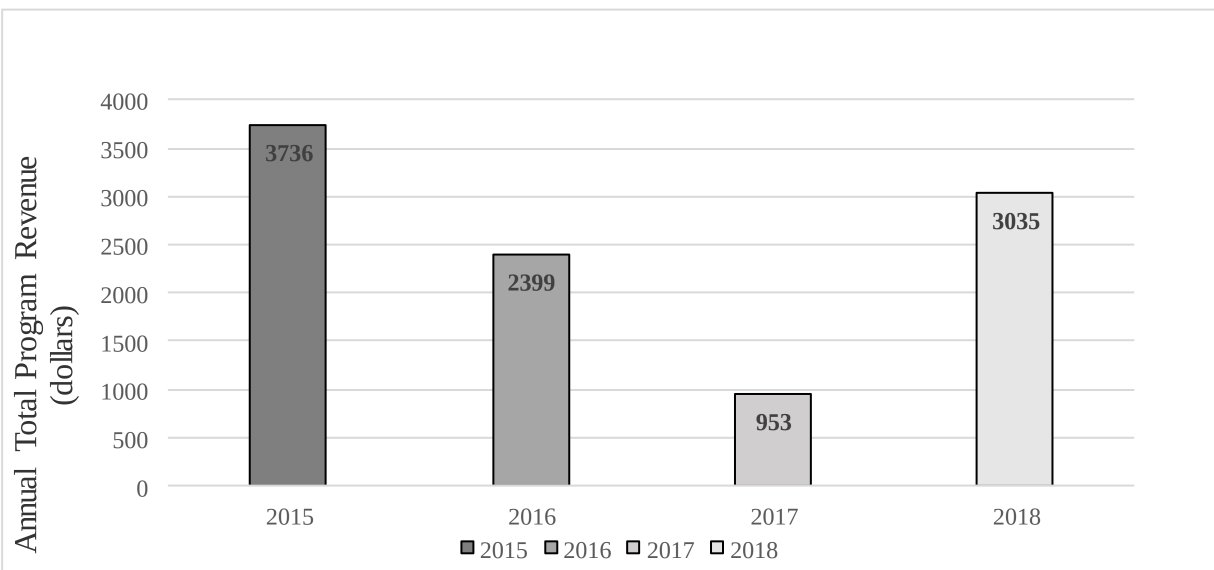
Product and Process Results

This section contains a description of the products and processes offered by Client 1 and the effectiveness results associated with the customer products and services, supply-chain management, safety, and work processes. Client 1 is a nonprofit organization that has been in operation for 18 years and is in the midwestern region of the United States. The leaders of Client 1 are committed to ensuring that impoverished children in China, Kenya, and Thailand receive the care, nutrition, and education that all children should be able to access. The leadership team at Client 1 explores strategies to enhance the current programs and services offered to recipients.

Client 1 leaders do not have a formal performance measurement system to measure product and process results. The leaders at Client 1 rely on feedback from program managers and key stakeholders to determine the success of the company's products and services. If the feedback is positive, the leaders at Client 1 interpret that as a good sign that the products and services are useful, and the recipients are satisfied. The use of surveys could be an opportunity for improvement for Client 1 as the results of the surveys would convey the level of customer satisfaction and allow the leadership to measure product and process results. Utama et al. (2020) explained that customer satisfaction surveys are a standard method that organizational or business leaders use to obtain feedback and identify any potential gaps between the expectations of the customer and the quality of the service or product offered. The data obtained from a customer satisfaction survey could serve as a form of a performance measurement system, thus allowing the leaders at Client 1 to measure the organization's product and process results.

Figure 6

Comparison of Annual Programs



Customer Results

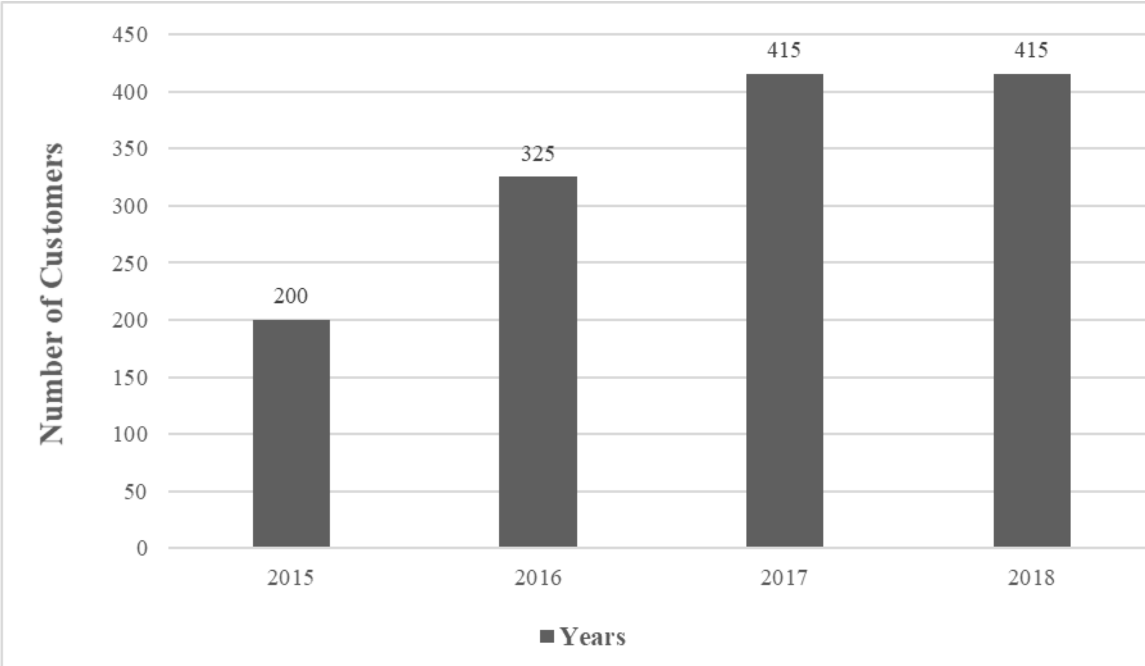
The leadership team at Client 1 does not have a formal performance measurement system to measure customer satisfaction or dissatisfaction. Client 1customer-focused performance results come from the leader's estimation of customer satisfaction. Client 1 leaders assess the satisfaction level of customers based on customer engagement. While the leaders at Client 1 do not have a formal approach to measure customer engagement, an opportunity for improvement could be a strategy that focuses on customer engagement. So et al. (2020) stated that organizational leaders could improve on the relationship of their customers and increase the level of loyalty and advocacy by implementing an effective customer engagement strategy. However, the customer-focus approach that Client 1 leaders use allows them to explain the products and services offered, thus reducing any apprehensions. Since the customers of Client 1 are children, the leaders rely on feedback from the adults who are responsible for running the schools and orphanages where the children spend most of their time. These adults are also customers of Client 1 and can give feedback on the products and services they receive. The customer-focused approach allows the leadership at Client 1 to ensure they are meeting the needs of the children and, by extension, the community in which they live.

To date, Client 1 leaders have not received feedback that suggested customer dissatisfaction. The leaders at Client 1 believe in having constant open communication as it would be easy to detect any disapproval or dissatisfaction on the part of the customer. Client 1 leaders consider the organization's customer engagement results to be high based on their customer engagement approach. While Client 1 leaders have no formal approach to measuring their customer engagement, they consider the positive feedback they obtain from customers during one-on-one conversations as an informal method of measuring the customer’s level of engagement. As a result, the EO of Client 1 attributes this high customer engagement result in the company's commitment to ensuring customer satisfaction.

Client 1 leaders are located geographically throughout the United States, and the customers of Client 1 are in China, Kenya, and Thailand, thus resulting in a challenge to keep communication consistent. Client 1 leaders contend with different time zones, language barriers, and meeting cancellations or postponements. The leadership team overcomes these obstacles by trying to follow-up with the customer to keep communications open and the engagement level high. Members of the BOD had admitted to flaws in the communication and engagement efforts. There has been a time when they failed to follow-up with a customer or had to postpone or cancel a meeting and could not reschedule in a reasonable amount of time. The leaders are committed to strengthening their customer relationships by increasing their engagement and communication efforts. One plan is to increase the number of meetings via conference calls from one to two. By communicating more with customers, the leaders at Client 1 hope to develop a healthier, more productive working relationship with customers, thus resulting in an established and committed partnership. Figure 7 illustrates the customer growth rate at Client 1 from 2015 to 2018. At the time of this study, 2019 data was not made available from Client 1. The lack of current data is an opportunity for Client 1 leaders to develop a policy whereby financial information and data about the customers, programs, and services offered is made available to the public and key stakeholders by the first quarter of the year for the previous year.

Figure 7

Client 1 Customer Growth



Workforce Results

Client 1 does not have a formal performance measurement system in place to evaluate the company's workforce performance. Instead, the leadership team at Client 1 uses the ability of the workforce to accomplish the objectives of the company to determine the organization's workforce-focused performance results. The EO at Client 1 stated that the organization has the right number of members on the workforce to support the current workload. In place of having a formalized means of determining the results of the company's workforce climate, the leadership at Client 1 uses feedback from the workforce to make a health assessment.

Table 5 illustrates the critical workforce expertise of Client 1 BOD members. It is vital to the leadership team that those selected to join the BOD and the workforce have relevant experience and education that they can use to meet the goals of the organization. Client 1 leaders do not have a formal recruiting strategy to assist with hiring the right volunteer to join the workforce. An opportunity for improvement for Client 1 could be a recruiting strategy that includes the development of appropriate skill sets needed to ensure an efficient workforce. Tiraieyari et al. (2019) added that nonprofit leaders aspire to recruit volunteers who are qualified, well-trained, capable of supporting the needs of the company, and able to deliver on the promises of the organization.

Client 1 leaders rely on word-of-mouth, social media, and established relationships with other businesses when the need for new members arise. Another opportunity for improvement is the identification of potential resources that Client 1 leaders can use to recruit volunteers. Passetti et al. (2019) identified college and university campuses as essential sources of potential volunteers who are readily available. Passetti et al. added that 80-90% of students have volunteering experience. Student volunteers could obtain benefits from volunteering, such as career benefits, the opportunity to gain new experiences, the opportunity to help others, and an increase in career prospects. Client 1 leaders could use these potential benefits as incentives to recruit volunteers to join the organization’s workforce.

Client 1 leaders engage with workforce members regularly to encourage regular interactions and to obtain necessary feedback so that they can make an assessment. In addition to regular interactions with workforce members, the leadership team at Client 1 also incorporates an open-door policy, open communication, transparency, and boosting morale as means of making the workforce more effective and efficient in meeting the company goals. The BOD members believe in developing a working environment that involves supporting the workforce and promoting a sense of inclusiveness.

Client 1 leaders interact with their workforce members through effective communication and engagement, and they attribute these methods to having reliable workforce engagement results. Client 1 leaders maintain constant and effective communication and use different methods such as conference calls to engage with workforce members. An opportunity for improvement could be an increase in communication and engagement with members of the workforce, which would allow Client 1 leaders to assess the well-being of the members in addition to their performance. Client 1 does not have a formal training and development process in place but could benefit from providing training that is industry-specific and paid for by the organization.

By providing workforce members with relevant training, Client 1 leaders could additionally provide the workforce members with professional development opportunities. Ballaro et al. (2020) stated that organizational leaders who invest in their workforce members so that they are equipped to achieve the company's mission are better able to attract and engage a workforce that is diverse and effective. Client 1 leaders could incorporate the importance of having a diversified workgroup into the company's core values as a means of attracting potential volunteers.

Table 9

Key Workforce Expertise

Position	Key Workforce Expertise
Founder/Executive Director	M.S. in Social Work; a history of working with abused and neglected children; Congressional Angels in Adoption Award recipient.
Board President	B.S. and M.S. in electrical engineering; Master's in Computer Information System; retired technologist; technical marketing experience; US Air Force Captain; previous volunteering experience.
Board Member (1)	U.S. Army veteran; a career in hospitality; hospitality finance, and accounting background.
Board Member (2)	B.S. in Finance; Master's in Business Administration; MBA in Marketing and International Business; Master's in Strategic Public Relations; Master's Certification in Project Management; global communication experience; nonprofit experience on local, state, and national level; public relations experience.
Board Member (3)	Master's in Business Administration; nonprofit accounting background; ran own bookkeeping and accounting firm; auditor specializing in nonprofit services.
Board Secretary	B.A. in Business; MBA in International Management; Master's in Business Administration; marketing and product management experience; domestic and international finance experience.

Leadership and Governance Results

Leaders within an organization assess the company's financial, ethical, and social responsibility behavior by using their leadership and governance results (Baldrige

Performance Excellence Program, 2019). The leadership team at Client 1 rates the positivity level results of their communication and engagement with workforce members as high. Client 1 leaders attribute these highly favorable results in having an open communication environment, which also improves customer engagements. The leadership team at Client 1 believes in effective communication and attributes this to an increase in the retention of existing customers and the acquisition of new customers. Client 1 leaders also attribute effective communication to enhancing the development of the organization's workforce.

Client 1 leaders conduct a meet via conference call once a month to discuss the organization’s programs, services, and finances, among other topics of discussion. However, there are no structured activities that allow for the BOD members to be active in the day to day functions of the organization. This lack of activity could be an opportunity for improvement for the Client 1 leadership team. Kress (2018) explained that the BOD of an organization plays a central role and fulfills its responsibilities in two ways. BOD members also play an advisory role and consult with management-level staff members regarding the daily operation of the company (Kress, 2018).

Additionally, BOD members play a monitoring role where they observe management-level employees and ensure they perform their duties and responsibilities effectively (Kress, 2018). The lack of engagement is an opportunity for improvement where Client 1 leaders could benefit from having a more active BOD. An active BOD could result in stronger governance accountability, more accountability among senior leaders, and adequate checks and balances. Additionally, an active BOD could also reduce improper behavior among members of the workforce and a collective effort in decision-making rather than relying on just one person to make the final decisions.

The EO indicated that the leadership team at Client 1 takes pride in keeping abreast of new legislation as it applies to nonprofit organizations, thus resulting in what the EO referred to as a high legal and regulatory assessment result. Incidentally, the leadership at Client 1 assesses the results of their ethical behavior as reliable due to the pride they each take in advocating equality and inclusivity. According to the EO, by adhering to a robust code of ethics that promotes inclusivity, the leadership at Client 1 attract external businesses and corporate leaders who are equally ethically inclined. These types of leaders may also look to increase the level of inclusivity within their organization and community.

The leaders at Client 1 consider social responsibility to be a pivotal part of the structure of the organization and therefore assess the results of their overall social responsibility and the level of support they provide to the community as being high. While Client 1 leaders do not have a formal approach or method to measure or analyze the company’s social responsibility, the products and services provided by Client 1 are tailored to meet the nutrition, educational, medical, and emotional needs of impoverished children in China, Kenya, and Thailand and is used to determine the level of social responsibility the company can achieve. Client 1 services include assisting young adults' transition into a trade school, also funded by the organization so that these young adults can become self-sufficient, thus breaking the poverty cycle. These young adults then become equipped to enter the same communities they grew up in and help to sustain it by contributing to those in need of help. The main goal of this program is to remove the negative stereotype associated with people who are deaf and provide them with an opportunity to obtain an education. The program, which was developed in 2005, currently supports over 150 students with ages ranging from 0-19. However, Client 1 leaders do not have a process in place to track how many students advance into a trade school, and this information is not provided on the organization's website. The lack of a formal tracking process is an opportunity for improvement, and Client 1 leaders can attract new donors and key stakeholders by provided success stories and relevant data to show how many children have benefited from this program.

