

4-18-2024

## Using Strategic Planning to Improve Volunteer Recruitment and Retention for Nonprofits in the Post-Pandemic Era

Antonio L. McCormack  
*Walden University*

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



Part of the [Public Administration 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](mailto:ScholarWorks@waldenu.edu).

# Walden University

College of Health Sciences and Public Policy

This is to certify that the doctoral study by

Antonio McCormack

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. Karel Kurst-Swanger, Committee Chairperson, Public Policy and Administration  
Faculty

Dr. Augusto Ferreros, Committee Member, Public Policy and Administration Faculty

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

Walden University  
2024

Abstract

Using Strategic Planning to Improve Volunteer Recruitment and Retention for Nonprofits

in the Post-Pandemic Era

by

Antonio L. McCormack

MA, University of Phoenix, 20017

BS, University of Phoenix, 2015

Professional Administrative Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Public Administration

Walden University

May 2024

## Abstract

COVID-19 has changed U.S. culture and negatively affected society worldwide, especially nonprofit organizations that provide community service. Since the pandemic, nonprofit agencies encountered many hardships, especially with the loss of personnel, primarily volunteers. The present study focused on implementing ways to improve recruitment and retention of volunteers for nonprofit organizations in the post-pandemic era through strategic planning. A qualitative approach was deemed the most feasible to conduct this study. This study utilized a SWOT analysis approach, a method of strategic planning used to collect data. A total of 10 interviews were conducted to explore the strengths, weaknesses, opportunities, and threats regarding recruitment and retention of volunteer and the strategies nonprofit organizations can employ to improve recruitment and retention of volunteers in the post-pandemic era. Based on the results from interviews using thematic analysis to determine the SWOT, the data collected in this study was used to draw conclusions and make recommendations of what strategies to employ for positive social change in order to improve recruitment and retention of volunteers to meet current organizational demands. The deliverables in the form of a recommendations memo contained the results from the interviews from the analysis and recommendations related to the strategic plan for improving the recruitment and retention of volunteers.

Using Strategic Planning to Improve Volunteer Recruitment and Retention for Nonprofits

in the Post-Pandemic Era

by

Antonio L. McCormack

MA, University of Phoenix, 20017

BS, University of Phoenix, 2015

Professional Administrative Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Public Administration

Walden University

March 2024

## Dedication

First, I want to honor my lord and savior, Jesus Christ, for making my dream a reality. I would like to dedicate this to the memory of my late mother, Mrs. Valencia Marie Gooch-Bottoms, who paved the way for me and those who have gone on to eternal rest and have prayed for and taken time out for me. I would like to dedicate this achievement to the memory of Bishop C.K. Beasley, Bishop G.A. Alexander, Bishop Larry D. Weathers, Sr., Lady Amanda Weathers, and Dr. Yolanda Weathers. This accomplishment is also in memory of my great grandparents, Charles and Nettie B. McCormack, and aunts, Sherline McCormack and Sarah Hamilton. I also want to dedicate this accomplishment to the memory of my godmother, Mother Norma Stokes-Elgaouth, for many nights of encouragement and prayer with me on this journey. Most of all, I want to thank my family, especially my grandparents Ann and Robert Gooch, for being by my side and never giving up on me. To my tribe, my fellow Walden colleagues, Scottie Y. McClaney, William Walker, Lance Driskell, and Wallace Peake, thank you for your support and holding me accountable. To Dr. Danisha Keating, thank you for mentoring me on how to do a qualitative study. Also, I want to dedicate this to those who have prayed for and with me throughout this journey. Although I cannot name everyone, I want you to know you are appreciated. Most of all, to my niece Chiara and my nephew Cameron. I dedicate this to you. Let this serve as motivation that you too can pursue your dreams and achieve your goals.

## Acknowledgments

Special thanks to my chair, Dr. Karel Kurst-Swanger, and my committee member, Dr. Victor Ferreros, for the support and guidance through this process and for providing your insight and advice as I excelled at each level in the PAS process. My dream would not have become a reality without your thorough support and guidance. Lastly, I want to give a special shout-out to the faculty and staff of Walden University, especially the entire doctoral board, who played a role in assisting and guiding me through each phase of my PAS journey. Although this journey was tedious, many nights I cried and couldn't sleep, it was because of my doctoral committee and supporting staff of Walden rallying around me to uplift me to keep going and not give up. For this, I am grateful to Walden University.

## Table of Contents

List of Tables .....	iv
List of Figures .....	v
Section 1: Introduction.....	1
Organizational Background and Problem Statement .....	1
Purpose.....	3
Summary of Data Sources and Analysis.....	3
Definitions.....	4
Significance.....	5
Summary .....	5
Section 2: Conceptual Framework and Relevant Literature .....	7
Literature Search Strategy.....	7
Conceptual Framework .....	8
SWOT Analysis .....	9
Literature Review for the Study.....	12
Nonprofit.....	13
COVID-19.....	14
Volunteers .....	15
Recruitment.....	17
Retention.....	23
Impact of COVID-19 on Recruitment and Retention.....	31
Summary .....	32

Section 3: Data Collection Process and Analysis .....	34
Practice-Focused Research Questions and Research Design .....	34
Roles of the Researcher and Client Organization .....	35
Methodology .....	35
Procedures for Recruitment, Participation, and Data Collection .....	36
Strategy for Data Analysis .....	37
Issues of Trustworthiness .....	38
Ethical Procedures .....	40
Summary .....	41
Section 4: Results and Recommendations .....	42
Data Collection .....	42
Data Analysis .....	43
Findings .....	47
Research Question 1 .....	47
Research Question 2 .....	54
Deliverables and Recommendations .....	59
Evidence of Trustworthiness .....	60
Strengths and Limitations of the Study .....	61
Summary .....	61
Section 5: Dissemination Plan and Conclusion .....	63
Dissemination Plan .....	63
Conclusions .....	63

Findings Relevant to the Literature.....	64
Summary .....	65
References.....	66
Appendix A: Qualitative Interview Questions.....	79
Appendix B: SWOT Analysis.....	82
Appendix C: Participant Letter .....	83
Appendix D: Client Organization Letter.....	84
Appendix E: Recommendations Memo .....	85

## List of Tables

Table 1. Emerging Themes: Recruitment .....	45
Table 2. Emerging Themes: Retention .....	46
Table 3. Recruitment: SWOT Analysis .....	55
Table 4. Retention: SWOT Analysis .....	55
Table E1. Recruitment: SWOT Analysis .....	86
Table E2. Retention: SWOT Analysis .....	86
Table E3. Strategic Plan.....	88

## List of Figures

Figure 1. SWOT Analysis .....	10
-------------------------------	----

## Section 1: Introduction

Over the years, nonprofit organizations have provided extensive care and services to those needing assistance within their communities. Nonprofit organizations are second responders addressing crises and aiding those in need (Detrick et al., 2020). Most organizations provide services such as rental assistance, case management, medical, and even food assistance. But in 2019, COVID-19 impacted how nonprofit organizations administer care and services to their consumers, making operating at maximum capacity difficult (Hamouche, 2021; Johnson et al., 2021). One of the issues public service organizations face since the pandemic is the retention and recruitment of volunteers to render services and carry out the organization's mission. The pandemic strained how organizations render community support services, causing them to see a decline in personnel who either worked or volunteered for the agency (Prentice et al., 2020). This section provides an in-depth overview and background of an organization currently experiencing low retention and recruitment rates of volunteers in the post-pandemic era. This section also describes the purpose of this study and its importance to the organization.

### **Organizational Background and Problem Statement**

Nonprofit organizations worldwide have provided community support and resources to citizens within their communities. A nonprofit organization located in Kentucky serves adults and families of all age groups, regardless of race, ethnicity, background, and familial status, in the Hardin County area who experience hardships struggling to make ends meet. The organization provides supportive services such as a

food pantry for those who need food, clothing, household assistance, medical transportation, and other necessities within the community and surrounding areas. However, the organization suffered a significant loss in the retention and recruitment of volunteers who assist with providing services to patrons who seek services from the organization. The organization started with 30 volunteers who offered their time to help the organization since COVID-19. As of today, only five volunteers currently support the organization. As a result, the pandemic made it difficult for the organization to meet current demands and carry out its mission.

The organizational structure includes but is not limited to the executive director, executive assistant, office manager, case manager, and warehouse manager. In addition to the personnel, the agency has volunteers who devote their time without pay to help the organization fulfill its mission. The nonprofit organization offers flexible hours, allowing everyone to volunteer for the organization and help make a difference in the lives of their consumers. But today, the organization continues to experience problems with maintaining and recruiting volunteers, causing current workers and management to perform multiple duties to fill in the gaps. This problem continues to occur for the organization even after the pandemic. The administrative study's purpose was to help the organization improve recruiting and retaining volunteers. The deliverables, in the form of a recommendations memo for this study, came from the SWOT analysis results and can aid the organization and other nonprofits in developing a strategic plan to improve recruiting and retaining volunteers.

### **Purpose**

This qualitative study aimed to determine the strengths, weaknesses, opportunities, and threats to prepare a strategic plan for an organization regarding the recruitment and retention of volunteers. The SWOT analysis helped answer the research questions for this study (RQ):

- RQ 1: What are the strengths, weaknesses, opportunities, and threats of the organization regarding recruiting and retaining volunteers?
- RQ 2: Based on the SWOT, what strategies can the organization employ to improve the recruitment and retention of volunteers?

The findings presented in this study provide insight into how to improve in recruiting and retaining volunteers who desire to help the organization meet societal demands. The deliverables in the form of a recommendations memo contain the results from the interviews regarding the SWOT analysis and recommendations related to the strategic plan for improving the recruitment and retention of volunteers.

### **Summary of Data Sources and Analysis**

I used a qualitative approach to collect and analyze data for this study. A SWOT analysis was used to assess and identify what the agency does well and needs to improve when recruiting and retaining volunteers. I interviewed upper management, including the CEO, director, and program manager, to collect data for this study. I also interviewed other personnel, which includes volunteers, to determine the SWOT when recruiting and retaining volunteers. Once completed, I conducted a thematic analysis based on the SWOT analysis about recruiting and retaining volunteers, explained in Section 3. The

purpose of this qualitative study was to determine the SWOT of the organization to develop a strategic plan to improve recruiting and retaining volunteers. The deliverables in the form of a recommendations memo from this study guided a strategic plan on how the organization can improve its processes in recruiting and retaining volunteers.

### **Definitions**

The following terms listed in this study are addressed and identified for this qualitative study on volunteer recruitment and retention.

*COVID-19:* Also known as the coronavirus, is an infectious disease derived from the SARS-CoV-2 virus that began in China, affecting the human body, especially the respiratory system (Johnson et al., 2021).

*Nonprofit:* An agency that does not receive funds for compensation or profit designed to serve and provide community services (Bezboruah & Carpenter, 2020).

*Pandemic:* An infectious disease spreading across vast regions around the world impacting our society (Sadiq & Kessa, 2020).

*Retention:* The ability of an organization to maintain employees and ensure feasibility for a company (Kaur et al., 2022).

*Recruitment:* The process of seeking and hiring prospects or personnel to fulfill a specific task or job within an agency.

*Strategic planning:* When companies outline the necessary steps to achieve goals and improve an organization's internal and external quality (Brosan & Levin, 2017).

*SWOT Analysis:* A form of strategic planning used to assess an organization's strengths, weaknesses, opportunities, and threats to make improvements within the

company (Shvardak, 2021).

*Volunteer*: An individual who devotes part-time or full-time time to a company without compensation (Warburton et al., 2018).

### **Significance**

This qualitative study is significant in that since the COVID-19 pandemic, nonprofit organizations continue to struggle with retention rates to meet both organizational and consumer demands. A SWOT analysis, a form of strategic planning, provides public service organizations with an understanding of various approaches an organization should consider when addressing the retention of employees and volunteers in the post-pandemic era, holding insight into how other organizations can use the same or even similar techniques to increase retention rates in the post-pandemic era. Implications for social change include finding innovative ways to improve recruitment and retention of volunteers by using strategic planning.

### **Summary**

In this section, I provided an overview of a problem that an organization has been experiencing since COVID-19. As a result of the pandemic, nonprofit organizations continue to face issues with recruiting and retaining volunteers to meet organizational demands. I provided an outline of key terms related to the topic as supporting evidence to align with the study and selected research design to make this study feasible. I provided an outline of the data collection sources on accessing data from nonprofit organizations regarding the impact of COVID-19 and the impact the virus had nonprofit organizations in addition to assessing past and current strategies organizations used to recruit and retain

volunteers in the post-pandemic era, setting the foundation of conducting the study on finding strategies to improve recruitment and retention for nonprofits. Section 2 will provide an overview of the conceptual framework and supporting literature that aligns with this research study on recruiting and retaining volunteers in the post-pandemic era.

## Section 2: Conceptual Framework and Relevant Literature

Since the COVID-19 pandemic, nonprofit organizations continue to experience issues with retaining and recruiting volunteers. This qualitative study aimed to determine the organization's strengths, weaknesses, opportunities, and threats and prepare a strategic plan to improve recruiting and retaining volunteers. Interviews were conducted with questions about improving recruitment and retention for the company and all nonprofit organizations, and data were analyzed with a SWOT analysis. The literature provided evidence of how a SWOT analysis helps enhance organizational problems such as retention and recruitment in the nonprofit sector. In addition, the literature served as supporting evidence as to why a SWOT analysis under the strategic planning umbrella fits this study. The following sections comprise the literature search strategy and an exhaustive literature review of sources used as supportive evidence for why this study was necessary.

### **Literature Search Strategy**

The literature review consisted of resources obtained from the Walden University Library. Databases such as ProQuest and ProQuest Central, ScholarWorks, and Google Scholar, in addition to SAGE Journals, SocINDEX with Full Text, and Public Administration Abstracts, were utilized in obtaining relevant literature and resources significant to the study. The key terms used to find appropriate literature included *recruitment*, *retention*, *COVID-19*, *nonprofit*, *strategic planning*, *SWOT analysis*, and *volunteers*. Scholarly peer-reviewed literature for this study was obtained from various databases dating from 2018, as it relates to using a SWOT analysis for the conceptual

framework and fundamental concepts of the study. The literature supports the rationale for why a SWOT analysis is most feasible to resolve an organizational problem, fortifying the key concepts mentioned in the study. The literature aligns with the study in support of the rationale to use strategic planning to improve retention rates for public service organizations. The critical aspects of the literature highlight the significance of the study and why a SWOT analysis is the appropriate conceptual approach for this study to assist organizations in improving recruitment and retention of volunteers.

### **Conceptual Framework**

The conceptual framework for this study consists of using strategic planning to develop ways to retain and attract more volunteers to dedicate time to nonprofit organizations since the pandemic by using a SWOT analysis. Strategic planning is a process used by organizations to identify a vision for the future regarding organizational goals and anticipated outcomes for an organization (Brosan & Levin, 2017). Strategic planning, also known as scientific management, was developed by Frederick Taylor around the early 1900s. Taylor (1911) implemented ways in which strategic planning can benefit organizations to serve society better, helping enhance organizational productivity and improve marketability for organizations. He outlined four principles of scientific management science—harmony, cooperation, and development—which organizations should implement to improve workplace processes. Using strategic planning helps management assess organizational inputs and outputs to find ways to strengthen auxiliaries better to meet societal demands (Taylor, 1911). Organizations continue to use strategic planning, especially nonprofits, to revamp programming and enhance

organizational inputs and outputs to serve better and provide quality care within our communities.

Recent studies exemplify how management continues to use strategic planning in the public and private sectors. Strategic planning is imperative to the workplace environment, as it assists management in decision-making to improve organizational inputs and outputs to meet current societal demands (Gomes & Berman, 2020; Rasouli et al., 2020). A strategic plan is beneficial in executing proposed recommendations to help an organization improve in the quality of service and the overall structure of an organization, also helping an organization become more marketable among its competitors (Hinton, 2022; Rizki et al., 2021). Good strategic planning proposes many benefits, such as increased profits and marketability, including ways to improve recruitment and retention by having a well-developed strategic plan (Kaybei, 2019). For example, offering incentives attracts potential personnel and is essential in retaining current staff to motivate people to join or stay with an organization (Slatten et al., 2021). However, although strategic planning is effective, in most cases, more is required in addition to using strategic planning to improve and increase organizational effectiveness (George et al., 2019). Regardless, strategic planning not only helps to aid in the structural development of organizational processes and procedures but also helps make decision-making easier for management to make sound decisions when making changes to improve an organization's overall quality and fit current trends and processes in society.

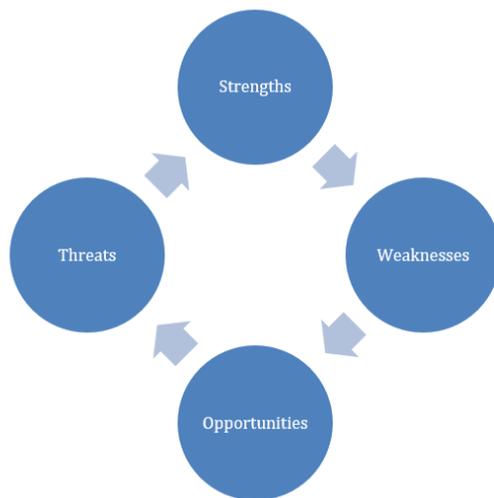
### **SWOT Analysis**

One of the most effective and efficient methods under the strategic planning

umbrella is a SWOT analysis. A SWOT analysis is a conceptual framework used to develop a strategy to improve the overall quality of organizational processes and auxiliaries (Berry, 2018) by outlining the strengths, weaknesses, opportunities, and threats to improve services for a public service organization (Shvardak, 2021; Wardhani & Dini, 2020; see Figure 1). Its evolution and development have improved how management makes decisions to meet societal demands.

### **Figure 1**

#### *SWOT Analysis*



Albert Humphrey and other contributors developed the SWOT analysis in the 1960s to strategically analyze organizational processes and procedures to implement organizational improvements (Humphrey, 2005). Humphrey wanted to retrospectively assess internal and external organizational processes and procedures relative to competitors and current societal demands. Once called the SOFT approach, the SWOT analysis consists of four domains: strengths, weaknesses, opportunities, and threats

(Humphrey, 2005). The different sections of a SWOT analysis help organizations brainstorm and outline company auxiliaries (Ding, 2022). Most agencies use a SWOT analysis because it is cost-effective and helps an organization improve and resolve issues that an agency may experience (Harrikan et al., 2021).

The strengths portion of the analysis assesses what an entity has done well and currently does well (Bakshandeh et al., 2021). Knowing the strong points of an organization can help a company understand where they stand currently regarding recruiting and retaining volunteers (Bakshandeh et al., 2021). However, weaknesses determine what an entity does not do well or present shortcomings (Gorel, 2020). The weaknesses provide a snapshot of the low areas that need improvement. The weaknesses present issues a nonprofit organization is experiencing and need improvement. Weaknesses also identify the limitations an organization experiences and what needs to be improved (Berry, 2018).

Opportunities outline the need for change and what the agency has not incorporated into its daily processes. The opportunities section of the SWOT analysis lists potential advancements that an organization could incorporate to improve and address issues that occur within an organization, especially for nonprofits (Keshta et al., 2018). This section also includes potential external factors that may result in higher advancement and opportunities to boost competitiveness against other agencies that may experience the same issues (Keshta et al., 2018). Despite the opportunities, the threats in the SWOT analysis list the internal and external dangers when making improvements to resolve organizational issues (Harrikari et al., 2021). Assessing this category increases

awareness in the decision-making process. Still, in recruitment and retention, the threats category can guide agencies on what to do or avoid when looking for workers (Harrikari et al., 2021).

Different studies have focused on using and implementing a SWOT analysis and how this tool is effective in organizational planning and processes. Putri (2020) used a SWOT analysis to implement new programs for an organization and ways to improve recruitment and retention should the program come to fruition, determining that implementing a census program and recruiting highly trained personnel would warrant higher data quality rates and make improvements within the organization. Friedman (2021) similarly applied a SWOT analysis to recruit and retain volunteers after the pandemic (Friedman, 2021). Regarding the current study on improving recruitment and retention for nonprofit organizations in the post-pandemic era, a SWOT analysis is a beneficial tool that can aid management in the strategic planning process of guiding to develop a disposition on how to improve recruitment and retaining of volunteers for not-for-profit organizations (David et al., 2019). A SWOT analysis aids in helping nonprofit organizations brainstorm, making a collaborative effort to make improvements related to improving recruitment and retention for nonprofits (Berry, 2018).

### **Literature Review for the Study**

This section contains an exhaustive literature review of critical concepts consistent with this study. An overview of key concepts on nonprofits, COVID-19, and volunteers, in addition to recruitment and retention, are discussed and identified. This section outlines the fundamental concepts of nonprofits, volunteers, recruitment, and

retention. The literature review serves as supporting evidence related to the study, validating why the topic of recruitment and retention of volunteers in the post-pandemic era is warranted.

### **Nonprofit**

Nonprofit organizations have been instrumental in caring for and making improvements within communities. A nonprofit or not-for-profit- is a tax-exempt entity that provides services to the public (Carroll, 2018). Nonprofit organizations are funded through grants and contributions or donations by their stakeholders (Lee, 2019). The structure is to prevent financial and personal gain, not require paying taxes and granted tax-deductible status (Carroll, 2018). Examples of nonprofits or not-for-profit organizations include charities, foundations, human social service agencies, and educational organizations within our communities (Carroll, 2018).

To date, most nonprofit organizations are primarily funded by the government, providing extensive auxiliaries such as food banks, financial assistance, medical care, and other services needed for human survival. Organizations collaborating with the government improve the overall organizational quality of services, enhancing the experiences of consumers who seek services (Tu, 201). But nonprofit organizations strive to strengthen local communities and provide support not offered by the government (Bartosova & Podhorska, 2021). Nonprofits also rely on public trust, such as charitable donations and support (Becker et al., 2020). Without trust and support from the public, nonprofit organizations would not successfully fulfill their mission and vision, which is to help those in need and unify communities (Becker et al., 2020). With continued

support and relationship building from outside stakeholders, nonprofit organizations continue to be the driving force in addressing societal issues and meeting the high demands of patrons who seek services from the organization. Nonprofits help to improve and stabilize economic well-being, justifying that nonprofit organizations are a necessity for communities (Bartosova & Podhorska, 2021).

### **COVID-19**

Society has changed drastically over the past several years due to a pandemic that impacted our culture, known as COVID-19. COVID-19, also known as the coronavirus, is an infectious disease that attacks the human body's respiratory system (Morens et al., 2020). Sadiq & Kess (2020) present that the first reported case was found in China (p. 635). The virus intensified, infecting citizens in China and worldwide, resulting in a worldwide pandemic (Sadiq & Kess, 2020). The symptoms of the virus include similarities to the flu but more severe. These include fevers, chills, body aches, cough, shortness of breath, and even loss of taste and smell.

COVID-19 mainly targets those most prone to infections: middle-aged adults and seniors. This population experiences the most difficulty fighting the virus because of body wear and tear from age and uncompromised immune systems (Morens et al., 2020). As of today, according to the CDC, there have been a total of 1,127,928 deaths related to COVID and counting (Centers for Disease Control and Prevention, n.d.). In addition to the death rate associated with COVID, the number of hospitalizations continues to increase, and so do those who desire to become vaccinated (Allan et al., 2022). As of May 2023, there have been a total of 6,143,551 admitted to the hospital for care, and

54,478,510 people have received the vaccine, with more cases improving in vaccinations by the day (Centers for Disease Control and Prevention, n.d.).

With the advancement of the disease, COVID-19 changed our society, altering our lives. The virus caused a worldwide shutdown and limited gatherings of individuals in public places (Dederichs, 2022). The government prohibited many individuals by limiting workplace personnel to prevent the disease from spreading. A mandated mask implementation was issued to help stop the virus's spread and protect those from being infected with COVID-19 (Stuart et al., 2021). Stores had a limit on how many customers could enter to shop for products, outlining markers that hit the six-foot recommendation of how far people should stay apart (Kuenzi et al., 2021).

To prevent the spread of the virus, contributing medical personnel developed a series of vaccines to help protect citizens from contracting the virus (Lachance, 2021). The vaccine consisted of a two-part series where citizens had to have two shots in the arm but in different sessions. Although vaccines help fight the virus and protect people worldwide, new strands of the virus have developed, causing more problematic issues for health professionals to treat the virus (Kuenzi et al., 2021). With this, the scientists developed boosters designed to increase the effects of the vaccines, providing additional protection for the human body (Allan et al., 2022). Today, more citizens continue to get vaccinated against the virus, and those who are vaccinated receive additional boosters to fight against the virus.

### **Volunteers**

To date, many nonprofits have successfully met the societal demands of

consumers not only because of the employees but also because of the organization's dedicated volunteers. Volunteers play an essential role in the overall functions of an organization, especially for nonprofits. A volunteer devotes their time to assisting organizations performing tasks without pay. For most nonprofits, volunteers are essential in carrying out duties such as distributing food, taking care of administrative responsibilities, setting up events, and other necessary functions that an organization may need to meet societal demands. Despite not getting paid for their time and labor, volunteers continue to support and assist nonprofits in providing services within our communities.

Volunteers perform essential roles that are essential to the outputs and mission of an organization. Different studies outline roles that volunteers may play to fulfill needs and demands within an organization, explaining why volunteers are essential and in demand. There are various reasons as to why one may devote time without compensation. There have been studies that outline possible reasons why people give their time. Same et al. (2020) surveyed what motivates one to volunteer. The study consisted of 18 individuals who volunteered their time and found various reasons why one does work for no pay (Same et al., 2020). The findings presented that purpose and belonging are why people volunteer (Same et al., 2020). Based on this, most people volunteer because they may feel abandoned and have no one to talk to. By devoting time and giving back by interacting with others, volunteers feel as if they are part of something, bringing them meaning (Same et al., 2020). In addition to this, volunteering brings not only meaning but also promotes unity within our communities.

Janus & Misiorek (2019) studied why people want to help and offer their time to others. The researchers conducted a study of 51 people who participated in a survey on why they help those with a physical impairment (Janus & Misiorek, 2019). One of the primary motives behind volunteering is that the participants desire to help someone with a disability who cannot experience all of life and has somewhat of a taste for what life is. Helping someone less fortunate or with a disability to experience life is a factor that motivates one to volunteer their time (Janus & Misiorek, 2019). In doing this, volunteers find joy in knowing that they have helped someone incapable of performing duties or living life and have somewhat of an experience in being able to do things they desire to do in life.

In another study, Tierney & Mahtani (2020) surveyed volunteering during the COVID-19 pandemic. They studied why people volunteered during a crisis like COVID-19 when the world was undergoing a shutdown, changing our society. They found that volunteering improves social well-being because COVID-19 impacted our society mentally (Tierney & Mahtani, 2020). They believed volunteering and doing for others takes one's mind off pressing issues. Volunteering and staying during a crisis by interacting with others is a way to get a sense of stress and reduce mental health issues that one may be experiencing during a time of need (Tierney & Mahtani, 2020).

### **Recruitment**

Recruitment is essential in ensuring adequate personnel to perform specific tasks for an organization to function and render services. Anand et al. (2018) define recruitment as finding internal and external candidates of employees and volunteers to

fulfill job functions within an organization. Recruitment involves screening potential candidates suitable for an organization's role. Methods of recruitment consist of things such as job fairs, interviews, and billboard postings. Anand et al. (2018) conducted a study on recruitment and its impact on organizations. The researchers of this study explain how recruiting employees and volunteers can be costly and effective but helps improve workplace effectiveness (Anand et al., 2018).

Hamza et al. (2021) identify recruitment as seeking qualified prospects to help achieve organizational goals and demands. The researchers presented that recruitment is one of the main functions of human resources in attracting and hiring prospects for an organization. In their study, Hamza et al. (2021) outline the importance of the recruitment process and how essential recruitment is to organizational growth and to be more competitive when attracting potential candidates to apply for open positions. In addition, researchers of this study stated that organizations have a different recruitment process that is distinctive from their competitors to attract new prospects (Hamza, 2021). As a result, the researcher found that an organization with a solid recruitment process would fill more positions, increasing overall effectiveness and productivity (Hamza, 2021).

Hopkins and Dowell (2022) conducted a study on nonprofit organizational recruitment related to strategies for attracting both young and old volunteers. This study aims to analyze how recruitment impacts different age groups. The researchers studied the motivations for volunteering. Hopkins and Dowell (2022) found that rewards for volunteering are a motivating factor as to why people volunteer, especially the younger generation. As a result, Hopkins and Dowell (2022) proposed that nonprofit organizations

with a sound strategic recruitment plan will gain personnel and volunteers by offering small incentives tailored for each age group.

In addition, Febriani & Selamet (2020) studied college students' intentions to volunteer. The researchers examined how the branding of nonprofit organizations impacts why people intend to volunteer. The quantitative study of 133 participants shows an organization's different branding techniques to attract volunteers to devote their time to helping a nonprofit organization (Febriani & Selamet, 2020). The researchers also found that the organizational brand significantly impacted how different age groups wanted to volunteer. As a result, the researchers conclude that volunteers are often attracted to an organization depending on the brand of the organization, sparking the interest of potential prospects who desire to volunteer for an organization (Febriani & Selamet, 2020).