Client 1 leaders acknowledge room for growth within the organization and the lack of a strategic plan. The EO assesses the results for achieving organizational strategy and action plan as improving based on this lack of a formal strategic plan. Client 1 leaders lack consistent use of an organizational strategy or an action plan that supports the recruitment of volunteers to facilitate the company's mission and goals. Kontoghiorghes (2016) stated that organizational leaders use talent management strategies to recruit potential candidates who can meet the company's needs and improve the overall performance of the organization. The lack of an organizational strategy is an opportunity for improvement for Client 1.

In addition to creating and implementing a talent management strategy that focuses on the recruitment and use of volunteers in the organization, Client 1 leaders are also open to the idea of developing an action plan that will facilitate an onboarding process that includes the training of new workforce members. Stewart (2016) added that a company’s talent management strategy should incorporate diversity so that the workforce members can represent the demographics of the community where the organization operates. Client 1 leaders recognize the need for an organizational strategy that will support the company's strategic plan and allow for action plans to be executed promptly, thus improving the sustainability of the organization.

Financial and Market Results

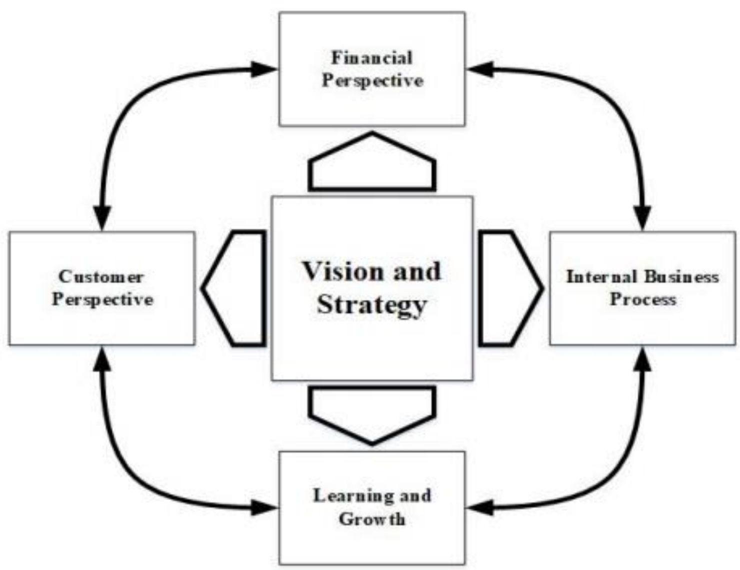
The leaders at Client 1 stated that their assessment of the organization's financial performance results as less than adequate. Client 1 gets its funding from a combination of grants, contributions, donations, fundraisers, and income from programs. Client 1 leaders direct 100% of the funds received through contribution and the sale of products to support the organization’s programs and services. While Client 1 leaders discuss the financial and market results of the company during their monthly BOD conference calls, there are no established measures for tracking the financial and marketplace performance. This lack of a formal process to measure and track financial and marketplace performance is an opportunity for improvement for Client 1.

Currently, the leaders at Client 1 do not have clearly defined measures or indicators for measuring the financial performance, market performance, or strategy execution. Lazarova and Stefanova (2018) explained that Key Performance Indicators Systems (KPIs) is a tool that company leaders can choose a KPIS model that facilitates critical performance indicators and metrics that are in line with the company’s goals and can assess the reliability of the organization’s performance. Figure 8 illustrates a sample Balance Score Model that includes financial indicators that incorporate four perspectives:

customers, internal business processes, finance, and learning & growth (Lazarova & Stefanova, 2018). Client 1 leaders could incorporate this Balance Scorecard Model as a tool to measure the company's financial and market performance.

Figure 8

Sample Balance Scorecard Model (see Lazarova & Stefanova, 2018)



Client 1 leaders have met with some challenges in meeting the financial goals of the organization based on a review of the annual total revenue data presented in Figures 9 and 10. This data does not include figures for 2019, as this information was not published at the time of this study. The financial goals of Client 1 include the company and the products and services offered to customers. There has been a fluctuation in the company leaders of Client 1 meeting the target goals for cost efficiency and meeting the number of donors, grants, and partnerships. The lack of clearly defined measures and indicators could be a factor in this fluctuation. The BOD discusses the financial status of the company and financial goals for the year during their monthly meetings. Besides, the leadership team at Client 1 monitors the financial status of the company to identify any significant changes and determine corrective actions if necessary.

Client 1 could benefit from developing and executing a strategic initiative plan for the financial year and set a goal to achieve a set percentage implementation status. By consistently monitoring the implemented strategic initiative plan, the leaders at Client 1 could be able equipped to serve more children in need, expand to other countries, and develop more programs and services. The leaders of Client 1 reported a program and service revenue of USD 127,793 in 2017 and USD 98,098 in 2018, indicating a difference of USD 29,695. Client 1 leaders have noted this significant reduction in revenue and are currently in the process of revamping the programs and are discussing new programs that will generate more revenue that can be reinvested back into the community.

Figure 9

Comparison of Annual Revenue

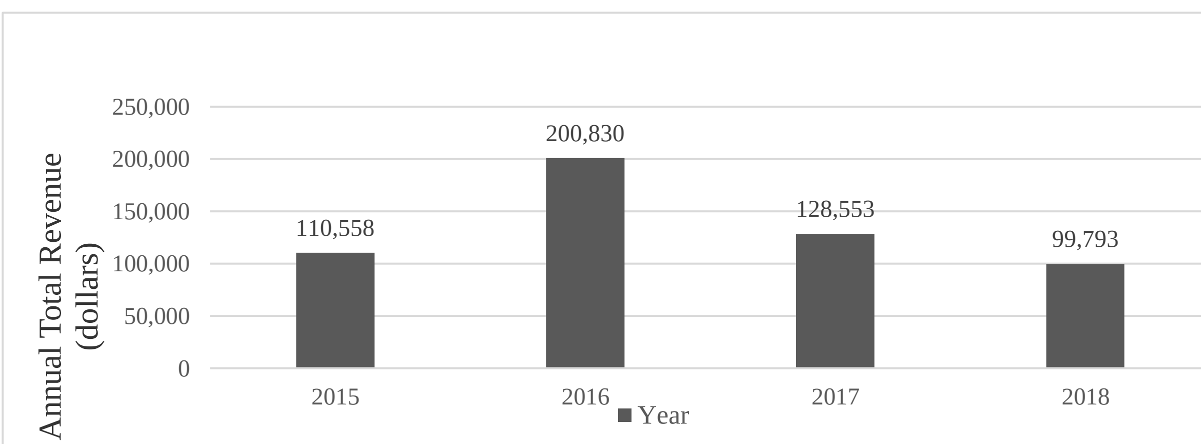
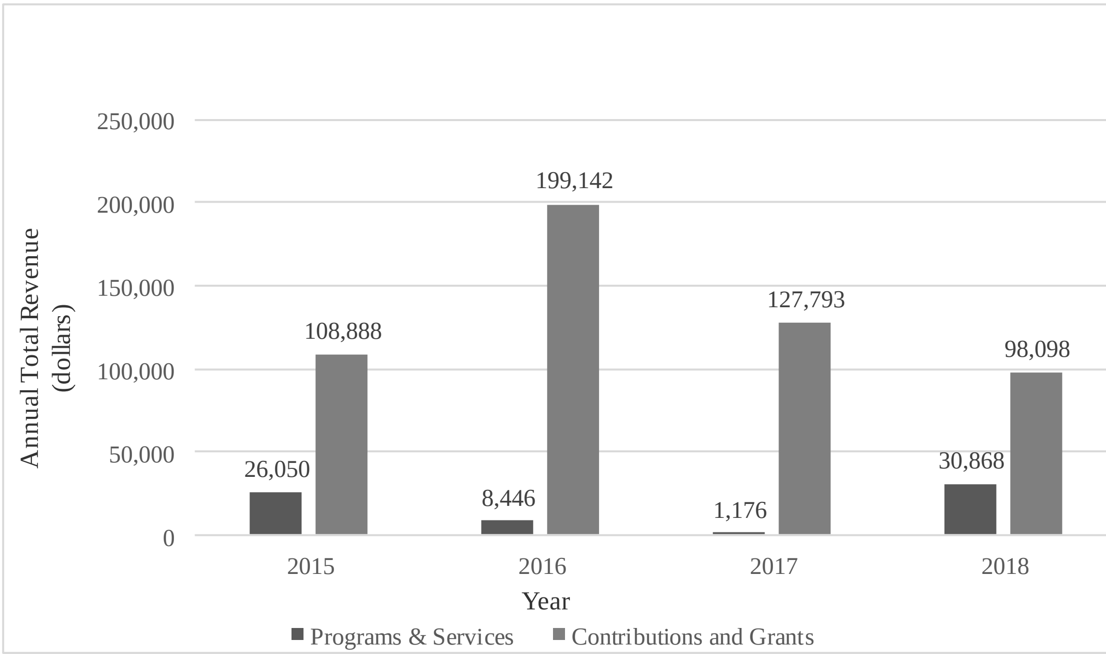


Figure 10

Comparison of Total Annual Revenue



Key Themes

One essential element of this study is an understanding of the type of essential processes. Client 1 leader’s use and the effectiveness of these processes. The key themes that emerged from analyzing the data from Client 1 include process strengths, process opportunities, results strengths, and result opportunities. Data were collected while using categories 1-6 of the 2019-2020 Baldrige Excellence Framework to determine the process strengths and process opportunities at Client 1. Category 7 of the 2019-2020 Baldrige Excellence Framework was used to obtain the necessary data to identify Client 1's result strengths and result opportunities.

Process Strengths. Client 1 has several process strengths worth mentioning. The company's mission, vision, and values support the processes that support the customers, stakeholders, workforce members, and suppliers. The leaders at Client 1 take pride in supporting the workforce members, key stakeholders, and suppliers and believe that providing a consistent and effective support system results in a productive work environment. Additionally, the leadership team at Client 1 supports the need for and promote responsible, sound ethical and legal behavior within the organization.

Client 1 leaders strengthen their working relationship with stakeholders by consistently working to keep them involved, motivate them, and keep them interested in supporting the organization. Since the leadership team relies heavily on communication, a variety of communication tools such as a company newsletter, company website, and social media are used to assist in maintaining stakeholder relationships. Wyllie et al. (2016) stated that social media provides organizational leaders with an abundance of opportunities to communicate, influence, collaborate, and engage with key stakeholders to facilitate change. Client 1 leaders agree with and follow the Viglia et al. (2017) concept that influential organizational leaders should develop useful and rational content that is relatable to shareholders.

Another critical strength identified from the data analysis findings is the persistent way in which Client 1 leaders promote the company's mission and vision. Northouse (2016) asserted that empowered leaders are leaders who have a clear vision of the company's mission, know the direction of the organization, and have a clear understanding of the significance their contribution makes ensuring the company goal achieved. Orrock and Clark (2018) ascertained that it is the interrelationships, participation, and commitment to identify and solve problems within the community of stakeholders that ultimately results in the success of the community.

One of Client 1's long-term goal is to reduce the number of homeless and impoverished children in China, Kenya, and Thailand. In 2018, the leadership team at Client 1 outlined 2019 goals that included hiring a Fundraising Coordinator, obtaining volunteers for the medical program, obtain donations of first aid supplies, and locate additional sponsors for the Humble Hearts, nutrition, and Thailand programs. Sulkowski et al. (2017) discovered that stakeholders could be easily influenced by organizational leaders to create positive changes that can have social and economic impacts. Participant 1 mentioned that in 2018, Client 1 was able to enlist the assistance of stakeholders to establish a new and reliable water source for a local school for the deaf that the organization runs in Kenya. Access to freshwater provides students and members of the community the ability to drink clean water, wash their clothes, and take regular baths. Additionally, the new water resource enhances the safety of the environment and allows students to focus on their educational pursuits.

Process Opportunities. While the leaders at Client 1 communicate the organization's goals to the workforce and stakeholders regularly, the organization lacks strategic objectives. By initiating a process designed to support the achievement of strategic objectives, Client 1 leaders could also identify and exploit possible strategic opportunities. These processes could also support the workforce and aid where needed to strengthen the company's strategic advantages and set new objectives. Another set of process opportunity for Client 1 includes a lack of a performance management system, a lack of a recruitment process to attract and hire volunteers, and a lack of formalized processes and procedures. Client 1 uses an informal method to assess the individual performance of leaders and workforce members.

Opportunities such as a standardized evaluation system that supports the objective assessment of the performance of an employee could improve and sustain leadership and workforce member performance at Client 1. Client 1 uses an informal process and procedures to support the operations of the organization. The leaders at Client 1 could benefit from opportunities such as the development and implementation of a standard operating procedure guidebook that could support key work processes designed to streamline operation requirements and expectations of new workforce members. The implementation of accessible and user-friendly software could improve the effectiveness and efficiency of work processes by supporting the daily operations and strategic planning efforts.

Additionally, the leadership team at Client 1 should have a sound strategic management planning and implementation process in place. Balanced Scorecard is a recommended strategic management tool that could provide Client 1 leaders with a holistic view of the performance level of the organization. Client 1 could also benefit from implementing a learning and development system that could aid in determining the future needs of the organization. Client 1 leaders must consider the future needs of the company as it serves to strengthen the existing capabilities of the organization in addition to planning initiatives. The leadership at Client 1 should also consider the ongoing changes in the company's workforce members in terms of knowledge, skills, and attitudes. These ongoing changes could impact the operations, and due consideration from Client 1 leaders could better equip workforce members to handle any changes in the business environment so that they meet the future needs of the organization.

Results Strengths. The result strengths of Client 1 leaders include workforce engagement activities, essential products and services, and the development of working relationships with customers, stakeholders, and workforce members. Workforce engagement was determined to be a key strength based on data analysis findings. Client 1 leaders attribute their reliable workforce engagement results in the development of an organizational culture that fosters an inclusive environment. Participant A stated that the leadership team at Client 1 treats workforce members like they are family members because it is essential that they feel a sense of security and trust within the organization and those in a leadership position.

Participant B added that culture is an essential factor that contributes to the success of Client 1. Also, Participant B stated that due to the virtual operation of Client 1, effective communication is critical to the operation and acknowledges that it is a crucial component for active workforce engagement and to share relevant information. According to Gilson et al. (2015), organizational leaders can influence trust among workforce members who are disbursed geographically by paying close attention to communication behaviors, responding promptly, giving feedback, and having open communication. Client 1 leaders take pride in how they communicate with workforce members, stakeholders, customers, and suppliers. The leaders at Client 1 use multiple methods to communicate with workforce members, stakeholders, suppliers, and customers so that they can elicit trust, provide support when needed, and sustain commitment.