Recruitment plays a role in improving organizational structure and processes and addressing issues within an organization, such as staff shortages. Hildebrandt et al. (2022) studied staffing shortages during the COVID-19 pandemic for long-term care workers. The pandemic caused shortages because the virus spread sporadically, causing an overflow of hospital patients and impacting those currently in long-term care facilities (Hildebrandt, 2022). They found that through extensive recruitment, hospitals and organizations could stay afloat to meet current societal issues and demands.

Kusu & Balaji (2020) conducted a study on recruitment and selection for a nonprofit organization. The researchers studied how recruitment impacts organizational processes and outcomes in this study. The researchers observed organizational

recruitment practices and their effects on productivity and effectiveness. Kusu & Balaji (2020) noted that through effective and innovative recruitment, companies can attract a vast number of potential candidates attracting them to an organization, allowing management to fill positions, and organizations can see improvements in the auxiliary performance within an organization through extensive and creative recruitment (Kusu & Balaji, 2020).

Chowdhury & Septianto (2023) conducted a study concerning recruiting volunteers. The researchers surveyed how hope and courage relate to volunteering amid fear. The researchers presented that sending a message of encouragement and hope empowers one to volunteer. When one is empowered and encouraged to volunteer, volunteers are more prone to wanting to participate in the organization's mission (Chowdhury et al., 2023). Chowdhury et al. (2020) found that integral hope leads to more intentions of volunteering, but integral and incidental hope motivates people to volunteer.

Recruitment is essential in ensuring that an organization has sufficient staff. Aliyu (2021) studied the impacts of recruitment for an organization. The researcher identified how recruitment is the essential function of human resources and its significance on company growth (Aliyu, 2021). Aliyu (2021) found that recruiting qualified candidates to perform duties and fill positions improves the overall quality of services and constitutes growth and expansion for an organization. In addition, the researcher found that recruiting new personnel to an organization prevents burnout of current staff and personnel, improving the quality of life and well-being of workers within the company.

For an organization to recruit volunteers, management must have a concrete

process of attracting volunteers to an organization. One strategy to recruit volunteers is to make interest forms. Boysen (2020) mentions that making interest forms allows an organization to connect with prospective volunteers who desire to dedicate time to helping nonprofit agencies. Also, this lets recruiters know why one is interested and motivated to want to volunteer for a nonprofit organization (Boysen, 2020). Volunteer interest forms inform recruiters of what interests a potential volunteer has when inquiring about open positions for recruitment, allowing recruiters to know which candidate would be a match for the organization to fulfill the organization's requirements regarding volunteering (Boysen, 2020).

Questionnaires are also beneficial in allowing one to know who would be the best fit to perform certain functions and tasks. Venzin (2021) also mentions the importance of having a volunteer form or an application questionnaire. The author mentions that questionnaires let management and recruiters know prospective volunteers' strengths, weaknesses, and interests (Venzin, 2021). Also, questionnaires help recruiters determine which volunteers would be a great fit to perform specific job duties and functions that an organization needs to fulfill its mission and provide services to its consumers.

Boysen (2020) also mentions another strategy to recruit volunteers: making volunteering feasible and possible for all age groups regardless of race, gender, disability, and background. Boysen (2020) explains that making volunteering accessible to everyone warrants the ability for an organization to work with and get to know a diverse group of people. In the article, the author explains that there will be increased completed tasks by making volunteering open for everyone because everyone works differently, and having a

diverse group of volunteers promotes productivity (Boysen, 2020). By promoting diversity, organizations can increase job satisfaction and attract more volunteers because of the workplace environment.

Volunteer engagement is another strategy for attracting volunteers who want to devote time to an organization. Arnon et al. (2023) studied volunteer engagement in the nonprofit sector. Engageability involves assessing how one engages employees and volunteers effectively (Arnon et al., 2023). Engageability also includes knowing what attracts personnel to want to work or volunteer for the agency, in addition to understanding their strengths and weaknesses. In this study, the researchers present how engageability maximizes and brings out the best in volunteers and effectively exercises one's gifts and talents through engagement (Arnon et al., 2023). Engaging volunteers increases productivity, and organizations can maintain and keep volunteers on board because volunteers feel valued and have a sense of belonging. Management takes time to engage and work with volunteers on a more personable level (Arnon et al., 2020).

Having a volunteer orientation is another method that one can use to attract volunteers. Schroeder (2021) explains that conducting open meetings for volunteers can be a way for volunteers to learn about the organization and the need for volunteers. The author explains that during these sessions and open house meetings, recruiters provide volunteers with an overview of what tasks to complete and what the job entails. By having open house meetings and providing this information, volunteers are more prone to accept or decline whether they want to volunteer (Schroeder, 2021). These open meetings set the foundation for gaining more personnel, especially volunteers, to accomplish an

organization's functions and mission.

Setting expectations is another way to recruit volunteers. Sandage (2020) explains that developing clear guidelines and regulations is a way to enhance the volunteers' understanding of what is expected of them when aiding the organization. The author also mentions that developing guidelines inform potential volunteers of the tasks. This knowledge allows volunteers to decide whether to volunteer (Sandage, 2020). Being honest and transparent with volunteers by developing guidelines and expectations prevents issues between the organization and volunteers because the volunteers know the expectations ahead of time. Sandage (2020) states that making guidelines available protects the agency from being sued or having legal actions pursued against them because the volunteers know the expectations and what they signed in the contract before the volunteering assignment begins.

Dunlop et al. (2022) also mention setting expectations during volunteer recruitment. In this study, the researchers explain that the organization and volunteers must agree upon the expectations before one devotes time to help an organization. In this study, the researchers studied how expectations determine if a volunteer would continue to spend time based on the first-day experience. They also learned how a volunteer's first day on the job exceeds and meets their expectations (Dunlop et al., 2022). They found that if the guidelines and organizational processes meet the volunteers' expectations, they will likely want to continue participating in the organization's mission.

## **Retention**

Retention, on the other hand, is different from recruitment because it involves

maintaining personnel for an organization. Windon et al. (2022) define retention as maintaining and keeping personnel to reduce organizational or entity turnover. Windon et al. studied retention by conducting a quantitative study on the importance of retention and its impact during the pandemic. They obtained the perspectives from organizational leaders regarding volunteer retention (Windon et al., 2022). The researchers found that volunteer retention is necessary because volunteers play a prominent role in helping nonprofit organizations meet societal demands and help reduce employees' workload (Windon et al., 2022). They also found that the retention of volunteers brings about workplace satisfaction as it pertains to the retention of volunteers for an organization by boosting workplace productivity (Windon et al., 2022).

In another study, Stefanik et al. (2020) studied the importance of retention during strenuous times. Their study involved volunteer retention and why it is crucial to maintain volunteers during times of need and in vicarious situations such as COVID-19 (Stefanik, 2020). They asserted that retention is essential for organizations because it bridges the gap if staffing is shortfall, picking up the slack where actual personnel should be. Stefanik et al. (2020) noted that organizations must strategically retain personnel in the workplace environment to maintain volunteers.

Kappaelides et al. (2020) conducted another study on personnel retention in the workplace. Their research studied how personnel is essential within an organization and found innovative ways to retain personnel, especially volunteers, in the workplace (Kappaelides et al., 2020). The researchers also assessed the importance of volunteers by gaining perspectives on why people stay and volunteer. As a result, the researchers

determined factors that warrant volunteer retention and implemented ways to keep and maintain volunteers with the organization. Such factors include flexible hours, incentives for assisting, and an environment where everyone is treated equally (Kappaelides et al., 2020).

Clausen (2022) studied how funding plays a role in not only the recruitment of volunteers but mainly focuses on the retention of volunteers. The researcher conducted a quantitative analysis to examine the relationship between funding and the number of volunteers (Clausen, 2022). The results presented a strong relationship between funding and the number of volunteers an organization can retain or attract. The researcher concluded that the more funding an organization has, the more an organization can recruit and retain volunteers (Clausen, 2022). Funding is essential in determining how many volunteers an organization can afford to help carry out organizational functions.

Almas et al. (2020) studied how transformational leadership impacts volunteer retention in the nonprofit sector. Transformational leadership promotes and warrants employee enhancement regarding job performance, encouraging one to be innovative and creative (Almas et al., 2020). As this pertains to volunteer retention, the researchers studied how having a transformational leadership style plays a factor in volunteers wanting to remain and continue to assist an organization. With a sample size of 417 volunteers across numerous nonprofit agencies, the researchers found, based on the regression analysis conducted, that when volunteer coordinators have a transformative leadership style, volunteers are prone to stay with the organization where they volunteer (Almas et al., 2020). A transformative leadership style promotes job satisfaction, so

volunteers remain with the organization.

Chen et al. (2020) studied volunteer retention and how volunteers influence organizational performance. The researchers analyzed the dropout rates of trained volunteer group leaders versus those who stayed with the organization to continue volunteering (Chen et al., 2020). They found that most remaining volunteers are female, educated, and passionate about volunteering. Volunteers trained and equipped to perform job duties will likely stay with the organization and continue volunteering (Chen et al., 2020). They recommended that training volunteers will increase the chances of volunteers continuing to grow their passion for staying with an organization (Chen et al., 2020).

Cho et al. (2020) studied the relationships between volunteer management versus volunteer intent to stay with an organization. The study examined the effects of volunteer management and the role of volunteer job satisfaction. They found that positive management practices, which include rewarding and recognizing volunteers, promote volunteer retention for a nonprofit organization (Cho et al., 2020). The researchers also concluded that effective volunteer management sets the foundation for future volunteer retention (Cho et al., 2020).

Although volunteers do not get paid employees to perform specific tasks, organizational management, and volunteer recruiters can present positive aspects of why volunteering is important. Faletahan & Van Burg (2023) present that if one volunteers, they will receive blessings from their higher power or the universe. Geared toward religious volunteers, the researchers studied how transcendental rewards influence

volunteer retention (Faletehan & Van Burg, 2023). They found that those with religious beliefs tend to volunteer and stay because of the belief that their higher power would reward their work both spiritually and naturally for devoting time spent to a cause and without pay (Faletehan & Van Burg, 2023). Those who volunteer and stay with the organization tend to believe that it is the right thing to do and that it is a requirement set forth by their higher power.

Dunn et al. (2022a) conducted a study on factors and characteristics that warrant the retention of volunteers. The researchers conducted a study by conducting interviews across multiple nonprofit organizations interviewing their volunteers. Based on the responses given in the study, the researchers found that understanding the job functions, sense of connection and the passion for volunteering, the organizational brand and mission, job satisfaction, and social norms are a few factors that warrant volunteer retention (Dunn, 2022a). Understanding these factors helps management continue to promote effective management techniques and engage in volunteers' well-being, which warrants the retention of volunteers who want to stay with the organization.

There are various reasons why volunteers tend to stay with nonprofit organizations and continue to do volunteer work. Tse (2020) identified that having a sense of belonging and feeling valued are factors that play a role in why volunteers stay with an organization. The researcher studied how psychological and physical well-being and feelings of respect impacted volunteer intentions to stay with an organization (Tse, 2020). By conducting a survey of 2,677 volunteers over 20 years, the findings in this study present that those who felt valued and respected are more prone to stay with the

organization because not only do they feel a sense of belonging, but they also think that their voices are heard and valued as well (Tse, 2020).

Emotional connectedness contributes to why volunteers continue to devote their time without pay to an organization. Farny et al. (2019) studied how emotional connectivity contributes to volunteer retention. They learned how relationships between management and volunteers affect emotional connectivity regarding the volunteers' intention to stay with the organization. Using emotion-focused practices strengthens emotional connectivity and gives volunteers a sense of connection to the work that they do when volunteering (Farny et al., 2019). They found that having meaningful connections and emotional connectivity promotes reasons why volunteers stay with the organization.

Aside from finding reasons why volunteers stay, organizations must develop strategies to retain volunteers. Forgacs-Fabian (2021) studied retention as it pertains to the younger generation. The researcher studied factors that keep younger volunteers engaged and motivated to want to continue to volunteer. These factors include flexible hours, a sense of well-being, and encouraging the younger generation to volunteer (Forgacs-Fabian, 2021). The findings also present that the more flexibility offered, the more younger volunteers are willing to volunteer because the hours fit their daily schedules so that they can find time to volunteer and be passionate about volunteering (Forgacs-Fabian, 2021).

Relating to aged volunteers, Hopkins & Dowell (2022) studied volunteer retention strategies that are suitable and designed for both younger and older volunteers. The

researchers explained that understanding what motivates volunteers to stay warrants nonprofit organizations to develop strategies geared towards volunteer motivations. They found that workload and flexibility are critical factors in why older volunteers tend to volunteer more than younger volunteers. If workload and time flexibility are suitable, younger volunteers are more apt to stay and devote their time regardless of the workload and flexibility (Hopkins & Dowell, 2022). The researchers also determined that offering incentives and recognizing volunteers for their work are more reasons why young and older volunteers stay with nonprofit organizations (Hopkins & Dowell, 2022).

Walk et al. (2019) studied how offering training sessions and recognizing volunteers for their work is another strategy that nonprofit management can use to retain volunteers. In this study, the researchers examined how management practices influence volunteers to stay with an organization. The researchers examined how training personnel and recognizing volunteers for their work can retain volunteers (Walk et al., 2019). The results of this study present that extensive training and preparation to perform job duties warrant the chances that volunteers tend to stay because they have the tools needed to be successful when conducting volunteer work. Trained volunteers have a better understanding of how organizational processes and procedures work, in addition to knowing how to serve the consumers of the nonprofit organization better (Walk et al., 2019). Also, the researchers explain that recognition of the work performed or even being recognized and appreciated as a volunteer brings a sense of belonging and connectivity to the organization, and volunteers tend to stay with the nonprofit agency (Walk et al., 2019).

Kaur et al. (2022) studied ways to improve work tasks and job-related functions of retaining volunteers. The researchers present that training volunteers to perform specific duties and giving volunteers preference as to what jobs they want to accomplish could increase volunteer retention (Kaur et al., 2022)—improving job tasks and offering a variety of assignments one can choose from warrant volunteers to stay with a nonprofit organization because not everyone can perform certain functions unless they are trained or want to want to perform job duties that management requires from their volunteers. By revamping duties and job tasks, volunteers will stay within the organization and continue to devote time because they are well-prepared to perform those duties. Those responsibilities are tailored towards volunteers' interests (Kaur et al., 2022).

Lorente-Ayala et al. (2019) discuss ways nonprofit organizations can prevent volunteers from leaving the organization. The researchers surveyed 850 volunteers from different nonprofit organizations regarding the environment of the workplace and the job functions they perform while volunteering. The researchers found that having an inclusive and diverse environment where everyone is appreciated and feels valued is a way management can prevent volunteers from leaving (Lorente-Ayala et al., 2019). The researcher also presents the findings that promoting autonomy and allowing oneself brings emotional connectivity. Volunteers can become emotionally attached and motivated to continue to volunteer because of the inclusive and positive atmosphere created by management (Lorente-Ayala et al., 2019). Developing and revamping volunteer strategies to retain volunteers is essential because not only do volunteers stay or return, but nonprofit organizations can also see improvements in workplace productivity

(Lorente-Ayala et al., 2019).

### **Impact of COVID-19 on Recruitment and Retention**

With much success in recruiting and retaining volunteers before COVID-19, the pandemic took our world by storm, creating problematic issues with organizations recruiting and retaining volunteers. Since the start of the pandemic in early 2020, COVID-19 put a strain on society, impacting the sense of normality in daily living. Not only has the pandemic impacted our daily lives, but nonprofit organizations worldwide struggle to meet societal demands due to a lack of staffing (Dixon et al., 2022). Organizations began losing personnel due to the stipulations of having to social distance and quarantine because of the spread of the COVID-19 virus. This loss included deaths of personnel and agencies having to take action to recruit new prospects to fill empty positions (Windon et al., 2022).

One of the impacts that COVID-19 had on the recruitment and retention of volunteers is the increased fear that both current and potential candidates experienced. This fear stemmed from personnel possibly being exposed to COVID-19. With cases rising daily, workers felt as if they were up to work, whether for pay or on a volunteer basis, that they would contract the virus from an unknown source (Sengupta & Al-Khalifa, 2022). Another fear that sparked from the COVID-19 pandemic is job security. With agencies shutting down because of the virus, there has been little need for personnel in facilities due to federal, state, and local regulations (Sengupta & Al-Khalifa, 2022). These regulations allowed many people in facilities to wear a face covering and social distancing (Salem et al., 2021).

Regarding recruitment and retention, COVID-19 has impacted job satisfaction and, in most cases, has led to personnel burnout. Staley et al. (2021) argue burnout is one of the leading causes of why workers and even volunteers leave a company. Burnout stems from workers having or performing several tasks to fulfill job functions to meet the demands of consumers. COVID-19 influenced and increased burnout rates by causing agencies to lose personnel and current workers having to fill in vacant spots (Staley et al., 2021). As a result of the COVID-19 pandemic, Staley et al. (2021) argue that workers leave the company because the workplace environment becomes strenuous with a shortfall in staffing, including volunteers. In most cases, management must fulfill duties that lay employees or even volunteers must do, resulting in longer hours to catch up on tasks that management must do in the workplace daily (Clary & Rose, 2022).

Lastly, COVID-19 resulted in organizations in the nonprofit sector closing their doors indefinitely. As the virus continued to impact individuals, causing severe health conditions, COVID-19 affected organizational systems and processes (Kuenzi et al., 2021). With limited staffing the pandemic made it difficult for workers to fulfill multiple tasks because of low staffing, which includes volunteers. As a result, this led to upper management and human resources collaborating to find ways to attract new employees, which can only be done through a process known as strategic planning (Kuenzi et al., 2021).

### **Summary**

The purpose of this section was to provide background on critical terms listed as supporting evidence for this mixed methods study to improve recruitment and retention

of volunteers for nonprofits in the post-pandemic era. This section provided an overview of the terms associated with and aligned with the proposed research topic of improving the recruitment and retention of volunteers for nonprofit organizations. Each section consisted of subheadings outlining factors that led to the impact of recruitment and retention pre-COVID-19 and since the pandemic ended. This section also included a thorough discussion with supporting literature on my selected conceptual framework. It made connections that aligned with the research topic, presenting the need for conducting this study for nonprofit organizations in the post-pandemic era. Section three describes the data collection process and how the data will be collected and analyzed for this study.

### Section 3: Data Collection Process and Analysis

COVID-19 caused problems within the public sector, especially for nonprofits. Today, nonprofit organizations continue to face the issue of recruiting and retaining volunteers. This qualitative study aimed to determine the strengths, weaknesses, opportunities, and threats to prepare a strategic plan for recruiting and retaining volunteers. In Section 3, the research questions that align with the purpose of addressing the recruitment and retention of volunteers for nonprofits in the public sector are discussed. In addition, this section also explains the role of the researcher and how the data were collected. This section also identifies trustworthiness issues to ensure credibility, transferability, dependability, and confirmability.

#### **Practice-Focused Research Questions and Research Design**

For this qualitative study and to address the issue of improving recruitment and retention of volunteers for nonprofits in the post-pandemic era, the research questions for the study were the following (RQ):

- RQ1: Based on the perspectives of staff and volunteers, what are the strengths, weaknesses, opportunities, and threats regarding recruitment and retention of volunteers within the organization?
- RQ2: Based on the SWOT, what strategies can nonprofits employ to improve recruitment and retention of volunteers?

The findings from this study resulted in a deliverable in the form of a recommendations memo that contained the results from the interviews from the SWOT analysis and recommendations related to the strategic plan on how to improve the recruitment and

retention of volunteers.

### **Roles of the Researcher and Client Organization**

To conduct this qualitative study on improving recruitment and retention for volunteers in the post-pandemic era, I was responsible for partnering with a nonprofit agency currently experiencing issues with recruiting and retaining volunteers. I am not affiliated with or never have been an employee of the client organization. My objective was to serve as their partner in addressing an administrative issue the organization currently faces. As their partner, it was my responsibility to listen and adhere to the voices of the workers and volunteers about the problems they currently face and to ensure confidentiality by masking the agency name and the participants in the study. As the researcher, I communicated with the client organization throughout the process to see if there were any changes or if I needed additional information to make this qualitative study on recruiting and retaining volunteers feasible and fit today's trends. As the researcher, I needed to uphold the integrity set forth by Walden University and abide by the agreement between the client organization.

### **Methodology**

The methodology for this study consisted of a SWOT analysis outlining the strengths, weaknesses, opportunities, and threats on the recruitment and retention of volunteers for this study. I interviewed management, salaried personnel, and volunteers regarding the strengths, weaknesses, opportunities, and threats concerning recruitment and retention of volunteers. Once completed, I provided a deliverable in the form of a recommendations memo that provided implications and recommendations on what the

organization could do to improve the recruitment and retention of volunteers based on the interviews and findings once the analysis was complete.

### **Procedures for Recruitment, Participation, and Data Collection**

This study's participants consisted of employees and volunteers within the organization. I notified the agency via phone and email to inquire about what days and times are feasible for me to come and conduct in-person interviews for the study. I allowed the participants to participate in Zoom interviews to accommodate those who could not meet in person, so there would be no conflict or inconvenience to the workers and volunteers within the organization. The organization provided a dedicated confidential space in an office setting or room to conduct the interviews.

I sent out flyers about the study and sent them to the client organization for them to post regarding my research study, which included the dates and times of the interview sessions, in addition to what it will consist of to gain the interest of potential participants who desire to take part in the study. I sent out a sign-up sheet to those who desired to participate in the study. Once the participants signed up and agreed to participate in the interviews, a consent form was distributed to the participants explaining what the study consists of and that this is for voluntary purposes, in addition to scheduling a time for each person to participate in the interview. I did this so that participants clearly understood their participation is voluntary.

After completing the preliminaries, the interviews took about a month to conduct, based on the convenience and availability of the participants. The interview questions consisted of open-ended questions about the strengths, weaknesses, opportunities, and

threats regarding recruiting and retaining volunteers (see Appendix A for a list of interview questions). I developed the interview questions based on the organizational needs and relevant literature on recruiting and retaining volunteers. In doing so, the interview questions are valid and reliable because the questions can be replicated and duplicated with similar results.

After completing the interviews, I gathered all responses to start analyzing the data using a thematic analysis in a software called MAXQDA. After completing the study, I looked for common themes within the data related to the strengths, weaknesses, opportunities, and threats of recruiting and retaining volunteers. Upon completion, I sent out the deliverable to the organization, which consisted of recommendations to produce and implement a strategic plan to improve the recruitment and retention of volunteers. See the next section on strategy for data analysis regarding the thematic analysis. The goal was to have 10 participants respond to this study, which is appropriate because having a significant sample size validates the data and prevents bias. As a backup plan, and if I could not obtain the desired number of participants for the study, I planned to ask the agency to see if they can contact prior volunteers willing to participate.

### **Strategy for Data Analysis**

Before collecting data, I had to obtain institutional review board (IRB) approval (approval no. 02-05-24-1043175). Once I obtained IRB approval, the strategy for collecting data for this study consisted of the participants who were volunteers of the organization, in addition to the inclusion of workers who were paid employees within the organization. Interviews included questions regarding the strengths, weaknesses,

opportunities, and threats to recruiting and retaining volunteers in the post-pandemic era (see Appendix A).

I conducted a thematic analysis of the data using a software called MAXQDA. According to Clarke and Braun (2018), a thematic analysis is a qualitative method used to find and interpret patterns of themes. During this process, I coded and analyzed the data, using the codes I generated for the strengths, weaknesses, opportunities, and threats, and then interpreted the results from the interview questions. After coding the data, I looked for common themes based on the interview responses to determine the strengths, weaknesses, opportunities, and threats regarding recruiting and retaining volunteers for a nonprofit organization. Once completed, I emailed the management team of the organization with a deliverable in the form of a recommendations memo regarding the recommendations of a strategic plan to improve recruitment and retention of volunteers.

### **Issues of Trustworthiness**

Trustworthiness is an essential concept to consider and understand when conducting research. Trustworthiness refers to the overall quality of a study and trust in the data, ensuring validity and reliability (Stahl & King, 2020). Trustworthiness includes the overall rigor of a study warranting credibility, transferability, dependability, and confirmability when conducting research and collecting data. Whether quantitative, qualitative, or mixed methods, each sector of trustworthiness in research is essential to consider and ensure that the overall data quality comes from reliable sources and not one's biases (Stahl & King, 2020). Ensuring trustworthiness warrants and promotes a study's integrity, providing accurate information.

Credibility in qualitative research is associated with the accuracy and thoroughness of the findings within the study (Stahl & King, 2020). For this study, I used member checking to ensure credibility. Member checking ensured that the information presented was stated correctly during an interview and verified by the participant (Stahl & King, 2020). While ensuring credibility, I did frequent member checks to ensure that the information collected was confirmed and verified by the participants within the study.

In addition to credibility, one must ensure transferability. Transferability refers to the general inquiry of the findings, meaning the conclusions of a study can be transferable from one place to the next (Nowell et al., 201). Regarding transferability, the information must be rich in context, including information about the participants, location, and any additional information that would warrant the transferability of the study. This process is called thick description in qualitative research (Nowell et al., 2017).

With credibility and transferability, one must ensure dependability. Dependability involves the measure and consistency in which research studies are replicated and reveal similar results (Nowell et al., 2017). Dependability refers to the stability of the data over time and during the research process (Connelly, 2016). To ensure dependability, I kept an audit trail and used reflexive journaling to ensure that the information, raw data, and transcripts were efficient. I kept a journal during the data collection process, and I wrote down thoughts during this data collection process and any pertinent information that would be essential to warrant the validity and reliability of the study.

Lastly, confirmability is the final phase for exemplifying trustworthiness in a

research study. Confirmability ensures the findings derive from the data, not of the researchers' thoughts and opinions (Nowell et al., 2017). In this, the researcher presents how the findings evolved and how the researcher came up with such decisions on the data collected (Nowell et al., 2017). I kept a journal to review notes and document necessary information related to the study. I used member checking to ensure and warrant confirmability during the data collection process, where the participants also confirmed their responses are true and accurate.

### **Ethical Procedures**

Ethics played a role in making this study realistic and achievable. As the researcher, I abided by Walden's ethical code and participant agreement. First, I obtained consent and approval from Walden IRB before the data collection process began. Once I had approval from IRB, the proposed client organization received an email confirmation that contained information that I had obtained IRB approval and was ready to start data collection. The client organization sent out flyers regarding the study, and the participants sent an email response consenting to participate in the interviews.

I maintained confidentiality to protect the identity of the client organization and the participants who participated in the study. I avoided conflicts of interest as well by making sure that there was no relationship between the researcher and participants. To prevent unethical procedures for this study, signed agreements were obtained between the researcher and participants, verifying that both parties knew the information obtained within the research and how the process worked, which included an addendum stating that information is kept confidential. The purpose of the data was to conduct a research

study on recruitment and retention of volunteers for nonprofits.

### **Summary**

In this section, I provided an overview of the role of the researcher in this qualitative study on the recruitment and retention of volunteers in the post-pandemic era. This section also explained how the research questions and research design align with the survey to help other nonprofits experiencing the same issues and apply the same strategies within the research study to the organization. Included in this section is an explanation of how I collected the data, the method used, ethical procedures, and issues of trustworthiness for the study, making this a valid study to conduct using actual life applications and input from participants who took part in the study without bias and false information. Section 4 will give an interpretation of the results and findings from the data collected and propose recommendations based on the results from the study.

## Section 4: Results and Recommendations

Since COVID-19, nonprofit organizations continue to struggle with recruiting and retaining volunteers. The client organization is one of those agencies struggling to recruit and retain volunteers. This qualitative study aimed to determine the strengths, weaknesses, and threats to prepare a strategic plan for how the organization can improve recruiting and retaining volunteers. The research questions for this study include (RQ):

- RQ1: What are the strengths, weaknesses, opportunities, and threats of the organization regarding recruiting and retaining volunteers?
- RQ 2: Based on the SWOT, what strategies can the organization employ to improve the recruitment and retention of volunteers?

In this section, I address the data collection methods and the data collection process for this study. I also provide how the data were analyzed, the technique used, and the findings of the study based on the interviews regarding the SWOT of the organization on the recruitment and retention of volunteers. In addition to the data analysis and findings, I provide evidence on how I ensured trustworthiness, along with the strengths and limitations of this study. I will also provide the deliverables for the study with recommendations regarding a strategic plan on what the organization can do to improve recruiting and retaining volunteers.

### **Data Collection**

For the data collection process to commence, I had to obtain IRB approval. Next, I notified the client organization that I was ready to begin data collection and emailed the flyers along with the informed consent form regarding the study. The participants

confidentially notified me via email, consenting to their participation in the study so that I could collect raw data from the responses. We selected dates and times to conduct interviews regarding the strengths, weaknesses, opportunities, and threats to recruiting and retaining volunteers.