The data analysis findings indicated that key product and services design at Client 1 was a key strength. As mentioned earlier in this section, Client 1 leaders take pride in their communication efforts and attribute that to a longstanding working relationship with key suppliers. Because of this established relationship, Client 1 leaders have been able to obtain needed supplies and materials at a reasonable rate, thus cutting down on the overall expense of production. Client 1 can provide the children they serve with clothes, food, shelter, medical supplies and treatment, and education with the revenue generated from the products sold. Client 1 leaders pay close attention to the services offered and assign program managers to oversee each service to ensure they meet the needs of the recipients and to determine how these services can be better and provide more to those in need.

Results Opportunities. The results opportunities for Client 1 include lack of performance measure analysis, lack of a recruiting strategy, and lack of a learning and development system. The leadership team at Client 1 acknowledges the lack of a performance measurement analysis tool that they could use to enhance performance improvement. Client 1 leaders strive to increase the number of children who benefit from their programs and services and could use an analysis method to assist in achieving a higher level of customer satisfaction. Additionally, Client 1 leaders lack formal policies and procedures to guide them with the implementation of a formal performance improvement system.

Client 1 has 2084 followers on social media and received approximately 2022 likes and 260 comments. The Client 1 organization can benefit from an increase in exposure by improving search engine accessibility, increasing the importance between search engine keywords and site content, and improving the credibility of the site, thus resulting in technique enhancement and usefulness (Lee, Jang et al., 2016). Client 1 leaders do not track social media performance and could improve their social media engagement by researching effective social media strategies that could aid in attracting potential donors and stakeholders. Client 1 leaders could also use social media platforms to promote products and services to increase potential client engagement and elicit feedback from members within the community. Client 1 leaders could also create a language identity that allows members of the community the organizations serve can view the company's mission, products, services, and programs offered.

To reiterate the research question for this study: What strategies do nonprofit leaders use to recruit volunteers? Client 1 leaders do not have a formal recruiting strategy in place to assist in volunteer recruiting. Instead, when volunteers are needed, the leaders at Client 1 rely on word-of-mouth to find potential candidates. The conceptual framework of Beardwell and Holden’s (1997b) SHRM identified for this study incorporates a systematic approach to recruitment that involves defining the vacancy, attracting the applicant, evaluating the candidate, and making the final decision to hire. Additionally, Beardwell and Holden identified internal factors that can influence the recruitment process, such as the size and structure of the organization, company culture, leadership, and financial constraints. Client 1 leaders must be aware of these internal factors as well as external factors that include external job markets, advancement opportunities, and flexibility.

Project Summary

Volunteers are an asset to nonprofit organizations because they add value and provide the support needed to achieve the company mission and strategic objectives. However, while nonprofit leaders are dedicated to making the world a better place, they are faced with the challenge of recruiting volunteers (Febriani & Selamet, 2020). Lee (2019) added that studies have shown that there is a significant decrease in qualified volunteers within nonprofit organizations as well as difficulties in recruiting and retaining them. The purpose of this qualitative single case study was to explore strategies used by nonprofit leaders to recruit volunteers. As a scholar-consultant in Walden University's consulting capstone, I was assigned to a client NPO where I reviewed internal and external information from Client 1 Organization. The population for this single case study comprises of the Executive Officer of Client 1 and two BOD members based in Colorado. These participants have implanted successful strategies to recruit volunteers.

In this study, I used the strategic human resource management theory and the 2019 Baldrige Performance Excellence Program as the conceptual framework and performance framework to obtain a comprehensive understanding of Client 1's operations. Data gathering included semistructured interviews with three BOD members and a review of internal and external public company documents to obtain relevant data. I analyzed the collected data and identified four themes relevant to the Baldrige Excellence Framework: process strengths, process opportunities, results from strengths, and results opportunities. Data reviewed specific to the research question results in the following strategic themes: (1) developing a formal recruiting strategy to attract potential volunteers, (2) identifying areas within the local community to locate skilled volunteers, and (3) using an effective implementation process to implement newly developed recruiting strategies into the organization. The findings of this study could help Client 1 leaders to develop and implement a formal recruiting strategy that could have a direct impact on volunteer engagement, volunteer commitment, and volunteer retention.

Client 1 leaders could increase their volunteer workforce significantly by developing and implementing a recruitment strategy that includes leveraging the company network for referrals, utilizing online communities, developing a brand to advertise the organization, and creating an internal marketing strategy to attract potential candidates. The critical recruitment method for nonprofit organizations is effectively communicating with potential candidates (Kappelides et al., 2019). Some factors that can influence volunteer recruiting include the volunteer’s history with previous NPOs, the volunteer's knowledge of how other volunteers are treated by the organization seeking candidates, and the social norms of the current organization (Kappelides et al., 2019). Client 1 leaders have experienced challenges in recruiting volunteers because of a lack of a formal recruiting strategy and onboarding process. All three participants mentioned during the interview process that they rely on word-of-mouth and the use of flyers to recruit volunteers. Making the company website more user-friendly and providing information on current volunteers in the form of pictures could attract volunteers and encourage them to join Client 1 organization.

Client 1 needs skilled volunteers who are engaged and committed to achieving the goals of the organization. By understanding what motivates volunteers, NPO leaders can increase recruitment rates, sustain volunteer engagement, and increase volunteer commitment to the organization (Milbourn et al., 2019). A strategic recruiting strategy could include adding promotional information on the Client 1 website that would include testimonials from current volunteers (Kappelides et al., 2019). Additionally, Kappelides et al. (2019) recommended that the organization’s website could also include a list of contact and provide potential candidates with the opportunity to apply for a volunteer position or ask questions. Volunteers provide a cost-effective workforce and offer individuals an opportunity to obtain new skills, make meaningful contributions to the community, and aid in the successful operation of the NPO (Kolar et al., 2016). Stefanick et al. (2020) argued that there is a direct link between recruitment and retention; therefore, a good recruitment strategy increases retention rates, thus reducing the need for consistent and costly recruitment efforts. By understanding the need for volunteers, why people volunteer, and how to engage volunteers, Client 1 leaders and utilize that information and incorporate it into an effective recruiting strategy that will attract the right volunteer to add to their existing workforce.

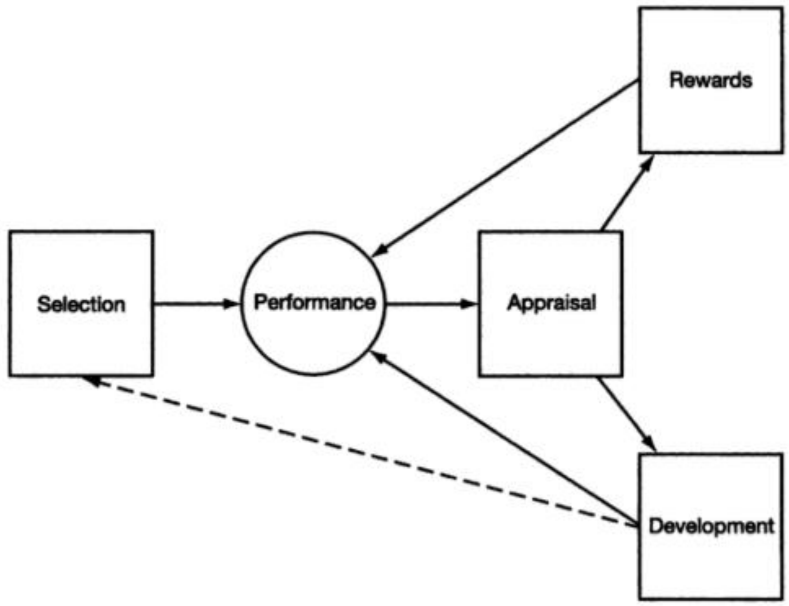
Contributions and Recommendations

Volunteers are essential to the achievement of a nonprofit organization’s mission. NPO leaders recruit, engage, and manage volunteers as they perform critical roles within the organization daily (York, 2017). Some of these tasks include engaging in fundraising activities, serving as advocates for the organization’s mission, administrative functions, and implementing programs and services (York, 2017). Client 1 is a virtual NPO based in the United States but serves communities in China, Kenya, and Thailand. None-the-less, the leadership at Client 1 relies on volunteers to keep the organization running and to ensure that they meet the goals and live up the company's vision and core values.

To achieve a highly motivated volunteer workforce that is engaged and committed, the leaders at Client 1 should develop and implement a structured recruiting process to ensure the right volunteer is selected to join the organization. As indicated in the Baldrige Excellence Framework, "An organization's success depends on an engaged workforce that benefits from meaningful work, clear organizational direction, the opportunity to learn, and accountability for performance" (Baldrige Performance Excellence Program, 2019, p. 39). The conceptual framework of the study, SHRM, three core elements that are essential to the operation on an organization: a mission and strategy; a structure; and a human resource process (Devanna et al., 1982). The human resource process is a strategic way of recruiting and selecting people to join the organization and includes getting them on board, ensuring that they perform their job function, and rewarding them for their efforts, all to retain them and increase their productivity level (Devanna et al., 1982). Figure 11 illustrates a Human Resource Cycle designed by Devanna et al. (1982) to be used by HR managers and could prove useful to Client 1 leadership team.

Figure 11

Human Resource Cycle (see Devanna et al., 1982)



Application to Professional Practice

Nonprofit organizations require a sufficient workforce to ensure organizational success, much like for-profit organizations. NPO leaders should find successful ways to recruit volunteers if they require a workforce that is strong and skilled (Same, McBride, Liddelow, Mullan, & Harris, 2020). In this component, I provide information as to how business practitioners can use the finding in this qualitative single case study in their professional practice to share the knowledge I obtained to assist them in advancing their organization's business practice.

Qualitative research is used to explore an intended phenomenon and is ideal when examining individual or group behavior within an organization (Pathiranage, Jayatilake,

& Abeysekera, 2020). The purpose of this qualitative single case study was to explore recruiting strategies nonprofit leaders use to recruit volunteers. Nonprofit leaders who are seeking to expand or improve on their workforce by recruiting new volunteers may benefit from the finding and recommendations in this study when developing and implementing a recruiting strategy within their organization.

The results of this research study may add to the existing body of knowledge in volunteer recruiting strategy. They may also help to fill any potential gaps in the research on recruiting strategies used in NPOs. NPO leaders who are seeking to improve upon their existing recruiting strategies or who may not have a formal recruiting strategy already in place can review my recommendations for the leaders at Client 1 and use them as a guide when developing their recruiting strategy. My recommendations include (a) incorporating the company website to attract potential volunteers by providing information regarding current volunteers in addition to the ability to express interest via the website, (b) utilizing social media platforms such as LinkedIn to advertise open positions, (c) using local job boards to post vacancies, (d) developing an onboarding system to welcome new members to the organization, and (e) developing a job description so that potential candidates are aware of what will be expected of them.

Since I have grounded the recommendations, in theory, NPO leaders may find it beneficial to explore the SHRM theory. Additionally, the other recommended theories outlined in the study could result in NPO leaders obtaining a better understanding and incorporate them into their recruitment strategy development and business practices. Additionally, NPO leaders may benefit from reviewing the Baldrige Performance

Excellence Program as a guide to conduct an overall review of their organization's leadership performance, strategy, customers, operations, workforce, measurement analysis, and results. The Baldrige Performance Excellence Program will allow NPO leaders to perform a self-assessment of the organization to determine areas of improvement or determine potential strategies that could benefit the overall operation of the company.

Implications for Social Change

As a doctoral student at Walden University, my research must include information that can affect and contribute to positive social change within the community. Walden University’s DBA Consulting Capstone was created to allow students to effect positive social change by becoming scholar-practitioners (Walden University, 2019). Receiving information and the ability to interpret said information are vital elements needed to drive social change (Leong & Hazelton, 2019). As a scholar-consultant at Walden University, the information I collected during my research should be sufficient to drive positive social change.

Doctoral studies may not only serve to educate members of society but also have an impact on social change within the community. Brown and Baltes (2017) argued that the knowledge and skills that students acquire while obtaining a higher education positively impacts their role in society and enables them to become active social change agents. Client 1 organization’s participation in this research study allowed for the exploration of their recruitment strategies, which could assist other NPO’s in analyzing their recruitment strategies, thus leading to a better understanding and the development of an improved recruitment process.

The implications for social change include the opportunity to obtain improved recruiting strategies resulting in an effective nonprofit workforce capable of achieving the nonprofit's social mission of assisting disadvantaged children in communities worldwide. NPO's are only successful if they have the right volunteer workforce who are engaged, committed, and motivated to help the organization meet its goals and create positive social change. Nonprofit organizational leaders can use the finding of this study and apply the themes identified to enhance positive social change within the community by having a workforce that is equally motivated to serve and help others.

The thematic findings of the study also included opportunities to improve workforce development. Arghode et al. (2020) stated that the social change implications associated with workforce development include and improvement in self-efficacy resulting in better career choices for workforce members. NPO's should incorporate methods of recognizing volunteers for their contributions to the organization so that they are motivated to stay and be more productive. By showing the workforce that they are valued and that their input is needed, NPO leaders can create a workforce that is equipped to create a positive social change that will benefit not only the organization but the communities in which they serve.

Recommendations for Action

This section includes recommendations for Client 1 leaders as well as other NPO's looking to improve or increase their volunteer workforce. The Association of

Qualitative Research (2020) stated that research studies typically include recommendations for actions that allow the researcher to provide their interpretation of the significance of the study. This research study revealed that NPO leaders do not utilize a formal recruiting process when seeking volunteers. Stefanick et al. (2020) stated that organizations with an ineffective recruiting strategy tend to accept unqualified volunteers who perform poorly, thus resulting in high turnover rates, which can harm those who remain in the organization. To acquire the right volunteer, NPO leaders must have a strategic plan in place to advertise the need for volunteers, to attract potential candidates, to encourage potential candidates to join the organization and to welcome them into the organization via a strategic onboarding process.

The development and implementation of recruiting strategies could also allow organizational leaders to consider intrinsic values that the ideal volunteer should possess if they are to be the ideal volunteers. Michailidis (2018) stated that recruiting is conducted through social networking, which has developed into business networking. Understanding why people volunteer is equally crucial if NPO leaders seek to have a workforce that aligns with the organization’s social change vision. If organizations are to have a successful recruiting process, they must be able to find the right candidate at the right time (Michailidis, 2018). I recommend that NPO leaders review Client 1 current recruiting strategy and compare it to their own to determine possible similarities.

By assessing their own recruiting strategies, NPO organizational leaders may discover areas of improvement or the need to develop a more formal approach to how they recruit volunteers. NPO leaders can improve staffing levels and the quality of their workforce by taking a more purposeful approach to recruiting volunteers. NPO leaders can benefit from the information gathered in this research to develop a successful strategy that can improve the overall quality of volunteer recruiting. The results of this study will be disseminated and obtainable by NPO leaders and other organizational leaders through multiple databases via literature searches. The results of this study may also be disseminated via other methods such as conferences, social media platforms, lectures, and training events.

Recommendations for Further Research

The primary purpose of this study was to explore volunteer recruiting strategies. The literature review expanded on the reasons why people volunteer. Only a portion of nonprofit organizations in the United States can hire salaried employees resulting in the majority resorting to recruiting volunteers to achieve the organizational goals (Miller, 2018). While NPO leaders contend with a decline in volunteers, there is limited research on volunteer recruitment strategies and more research on volunteer retention in the nonprofit sector (Kappelides et al., 2020). The limitations of this research study served to define the parameters that occurred during its development.

This study embodies information obtained from one nonprofit organization regarding the recruitment strategy used by its leadership team to attract volunteers when needed. Due to this limitation, I recommend that the scope of this research be expanded to include the recruitment strategies used by for-profit organizational leaders and by nonprofit organizations globally. This research study yielded results that should provide organizational leaders with information regarding workforce, operations, and recruitment processes. I recommend future research to include more qualitative study research to identify strategic recruiting strategies specific to NPOs. Also, I recommend that researchers conduct more research studies on where to find the ideal volunteer, how to get members of the society interested in volunteers, and innovative methods to recognize and reward volunteers for their time and efforts. If the research reveals innovative ways to attract new and committed volunteers, NPO leaders may be encouraged to invest in incorporating these methods into their recruiting strategies or when developing new strategies to make the recruiting process more effective.

Reflections

By participating in Walden University's consulting capstone research process, I had the opportunity to be a part of the qualitative research process. Additionally, I was able to work as a scholar-consultant and conduct an evaluation of a selected nonprofit organization's overall performance by using the 2019 Baldrige Performance Excellence Program. I was faced with the challenge of research bias during the research process that could potentially impact my ability to complete this research study. Because of my previous experience as a Recruiter, I started this journey with the preconceived ideas of what an effective recruiting strategy should look like and how to recruit volunteers. I also neglected to understand what it meant to be an independent consultant fully and had a preconceived idea that I would have received more support from the Walden faculty.

I have since gained a better understanding of what it means to be an independent scholar and that I could seek guidance and assistance not only from faculty members but also from fellow scholars. By sharing my experiences with other scholars, I learned how to adjust my thinking and gained a better understanding of what was expected of me as an independent scholar and a scholar-consultant. After completing the research study, I have understood that my personal biases prevented me from progressing in the beginning stages of research development. Once I learned how to remove those biases, I could be more confident in my research.

The biggest challenge for me was accepting feedback, and I never considered myself as someone who did not take constructive criticism well. I found myself procrastinating whenever I received feedback and realized that if I continued to do that, it would impact my ability to graduate. I had to change my thought process and how I chose to interpret the feedback I received. Rather than consider the feedback to indicate my work being wrong, I started to view it as an opportunity to make my work better.

There is always room for improvement, and looking back at my work, I now see that the changes that I had to make were for the better and made my work more scholarly. I was determined to finish this journey on my own and learned along the way that there are benefits to networking with others, sharing ideas, and giving feedback. I learned a lot from my fellow peers and could not have completed this journey without their support. Because of my peers and their willingness to be transparent and share their struggles, I made and developed new friendships. I gained a better understanding of the consulting capstone process and how to develop a significant working relationship with my client leader.

It is because of my peers that I gained a better understanding of the Baldrige Performance Excellence Program and how to use it to assess my client organization's overall performance. Before beginning the doctoral program, I was unfamiliar with the Baldrige Performance Excellence Program and how it is used to identify company strengths and weaknesses. I gained a newfound level of trust and understanding for my Chair. I now understand that all the feedback I received was not a personal attack of me, but her way of guiding me to ensure that my doctoral study exceeded the Walden University expectations. Because of her guidance and continued support throughout this journey, I have grown both professionally and personally and am better at receiving constructive criticism.

Conclusion

The purpose of this research study was to advance the knowledge of volunteer recruiting strategies used by NPO leaders. By identifying practical ways to recruit volunteers and the risks associated with having an ineffective recruiting process or no recruiting strategy in place, NPO leaders may benefit from the information provided in this study. The outlined steps can be put in place to ensure the right volunteer is selected to join the NPO workforce. Incorporating the Baldrige Performance Excellence Program assisted me in evaluating Client 1 organization, which allowed me to obtain the necessary experience and skills needed to be an efficient business consultant.

The most important take away from this study is that NPO leaders require implementation of a strategic recruiting process to ensure that the right volunteer is selected. Understanding why people volunteer, how to reach potential candidates, incentives to offer, and how to reward and motivate volunteers should be included in an organization’s recruiting strategy to ensure they have the right people in place to meet the company’s goals of making a positive social change. Volunteers who are motivated, engaged, and recognized are more productive, thus resulting in a successful and sustainable organization.

References

Abdalla, M., Oliveira, L. G. L., Azevedo, C. E. F., & Gonzalez, R. K. (2018). Quality in qualitative organizational research: Types of triangulation as a methodological alternative. *Administração: Ensino e Pesquisa [Administration: Teaching and Research]*, *19*(1), 66-98. https://doi.org/10.13058/raep.2018.v19n1.578

Acikgoz, Y. (2019). Employee recruitment and job search: Towards a multi-level integration. *Human Resource Management Review, 29*(1), 1-13. https://doi.org/10.1016/j.hrmr.2018.02.009

Adams, J. L. (2019). A lighthouse in the sea of qualitative textbooks: A book review of Kakali Bhattacharya's fundamentals of qualitative research-A practical guide. *Qualitative Report*, *24*(2), 295-297. https://nsuworks.nova.edu/tqr/vol24/iss2/7

Adashi, E. Y., Walters, L. B., & Menikoff, J. A. (2018). The Belmont Report at 40: Reckoning with time. *American Journal of Public Health*, *108*(10), 1345-1348. https://doi.org/10.2105/ajph.2018.304580

Agarwal, N., Chakrabarti, R., Brem, A., & Bocken, N. (2018). Market driving at bottom of the pyramid (BoP): An analysis of social enterprises from the healthcare sector. *Journal of Business Research, 86*, 234-244. https://doi.org/10.1016/j.jbusres.2017.07.001

Ahmed, F., Shahdaz, K., Aslam, H., Bajwah, S. U., & Bahoo, R. (2016). The role of collaborative culture in knowledge sharing and creativity among employees. *Pakistan Journal of Commerce and Social Sciences, 10*, 335-358. http://www.jespk.net/

Ahmed, K. A. (2017). The influence of development on managerial capabilities and performance: Empirical evidence from Pakistan. *Journal of Southeast Asian Research, 2017*, 1-20. https://doi.org/10.5171/2017.164526

Aksan, E., & Baki, A. (2017). Content analysis of curriculum-related studies in Turkey between 2000 and 2014. *Educational Sciences: Theory and Practice, 17*, 877-904. https://doi.org/10.12738/estp.2017.3.0002

Al-Ayed, S. I. (2019). The impact of strategic human resource management on organizational resilience: An empirical study on hospitals. *Business: Theory & Practice, 20*, 179-186. https://doi.org/10.3846/btp.2019.17

Aldiabat, K. M., & Le Navenec, C. (2018). Data saturation: The mysterious step in grounded theory method. *Qualitative Report, 23(1),* 45-61. https://nsuworks.nova.edu

Alfes, K., Antunes, B., & Shantz, A. (2017). The management of volunteers–what can human resources do? A review and research agenda. *International Journal of Human Resource Management*, *28*(1), 62-97. https://doi.org/10.1080/09585192.2016.12\42508

AlKhateeb, M. (2018). Using skype as a qualitative interview medium within the context of Saudi Arabia: A research note. *Qualitative Report, 23*, 2253-2260. https://nsuworks.nova.edu/tqr/vol23/iss10/1

Almohaimmeed, B. M. A. (2019). The effects of social media marketing antecedents on social media marketing, brand loyalty, and purchase intention: A customer perspective. *Journal of Business and Retail Management Research, 13*, 1-13.

https://doi.org/10.24052/JBRMR/V13IS04/ART-13

Alpi, K. M., & Evans, J. J. (2019). Distinguishing case study as a research method from case reports as a publication type. *Journal of the Medical Library Association, 107*(1), 1-5. https://doi.org/10.5195/jmla.2019.615

Alsahafi, N., & Shin, S. (2017). Factors affecting the academic and cultural adjustment of Saudi international students in Australian universities. *Journal of International Students, 7*(1), 53-72. https://doi.org/10.32674/jis.v7i1.245

Ames, A., Glenton, C., & Lewin, S. (2019). Purposive sampling in a qualitative evidence synthesis: A worked example from a synthesis on parental perceptions of vaccination communication. *BMC Medical Research Methodology, 19(1)*, 1-9. https://doi.org/10.1186/s12874-019-0665-4

Anderson, K. A. (2017). Skill networks and measures of complex human capital. *PNAS Proceedings of the National Academy of Sciences of the United States of America, 114*, 12720-12724. https://doi.org/10.1073/pnas.1706597114

Anderson, V. (2017). Criteria for evaluating qualitative research. *Human Resource Development Quarterly*, *28*, 125-133. https://doi.org/10.1002/hrdq.21282

Apostolopoulos, N., & Liargovas, P. (2016). Regional parameters and solar energy enterprises: Purposive sampling and group AHP approach. *International Journal of Energy Sector Management, 10*, 19-37. https://doi.org/10.1108/IJESM-11-2014-0009

Ardiellis, E. (2017). Usage of ICT in EU culture sector as a tool of cultural participation. *International Journal of Entrepreneurial Knowledge, 2*, 33-46.

https://doi.org/10.1515/ijek2017-0009

Arghode, V., Heminger, S., & Mclean, G. N. (2020). Career self-efficacy and education abroad: implications for future global workforce. *European Journal of Training and Development*. https://doi.org/10/1108/EJTD-02-2020-0034

Ashour, M. (2018). Triangulation as a powerful methodological research technique in technology-based services. *Business & Management Studies: An International Journal*, *6*(1), 193-208. https://doi.org/10.15295/bmij.v6i1.209

Astroth, K. S., & Chung, S. Y. (2018). Focusing on the fundamentals: Reading quantitative research with a critical eye. *Nephrology Nursing Journal, 45*, 283-286. https://www.annanurse.org

Ateş, N., Tarakci, M., Porck, J. P., van Knippenberg, D., & Groenen, P. J. (2018). The dark side of visionary leadership in strategy implementation: strategic alignment, strategic consensus, and commitment. *Journal of Management*, *46*, 637-665. https://doi.org/10.1177/0149206318811567

Austin, J., & Holt, S. (2017). Responding to the support needs of front-line public health nurses who work with vulnerable families and children: A qualitative study. *Contemporary Nurse: A Journal for the Australian Nursing Profession, 53*, 524-535. https://doi.org/10.1080/10376178.2017.1330661

Baker, J. D. (2016). The purpose, process, and methods of writing a literature review. *Association of Operating Room Nurses Journal, 103,* 265-269. https://doi.org/10.1016/j.aorn.2016.01.016

Bal, Y., Bozkurt, S., & Ertemsir, E. (2015). A study on determining the relationship between strategic HRM practices and creating innovation in organizations. *International Journal of Contemporary Management*, *13*, 23-36. http://jagiellonian.academia.edu/

Baldrige Performance Excellence Program. (2019). *2019-2020 Baldrige excellence framework: A systems approach to improving your organization's performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. https://www.nist.gov/baldrige

Ballaro, J., Mazzi, M., & Holland, K. (2020). Organization development through effective communication, implementation, and change process. *Organization Development Journal*, *38*, 45-63. http://isodc.org

Bandow, D., & Self, T. B. (2016). Leadership at all levels: Developing managers to develop leaders. *Journal of International Business Disciplines, 11*, 60-74. Retrieved from http://jibd.org/

Banks, G. C., McCauley, K. D., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *Leadership Quarterly*, 27, 634-652. https://doi.org/10.1016/j.leaqua.2016.02.006

Bansal, P., Smith, W. K., & Vaara, E. (2018). New ways of seeing through qualitative research. *Academy of Management Journal*, *61*, 1189-1195. https://doi.org/10.5465/amj.2018.4004

Barrett, D., & Twycross, A. (2018). Data collection in qualitative research. *Evidence-based Nursing, 21*, 63-64. https://doi.org/10.1136/eb-2018-102939

Bashan, B., & Holsblat, R. (2017). Reflective journals as a research tool: The case of student teachers' development of teamwork. *Cogent Education*, *4*(1), 1-15 https://doi.org/10.1080/2331186X.2017.1374234

Batitis, C. A., Pilar, J. I., Poso, E. S., Balboa, M. C. M., & Agustin, L. F. (2019). Intranet-based workforce management system for SPI Customer Relationship Management, Incorporated. *International Journal of Advanced Research in Computer Science, 10*(1), 15-20. https://doi.org/10.26483/ijarcs.v10i1.6354

Bauer, S., & Lim, D. (2019). Effect of communication practices on volunteer organization identification and retention. *Sustainability, 11*, 24-67. https://doi.org/10.3390/su11092467

Baumann, M. R., & Bonner, B. L. (2016). An expectancy theory approach to group coordination: expertise, task features, and member behavior. *Journal of Behavioral Decision Making, 30,* 407-419. https://doi.org/10.1002/bdm.1954

Beardwell, I., & Holden, L. (1997a). *Human resource management: A contemporary perspective* (2nd ed.). Pitman Publishing.

Beardwell, I., & Holden, L. (1997b). Human resources management. *Long Range Planning, 31(2),* 334-450. https://doi.org/10.1016/S0024-6301(98)90255-2

Beer, M., Spector, B., Lawrence, P., Mills, D. Q., & Walton, R. (1984). *Managing human assets.* Free Press.

Bercu, A. M., & Onofrei, M. (2017). The empirical research on civil servants' motivation: Evidence from Romania. *Managing Global Transitions, 15*, 399-417. https://doi.org/10.26493/1854-6935.15.399-417

Bergen, N., & Labonté, R. (2020). "Everything is perfect, and we have no problems":

Detecting and limiting social desirability bias in qualitative research. *Qualitative Health Research*, *30*, 783-792. https://doi.org/10.1177/1049732319889354

Binder, M. (2016). '…Do it with joy!'-Subjective well-being outcomes of working in nonprofit organizations. *Journal of Economic Psychology*, 54, 64-84. https://doi.org/10.1016/j.joep.2016.03.003

Blome, C., von Usslar, K., & Augustin, M. (2016). Feasibility of using qualitative interviews to explore patients' treatment goals: Experience from dermatology. *The Patient*, *9*, 261-269. https://doi.org/10.1007/s40271-015-0149-5

Bowen, M., Zutshi, H., Cordiner, M., Crutch, S., & Shakespeare, T. (2019). Qualitative, exploratory pilot study to investigate how people living with posterior corticalatrophy, their careers and clinicians experience tests used to assess vision. *BMJ Open*, *9*, 1-10. https://doi.org/10.1136/bmjopen-2017-020905

Braithwaite, J., Herkes, J., Ludlow, K., Testa, L., & Lamprell, G. (2017). Association between organizational and workplace cultures, and patient outcomes: Systematic review. *Business Management Journal Open*, *7*, 1-11. https://doi.org/10.1136/bmjopen-017-017708

Brear, M. (2019). Process and outcomes of a recursive, dialogic member checking approach: A project ethnography. *Qualitative Health Research*, *29*, 944-957. https://doi.org/10.1177/1049732318812448

Brown, M. S., & Baltes, B. (2017). The relationship between social change involvement and education. *Journal of Social Change*, *9(1)*, 1-11. https://doi.org/10.5590/JOSC.2017.09.1.1

Brown, A. L., Meer, J., & Williams, J. F. (2018). Why do people volunteer? An experimental analysis of preferences for time donations. *Management Science, 65*, 1455-1947. https://doi.org/10.1287/mnsc.2017.2951

Bryson, J. M. (2018). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. John Wiley & Sons.