A total of 10 participants took part in the study, who were either paid employees or volunteers for the organization. The interviews took place onsite at the client organization in a quiet, designated location provided by the organization that was confidential to mask the identities of each participant. This process took about a month per the participants' schedules, warranting time for any follow-up questions or if I needed additional clarification from the responses. The interviews lasted about 1 hour to allow for any breaks should the participant experience discomfort or need to take a break during the session.

I collected raw and recorded the responses manually in person. I wrote down the responses by hand as each participant gave a response to the interview questions regarding the strengths, weaknesses, opportunities, and threats to improving volunteer recruitment and retention. Once I recorded the responses, I asked the participant to confirm that the responses I recorded were accurate through member checking. Once confirmed, I took each participant's response to prepare them to be analyzed using MAXQDA.

### **Data Analysis**

For the data analysis steps, I used Braun and Clarke's (2019) six phase data analysis process. I used MAXQDA to manually code the transcripts line by line. To move

inductively from coded units to more extensive representations, which include categories and themes, I first became familiar with the data. I saw the essential information regarding the strengths, weaknesses, opportunities, and threats of recruiting and retaining volunteers for the client organization. I went line by line, looking at responses to develop themes and codes to be generated and analyzed. I first created two categories, one for recruitment and one for retention.

Next, I developed codes that exemplified strengths, weaknesses, opportunities, and threats, placing them under the categories of recruitment and retention to separate the codes and place them into their respective sections. I took each response and went line by line to find codes based on the responses. Once complete, I gathered all the codes and grouped them under strengths, weaknesses, opportunities, and threats to find the emerging themes for recruitment and retention based on the responses given and by generating a code system. Themes emerged from the analysis once I was able to analyze the code systems and looked for themes that were most common for the study on the recruitment and retention of volunteers (see Tables 1 & 2).

**Table 1***Emerging Themes: Recruitment*

Themes: Strengths	Quote	Themes: Weaknesses	Quote
Offers flexibility for volunteers to help.	“We offer flexibility in hours so that volunteers can devote time when it’s convenient for them.”	Lack of funding.	“Sometimes we don’t have funding to be able to have volunteers to come help us.”
Passionate to serve the community.	“We love to help and do what we can for our community”  “We are passionate about helping others which makes us stand out from other organizations.	Hours of operation.	“We are only open for a short period of time, so we are not always open.” “Our hours change based on the needs within the community or if there’s enough staff to operate.”
Welcoming environment.	“Everyone is welcome here regardless of background”  “We make everyone feel welcome and we do not judge”	Inconsistency in daily workload.	“Our workload changes daily and we cannot afford to have many volunteers.” “Sometimes there’s not enough to do and we are not sure of our daily workload.”
Themes: Opportunities	Quote	Themes: Threats	Quote
Revamp hours of operation.	“I think if we change our hours then we can have more volunteers on staff to serve the community.” “We should change our hours of operations so we can have more help to serve the community.”	Funding (budget cuts).	“We often experience budget cuts, so we don’t have the funding to maintain volunteers.”  “We don’t have the funds to compensate or offer incentives to our volunteers to thank them for their time.”
Hire paid recruiter.	“We should hire someone to do our volunteer recruitment for us.”	Competition among other organizations.	“We have to compete against other organizations because they are needing volunteers as well.”
Staff meetings.	“I think we should have frequent staff meetings to address how we can gain more volunteers.”	Not enough inquiries or applications.	“We don’t get enough volunteer inquiries about wanting to help”

**Table 2***Emerging Themes: Retention*

Themes: Strengths	Quotes	Themes: Weaknesses	Quotes
Offers flexibility for volunteers to help.	“We offer flexible hours to where our volunteers can pick their own schedule to volunteer.”	Hours of operation.	“Our hours of operations change daily based on need so it’s not a guarantee we will always be open.” “The hours change based on seasons and we are not as busy in the summer as we are during the holidays.”
Makes volunteers feel valued and respected.	“The organization makes us feel valued and respects us as volunteers.” “We value and respect our volunteers to make them feel part of a team.”	Not offering incentives often.	“We don’t have the funds to always give incentives for volunteering.”
Creates and promotes a welcoming environment.	“We welcome everyone to our organization and from all walks of life.” “We do not turn anyone away; anyone can come here and help.”	Lack of funding (budget cuts)	“Sometimes we do not always have funds to have volunteers to help.” “Funding is an issue because we cannot pay our volunteers or at least compensate them with a gift card for helping us.”
Themes: Opportunities	Quotes	Themes: Threats	Quotes
Have frequent staff meetings and outings.	“We have staff meetings and retreats to check on the welfare of our staff and volunteers.”	Competition among other organizations.	“We have to find ways to stand out from our competitors to keep our volunteers.”
Offer more incentives / volunteer appreciation days.	“We try to offer incentives to our volunteers for helping.” “We have days where we offer incentives to appreciate our volunteers.”	Volunteer burnout. Changes in daily workload. Economic changes / Societal changes.	“Sometimes our volunteers become burned out for doing repetitive work.” “Our workload changes daily so we don’t know what type of work we may have.” “Our society changes a lot so we are not sure what the new trends will be.”

## **Findings**

The data presented an extensive SWOT analysis warranting recommendations for a strategic plan for recruiting and retaining volunteers.

### **Research Question 1**

Research Question 1 was “Based on the perspectives of staff and volunteers, what are the strengths, weaknesses, opportunities, and threats regarding recruitment and retention of volunteers?” The SWOT analysis outlined in Table 1 and Table 2 present the themes that emerged from the data which presents the findings to answer this research question.

#### ***Recruitment Emerging Themes: Strengths***

Based on the analysis, the themes that emerged from the participants regarding recruiting volunteers consisted of the organization’s strengths. The first theme that emerged is the client organization’s flexibility for their volunteers. Participants responded, “We offer flexibility in our hours so that volunteers can devote time when it is convenient for them.” This response exemplifies that the organization offers hours where volunteers can pick times that work for them and do not interfere with their personal lives. The flexibility in the hours allows volunteers to select dates and times that are most convenient for them to volunteer their time to help the organization. With such flexibility in the hours, volunteers can devote time to attract more volunteers who want to help the organization.

The second theme that emerged under strengths for volunteer recruitment consisted of the organization being passionate about wanting to serve the community.

Participants stated, “We love to help and do what we can for our community” and “We are passionate about helping others, which makes us stand out from other organizations.” As a result of this theme, the organization desires to do everything it can to help provide services to the community and help those in need. When prospective volunteers see that an organization is passionate about what they do, this draws volunteers to want to join in and help the organization fulfill its mission: providing services to those in need.

Lastly, the final theme that emerged from the analysis as a strength is that the organization promotes a welcoming environment. Participants stated, “Everyone is welcome here regardless of background” and “We make everyone feel welcomed, and we do not judge.” The organization provides a welcoming environment for its volunteers and those they serve. Based on volunteer recruitment, the organization welcomes anyone to help and volunteer regardless of race, gender, sexual identity, etc.

### ***Recruitment Emerging Themes: Weaknesses***

Regarding the weaknesses from the analysis, one of the themes that emerged was the organization’s lack of funding. Respondents presented that the lack of funds was an issue: “Sometimes we don’t have funding to have volunteers to help us.” This statement presents that the agency lacks funding sources to allow it to have volunteers on staff or even offer compensation for volunteers.

Another theme that emerged was hours of operation. In this, the participants stated, “We are only open for a short time, and we are not always open,” and “Our hours change based on the needs within the community or if there’s enough staff to operate.” This statement provides an area of concern because if the hours are inconsistent or the

agency is not always open, volunteers will not be able to help.

A third theme that emerged regarding the organization's weaknesses in volunteer recruitment is the inconsistency with the daily workload. Participants mentioned, "Our workload changes daily, and we cannot afford to have many volunteers" and "Sometimes there's not enough to do, and we are not sure of our daily workload." The organization presents that the workload tends to fluctuate by the day, and there are times when the workload does not require any volunteer help, or there's not enough for volunteers to do.

### ***Recruitment Emerging Themes: Opportunities***

Regarding recruiting volunteers, based on the SWOT analysis regarding opportunities for the organization, one of the themes that emerged was revamping the hours of operation. Participants mentioned, "I think if we change our hours, then we can have more volunteers on staff to serve the community" and "We should change our hours of operation so we can have more help to serve the community" (See Table 1). Based on this opportunity, the participants believe that implementing more hours will allow more volunteers to help and provide services within the community. Another theme that emerged under recruitment opportunities is hiring a paid recruiter. Participants stated, "We should hire someone to do our volunteer recruitment for us" (See Table 1). This statement presents an opportunity for the need of someone to do the recruitment of volunteers for the organization. The organization currently does not have someone on staff who can solely focus on reaching out to potential volunteers to help the organization or even advertise the need for volunteers. A third theme that emerged from the SWOT Analysis based on opportunities was staff meetings. Participants stated, "I think we

should have frequent staff meetings to address how we can gain more volunteers” (See Table 1). This statement shows that the organization does not always discuss the need for volunteers during staff meetings. Participants expressed that if this issue is presented often in their staff meetings, then they could brainstorm and find resolutions to address the need to recruit more volunteers.

### ***Recruitment Emerging Themes: Threats***

The organizational threats from the SWOT analysis on volunteer recruitment produced results that present funding in terms of budget cuts. Based on this threat, participants noted, “We often experience budget cuts, so we don’t have the funding to maintain volunteers” and “We do not have the funds to compensate or offer incentives to thank them for their time” (See Table 1). This organization's threat is that they do not always have the funds to have volunteers on staff or even compensate or incentivize volunteers for their time helping at the organization. Another threat that emerged as a theme was competition among other organizations. In this, the participants deciphered, “We have to compete against other organizations because they need volunteers as well” (See Table 1). This quote presents a threat to the organization because it is in the market like others for the need of volunteers, so they have to compete against other organizations to gain volunteers to help out the organization.

### ***Retention Emerging Themes: Strengths***

Based on the analysis of the retention of volunteers, themes emerged from the data regarding organizational strengths in retention. A strength that emerged was that the organization offers flexibility for volunteers to help. Participants stated, “We offer

flexible hours where our volunteers can pick their schedule to volunteer” (See Table 2). This quote presents that the client organization discussed that they offer flexibility in hours so that volunteers can devote time when they can according to their schedule. Another theme that emerged as a strength for retaining volunteers is that the organization makes volunteers feel valued and respected. Participants noted, “The organization makes us feel valued and respects us as volunteers” and “We value and respect our volunteers to make them feel part of a team” (See Table 2). This statement proposes that the organization’s strong point in retaining volunteers is that it respects and values its volunteers. A third theme that emerged as a strength for the client organization regarding the retention of volunteers is that the organization creates and promotes a welcoming environment. Participants mentioned, “We welcome everyone to our organization and from all walks of life” and “We do not turn anyone away; anyone can come here and help” (See Table 2).

### ***Retention Emerging Themes: Weaknesses***

Based on the analysis of retention, emerging themes derived from the interviews regarding the weaknesses of volunteer retention. A weakness presented based on the responses consisted of the organization’s hours of operation. “Participants noted, “Our office hours change daily based on need, so it’s not a guarantee we will always be open” and “The hours change based on seasons, and we are not as busy in the summer as we are during the holidays” (See Table 2). The responses propose that an organizational weakness in volunteer retention is the operation hours. Another theme that emerged is that the organization does not offer incentives often. Participants explained, “We don’t

always have the funds to give volunteer incentives.” Participant responses exemplify that one of the organization’s weaknesses is that funding does not always allow the organization to incentivize its volunteers. A third theme that emerged from the data on the weaknesses of volunteer retention is the lack of funding for budget cuts. Participants explained, “Sometimes we don’t always have funds to have volunteers help” and “Funding is an issue because we cannot pay our volunteers or at least compensate them with a gift card for helping us” (See Table 2). These responses explain that an organization's weakness is not having significant funding to allow volunteers on staff or even to compensate them for their time.

***Retention Emerging Themes: Opportunities***

Themes emerged from the data regarding the opportunities for volunteer retention. One of the themes that emerged from the data was an opportunity where the organization has frequent staff meetings and outings. Participants stated, “We have staff meetings and retreats to check on the welfare of our staff and volunteers” (See Table 2). This statement presents that the organization can continue to conduct routine meetings as a checkpoint to keep everyone informed of potential changes or just a way to stray from the outside world. Another opportunity presented in the SWOT analysis on volunteer retention that emerged from data under opportunities would be for the organization to offer more incentives and volunteer appreciation days. Participants mentioned, “We try to offer incentives to our volunteers for helping” and “We have days where we offer incentives to appreciate our volunteers (See Table 2). This quote presents an opportunity for the client organization to continue enjoying their volunteers more by offering

incentives and having continued appreciation days.

***Retention Emerging Themes: Threats***

As a result of the data collected and the proposed SWOT analysis on recruitment and retention of volunteers, emerging themes derived from the data concerning volunteer retention were identified. One of the emerging themes was the organization's experience of competition among other organizations. Participants presented, "We have to stand out from our competitors to keep our volunteers" (See Table 2). This statement proposed that the organization has to find ways to be more marketable against their competitors to maintain and keep volunteers returning. Another theme that emerged from the data consisted of volunteer burnout. Participants explained, "Sometimes our volunteers become burned out for doing repetitive work" (See Table 2). This quote explains that a threat to the organization is volunteers becoming burned out because the workload is often repetitive and strenuous, causing volunteers to become compassion fatigued and lose interest in helping the organization.

Changes in daily workloads are another theme that emerged from the data. Participants noted, "Our workload changes daily so we don't know what type of work we may have" (See Table 2). This statement exemplifies that the inconsistency in workload threatens the organization, causing volunteers to leave and pursue other avenues of volunteer work elsewhere. Economic and societal changes are another theme that merged from the data. Participants explained, "Our society changes a lot, so we are not sure what the new trends will be" (See Table 2). This statement presents how changes in society and our economy could impact volunteer retention.

**Research Question 2**

Research Question 2: Based on the SWOT, what strategies can nonprofits employ to improve recruitment and retention of volunteers? To answer this research question, the opportunities section of the SWOT analysis listed in Tables 3 and Table 4, propose the strategies and implications that nonprofits can employ to improve recruitment and retention of volunteers. This consists of the following:

1. Continue to promote a friendly environment
2. Implement and hire a volunteer recruiter
3. Increase / Revamp Office Hours
4. Frequently assess the budget to ensure there is consistency or enough funds to recruit and maintain volunteers.
5. Offer more incentives and continue to have volunteer appreciation days.
6. Balance and plan out daily workload
7. Stay current and updated on current economic and societal trends.
8. Hold frequent staff meetings to assess needs and organizational processes and procedures.