Buse, K., Bernstein, R. S., & Bilimoria, D. (2016). The influence of board diversity, board diversity policies and practices, and board inclusion behaviors on nonprofit governance practices. *Journal of Business Ethics, 133*(1), 179-191. https://doi.org/10.1007/s10551-014-2352-z

Butt, R. S. (2018). Effect of motivational factors on job satisfaction of administrative staff in telecom sector of Pakistan. *Journal of Economic Development, Management, IT, Finance & Marketing*, *10*, 47-57. https://doi.org/10.5296/hrr.v2i1.13672

Cade, M. F. (2018). A guide to nonprofit fiscal sustainability: Ten ways CPAs can help ensure the long-term health of nonprofits. *Arizona CPA Journal*, *(June 2008)*, 15-18. https://www.picpa.org/keep-informed/pennsylvania-cpa-journal

Campion, M. C., Campion, E. D., & Campion, M. A. (2019). Using practice employment tests to improve recruitment and personnel selection outcomes for organizations and job seekers. *Journal of Applied Psychology*, *104*(9), 1089-1102. http://dx.doi.org/10.1037/apl0000401

Campion, M. C., Ployhart, R. E., & Campion, M. A. (2017). Using recruitment source timing and diagnosticity to enhance applicants' occupation-specific human capital. *Journal of Applied Psychology*, *102*, 764-781. https://doi.org/10.1037/apl0000190

Campos, R., Arrazola, M., & de Hevia, J. (2018). Finding the right employee online: determinants of internet recruitment in Spanish firms. *Applied Economics*, *50*(1), 79-93. https://doi.org/10.1080/00036846.2017.1319560

Candela, A. G. (2019). Exploring the function of member checking. *The Qualitative Report*, *24*, 619-628. https://nsuworks.nova.edu/tqr/vol24/iss3/14/

Cardoso, C. L., Gontijo, L. A., & Ono, M. M. (2017). Affective memory: An ethnographic approach to design. *Strategic Design Research Journal*, *10*(1), 79-88. https://doi.org/10.4013/sdrj.2017.101.09

Caretta, M. A., & Pérez, M. A. (2019). When participants do not agree: Member checking and challenges to epistemic authority in participatory research. *Field Methods*, *31*, 359-374. https://doi.org/10.1177/1525822X19866578

Carmichael, T., & Cunningham, N. (2017). Theoretical data collection and data analysis with gerunds in a constructivist grounded theory study. *Electronic Journal of Business Research Methods*, *15*, 59-73. https://www.ejbrm.com/

Cassar, L., & Meier, S. (2018). Nonmonetary incentives and the implications of work as a source of meaning. *Journal of Economic Perspectives*, *32*, 215-238. https://doi.org/10.1257/jep.32.3.215

Castillo-Montoya, M. (2016). Preparing for interview research: The Interview Protocol Refinement Framework. *Qualitative Report*, *21*, 811-831. https://nsuworks.nova.edu/tqr/vol21/iss5/2

Centre Management & Organization Effectiveness. (2017). *Strategic leadership*. https://cmoe.com/products-and-services/strategic-leadership/

Chandra, Y., & Shang, L. (2017). An RQDA-based constructivist methodology for qualitative research. *Qualitative Market Research: An International Journal, 20*, 90-112. https://doi.org/10.1108/QMR-02-2016-0014

Chen, Y., Peng, L., & Avgeriou, P. (2018). Assumptions and their management in software development: A systematic mapping study. *Information and Software Technology, 94*, 82-110. https://doi.org/10.1016/j.infsof.2017.10.003

Chew-Graham, C., Shepherd, T., Burroughs, H., Dixon, K., & Kessler, D. (2018). The value of an embedded qualitative study in a trial of a second antidepressant for people who had not responded to one antidepressant: Understanding the perspectives of patients and general practitioners. *BMC Family Practice, 19*, 1-12. https://doi.org/10.1186/s12875-018-0877-4

Chiţu, E., & Russo, M. (2020). The impact of employer branding in recruiting and retaining human resources. *International Journal of Communication Research, 10*, 202-212. https://www.questia.com

Choi, S. B., Kim, K., & Kang, S. (2017). Effects of transformational and shared leadership styles on employees' perception of team effectiveness. *Social Behavior and Personality*, 45, 377-386. https://doi.org/10.2224/sbp.5805

Christ, T. W. (2018). Mixed methods action research in special education: An overview of a grant-funded model demonstration project. *Research in the Schools, 25*, 77-88. http://www.msera.org/publications-rits.html

Chung, H. F. L., Wang, C. L., Huang, P., & Yang, Z. (2016). Organizational capabilities and business performance: When and how does the dark side of managerial ties matter? *Industrial Marketing Management, 55*, 70-82. https://doi.org/10.1016/j.indmarman.2016.02.014

Clark, K. R., & Vealé, B. L. (2018). Strategies to enhance data collection and analysis in qualitative research. *Radiologic Technology*, *89*, 482-485. http://www.radiologictechnology.org

Clement, J. (2019). Number of social media users worldwide from 2010-2021. https://www.statista.com/statistics/278414/number-of-worldwide-social-network-users/

Coleman, S., & Bourne, M. (2018). Project leadership: skills, behaviors, knowledge, and values. *Association for Project Management*. https://dspace.lib.cranfield.ac.uk/handle/1826/13561

Colorafi, K. J., & Evans, B. (2016). Qualitative descriptive methods in health science research. *Health Environment Research*, *9*, 16-25. https://doi.org/10.1177/1937586715614171

Cooper, J., & Davis, L. (2017). Exploring comparative economic theories: Human capital formation theory vs. screening theory. *Journal of Applied Business and Economics*, *19*, 68-73. http://www.aebjournal.org/

Corporation for National and Community Service. (2019). *Volunteering in America*. http://www.volunteeringinamerica.gov/

Cote, R. (2019). Motivating multigenerational employees: Is there a difference? *Journal* *of Leadership, Accountability and Ethics*, *16*, 15-19. https://doi.org/10.33423/jlae.v16i2.2018

Covington-Ward, Y. (2017). African immigrants in low-wage direct health care: Motivations, job satisfaction, and occupational mobility. *Journal of Immigrant and Minority Health*, *19*, 709-715. https://doi.org/10.1007/s10903-016-0400-8

Cuskelly, G. (2016). *Volunteer management*. Sage.

Cuskelly, G., Fredline, L., Kim, E., Barry, S., & Kappelides, P. (2020). Volunteer selection at a major sport event: A strategic human resource management approach. *Sport Management Review*, *1*, 1-11. https://doi.org/10.1016/j.smr.2020.02.002

Dean, J. (2016). Recruiting young volunteers in an area of selective education: A qualitative case study. *British Journal of Sociology of Education*, *37*, 643-661. https://doi.org/10.1080/01425692.2014.973016

Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital, and competitive advantage: is the field going in circles? *Human Resource Management Journal*, *27*(1), 1-21. https://doi.org/10.1111/1748-8583.12137

Delgado-Herrera, L., Banderas, B., Ojo, O., Kothari, R., & Zeiher, B. (2017). Diarrhea-predominant irritable bowel syndrome: Creation of an electronic version of a patient-reported outcome instrument by conversion from a pen-and-paper version and evaluation of their equivalence. *Patient Related Outcome Measures*, *8*, 83-95. https://doi.org/10.2147/PROM.S126605

Despard, M. R. (2016). Strengthening evaluation in nonprofit human resource organizations: Results of a capacity-building experiment. *Human Service Organizations: Management, Leadership & Governance, 40*, 352-368. https://doi.org/10.1080/23303131.2016.1140101

Devaney, C., Kearns, N., Fives, A., Canavan, J., Lyons, R., & Eaton, P. (2015). Recruiting and retaining older adult volunteers: Implications for practice. *Journal of Nonprofit & Public-Sector Marketing, 27*, 331-350. https://doi.org/10.1080/10495142.2015.1015373

Devanna, M. A., Fombrun, C., Tichy, N., & Warren, L. (1982). Strategic planning and human resource management. *Human Resource Management, 22*, 11-17. https://doi.org/10.1002/hrm.3930210103

DeVaro, J., Maxwell, N., & Morita, H. (2017). Training and intrinsic motivation in nonprofit and for-profit organizations. *Journal of Economic Behavior & Organization*, *139*, 196-213. https://doi.org/10.1016/j.jebo.2017.04.005

Dikko, M. (2016). Establishing construct validity and reliability: Pilot testing of a qualitative interview for research in Takaful (Islamic Insurance). *The Qualitative Report*, *21*, 521-528. https://www.nsuworks.nova.edu

do Nascimento, T. T., Porto, J. B., & Kwantes, C. T. (2018). Transformational leadership and follower proactivity in a volunteer workforce. *Nonprofit Management & Leadership*, *28*, 565-576. https://doi.org/10.1002/nml.21308

Dunn, P. J., Margaritis, V., & Anderson, C. (2017). Use of grounded theory in cardiovascular research. *Qualitative Report, 22*(1), 197-212. https://nsuworks.nova.edu/tqr/vol22/iss1/11

Ellinas, C., Allan, N., & Johansson, A. (2017). Dynamics of organizational culture: Individual beliefs vs. social conformity. *PLoS ONE, 12*, 1-20. https://doi.org/10.1371/journal.pone.0180193

Evans, N., & Mohammad, F. (2017). Strategic human resources management: A comparative analysis in the U.S. and Egypt. *Academy of Business Research Journal*, *2*, 7-17. https://www.aobronline.com/abrj

Farghaly, A. (2018). Comparing and contrasting quantitative and qualitative research approaches in education: The peculiar situation of medical education. *Education in Medicine Journal*, *10*(1), 3-11. https://doi.org/10.21315/eimj2018.10.1.2

Farooq, M. B., & de Villiers, C. (2017). Telephonic qualitative research interviews: When to consider them and how to do them. *Meditari Accountancy Research, 25*, 291-316. https://doi.org/10.1108/MEDAR-10-2016-0083

Fattah, A. H. (2017). The effect of organizational culture, leader behavior, self-efficacy, and job satisfaction on job performance of the employees. *Jurnal Terapan Manajemen dan Bisnis [Journal of Applied Management and Business], 3*, 102-110. http://journal.stkipsingkawang.ac.id/index.php/JTMB

Febriani, D. M., & Selamet, J. (2020). College students' intention to volunteer for non-profit organizations: Does brand image make a difference? *Journal of Nonprofit & Public Sector Marketing*, *32*, 166-188. https://doi.org/10.1080/10495142.2019.1656136

Feng, X., & Behar-Horenstein, L. (2019). Maximizing NVivo utilities to analyze open-ended responses. *Qualitative Report*, *24*, 563-571.

https://nsuworks.nova.edu/tqr/vol24/iss3/11

Figer, B. H., Chaturvedi, M., Thaker, S. J., Gogtay, N. J., & Thatte, U. M. (2017). A comparative study of the informed consent process with or without audiovisual recording. *The National Medical Journal of India, 30*, 262-265. https://doi.org/10.4103/0970-258X.234392

Fleming, J., & Zegwaard, K. E. (2018). Methodologies, methods, and ethical considerations for conducting research in work-integrated learning. *International Journal of Work - Integrated Learning*, *19*, 205-213. https://www.ijwil.org/

Fombrun, C., Tichy, N., & Devanna, M. (1984). *Strategic human resource management.* Wiley.

Fusch, P., & Ness, L. (2015). Are we there yet? Data saturation in qualitative research. *Qualitative Report*, *20*, 1408-1416. http://tqr.nova.edu/

Gallo, L., Murphy, J., Braga, L., Farrokhyar, F., & Thoma, A. (2018). Users' guide to the surgical literature: How to assess a qualitative study. *Canadian Journal of Surgery*, *61*, 208-214. https://doi.org/10.1503/cjs.013117

Gardiner, R. A. (2017). Authentic leadership through an ethical prism. *Advances in Developing Human Resources, 19*, 467-477. https://doi.org/10.1177/1523422317728941

Ghosh, P., Rai, A., Chauhan, R., Baranwal, G., & Srivastava, D. (2016). Rewards and recognition to engage private bank employees. *Management Research Review, 39*, 1738-1751. https://doi.org/10.1108/MRR-09-2015-0219

Gilson, L. L., Maynard, M. T., Jones Young, N. C., Vartiainen, M., & Hakonen, M.

(2015). Virtual teams research: 10 years, 10 themes, and 10 opportunities. *Journal of Management, 41*, 1313-1337. https://doi.org/10.1177/0149206314559946

Glenn, K., & McCormick, P. (2017). Dialogical nature of transferential processes: Tacit moral frameworks. *Journal of Theoretical & Philosophical Criminology, 9*(1), 32-47. https://www.questia.com

Gökmen, Ö. F., Uysal, M., Yasar, H., Kirksekiz, A., Güvendi, G. M., & Horzum, M. B. (2017). Methodological trends of the distance education theses published in Turkey from 2005 to 2014: A content analysis. *Egitim Ve Bilim [Education and Science], 42*, 8-25. https://doi.org/10.15390/EB.2016.6163

Greer, C. R., Lusch, R. F., & Hitt, M. A. (2017). A service perspective for human capital resources: A critical base for strategy implementation. *Academy of Management Perspectives, 31*, 137-158. https://doi.org/10.5465/amp.2016.0004

Guetterman, T. C., & Fetters, M. D. (2018). Two methodological approaches to the integration of mixed methods and case study designs: A systematic review. *American Behavioral Scientist, 62*, 900-918. https://doi.org/10.1177/0002764218772641

GuideStar. (2020). GuideStar on-line source of information on nonprofit organizations. https://www.guidestar.org/Home.aspx

Gulua, E., & Kharadze, N. (2018). Organizational culture management challenges. *European Journal of Interdisciplinary Studies, 10*, 67-79. https://doi.org/10.26417/ejis.v10i1.p67-79

Haamann, T., & Basten, D. (2019). The role of information technology in bridging the knowing-doing gap: An exploratory case study on knowledge application. *Journal of Knowledge Management, 23,* 705-741. https://doi.org/10.1108/JKM-01-2018-0030

Hall, M., Pascoe, D., & Charity, M. (2017). The impact of work-integrated learning experiences on attaining graduate attributes for exercise and sports science students. *Asia-Pacific Journal of Cooperative Education*, *18*, 101-113. https://eric.ed.gov/?id=EJ1151149

Hancock, M., Amankwaa, M., Revell, M., & Mueller, D. (2016). Focus group data saturation: A new approach to data analysis. *Qualitative Report, 21*, 2124-2130. https://www.nsuworks.nova.edu

Hayashi, P., Jr., Abib, G., & Hoppen, N. (2019). Validity in qualitative research: A processual approach. *Qualitative Report, 24*(1), 98-112. https://nsuworks.nova.edu/tqr/vol24/iss1/8

Hayati, N. R. (2019). Building a conceptual framework for recruitment process. *Global Business and Management Research, 11*(1), 242-248. http://www.gbmrjournal.com/

Hayles, E., Harvey, D., Plummer, D., & Jones, A. (2015). Perspective: Focusing on families' experiences of health care: Choosing a qualitative research design. *Journal on Developmental Disabilities, 21*, 110-118. https://researchonline.jcu.edu.au/43158/

Heller, M. (2017). Real-time, ongoing employee feedback: The perk that actually retains. *Strategic HR Review*, *16*, 125-130. https://doi.org/10.1108/SHR-03-2017-0016

Herzberg, F. (1959). *Work and the nature of man*. World Publishing.

Herzberg, F., Mausner, B., & Snyderman, B. B. (2017). *The motivation to work*. Routledge.

Hickey, R. (2016). An exploration into occupational therapists' use of creativity within psychiatric intensive care units. *Journal of Psychiatric Intensive Care, 12*, 89-107. https://doi.org/10.20299/jpi.2016.011

Hills, L. (2016). How to assess, recognize, and reward teamwork. *Journal of Medical Practice Management: MPM, 32*, 113-118. https://www.ncbi.nlm.nih.gov/pubmed/29944801

Hoeber, L., & Shaw, S. (2017). Contemporary qualitative research methods in sport management. *Sport Management Review, 20*, 4-7. https://doi.org/10.1016/j.smr.2016.11.005

Holzer, H. J. (2017). The role of skills and jobs in transforming communities. *Cityscape: A Journal of Policy Development & Research, 19*(1), 171-190. https://www.jstor.org

Hossain, S., & Hasan, M. H. (2016). Strategic human resource management (SHRM) practices in Bangladesh: What really makes the difference? *Journal of Strategic Human Resource Management, 5(3)*, 1-10. http://www.publishingindia.com/jshrm/32/strategic-human-resource-management-shrm-practices-in-bangladesh-what-really-makes-the-difference-/509/3638/

Huang, Y., Bortree, D. S., Yang, F., & Wang, R. (2020). Encouraging volunteering in nonprofit organizations: The role of organizational inclusion and volunteer need satisfaction. *Journal of Nonprofit & Public Sector Marketing, 32*, 147-165. https://doi.org/10.1080/10495142.2019.1589624

Hunter, R. F., Gough, A., O'Kane, N., McKowen, G., Fitzpatrick, A., Walker, T., & Kee, F. (2018). Ethical issues in social media research for public health. *The American Journal of Public Health, 108*, 343-348. https://doi.org/10.2105/AJPH.2017.304249

Idowu, O. E. (2017). Understanding organizational culture and organizational performance: Are they two sides of the same coin? *Journal of Management Research, 9*, 12-21. https://doi.org/10.5296/jmr.v9i1.10261

Idrees, R. N., Waqas, M., Naqvi, I. H., Imran, A., & Anjum, Z.-U.-Z. (2018). Strategic human resource management function and HR staffing: A case study of telecom sector. *Paradigms, 2*, 153-160. https://doi.org/10.24312/paradigms120206

Iqbal, A. (2019). Strategic human resource management approaches and organizational performance: The mediating role of creative climate. *Journal of Advances in Management Research, 16*, 181-193. https://doi.org/10.1108/JAMR-11-2017-0104

Ivey, J. (2017). Demystifying research II: Data collection methods and considerations. *Pediatric Nursing, 43*, 200-201. http://www.pediatricnursing.net

James, R. N. (2018). Describing complex charitable giving instruments: Experimental tests of technical finance terms and tax benefits. *Nonprofit Management & Leadership, 28*, 437-452. https://doi.org/10.1002/nml.21302

Jiménez-Crespo, M. A. (2015). Collaborative and volunteer translation and interpreting. In Angelelli, C., & Baer, B. J. (Eds.). *Researching Translation and Interpreting* (pp. 58-70). Routledge.

Johnson, J. M., & Ng, E. S. (2016). Money talks or millennials walk. *Review of Public Personnel Administration, 36*, 283-305. https://doi.org/10.1177/0734371X15587980

Johnson, S. L. (2019). Impact, growth, capacity-building of mixed methods research in the Health Sciences. *American Journal of Pharmaceutical Education, 83*, 136-139. https://doi.org/10.5688/ajpe7403

Kakumanu, S., Manns, B. J., Tran, S., Saunders-Smith, T., Hemmelgarn, B. R., Tonelli, M., Tsuyuki, R., Ivers, N., Southern, D., Bakal, J., & Campbell, D. J. T. (2019). Cost analysis and efficacy of recruitment strategies used in a large pragmatic community-based clinical trial targeting low-income seniors: A comparative descriptive analysis. *Trials*, *20*(1), 1-12. https://doi.org/10.1186/s13063-019-3652-5

Kalhoro, M., Jhatial, A. A., & Khokhar, S. (2017). Investigating the influence of extrinsic and intrinsic motivation on work performance: Study of bank officers. *Global Management Journal for Academic & Corporate Studies, 7*(1), 121-129. https://gmjacs.bahria.edu.pk/wp-content/uploads/2017/08/Volume-7-Number-1-10.pdf

Kappelides, P., Cuskelly, G., & Hoye, R. (2019). The influence of volunteer recruitment practices and expectations on the development of volunteers' psychological contracts. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *30*(1), 259-271. https://doi.org/10.1007/s11266-018-9986-x

Kappelides, P., Sullivan Mort, G., D'Souza, C., & McDonald, B. (2020). Volunteer recruitment, activation, commitment, and retention: An introduction to the special issue. *Journal of Nonprofit & Public Sector Marketing*, *32*(1), 1-3. https://doi.org/10.1080/10495142.2020.1719324

Kaufman, B. E. (2015). Evolution of strategic HRM as seen through two founding books: A 30th anniversary perspective on the development of the field. *Human Resource Management*, *54*, 389-407. https://doi.org/10.1002/hrm.21720

Kelly, K. (2017). A different type of lighting research – A qualitative methodology. *Lighting Research & Technology*, *49*, 933-942. https://doi.org/10.1177/1477153516659901

Khalil, O., & Marouf, L. (2017). A cultural interpretation of nations' readiness for knowledge economy. *Journal of the Knowledge Economy, 8,* 97-126. https://doi.org/10.1007/s13132-015-0288-x

Khan, H. G. A., & Afzal, M. (2016). The effect of reward systems, organizational commitment, and experience on job satisfaction with respect to employee's perceived performance. *NUML International Journal of Business & Management, 11*, 35-49. https://www.numl.edu.pk/journals/ijbm

Khorin, A. N., Potanina, Y. M., & Brovkin, A. V. (2017). Sector nonprofit organizations in the management of socio-economic systems. *Journal of Legal, Ethical, and Regulatory Issues*, *20*, 1-16. https://www.abacademies.org

Kirac, N., Altinay, F., Altinay, Z., Dağli, G., & Basari, G. (2017). The role of digital transformation in the differential control model for primary education inspectors. *International Journal of Economic Perspectives, 11*(1), 730-739. https://www.aeaweb.org/journals/jep

Knechel, N. (2019). What's in a Sample? Why selecting the right research participants matters. *Journal of Emergency Nursing, 45*, 332-334. https://doi.org/10.1016/j.jen.2019.01.020

Koch, B. J., Galaskiewicz, J., & Pierson, A. (2015). The effect of networks on organizational missions. *Nonprofit & Voluntary Sector Quarterly*, 44, 510-538. https://doi.org/10.1177/0899764014523335

Kolar, D., Skilton, S., & Judge, L. W. (2016). Human resource management with a volunteer workforce. *Journal of Facility Planning, Design, and Management*, *4*(1), 5-12. https://doi.org/10.18666/JFPDM-2016-V4-I1-7300

Kontoghiorghes, C. (2016). Linking high performance organizational culture and talent management: Satisfaction/motivation and organizational commitment as mediators. *International Journal of Human Resource Management, 27*, 1833-1853. https://doi.org/10.1080/09585192.2015.1075572

Kramer, M. W., & Danielson, M. A. (2017). Communication and role development for zoo volunteers: responding to role-sending, role-making, and role-remaking. *Journal of Applied Communication Research*, *45*(1), 96-115. https://doi.org/10.1080/00909882.2016.1248466

Kress, J. (2018). Board to death: How busy directors could cause the next financial crisis. *Boston College Law Review*, *59*, 878-929. https://lawdigitalcommons.bc.edu/bclr/vol59/iss3/3/

Kumari, N. (2020). Trending reward and recognition programs in organizations. *I-Manager's Journal on Management, 14*, 57-65. https://doi.org/10.26634/jmgt.14.3.15357

Largent, E., & Fernandez Lynch, H. (2017). Paying research participants: The outsized influence of undue influence. *IRB: Ethics & Human Research*, *39*, 1-9. http://www.thehastingscenter.org

Laurett, R., & Ferreira, J. J. (2018). Strategy in nonprofit organizations: A systematic literature review and agenda for future research. *Voluntas: International Journal of Voluntary and Nonprofit Organizations, 29*, 881-897. https://doi.org/10.1007/s11266-017- 9933-2

Lazarova, S., & Stefanova, K. (2018). An integrated model for designing and developing a key performance indicators system. *Business Management [Biznes Upravlenie]*, *4*, 5-22. https://upravlenie.guu.ru/jour

Lee, Y. (2019). Variations in volunteer use among human service organizations in the USA. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *30*(1), 208-221. https://doi.org/10.1007/s11266-018-9969-y

Lee, S., Jang, W., Lee, E., & Oh, S. G. (2016). Search engine optimization. *Library Hi Tech*, *34*, 197-206. https://doi.org/10.1108/lht-02-2016-0014

Lee, M. T., Raschke, R. L., & Louis, R. S. (2016). Exploiting organizational culture: Configurations for value through knowledge worker's motivation. *Journal of Business*

Research, *69*, 5442-5447. https://doi.org/10.1016/j.jbusres.2016.04.152

Leitch, J., Lancefield, D., & Dawson, M. (2016). 10 principles of strategic leadership. *Strategy & Business, 84*, 1-8. https://www.strategybusiness.com/article/10-Principles-of-Strategic-Leadership?gko=25cec

Leong, S., & Hazelton, J. (2019). Under what conditions is mandatory disclosure most likely to cause organisational change? *Accounting, Auditing & Accountability Journal*, *33*, 811-835. https://doi.org/10.1108/AAAJ-12-2015-2361

LeRoux, K., & Feeney, M. (2015). *Nonprofit Organizations and Civil Society in the United States*. Routledge.

Liao, H., & Hitchcock, J. (2018). Reported credibility techniques in higher education evaluation studies that use qualitative methods: A research synthesis. *Evaluation and Program Planning, 68*, 157-165. https://doi.org/10.1016/j.evalprogplan.2018.03.005

Lodhi, M. F. K. (2016). Quality issues in higher education: The role of methodological triangulation in enhancing the quality of a doctoral thesis. *Journal of Research in Social Sciences*, *4*(1), 62-74. https://numl.edu.pk/jrsscurrentissue.html

Longenecker, C., & Fink, L. (2017). Lessons for improving your formal performance appraisal process. *Strategic HR Review*, *16*(1), 32-38. https://doi.org/10.1108/SHR-11-2016-0096

Lu, J. (2017). Organizational ecology, institutionalism, and nonprofit advocacy engagement. *Journal of Nonprofit Education and Leadership, 7*, 217-236. https://doi.org/10.18666/JNEL-2017-V7-I3-7248

Mabey, C., & Zhao, S. (2016). Managing five paradoxes of knowledge exchange in networked organizations: New priorities for HRM? *Human Resource Management Journal, 27*, 39-57. https://doi.org/10.1111/1748-8583.12106

Macedo, I. M., Pinho, J. C., & Silva, A. M. (2016). Revisiting the link between mission statements and organizational performance in the nonprofit sector: The mediating effect of organizational commitment. *European Management Journal, 34*, 36-46. https://doi.org/10.1016/j.emj.2016.10.003.138796

Maher, C., Hadfield, M., Hutchings, M., & de Eyto, A. (2018). Ensuring rigor in qualitative data analysis: A design research approach to coding combining NVivo with traditional material methods. *International Journal of Qualitative Method, 17* (1). https://doi.org/10.1177/1609406918786362

Maier, F., Meyer, M., & Steinbereithner, M. (2016). Nonprofit organizations becoming business-like: A systematic review. *Nonprofit and Voluntary Sector Quarterly, 45*, 64-86. https://doi.org/10.1177/08997640145618=796

Maimela, E. M., & Samuel, M. O. (2016). Perception of performance management system by academic staff in an open distance learning higher education environment. *SA Journal of Human Resource Management, 14(1)*, 1-11. https://doi.org/10.4102/sajhrm.v14i1.784

Makarius, E. E., & Srinivasan, M. (2017). Addressing skills mismatch: Utilizing talent supply chain management to enhance collaboration between companies and talent suppliers. *Business Horizons, 60*, 495-505. https://doi.org/10.1016/j.bushor.2017.03.007

Mamatova, L., & Pavliuk, V. (2020). Strategic management of human resources as the basis of sustainable development. *Public Security & Public Order [Visuomenes Saugumas Ir Viesoji Tvarka], 24*, 458-466. https://doi.org/10.13165/PSPO-20-24-30

Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research* (6th ed.). Sage.

Masa'deh, R. E., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modeling approach. *Journal of Management Development, 35*, 681-705. https://doi.org/10.1108/JMD-09-2015-0134

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review, 50*, 370-396. https://doi.org/10.1037/h0054346

Maslow, A. H. (1970). *Motivation and personality*. Harper & Row.