**Table 3***Recruitment: SWOT Analysis*

Strengths	Weaknesses
Offers flexibility for volunteers to help	Lack of funding which makes it difficult to compensate volunteers or have enough funds to have volunteers on staff.
Passion to serve the community Everyone feels welcome / Promotes a welcoming environment.	Hours of Operation Inconsistency in daily workload.
Opportunities	Threats
Revamp hours of operation	Funding (budget changes) not enough funds to maintain volunteers or offer compensation.
Hire a paid recruiter to do recruitment to attract more volunteers. Conduct staff meetings to assess the needs for more volunteers.	Competition among other organizations to recruit/gain more volunteers. Not enough applicants or inquiries for people wanting to or express interest in volunteering.

**Table 4***Retention: SWOT Analysis*

Strengths	Weaknesses
Offers flexibility for volunteers to help. Makes volunteers feel valued and respected. Creates and promotes a welcoming environment.	Hours of Operation Not offering incentives often Lack of funding to maintain volunteers due to budget.
Opportunities	Threats
Have frequent staff meetings and outings to check on the welfare of volunteers. Offer more incentives / volunteer appreciation days.	Competition among other organizations Volunteer burnout Changes in daily workload. Economic changes / Societal changes

***Promote a Friendly Environment***

Promoting a friendly environment pose may positive aspects, especially to recruit and retain personnel such as volunteers. Zhenjing et al. (2022) presents that a positive friendly workplace environment reduces staff turnover rates and boosts the morale of workers. The researchers also state that a friendly work environment attracts people to want to come work for an organization (Zhenjing et al., 2022). Related to recruiting and

retaining volunteers and by implementing this strategy, the client organization can see an increase in personnel. The client organization will not only see an attraction to people wanting to apply for positions or volunteer, but the current personnel would want to stay and continue to help render their time to help the organization.

### ***Implement and Hire a Volunteer Recruiter***

Hiring someone to do recruitment is beneficial to an organization. Gilch & Sieweke (2021) argue that recruiters are the driving force in obtaining personnel with an organization. They also mention that recruiters are able to reach a variety of applicants by promoting an organization and the need for personnel. This strategy is essential in recruiting and obtaining volunteers in that recruiters can do volunteer drives to attract potential prospects and aid in helping to get vacant positions filled (Gilch & Sieweke, 2021).

### ***Increase and Revamp Office Hours***

Increasing and revamping office hours is another strategy to employ when recruiting and retaining volunteers. Stephens-Martinez & Railling (2019) present that increasing or revamping office hours creates and improve workplace productivity. More tasks are created and also provides flexibility in time frames where volunteers can help when there are extended office hours. This strategy is essential in not only in accommodating volunteers, but also helps the organization to provide more services to the clients they serve (Stephens-Martinez & Railling, 2019).

### ***Assessing the Budget***

Although budgeting can be a bit tedious, this strategy is important especially

when organizations want to hire and maintain personnel, especially volunteers. Budgeting allows organizations to determine what projects are needed and resources are allocated appropriately, especially when maintaining staffing (Tzenios et al., 2022). Tzenios et al. (2020) studied the benefits of consistently assessing and analyzing an organizational budget. In doing so, they were able to find that by frequently checking the budget ensures that there is enough funding to compensate personnel, in addition to ensure that projects flow and are completed on time (Tzenios et al., 2022). For this study, this strategy is essential in making sure that the client organization can afford to have enough volunteers on staff that won't affect the paid employees, in addition to ensure that there are enough funds for project completion to even offer small monetary donations or have events to thank volunteers.

### ***Offer Incentives***

Incentives are perks that one may look forward to when performing tasks. Ai et al. (2022) presents that offering incentives aides in boosting the morale of workers. When incentives are offered one is motivated to perform well. Also, Ai et al. (2022) mention that incentives are another way of attracting personnel to an organization. For this study on recruiting and retaining volunteers, this strategy can help the organization gain more volunteers to dedicate time to help and render assistance. Also, incentives and perks can be used to maintain current personnel interests and to reduce low retention rates (Ai et al., 2022).

### ***Balance Workload***

Having a balanced workload presents many benefits. One of the main benefits

that a balance workload has is that it prevents burnout. Lily et al. (2019) presents that evenly distributing workloads can reduce stress and prevent employee burnout. When workloads are balanced and well planned out, productivity will increase and workers will not be overwhelmed (Lily et al., 2019). This strategy is that having a balance workload can improve workplace efficiency and prevent burnout. Also, this strategy can be used to retain personnel by having a steady consistent workload.

### ***Stay Current on Economic and Societal Trends***

Our society changes daily producing unexpected events that impacts our lives. It is important that nonprofit organizations stay current with new trends and changes that happen daily within our society. Guillen (2020) mentions that staying current on today's news and trends brings about awareness and understanding the changes that have taken place in our society. Concerning this strategy, this is essential for nonprofit organizations in that staying current will help them stay one step ahead and make changes to better serve the community. Promoting this strategy makes it easier for organizations to transition into the new trends of today which could continue to positively impact our society (Guillen, 2020).

### ***Staff Meetings***

Having staff meetings are essential in not only to keep personnel updated on current events or new procedures, but a way to also check in on the welfare of staff such as volunteers. Gottlieb et al. (2021) states that having staff meetings is a way to effectively communicate between one another in the workplace. The authors also mention that staff meetings are a way of being able to offer support to one another to bring about a

sense of empowerment and that everyone's voice is heard (Gottlieb et al., 2021).

Implementing this strategy in the workplace could create a sense of connectiveness and that everyone feels they are part of a team. When future prospects see that an organization conducts frequent meetings with their staff, this brings about a sense of attraction and attracting more people such as volunteers to help the organization and stay.

As a result, a strategic plan is essential in aiding the nonprofit organization in improving volunteer recruitment and retention. Based on the analysis, the strategic plan will guide the organization in revamping and assessing its processes and procedures to recruit and retain volunteers. The strategic plan outlines strategies that the client organization can employ to improve the recruitment and retention of volunteers based on the SWOT analysis for both volunteer recruitment and retention.

### **Deliverables and Recommendations**

Based on the findings from this study, there is a need for a deliverable in the form of a recommendations memo that provides proposed recommendations regarding a strategic plan from the analysis of what the client organization can do to improve recruiting and retaining volunteers (See Appendix E for Deliverable). The deliverable will be in the form of a memorandum containing information regarding the analysis and recommendations to develop a strategic plan for the organization to improve the recruitment and retention of volunteers. The recommended solutions that will potentially address the problem identified by the client organization proposed seven implications that consisted of the following:

1. Continue to promote a friendly environment

2. Implement and hire a volunteer recruiter
3. Increase / Revamp Office Hours
4. Frequently assess the budget to ensure there is consistency or enough funds to recruit and maintain volunteers.
5. Offer more incentives and continue to have volunteer appreciation days.
6. Balance and plan out daily workload
7. Stay current and updated on current economic and societal trends.
8. Hold frequent staff meetings to assess needs and organizational processes and procedures.

The results from this study produce the deliverable based on the SWOT-Analysis from that derived from the data (See Table 3 and Table 4). Future recommendations for research to address similar topics using the same method could warrant the need for all organizations, whether nonprofit or for-profit, to make organizational improvements to meet the needs of their consumers. Based on the findings, the organization can promote positive social change by finding innovative ways to improve the recruitment and retention of volunteers so that the organization can make a difference in our communities. Implications for future research include assessing the impacts of recruitment and retention of volunteers on workplace efficiency and productivity.

### **Evidence of Trustworthiness**

To exemplify trustworthiness for this study, I ensured credibility, transferability, confirmability, and dependability in collecting and analyzing data. I used a process member checking to ensure credibility for this study while collecting and analyzing data.

I implemented this process by checking in with each participant and reviewing their responses to ensure I recorded each response accurately and verbatim. To ensure transferability during the data analysis process,

### **Strengths and Limitations of the Study**

This study presented strengths and weaknesses based on the study's data collection. One of the strengths of this study was achieving the anticipated number of participants and that the participants were willing to give insight without bias and answered the questions to the best of their ability. A limitation of this study was the time constraints. Although the client organization and the participants were willing to participate, there was limited study time. Because of this, the organization has different times of the year when they are busy and do not have much time to participate in a study.

Another limitation for this includes the fact that there were more females than males willing to participate in the study as well, in addition to not having any younger participants under 30 participate. Lastly, working a small sample size of 10 participants for this study is another limitation because the client organization only consisted of five paid staff and volunteers. To address and overcome these limitations, I was able to adjust my schedule to fit the needs of the organization regarding times frames that they could participate in the interviews. To address the sample size and gain more participants, the organization attempted to reach out to prior volunteers to see if they were willing to participate which the result was unsuccessful.

### **Summary**

This section explained how the data were collected and analyzed for this

qualitative study. I described in detail how I analyzed the data, including the process and method used to generate the results related to the SWOT of the organization regarding recruitment and retention based on the interview responses. I presented the findings from the study, allowing me to generate the deliverables for this study. Also, I exemplified evidence of trustworthiness in this section, along with the strengths and limitations of the data collection. Section 5 concludes the study by explaining the dissemination plan of this qualitative and its implications for social change.

## Section 5: Dissemination Plan and Conclusion

### **Dissemination Plan**

Since the pandemic several years ago, nonprofit organizations have struggled to obtain and maintain volunteers to help provide services and serve the community. The dissemination plan of this work will consist of presenting the client organization in the form of a memo via email to the organization's leaders so they can review the recommendations and proposed strategic plan (see Appendix E). The dissemination includes a tentative strategic plan that the organization can execute to recruit and retain volunteers. This plan also consists of the deliverable as a memo with recommendations that align with the strategic plan (see Appendix E). The outcomes apply to a broader audience and have implications for social change in that any organization can use such recommendations to improve the recruitment and retention of volunteers and paid employees.

### **Conclusions**

Even after the pandemic, nonprofit organizations continue to experience a shortfall in recruiting and retaining volunteers to help their organizations. This qualitative study aimed to determine the strengths, weaknesses, opportunities, and threats to prepare a strategic plan for an organization regarding the recruitment and retention of volunteers by using a SWOT analysis. The findings present recommendations on how an organization can improve the recruitment and retention of volunteers. The findings demonstrate the need to develop a strategic plan to identify ways the organization can improve recruiting and retaining volunteers. Conducting can encourage other

organizations to find ways to improve volunteer recruitment and retention and the recruitment and retention of paid personnel. As society and current trends change, so do the reassessment needs to enhance recruitment and retention of personnel in the nonprofit sector.

### **Findings Relevant to the Literature**

The findings of this study propose some similarities to the literature contained in this study. First relating to the conceptual framework, a SWOT analysis was needed to assess the organization's strengths, weaknesses, opportunities and threats to improve in recruiting and retaining volunteers. Other researchers have used a SWOT analysis to find ways to recruit and retain volunteers after the pandemic (Freidman, 2021). As a result, this study was able to outline the strengths, weaknesses, opportunities, and threats to develop a strategic plan providing recommendations that will help the organization improve in recruiting and retaining volunteers.

Second, this study exemplifies similarities to the literature. The findings exemplify how nonprofits play an essential role and passionate about serving the community (Bartosova & Podhorska, 2021). In relation to the literature, the findings from the SWOT analysis related to the strengths, the client organization is passionate about wanting to help the community and make a difference within our communities which solidifies that the organization plays an essential role within the communities they serve.

Concerning volunteer recruitment, the literature also aligns with the findings presented in this study. Previous research found that it is important to make volunteering accessible to everyone regardless of their background; promoting an all-inclusive

environment is what attracts one to volunteer and help an organization (Boysen, 2020). This study exemplifies similarities in the same respect. The findings present that the organization promotes a diversified environment and makes everyone feel welcome. Based on participant responses, the client organization does not discriminate and promotes a welcoming environment for everyone. As a result, this attracts more volunteers to want to come help the client organization.

Lastly, on volunteer retention, the literature shows relevance to my study on recruiting and retaining volunteers. Some factors that contribute to volunteer retention include flexible hours, incentives being offered, and an equal diverse environment (Kappaelides et al., 2020). The current study findings show the organization does promote a welcoming diverse environment, offers incentives and will continue to offer more incentives for volunteers, and also offers flexible hours.

### **Summary**

This section outlined the dissemination plan to execute and present the findings to the client organization. The dissemination plan includes sending the deliverable as a recommendation memo to the client organization that outlines the SWOT analysis and strategic plan that the organization can use to improve volunteer recruitment and retention. This study presents further implications for social change in addition to ways that other organizations can use the same techniques based on the findings and recommendations of this study to improve volunteer recruitment and retention.

## References

- Aburmisha, J., & Baum, N. (2022). Strategic planning for healthcare organizations. *Physician Leadership Journal*, 9(4), 40–43.  
<https://doi.org/10.55834/plj.6555794318>
- Ai, J., Gursoy, D., Liu, Y., & Lv, X. (2022). Effects of offering incentives for reviews on trust: Role of review quality and incentive source. *International Journal of Hospitality Management*, 100, 103101.  
<https://doi.org/10.1016/j.ijhm.2021.103101>
- Al-Kassem, A. H. (2019). Recruitment and selection practices in business process outsourcing industry. *Archives of Business Research*, 5(3).  
<https://doi.org/10.14738/abr.53.2180>
- Aliyu, U. L. (2021). The impact of recruitment and selection process in an organization. *International Journal of Innovations in Engineering Research and Technology*, 8(9), 175–185. <https://doi.org/10.17605/OSF.IO/J8VPS>
- Allan, W., Sangeeta, K., & Francesco, P. (2022). The effects of COVID-19 on employment, labor markets, and gender equality in Central America. *IZA Journal of Development and Migration*, 13(1), 189–468. <https://doi.org/10.2478/izajodm-2022-001>
- Almas, S., Chacon-Fuertes, F., & Perez-Munoz, A. (2020). Direct and indirect effects of transformational leadership on volunteers' intention to remain at non-profit organizations. *Psychosocial Intervention*, 29(3), 125–132.  
<https://doi.org/10.5093/pi202a17>

- Anand, V., Shanthanlakshmi, M., Srinivasan, G., Nandu, S., & Kamatchi, S. (2018). A study on effectiveness of recruitment organizational support in ITeS. <https://acadpubl.eu/jsi/2018-119-7/articles/7/c/89.pdf>
- Arnon, L., Almog-Bar, M., & Cnaan, R. A. (2023). Volunteer engageability: A conceptual framework. *Nonprofit and Voluntary Sector Quarterly*, 52(6), 1633–1659. <https://doi.org/10.1177/08997640221132499>
- Bakhshandeh, B., Mazid, S., & Imroz, S. M. (2021). Using SWOT analysis to develop business strategies: Implications on nonprofit human resource.
- Becker, A., Boenigk, S., & Willems, J. In nonprofits we trust? A large scale study on the public's trust in nonprofit organizations. *Journal of Nonprofit & Public Sector Marketing*, 32(2), 189–216. <https://doi.org/10.1080/10495142.2019.1707744>
- Berry, T. (2018). What is a SWOT analysis. *B Plans*. <https://www.sobtell.com/images/questions/1499828304-SWOT%20Analysis%20-%20printable.pdf>
- Bezboruah, K. C., & Carpenter, H. L. (2020). Management of nonprofit organizations – an overview. In *Teaching nonprofit management* (pp. 1–20). <https://doi.org/10.4337/9781788118675.00008>
- Boysen, Y. (2020). Make use of volunteer interest forms. *The Volunteer Management Report*, 25(9), 7. <https://doi.org/10.1002/vmr.31522>
- Boysen, Y. (2020). Make volunteering accessible to everyone. *The Volunteer Management Report*, 25(4), 1. <https://doi.org/10.1002/vmr.31403>
- Braun, V., & Clarke, V. (2019). Reflecting on reflexive thematic analysis. *Qualitative*

*Research in Sport, Exercise, and Health*, 11(4), 589–597.