Matei, M. C., & Abrudan, M. M. (2016). Adapting Herzberg's two-factor theory to the culture context of Romania. *Procedia-Social and Behavioral Sciences, 221*, 95-104. https://doi.org/10.1016/j.sbspro.2016.05.094

McAllum, K. (2018). Volunteers as boundary workers: Negotiating tensions between volunteerism and professionalism in nonprofit organizations. *Management Communication Quarterly*, *32*, 534-564. https://doi.org/10.1177/0893318918792094

McBey, K., Karakowsky, L., & Ng, P. (2017). Can I make a difference here? The impact of perceived organizational support on volunteer commitment. *Journal of*

Management Development, *36*, 991-1007. https://doi.org/10.1108/jmd052015007

McInnes, S., Peters, K., Bonney, A., & Halcomb, E. (2017). An exemplar of naturalistic inquiry in general practice research. *Nurse Researcher*, *24*, 36-41. https://doi.org/10.7748/nr.2017.e1509

Meriam, J., Patrizia, G., & Semma, E. A. (2019). How organizational culture influences performance measurement systems in SMEs. *International Journal of Productivity and Performance Management*, *69*, 217-235. https://doi.org/10.1108/IJPPM-10-2018-0363

Michailidis, M. P. (2018). The challenges of AI and blockchain on HR recruiting practices. *The Cyprus Review*, *30*, 169-180. http://www.cyprusreview.org

Milbourn, B., Black, M. H., & Buchanan, A. (2019). Why people leave community service organizations: A mixed methods study. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *30*(1), 272-281. https://doi.org/10.1007/s11266-018-0005-z

Milde, K., & Yawson, R. M. (2017). Strategies for social media use in nonprofits. *Journal of Management Policy and Practice*, *18*(1), 19-27. http://www.jmppnet.com/

Miller, E. W. (2018). Nonprofit strategic management revisited. *Canadian Journal of Nonprofit and Social Economy Research*, *9*, 23-40. https://doi.org/10.22230/cjnser.2018v9n2a270

Miller, T. (2017). Telling the difficult things: Creating spaces for disclosure, rapport and 'collusion' in qualitative interviews. *Women's Studies International Forum*, *61*, 81-86. https://doi.org/10.1016/j.wsif.2016.07.005

Morales, E., Narayan, A., & Atienza, W. (2019). Vulnerable vets? How gatekeeping and stereotypes shape access to student-veterans in the qualitative interview process. *The Qualitative Report, 24*, 717-730. https://nsuworks.nova.edu/tqr/vol24/iss4/6

Muchiri, M. K., McMurray, A. J., Nkhoma, M., & Pham, H. C. (2019). How transformational and empowering leader behaviors enhance workplace safety: A review and research agenda. *Journal of Developing Areas*, *53*(1), 257-265. https://doi.org/10.1353/jda.2019.0015

Mustafa, G., & Ali, N. (2019). Rewards, autonomous motivation, and turnover intention: Results from a non-western cultural context. *Cogent Business & Management*, *6*(1), 1-17. https://doi.org/10.1080/23311975.2019.1676090

Mwangi, L., Boinett, C. C., Tumwet, E., & Bowen, D. (2017). Effects of work-life balance on employee's performance in institutions of higher learning. A case study of Kabarak University. *Kabarak Journal of Research & Innovation, 4*, 60-69. http://eserver.kabarak.ac.ke:8082/ojs/index.php/journal1

Naidu, T., & Prose, N. (2018). Re-envisioning member checking and communicating results as accountability practice in qualitative research: A South African community-based organization example. Forum: *Qualitative Social Research, 19*, 783-797. https://doi.org/10.17169/fqs-19.3.3153

Nascimento, L., de Souza, T., Oliveira, I., de Moraes, J., de Aguiar, R., & da Silva, L. (2018). Theoretical saturation in qualitative research: An experience report in interview with schoolchildren. *Revista Brasileira De Enfermagem [Brazilian*

Journal of Nursing], *71*(1), 228-248. https://doi.org/10.1590/0034-7167-2016-0616

Nascimento Machado, L. A., Lobo de Castro Junior, D. F., Mondo, T. S., Silveira-Martins, E., & de Abreu, J. C. (2019). Strategic human resources management and hotel performance. *Tourism & Management Studies, 15*(1), 65-79. https://doi.org/10.18089/tms.2019.150106

Nastase, M., Bibu, N., Munteanu, A., Mircioi, V. I., & Florescu, M. S. (2019). The specific elements of strategic human resources management for competitive business development. *Industria Textila [Textile Industry] Journal*, *70*(6), 579-586. https://doi.org/10.35530/IT.070.06.1749

National Center for Charitable Statistics. (2019). *Nonprofit data at your fingertips*. https://nccs.urban.org

National Center for Charitable Statistics. (2020). *Registered 501(c)(3) Private Foundations by State*. http://nccs.urban.org/data-statistics/quick-facts-about-nonprofits

Nazareno, A. G., Bemmels, J. B., Dick, C. W., & Lohmann, L. (2017). Minimum sample sizes for population genomics: An empirical study from an Amazonian plant species. *Molecular Ecology Resources*, *17*, 1136-1147. https://doi.org/10.1111/1755-0998.12654

Neff, W. (2017). *Work and human behavior*. Routledge.

Newton, C. J., & Mazur, A. K. (2016). Value congruence and job-related attitudes in a nonprofit organization: A competing values approach. *International Journal of*

Human Resource Management, 27, 1013-1033. https://doi.org/10.1080/09585192.2015.1053962

Nimehchisalem, V. (2018). Exploring research methods in language learning-teaching studies. *Advances in Language and Literary Studies*, *9*, 27-33. https://doi.org/10.7575/aiac.alls.v.9n.6p.27

Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Sage.

Ochoa, O. L. (2016). Digital maturity models: what do they consist of and what can we learn from them? *Boletin de Estudios Economicos* [*Economic Studies Bulletin]*, *71*, 573-590. https://deusto-publicaciones.es/deusto/index.php/en/

Olinske, J. L., & Hellman, C. M. (2017). Leadership in the human service nonprofit organization: The influence of the Board of Directors on executive director well-being and burnout. *Human Service Organizations: Management, Leadership & Governance*, *41*, 95-105. https://doi.org/10.1080/23303131.2016.1222976

Olson, J. D., McAllister, C., Grinnell, L. D., Walters, K. G., & Appunn, F. (2016). Applying constant comparative method with multiple investigators and inter-coder reliability. *Qualitative Report, 21*(1), 26-42. https://nsuworks.nova.edu/tqr/vol21/iss1/3

Ontong, K., & Le Grange, L. (2018). Exploring sustainability as a frame of mind: A multiple case study. *South African Journal of Education*, *38*, 1-9. https://doi.org/10.15700/saje.v38ns2a1459

Oplatka, I. (2018). Understanding emotion in educational and service organizations through semistructured interviews: Some conceptual and practical insights.

Qualitative Report, *23*, 1347-1363. https://nsuworks.nova.edu/tqr/vol23/iss6/6

O'Regan, S. (2016). Don't forget the staff handbook. *China Business Review*, 1-1. https://www.chinabusinessreview.com/dont-forget-the-staff-handbook/

Orrock, J., & Clark, M. A. (2018). Using systems theory to promote academic success for African American males. *Urban Education, 53*, 1013-1042. https://doi.org/10.1177/0042085915613546

Oschman, J. J. (2017). The role of strategic planning in implementing a total quality management framework: An empirical view. *Quality Management Journal, 24*, 41-53. https://doi.org/10.1080/10686967.2017.11918508

Othman, Z., & Hamid, F. Z. (2018). Dealing with unexpected ethical dilemma: Experience from the field. *Qualitative Report*, *23*, 733-741. https://nsuworks.nova.edu

Ott, J., & Dicke, L. (2016). *The nature of the nonprofit sector*. Westview Press

Ottoni-Wilhelm, M., Vesterlund, L., & Xie, H. (2017). Why do people give? Testing pure and impure altruism. *American Economic Review*, *107*, 3617-3633. https://doi.org/10.1257/aer.20141222

Park, J., & Park, M. (2016). Qualitative versus quantitative research methods: Discovery or justification? *Journal of Marketing Thought*, *3*, 1-7. http://www.ejmt.org/

Passetti, L., Godley, M., Greene, A., & White, W. (2019). The volunteer recovery support for adolescents (VRSA) experiment: Recruiting, retaining, training, and supervising volunteers to implement recovery monitoring and support services. *Journal of Substance Abuse Treatment*, *98*, 1-8.

https://doi.org/10.1016/j.jsat.2018.11.015

Patel, B. S., Booker, L. D., Ramos, H. M., & Bart, C. (2015). Mission statements and performance in nonprofit organizations. *Corporate Governance: International Journal of Effective Board Performance*, 15, 759-774. https://doi.org/10.1108/CG-07-2015-0098

Pathiranage, Y. L., Jayatilake, L. V. K., & Abeysekera, R. (2020). Case study research design for exploration of organizational culture towards corporate performance. *Review of International Comparative Management [Revista de Management Comparat International]*, *21*, 361-372. https://doi:10.24818/RMCI.2020.3.361

Pessach, D., Singer, G., Avrahami, D., Chalutz Ben-Gal, H., Shmueli, E., & Ben-Gal, I. (2020). Employee recruitment: A prescriptive analytics approach via machine learning and mathematical programming. *Decision Support Systems*, *134*, 1-18. https://doi.org/10.1016/j.dss.2020.113290

Phillips, J. M., & Gully, S. M. (2015). Multilevel and strategic recruiting: Where have we been, where can we go from here? *Journal of Management*, *41*, 1416-1445. https://doi.org/10.1177/0149206315582248

Pinnegar, E., & Quiles-Fernández, E. (2018). A self-study of researcher relationships with research participants. *Studying Teacher Education*, *14*, 284-295. https://doi.org/10.1080/17425964.2018.1541287

Pongpearchan, P. (2016). Effect of transformational leadership and high performance work system on job motivation and task performance: Empirical evidence from business schools of Thailand universities. *Journal of Business and Retail Management Research, 10*, 93-105. https://www.jbrmr.com

Priyahashini, C., Kumar, Y. N., & Jha, R. R. (2017). Employer attractiveness through social media: A phenomenological study. *Qualitative Report*, *22*, 969-983. http://nsuworks.nova.edu/tqr/vol22/iss4/3/

Ray, D. C. (2015). Single case research design and analysis: Counseling applications. *Journal of Counseling & Development*, *93*, 394-402. https://doi.org/10.1002/jcad.12037

Reilly, T. (2016). Are social enterprises viable models for funding nonprofits? *Human Service Organizations Management Leadership & Governance. 40*, 297-301. https://doi.org/10.1080/23303131.2016.1165047

Renz, D. O. (2016). Designing and managing volunteer programs. In J. Brudney (Ed.)., *The Jossey-Bass handbook of nonprofit leadership and management* (pp. 688). John Wiley & Sons.

Renz, D. O., & Herman, R. D. (Eds.). (2016). *The Jossey-Bass handbook of nonprofit leadership and management*. John Wiley & Sons.

Ridder, H.-G. (2017). The theory contribution of case study research designs. *Business Research, 10*, 281-305. https://doi.org/10.1007/s40685-017-0045-z

Robineau, A., Ohana, M., & Swaton, S. (2015). The challenges of implementing high-performance work practices in the nonprofit sector. *Journal of Applied Business Research, 31*, 103-114. http://www.cluteinstitute.com/journals/journal-of-applied-business-research-jabr/

Roger, K., Bone, T. A., Heinonen, T., Schwartz, K., Slater, J., & Thakrar, S. (2018). Exploring identity: What we do as qualitative researchers. *Qualitative Report, 23,* 532-546. https://nsuworks.nova.edu

Rogers, R. (2018). Coding and writing analytic memos on qualitative data: A review of Johnny Saldaña's the coding manual for qualitative researchers. *Qualitative Report*, *23*, 889-892. https://nsuworks.nova.edu/tqr/vol23/iss4/12

Rohrer, J. M., Brümmer, M., Schmukle, S. C., Goebel, J., & Wagner, G. G. (2017). "What else are you worried about?" – Integrating textual responses into quantitative social science research. *PLoS One*, *12*, 1-34 https://doi.org/10.1371/journal.pone.0182156

Rosenthal, M. (2016). Qualitative research methods: Why, when, and how to conduct interviews and focus groups in pharmacy research. *Current in Pharmacy Teaching & Learning*, *8*, 509-516. https://doi.org/10.1016/j.cptl.2016.03.021

Rosenthal, R. J. (Ed.). (2015). *Volunteer engagement 2.0: Ideas and insights changing the world*. https://doi.org/10.1002/9781119154792

Ruiz, E. M., Marcos-Matás, G., & Tornero, M. M. (2016). Older volunteers' intention to 118 remain in service in nonprofit organizations. *Psicothema, 28,* 272-277. https://doi.org/10.7334/psicothema2016.20

Saarijärvi, M., Wallin, L., Moons, P., Gyllensten, H., & Bratt, E. (2019). Transition program for adolescents with congenital heart disease in transition to adulthood: Protocol for a mixed-method process evaluation study (the STEPSTONES project). *BMJ Open*, *9*, 1-8. https://doi.org/10.1136/bmjopen-2018-028229

Sage, R. A. (2016). Qualitative perceptions of opportunity and job qualities in rural health care work. *Online Journal of Rural Nursing & Health Care, 16*(1), 154-194. https://doi.org/10.14574/ojrnhc.v16i1.382

Saha, N., Chatterjee, B., Gregar, A., & Sáha, P. (2016). The impact of SHRM on sustainable organizational learning and performance development. *International Journal of Organizational Leadership*, *5*(1), 63-75. https://doi.org/10.33844/ijol.2016.60291

Saha, S., & Kumar, S. P. (2018). Organizational culture as a moderator between affective commitment and job satisfaction. *International Journal of Public Sector Management*, *31*, 184-206. https://doi.org/10.1108/IJPSM-03-2017-0078

Salm, L. (2017). *70% of employers are snooping candidates' social media profiles. Careersbuilder.Com*. https://www.careerbuilder.com/advice/social-media-survey-2017

Same, A., McBride, H., Liddelow, C., Mullan, B., & Harris, C. (2020). Motivations for volunteering time with older adults: A qualitative study. *PLoS One, 15*, 1-14. https://doi:10.1371/journal.pone.0232718

Sanzo-Perez, M. J., Rey-Garcia, M., & Alvarez-Gonzalez, L. I. (2017). The impact of professionalization and partnerships on nonprofit productivity. *The Service Industries Journal*, *37*, 783-799. https://doi.org/10.1080/02642069.2017.1353976

Saunders, B., Sim, J., Kingstone, T., Baker, S., Waterfield, J., Bartlam, B., Burroughs, H., & Jinks, C. (2018). Saturation in qualitative research: Exploring its conceptualization and operationalization. *Quality and Quantity 52*, 1893-1907.

https://doi.org/10.1007/s11135-017-0574-8

Saunders, M., & Tosey, P. (2015). *Handbook of Research Methods on Human Resource Development.* Edward Elgar Publishing.

Saunders, M., & Townsend, K. (2016). Reporting and justifying the number of interview participants in organization and workplace research. *British Journal of Management, 27*, 836-852. https://doi.org/10.1111/1467-8551.12182

Shalhoub, J., Marshall, D. C., & Ippolito, K. (2017). Perspectives on procedure-based assessments: A thematic analysis of semistructured interviews with 10 UK surgical trainees. *BMJ Open, 7*, 1-8. https://doi.org/10.1136/bmjopen-2016-013417

Sharma, P. (2017). Organizational culture as a predictor of job satisfaction: The role of age and gender. *Management: Journal of Contemporary Management Issues, 22*(1), 35-48. https://doi.org/10.30924/mjcmi/2017.22.1.35

Shi, Y., Dokshin, F. A., Genkin, M., & Brashears, M. E. (2017). A member saved is a member earned? The recruitment-retention trade-off and organizational strategies for membership growth. *American Sociological Review, 82*, 407-434 https://doi.org/10.1177/0003122417693616

Sholekar, S., & Shoghi, B. (2017). The impact of organizational culture on organizational silence and voice of faculty members of Islamic Azad University in Tehran. *Iranian Journal of Management Studies, 1*, 1-31. https://doi.org/10.22059/ijms.2017.127016.671744

Singh, S., Darwish, T. K., & Potočnik, K. (2016). Measuring organizational performance:

A case for subjective measures. *British Journal of Management*, *27*(1), 214-224. https://doi.org/10.1111/1467-8551.12126

Smith, D. H., Stebbins, R. A., & Grotz, J. (2016). *The Palgrave handbook of volunteering, civic participation, and nonprofit associations.* Macmillan.