<https://10.1080/2159676X.2019.1628806>

Brosan, D., & Levin, N. (2017). Strategic planning in the nonprofit world: What does it look like? *OD Practitioner*, 49(4), 67–69.

Centers for Disease Control and Prevention. (n.d.). *COVID Data Tracker*. Retrieved May 23, 2023, from <https://covid.cdc.gov/covid-data-tracker/#datatracker-home>

Chen, H. L., Chen, P., Zhang, Y., Xing, Y., Guan, Y.Y., Cheng., D. X., & Li, X. W.

(2020). Retention of volunteers and factors influencing program performance of the senior care volunteers training program in Jiangsu, China. *PLOS One*, 15(8), e0237390. <https://doi.org/10.1371/journal.pone.023790>.

Cho, H., Wong, Z., & Chiu, W. (2020). The effect of volunteer management on intention to continue volunteer: A mediating role of job satisfaction of volunteers. *SAGE Open*, 10(2). <https://doi.org/10.1177/2158244020920588>

Chowdhury, R. M. M. I., & Septianto, F. (2023). Recruiting volunteers: The roles of fear, hope, and courage. *European Journal of Marketing*, 57(1), 226–257.

<https://doi.org/10.1108EJM-05-2021-0297>

Clarke, V., & Braun, V. (2018). Using thematic analysis in counseling and psychotherapy research: A critical reflection. *Counseling and Psychotherapy Research Journal*, 18(2), 107–110. <https://doi.org/10.1002/capr.12165>

Clary, P. & Rose, P. V. (2022). The impact of COVID-19: The phenomenological effect of burnout on women in the nonprofit sector and implications for the post-pandemic work world. *Merits*, 2(23), 331–341.

<https://doi.org/10.3390/merits2040023>

Clausen, M. R. (2022). How funding of non-profit social organizations affects the number of volunteers. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 33(2), 362-373. <https://doi.org/10.1007/s11266-021-00321-1>.

Connelly, L. M. (2016). Trustworthiness in qualitative research. *Medsurg Nursing*, 26(6), 435-437.

David, F. R., Creek, S. A. & David, F. R. (2019). What is the key to effective SWOT analysis, including AQCD factors. *SAM Advanced Management Journal*, 84(1), 25-3.

Davis, E. A. (2023). Organizational assessments to drive strategic planning in changing work environments. *Strategic HR Review*, 22(1), 26.31.  
<https://doi.org/10.1108/SHR-11-2022-0067>.

Dederichs, K. (2022). Volunteering in the United Kingdom during the COVID-19 pandemic: Who started and who quit?. *Nonprofit and Voluntary Sector Quarterly*, 08997640221122814.

Deitrick, L., Tinkler, T., Young, E., Strawser, C. C., Meschen, C., Manriques, N., & Beatty, B. (2020, March 1). *Nonprofit Sector Response to COVID-19*. The Nonprofit Institute.  
<https://digital.sandiego.edu/cgi/viewcontent.cgi?article=1003&context=npissues>.

Ding, J. (2022). SWOT approach for audience online conversion rate: An applied

research on scenic spot projects. *Journal of Environmental & Public Health*, 1-9.

<https://dpo.org/10.1155/2022/7795524>.

Dunlop, P. D., Holtrop, D., Kragt, D., Gange, M., Muhammad-Farid, H., & Luksyte, A.

(2022). Setting expectations during volunteer recruitment and the first day

experience: A preregistered experimental test of the met expectations hypothesis.

*European Journal of Work and Organizational Psychology*, 31(6), 842-853.

<https://doi.org/10.1080/1359432X.2022.2070478>.

Dunn, J., Ng, S., Hyde, M. K., Legg, M., Zajdlewicz, L., Stein, K., Savage, A., Scuffham,

P., & Chambers, S. K. (2022a). Characteristics that predict volunteer retention

and fundraising in community-based challenge events. *Journal of Philanthropy*

and Marketing, 27(4), e1732. <https://doi.org/10.1002/nvsm.1732>.

Faletahan, A. F., & Van Burg, E. (2023). “We will not pay you, but God will

remunerate”: The paradox of volunteer transcendental rewards in faith-based

organizations. *Journal of Religion & Spirituality in Social Work: Social Thought*,

42(2), 238-258. <https://doi.org/10.1080/15426432.2022.2138681>.

Farny, S. Kibler, E., Hai, S., Landoni, P. (2019). Volunteer retention in prosocial

venturing: The role of emotional connectivity. *Entrepreneurship Theory and*

*Practice*, 43(6), 1094-1123. <https://doi.org/10.1177/1042258718769055>.

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(2), 166-188.

<https://doi.org/10.1080/10495142.2019.1656136>.

- Forgacs-Fabian, S. (2021) Retention of millennials in the voluntary sector: How can organizations not only engage but also retain this emerging generation? 75-87. [https://doi.org/10.14267/978-963-503-867-1\\_08](https://doi.org/10.14267/978-963-503-867-1_08).
- Friedman, S. (2021). Recruiting and Retaining Diverse Volunteers During and after a Pandemic: How to recruit online volunteers. Retrieved from the University of Minnesota Digital Conservancy, <https://hdl.handle.net/11299/229561>.
- Gilch, P. M., & Sieweke, J. (2021). Recruiting digital talent: The strategic role of recruitment in organisations' digital transformation. *German Journal of Human Resource Management*, 35(1), 53-82.
- Gomes, R., and Berman, E. (2020). Senior managers in national strategic planning and management. *The Palgrave Handbook of the Public Servant*, 1-18.
- Gorel, D. R. (2020). *Evaluating Local Nonprofit, Terra Birds, Using SWOT and 7s* (Doctoral dissertation, Northern Arizona University).
- Gottlieb, L. N., Gottlieb, B., & Bitzas, V. (2021). Creating empowering conditions for nurses with workplace autonomy and agency: how healthcare leaders could be guided by strengths-based nursing and healthcare leadership (SBNH-L). *Journal of Healthcare Leadership*, 169-181.
- Guillén, M. F. (2020). *2030: How today's biggest trends will collide and reshape the future of everything*. St. Martin's Press.
- Hamo, F. S. H. (2021). Employee retention and turnover in nonprofit organizations in Sinjar: How can turnover be reduced and retention increased in these organizations (Doctoral dissertation, LCC tarptautinis universitates).

- Hamouche, S. (2021). Human resource management and the COVID-19 crisis: Implications, challenges, opportunities, and future organizational directions. *Journal of Management & Organization*, 1-16.
- Hamza, P. A., Othman, B. J., Gardi, B., Sorguli, S., Aziz, H.M., Ahmed, S. A., Sabir, B. Y., Ali, B. J., & Anwar, G. (2021). The relationship between recruitment and selection: The relationship between recruitment and selection with organizational performance. *International Journal of Engineering, Business, and Management*, 5(3) 1-13. <https://doi.org/10.22161/ijebm.5.3.1>.
- Harrikari, T., Romakkaniemi, M., Tiitinen, L., & Ovaskainen, S. (2021). Pandemic and social work: Exploring Finnish social workers' experiences through a SWOT analysis. *The British Journal of Social Work*, 51(5), 1644-1662.
- Hildebrandt, S., Stone, R., & Bryant N. (2022). Addressing the shortage of workers in long-term care. *Health Progress*, 103(1), 9-12. <https://www.proquest.com/trade-journals/addressing-shortage-workers-long-term-care/docview/2625350779/se-2>.
- Hinton, K. E. (2022). Components of a strategic plan: Align institutional mission, vision, and values through the strategic planning process. *Planning for Higher Education*, 50(4), 30-33.
- Hopkins, B., & Dowell, D. (2022) Recruitment and retention in not-for-profit organizations: Tailored strategies for younger and older volunteers. *Employee Relations: The International Journal*, 44(1), 259-273. <https://doi.org/10.1108/ER-10-10-2020-0450>.
- Hopkins, B., & Dowell, D. (2022). Recruitment and retention in not-for-profit

- organizations: Tailored strategies for younger and older volunteers. *Employee Relations*, 44(1), 259-273. <https://doi.org/10.1108/ER-10-2020-0450>.
- Humphrey, A. (2005). SWOT analysis for management consulting. SRI Alumni Newsletter (SRI International).
- Janus, E., Misiorek. (2019). Why do people help each other? Motivations of volunteers who assisted person with disabilities during world youth day. *J Relig Health*, (58), 1003-1010. <https://doi.org/10.1007/s10943-018-0625-z>.
- Johnson, A. F., Rauhaus, B. M., & Webb-farley, K. (2021). The COVID-19 pandemic: A challenge for US nonprofits' financial stability. *Journal of Public Budgeting, Accounting & Financial Management*, 33(1), 33-46.
- Kappelides, P., Mort, G. S., D'Souza, C., & McDonald, B. (2020) Volunteer recruitment, activation, commitment, and retention: An introduction to the special issues. *Journal of Nonprofit & Public Sector Marketing*, 32(1), 1-3. <https://doi.org/10.10495142.2020.1719324>.
- Karaszewski, R. (2022). Strategic planning and management in energy. *Energies* (19961073), 15(21), 7900. <https://doi.org/10.3390/en15217900>.
- Kaur, M. P., Smith, S., Pazour, J. A., & Duque Schumacher, A., (2022). Optimization of volunteer tasks assignments to improve volunteer retention and nonprofit organizational performance. *Socio-Economic Planning Sciences*, 84. <https://doi.org/10.1016/j.seps.2022.101392>.
- Kaur, M. P., Smith, S., Pazour, J. A., & Duque-Schumacher, A. (2022), Optimization of volunteer task assignments to improve volunteer retention and nonprofit

organizational performance. *Socio-Economic Planning Sciences*, 84, 101392.

<https://doi.org/10.1016/j.seps.2022.101392>.

Keshta, J. A., ElDine, M. S., Saber, M., & Barbu, A. (2022). SWOT Analysis on the importance of Egypt and Sudan logistics transportation networks: A systematic literature review. *International Business Logistics*, 2(2), 67-82.

<https://doi.org/10.21622/IBL.2022.02.2.067>.

Krier, L. (2022). Shared leadership and effective strategic planning. *Journal of Library Administration*, 62(7), 899-930. <https://doi.org/10.1080/01930826.2022.2117954>.

Kuenzi, K., Stewart, A. J., & Walk, M. (2021). COVID-19 as a nonprofit workplace crisis: Seeking insights from the nonprofit workers' perspective. *Nonprofit management and Leadership*, 31(4), 821-832.

Kusu, R., & Balaji, S. (2020). A study on recruitment and selection. *Malaya Journal of Matematik*, S(2), <https://doi.org/10.26637/mjm0s20/0160>.

Lachance, E. L. (2021). COVID-19 and its impact on volunteering: Moving towards virtual volunteering. *Leisure sciences*, 43(1-2), 104-110.

Lorente-Ayala, J.M., Vila-Lopez, N., & Kuster-Boluda, I. (2019). How can NGOs prevent volunteers from quitting? The moderating role of the NGO type. *Management Decision*, 58(2), 201-220. <https://doi.org/10.1108/MD-04-2019-0531>.

Morens, D. M., Breman, J. G., Calisher, C. H., Doherty, P.C., Hahn, B. H., Keusch, G. T., & Taubenberger, J. K. (2020). The origin of COVID-19 and why it matters. *The American Journal of Tropical Medicine and Hygiene*, 103(3), 955.

- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 16(1), 1-13. <https://doi.org/10.1177/1609406917733847>.
- Orton, A. (2022). Successful strategic planning. *Nursing Management*, 53(6), 38-40. <https://doi.org/1.1097/01.NUMA.000831432.51566.07>.
- Prentice, C. R., Brudney, J. L., Clerkin, R. M., & Brien, P. C. (2020). At your service: Nonprofit infrastructure organizations and COVID-19. *The Foundation Review*, 12(4), 8.
- Putri, U. R. (2020). Recruitment, selection, and retention of human resources in the implementation of the national social economic (Susenas) Sensus program in the Statistic Center of the Lubuklinggau city. *Asian Social Science and Humanities Research Journal (ASHREJ)*, 2(2), 01-08. <https://doi.org/10.37698/ashrej.v2i2.29>.
- Puyt, R., Lie, F. B., De Graaf, F. J., & Wilderom C. P. (2020). Origins of swot analysis. *Academy of Management* 2020(1). Briarcliff Manor, NY 10510.
- Rasouli, A., Ketabchi-Khoonsari, M., Ashja-Ardalan, S., Saraei, F., & Ahmadi, F. Z. (2020). The importance of strategic planning and management in health: A systematic review. *Health Management & Information science*, 7(1), 1-9.
- Rizki, M., Ghifari, A., Hui, W. L., Permata, E. G., Siregar, M. D., Umam, M. I. H., & Harpito, H. (2021). Determining marketing strategy at LPP TVRI Riau Using SWOT Analysis Method. *Journal of Applied Engineering and Technological Science (JAETS)*, 3(1), 10-18.
- Sadiq, A. A., & Kessa, R. (2020). US procurement in the age of COVID-19: Challenges,

- intergovernmental collaboration, and recommendations for improvement. *The American Review of Public Administration*, 50(6-7), 635-641.
- Same, A. McBride, H., Liddelow, C., Mullan B., Harris, C. (2020). Motivations for volunteering time with older adults: A qualitative study. *Plos One*, 15(5):e0232718. <https://doi.org/10.1371/journal.pone.0232718>.
- Sandage, E. (2020). Develop guidelines for those willing to volunteer. *The Volunteer Management Report*, 25(8), 1-1. <https://doi.org.10.1002.vmr.31488>.
- Schroeder, T. (2021). Monthly open house attracts new volunteers. *The Volunteer Management Report*, 26(3), 5-5. <https://doi.org/10.1002/vmr.31635>.
- Sengupta, D., & Al-Khalifa, D. (2022). Motivations of young women volunteers during COVID-19: A qualitative inquiry in Bahrain. *Administrative Sciences*, 12(2), 65.
- Shvardak, M. (2021). SWOT-analysis as a strategic management tool of the quality of training of the future educational institutional head. *Ilkogretim Online*, 20(1), 958-967. <https://doi.org/10.17051/ilkonline.2021.01.96>.
- Stahl, N. A., & King, J. R. (2020). Expanding approaches for research: Understanding and using trustworthiness in qualitative research. *Journal of Developmental Education*, 44(1), 26-28. <http://www.jstor.org/stable/45381095>.
- Staley, K., Randle, E., Donaldson, A., Seal, E., Burnett, D., Thon, L., & Nicholason, M. (2021). Returning to sport after a COVID-19 shutdown: Understanding the challenges facing community sport clubs. *Managing Sport Leisure*, 1-21.
- Stephens-Martinez, K., & Railling, B. (2019). How can we make office hours better? In *Proceedings of the 50th ACM Technical Symposium on Computer Science*

*Education* (pp. 1247-1247).