Smith, P. R. (2018). Collecting sufficient evidence when conducting a case study. *Qualitative Report*, *23*, 1043-1048. https://nsuworks.nova.edu/tqr/vol23/iss5/2

Snelgar, R., Shelton, S. A., & Giesser, A. (2017). A comparison of South African and German extrinsic and intrinsic motivation. *South African Journal of Economic and Management Sciences, 20*, 1-12. https://doi.org/10.4102/sajems.v20i1.1552

So, K. K. F., Wei, W., & Martin, D. (2020). Understanding customer engagement and social media activities in tourism: A latent profile analysis and cross-validation. *Journal of Business Research, 1,* 1-10. https://doi.org/10.1016/j.jbusres.2020.05.054

Society for Human Resource Management. (2017). *Using social media for talent acquisition*. https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/pages/social-media-recruiting-screening-2015.aspx

Sowa, J. E. (2020). Reinvigorating the spirit of strategic human resource management. *Public Personnel Management*, *49*, 331-335. https://doi.org/10.1177/0091026020930768

Stahl, N., Lampi, J., & King, J. R. (2019). Expanding approaches for research: Mixed methods. *Journal of Developmental Education*, *42*, 28-30. http://ncde.appstate.edu/publications/journal-developmental-education-jde

Stefanick, L., Best-Bertwistle, R., & Race, L. S. (2020). Retaining volunteers in the age of precarious work. *Journal of Nonprofit & Public Sector Marketing, 32*, 124-146. https://doi.org/10.1080/10495142.2018.1526747

Steinert, Y., & Thomas, A. (2016). When I say … literature reviews. *Medical Education*, *50*, 398-399. https://doi.org/10.1111/medu.12998

Stewart, C. (2016). How diverse is your pipeline? Developing the talent pipeline for women and black and ethnic minority employees. *Industrial and Commercial Training, 48*, 61-66. https://doi.org/10.1108/ICT-09-2015-0059

Stewart, H., & Gapp, R. (2017). Exploring the alchemy of qualitative management research: Seeking trustworthiness, credibility, and rigor through crystallization. *Qualitative Report, 22(1),* 1-19. https://nsuworks.nova.edu/tqr/vol22/iss1/1

Stukas, A. A., Hoye, R., Nicholson, M., Brown, K. M., & Aisbett, L. (2016). Motivations to volunteer and their associations with volunteers' well-being. *Nonprofit and Voluntary Sector Quarterly, 45*, 112-132. https://doi.org/10.1177/0899764014561122

Sulkowski, A. J., Edwards, M., & Freeman, R. E. (2017). Shake your stakeholder: Firms leading engagement to cocreate sustainable value. *Organization & Environment, 31*, 223-241. https://doi.org/10.1177/1086026617722129

Sundler, A. J., Lindberg, E., Nilsson, C., & Palmér, L. (2019). Qualitative thematic analysis based on descriptive phenomenology. *Nursing Open, 6*, 733-739. https://doi.org/10.1002/nop2.275

Sundstrom, B., & Levenshus, A. B. (2017). The art of engagement: Dialogic strategies on

Twitter. *Journal of Communication Management*, *21*(1), 17-33. https://doi.org/10.1108/JCOM-07-2015-0057

Suriyankietkaew, S., & Avery, G. (2016). Sustainable leadership practices driving financial performance: Empirical evidence from Thai SMEs. *Sustainability*, *8*, 327-330. https://doi.org/10.3390/su8040327

Talat, I., & Jawad, T. (2018). Learning organizational environment and extra-role behaviors. *The Journal of Management Development*, *37*, 258-270. https://doi.org/10.1108/JMD-01-2017-0039

Tandoğan, M. (2018). Effectiveness of strategic human resources management on the productivity of hotel workers. *Research Studies Anatolia Journal*, *1*, 300-307. https://dergipark.org.tr/tr/pub/rs

Tania, M. (2016). What do people want from their jobs? A dual-factor analysis based on gender differences. *Journal of Social & Economic Statistics*, *5*(1), 42-55. http://jses.ase.ro/

Tenório, A., Loos, T., & Tenório, T. (2017). Perceptions of tutors and students on affectivity and conflict mediation in an e-learning course for the Brazilian police. *Revista Iberoamericana De Educación a Distancia [Iberoamerican Journal of Distance Education]*, *20*(1), 223-241. https://doi.org/10.5944/ried.20.1.15806

The Association of Qualitative Research. (2020). Conclusion and recommendations. https://www.aqr.org.uk/glossary/conclusions-andrecommendations

Thunnissen, M. (2016). Talent management: For what, how and how well? An empirical exploration of talent management in practice. Employee Relations, 38, 57-72.

https://doi.org/10.1108/er-08-2015-0159

Tiraieyari, N., Ricard, R. M., & McLean, G. N. (2019). Factors influencing volunteering in urban agriculture: Implications for recruiting volunteers. *Urban Forestry & Urban Greening*, *45*, 1-9. https://doi.org/10.1016/j.ufug.2019.126372

Tonurist, P., & Surva, L. (2017). Is volunteering always voluntary? Between compulsion and coercion in co-production. *Voluntas: International Journal of Voluntary & Nonprofit Organizations*, *28*, 223-247. https://doi.org/10.1007/s11266-016-9734-z

Topaloglu, O., McDonald, R. E., & Hunt, S. D. (2018). The theoretical foundations of nonprofit competition: A resource-advantage theory approach. *Journal of Nonprofit & Public Sector Marketing*, *30*(3), 229-250. https://doi.org/10.1080/10495142.2018.1452818

USA.gov. (2019). Types of nonprofits. Starting a nonprofit organization. https://www.usa.gov/

U.S. Department of Health and Human Services, Office for Human Research Protections. (1979). The Belmont Report. Washington: Department of Health, Education, and Welfare. https://www.hhs.gov/

Utama, H., Sukardi, S., & Djatna, T. (2020). The evaluation of customer satisfaction survey follow-up in LPPOM MUI. *Indonesian Journal of Business and Entrepreneurship (IJBE)*, *6*, 1-13. https://doi.org/10.17358/ijbe.6.2.105

Uyar, A., Boyar, E., & Kuzey, C. (2018). Does social media enhance firm value? Evidence from Turkish firms using three social media metrics. *Electronic Journal of Information Systems Evaluation*, *21*, 131-142. https://www.ejise.com

Valentinov, V., Hielscher, S., & Pies, I. (2015). Nonprofit organizations, institutional economics, and systems thinking. *Journal of Economic Systems, 39*, 491-501. https://doi.org/10.1016/j.ecosys.2014.12.002

Valerio, M. A., Rodriguez, N., Winkler, P., Lopez, J., Dennison, M., & Yuanyuan Liangrbara, J. T. (2016). Comparing two sampling methods to engage hard-to-reach communities in research priority setting. *BMC Medical Research Methodology*, *16*,1-11. https://doi.org/10.1186/s12874-016-0242-z

van den Berg, A., & Struwig, M. (2017). Guidelines for researchers using an adapted consensual qualitative research approach in management research. *Electronic Journal of Business Research Methods*, *15*, 109-119. https://www.ejbrm.com

van Wyk, N. C. (2018). The experiences of female ministers in counseling female rape survivors: A phenomenological study. *HTS Teologiese Studies/Theological Studies*. https://doi.org/10.4102/hts.v74i4.5052

Vasileiou, K., Barnett, J., Thorpe, S., & Young, T. (2018). Characterizing and justifying sample size sufficiency in interview-based studies: Systematic analysis of qualitative health research over a 15-year period. *BMC Medical Research Methodology*, *18*, 1-18. https://doi.org/10.1186/s12874-018-0594-7

Vass, C., Rigby, D., & Payne, K. (2017). The role of qualitative research methods in discrete choice experiments: A systematic review and survey of authors. *Medical Decision Making*, *37*, 298-313. https://doi.org/10.1177/0272989X16683934

Veres, J. C., Eva, N., & Cavanagh, A. (2019). "“Dark” student volunteers: Commitment, motivation, and leadership", *Personnel Review*, *49*, 1176-

1193. https://doi.org/10.1108/PR-02-2019-0085

Veludo-de-Oliveria, T. M., Pallister, J., & Foxall, G. (2015). Accounting for sustained volunteering by young people: An expanded TPB. *International Journal of Voluntary and Nonprofit Organizations*, *24*, 1180-1198. https://doi.org/10.1007/s11266-012-9317-6

Viglia, G., Pera, R., & Bigne, E. (2017). The determinants of stakeholder engagement in digital platforms. *Journal of Business Research*, *89*, 404-410. https://doi.org/10.1016/j.jbusres.2017.12.029

Villa, G., Manara, D. F., Brancato, T., Rocco, G., Stievano, A., Vellone, E., & Alvaro, R. (2018). Life with a urostomy: A phenomenological study. *Applied Nursing Research*, *39*, 46-52. https://doi.org/10.1016/j.apnr.2017.10.005

Vroom, V. (1964). *Work and motivation*. Wiley.

Wadams, M., & Park, T. (2018). Qualitative research in correctional settings: Researcher bias, western ideological influences, and social justice. *Journal of Forensic Nursing*, *14*, 72-79. https://doi.org/10.1097/jfn.0000000000000199

Walden University. (2019). *Manual for the DBA consulting capstone* (2nd ed.). Author.

Wang, X., & Zeng, Y. (2017). Organizational capability model: Toward improving organizational performance. *Journal of Integrated Design and Process Science*, *21*, 5-24. https://doi.org/10.3233/jid-2017-0005

Warburton, J., Moore, M., & Oppenheimer, M. (2017). Challenges to the recruitment and retention of volunteers in traditional nonprofit organizations: A case study of Australian meals on wheels. *International Journal of Public Administration*, 1-13.

https://doi.org/10.1080/01900692.2017.1390581

Ward, J. K., Comer, U., & Stone, S. (2018). On qualifying qualitative research: Emerging perspectives and the "Deer" (descriptive, exploratory, evolutionary, repeat) paradigm. *Interchange*, *49*(1), 133-146. https://doi.org/10.1007/s10780-018-9313-x

Weller, S. C., Vickers, B., Bernard, H. R., Blackburn, A. M., Borgatti, S., Gravlee, C. C., & Johnson, J. C. (2018). Open-ended interview questions and saturation. *PLoS ONE*, *13*(6), 1-18. https://doi.org/10.1371/journal.pone.0198606

Westerman, G., Soule, D. L., & Eswaran, A. (2019). Building digital-ready culture in traditional organizations. *MIT Sloan Management Review*, *60*, 59-68. https://sloanreview.mit.edu

White, M. C., Randall, K., Avara, E., Mullis, J., Parker, G., & Shrime, M. G. (2018). Clinical outcome, social impact, and patient expectation: a purposive sampling pilot evaluation of patients in Benin seven years after surgery. *World Journal of Surgery*, *42*, 1254-1261. https://doi.org/10.1007/s00268-017-4296-9

Whitmore, R., Crooks, V. A., & Snyder, J. (2019). Exploring informal caregivers' roles in medical tourism through qualitative data triangulation. *Qualitative Report, 24*, 1852-1865. https://nsuworks.nova.edu/tqr/vol24/iss8/3

Willems, J., & Dury, S. (2017). Reasons for not volunteering: Overcoming boundaries to attract volunteers. *Service Industries Journal*, *37*, 726-745. https://doi.org/10.1080/02642069.2017.1318381

Wilson, A. D., Onwuegbuzie, A. J., & Manning, L. P. (2016). Using paired depth interviews to collect qualitative data. *Qualitative Report, 21*, 1549-1573. http://nsuworks.nova.edu/tqr/vol21/iss9/1/

Wyllie, J., Lucas, B., Carlson, J., Kitchens, B., Kozary, B., & Zaki, M. (2016). An examination of not-for-profit stakeholder networks for relationship management: A small-scale analysis on social media. *Plos ONE, 11*(10), 1-20. https://doi.org/10.1371/journal.pone.0163914

Yeong, M. L., Ismail, R., Ismail, N. H., & Hamzah, M. I. (2018). Interview protocol refinement: Fine-tuning qualitative research interview questions for multi-racial populations in Malaysia. *Qualitative Report, 23*, 2700-2713. https://nsuworks.nova.edu/tqr/vol23/iss11/7

Yin, R. K. (2016). *Qualitative research from start to finish* (5th ed.). Guilford Press.

Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). Sage.

York, P. (2017). Effective volunteer engagement for sustainability and growth. *The Journal of Nonprofit Education and Leadership, 7*(1), 32-38. https://doi.org/10.18666/JNEL-2017-V7-I1-8024

Yu, M., & Kang, K. (2016). The factors affecting nursing students' career preparation behavior: Focusing on participation in a self-leadership program. *Indian Journal of Science and Technology, 9*, 1-9. https://doi.org/10.17485/ijst/2016/v9i25/97173

Zafar, S., Atif, M., Hashmi, M. A., & Naz, T. (2017). On the cultural diversity of multinational ICT organizations: A review study. *Indian Journal of Science and Technology, 10*, 1-5. https://doi.org/10.17485/ijst/2017/v10i26/115618

Zhu, H., Wang, P., & Bart, C. (2016). Board processes, board strategic involvement, and organizational performance in for-profit and nonprofit organizations. *Journal of Business Ethics, 136*, 311-328. https://doi.org/10.1007/s10551-014-2512-1

Appendix: Interview Protocol

Interview Title: Exploring the Strategies used by Nonprofit Organization Leaders to Develop Recruiting Strategies

Research Question: What strategies do nonprofit organizational leaders use to recruit volunteers?

1. The interview protocol begins.
2. I will start by introducing myself to the participant.
3. The participant will be provided with an informed consent form prior to the interview and will provide their consent, thus agreeing to participate in the research, via email.
4. The participant will be thanked for agreeing to participate in this study.
5. The participant will be provided with instructions on how to withdraw from the study.
6. Permission to digitally record the interview will be obtained from the participant.
7. The member checking process will be explained to the participant. An agreed-upon date and time will be scheduled with the participant. The participant will be allowed to review the analyzed data to ensure its validity and reliability.
8. Once the audio recorder has started, the date, time, and location will be noted. Writing tools will be readily available to take notes if needed.
9. An alphanumeric code (i.e., Participant 1) will be used to identify and introduce the participant on the consent form and audio recording.

10. The interview will begin.
11. Question #1 will be used to start the interview and will continue until all questions have been asked.
12. The interview sequence will be concluded.
13. The participant will be thanked for his or her time and participation.
14. The participant will be reminded of my contact information should he or she have follow-up questions or concerns.
15. The interview protocol is concluded.

Interview Questions:

1. What strategies do you use to recruit volunteers?
2. What are some barriers that prevent the implementation of volunteer recruitment strategies?
3. What methods are used to remove these barriers experienced during the implementation of volunteer recruitment strategies?
4. How successful was the removal of these barriers to increase recruitment rates of volunteers?
5. How do you assess the success of implementing strategies to recruit organization volunteers?
6. What other information would you like to share about the recruitment strategies being used to recruit volunteers?