- Stuart, M., Spencer, D. A., McLachlan, C. J., & Forde, C. (2021). COVID-19 and the uncertain future of HRM: Furlough, job retention and reform. *Human Resource Management Journal*, 31(4), 904-917. <https://doi.org/10.1111/1748-8583.12395>.
- Supriyadi, H. (2022). Information systems strategic planning in improvement college competitiveness (XYZ University. *Central Asia & the Caucasus (14046091)*, 23(1), 799-808. <https://doi.org/10.37178/ca-c.23.1.072>.
- Taylor, F. W. (1911). *The principles of scientific management*. Harper & Brothers.
- Teece, D. J. (2023). Big tech and strategic management: How management scholars can inform competition policy. *Academy of Management Perspectives*, 37(1), 1-15. <https://doi.org/10.5465/amp.2022.0013>.
- Tierney, S., Mahatani, K., (2020). Volunteering during the COVID-19 pandemic: What are the potential benefits to people's well-being. *CERM Research*.
- Tse, D. C. K. (2020). Volunteers' felt respect and its associations with volunteering retention, daily affect, well-being, and morality. *The Journals of Gerontology: Series B*, 75(8), 1625-1636. <https://doi.org/10.1093/geronb/gby117>.
- Tzenios, N., Frsph, F., & Fwams, F. (2022). Budget management for the non-profit organization. *International Journal of Global Economic Light*, 8(6), 9-13.
- Venzin, M. (2021). Why have a volunteer application questionnaire? *The Volunteer Management Report*, 22(12), 3-3. <https://doi.org/10.1002.vmr.30793>.
- Walk, M., Zhang, R., & Littlepage, L. (2019). "Don't you want to stay?" The impact of training and recognition as human resource practices on volunteer turnover.

*Nonprofit Management and Leadership*, 29(4), 509-527,

<https://doi.org/10.1002/nml.21344>.

Warburton, J., Moore, M., & Oppenheimer, M. (2018). 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*, 41(16), 1361-1373. <https://doi.org/10.1080/01900692.2017.1390581>.

Wardhani, F. K., & Dini, A. (2020). Strategy formulation using SWOT Analysis, SPACE Matrix And QSPM: A conceptual framework. *International Journal of Innovative Science and Research Technology*, 5(5), 1520-1527.

Windon, S. R., Robotham, D., & Echols, A. (2022). What explained nonprofit organizations' satisfaction with volunteer retention during the COVID-19 pandemic?. *Journal of Human Sciences and Extension*, 10(1), 9.

Zhenjing, G., Chupradit, S., Ku, K. Y., Nasrani, A. A., & Haftar, M. (2022). Impact of employees' workplace environment on employees' performance: A multi-mediation model. *Frontiers in Public Health*, 10, 890400.

<https://doi.org/10.3389/fpubh.2022.890400>.

## Appendix A: Qualitative Interview Questions

**Interview Questions**

Interviewer: \_\_\_\_\_

Date: \_\_\_\_\_

Participant Number/Identifier: \_\_\_\_\_

Time: \_\_\_\_\_

**Recruitment****A. Strengths**

1. What would you say are three strengths the organization has in retaining volunteers?
2. Of the three strengths mentioned, which do you find is the strongest asset the organization has when recruiting volunteers?
3. How does the agency stand out among other nonprofit organizations when recruiting volunteers?
4. What does the organization do to promote diversity and inclusion when recruiting volunteers?
5. How might these strengths be beneficial to the organization in the future when recruiting volunteers?

**B. Weaknesses**

1. What would you say are three weaknesses the organization has when recruiting volunteers?
2. How do these weaknesses influence or impact the organization's process and procedures when rendering services to your consumers?
3. What does the organization lack in when promoting diversity and inclusion to recruit volunteers?
4. What do you avoid doing when recruiting volunteers?

**C. Opportunities**

1. What new strategies have you considered implementing to recruit more volunteers to your organization?
2. In what ways could the organization improve in diversity and inclusion when recruiting volunteers?

3. How might these strategies improve the organization's process and procedures overall?
4. How would you prioritize these opportunities to improve the recruitment of volunteers?

#### **D. Threats**

1. What are three obstacles that the organization faces in recruiting more volunteers?
2. What plan do you have in place to address these three obstacles you mentioned in recruiting volunteers?
3. How has the pandemic changed the recruitment of volunteers?
4. What future challenges recruiting and retaining volunteers pose to the organization?
5. How might promoting diversity and inclusion have a negative impact on recruiting volunteers in the future?
6. What plan do you have in place to meet those future challenges?

### **Retention**

#### **A. Strengths**

1. What would you say are three strengths the organization has in retaining volunteers?
2. How are these strengths beneficial to the organization in the retention of volunteers?
3. What does the organization do to promote diversity and inclusion when retaining volunteers?
4. How does the organization stand out among other nonprofit organizations in retaining volunteers?
5. What improvements have been made within the organization in retaining volunteers?

#### **B. Weaknesses**

1. What would you say are three weaknesses the organization has in retaining volunteers?
2. How do these weaknesses influence or impact the organization's process and procedures when rendering services to your consumers?
3. What does the organization lack in when promoting diversity and

inclusion to retain volunteers?

4. What do you avoid doing when attempting to retain volunteers to the organization?
5. How has the lack of retaining volunteers negatively impact the organization?

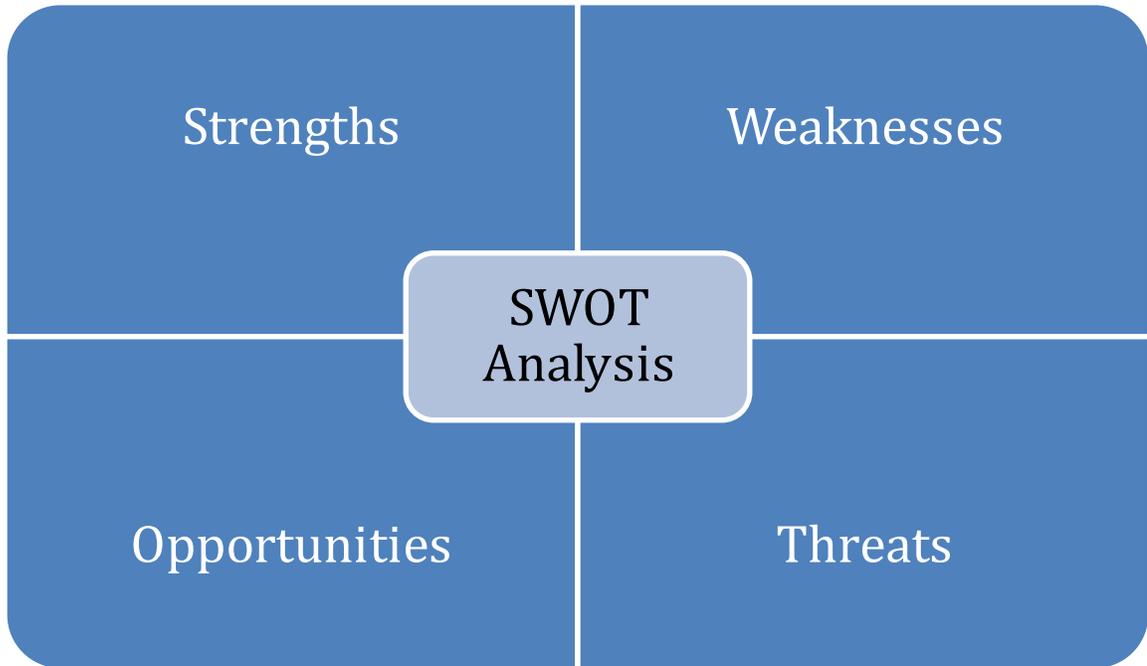
### **C. Opportunities**

1. What strategies have you considered implementing to retain volunteers to the organization?
2. How might these improve the organization's processes and procedures overall?
3. In what ways could the organization improve in diversity and inclusion when retaining volunteers?
4. How would you prioritize these opportunities to improve the retention of volunteers?

### **D. Threats**

1. What are three potential concerns do you have in retaining volunteers?
2. What plan do you have in place to address these obstacles in retaining volunteers?
3. What are external threats do you experience in retaining volunteers that impact the organization?
4. How might promoting diversity and inclusion have a negative impact on retaining volunteers in the future?
5. What future threats could the organization experience (internally and externally) when retaining volunteers?

Appendix B: SWOT Analysis



### Appendix C: Participant Letter

Dear Participant:

I hope that this letter finds you in good health and spirits. The nature of this email is that I am currently a doctoral student at Walden University. I am pursuing my doctoral degree in Public Administration. I am in the professional administration phase and to complete this process, I need to successfully conduct a study of an administrative issue that an organization is currently facing. My topic is Using Strategic Planning to Improve Recruitment and Retention of Volunteers in the Post-Pandemic Era. To make this study a success, I need your help in participating in a 15-minute interview that assesses the strengths, weaknesses, opportunities, and threats of the organization as it pertains to recruitment and retention. There are no hidden fees or dues to participate in this project and your identity will be kept masked and confidential. Once I have the results from the interview, I will send out a memo with the results and recommendations for a strategic plan to improve the recruitment and retention of volunteers to your organization.

Thank you for your support and participation.

Antonio L. McCormack



## Appendix E: Recommendations Memo

To: Client Organization

From: Antonio McCormack, Doctoral Student Walden University

Date: March 14, 2024

Subject: Strategic Plan for Volunteer Recruitment and Retention

Dear Client organization:

First, I would like to say thank you again for allowing me to conduct my study with your organization and interview your staff. This study would have not been possible without your willingness and persistence in helping me achieve my goal to obtain my doctoral degree at Walden University. Since the pandemic hit a few years ago, I understand that your organization was one who took a hard hit in managing and keeping personnel, especially volunteers. I am pleased to present you with the findings from the study and the results from my study. This memo provides the results of the study and recommendations for a strategic plan on how your organization can improve in recruiting and retaining volunteers. By conducting a SWOT-Analysis and you all participating and providing insight in the interviews, it was made possible for recommendations to be made based on the information that was given. Here below is the SWOT-Analysis that was presented regarding the recruitment and retention of volunteers:

**Table E 1***Recruitment: SWOT Analysis*

Strengths	Weaknesses
Offers Flexibility for volunteers to help.  Passion to serve the community Everyone feels welcome / Promotes a welcoming Environment.	Lack of funding which makes it difficult to compensate volunteers or have enough funds to have volunteers on staff. Hours of Operation. Inconsistency in daily workload.
Opportunities	Threats
Revamp hours of operation.  Hire a paid recruiter to do recruitment to attract more volunteers. Conduct staff meetings to assess the needs for more volunteers.	Funding (budget changes) not enough funds to maintain volunteers or offer compensation. Competition among other organizations to recruit/gain more volunteers. Not enough applicants or inquiries for people wanting to or express interest in volunteering.

**Table E 2***Retention: SWOT Analysis*

Strengths	Weaknesses
Offers flexibility for volunteers to help. Makes volunteers feel valued and respected. Creates and promotes a welcoming environment.	Hours of Operation. Not offering incentives often. Lack of funding to maintain volunteers due to budget.
Opportunities	Threats
Have frequent staff meetings and outings to check on the welfare of volunteers. Offer more incentives / volunteer appreciation days.	Competition among other organizations.  Volunteer burnout.  Changes in daily workload. Economic Changes / Societal Changes

As a result of the SWOT-Analysis, here are the recommendations for a strategic plan for your organization to improve in recruiting and retaining volunteers:

1. Continue to promote a friendly environment
2. Implement and hire a volunteer coordinator
3. Increase / Revamp Office Hours
4. Frequently assess the budget to ensure there is consistency or enough funds to

recruit and maintain volunteers.

5. Offer more incentives and continue to have volunteer appreciation days.
6. Balance and plan out daily workload
7. Stay current and updated on current economic and societal trends.
8. Hold frequent staff meetings to assess needs and organizational processes and procedures.

Based on these recommendations, the proposed strategic plan consists of these recommendations along with potential time frames that would be essential and beneficial in you meeting your goal to improve and retain volunteers (See Table 7). The strategic plan outlines action steps that you can do to initiate the tasks and start making necessary changes to improve your volunteer retention and recruitment rates (See Table 7). These are just recommendations for the implantation of the strategic plan that would help make improvements within your organization. I encourage you to take a look at the findings and the strategic plan for review and to present to your staff at the next meeting you all have in the upcoming months. Based on this study, I hope that the findings are essential that you all could use the recommendations to apply to your organization so that you all can continue to meet the needs of the clients you serve within your communities.

**Table E 3***Strategic Plan*

Tasks / Actions	Who	Frequency
Continue to promote a friendly environment.	Everyone	Daily
Implement and hire a volunteer recruiter	Management Team	ASAP
Increase / Revamp Office Hours	Management Team	Quarterly
Frequently assess the budget to ensure there is consistency or enough funds to recruit and maintain volunteers.	Management Team	Quarterly / Yearly
Offer more incentives and continue to have volunteer appreciation days.	Management Team	Monthly
Balance and plan out daily workload.	Management Team	Daily/Weekly
Stay current and updated on current societal and economic trends.	Management Team / Everyone	Daily
Hold staff meetings to assess needs and organizational processes and procedures.	Management Team	Monthly

Respectfully,



Antonio L. McCormack

Walden University, Doctoral Candidate