

SHAPING VOLUNTEER-FRIENDLY ORGANIZATIONS IN HUNGARY

Márta B. ERDŐS¹ – Gábor JUHÁSZ²

Abstract

Volunteering has gained much publicity as a feasible solution to emerging financing problems in public health care, social care, education, and in the cultural sector. Human resource management in the civil/nonprofit and public institutions that employ both paid staff and volunteers is a special field with a number of new challenges.

In the current paper volunteering is discussed from a multidisciplinary perspective that may help in understanding both the opportunities and the challenges involved. After outlining the changing global context, authors focus on existing Hungarian traditions on volunteering. In both contexts, budgetary restrictions force the organizations to seek cost-effective alternatives to maintain previous standards of their services. How do these changes promote shaping a volunteer friendly organizational culture (Allen, 2006) and a volunteer friendly society? Management techniques and approaches that help build such an environment are discussed in details.

Authors provide a substantial survey on the international literature and complement these with several findings from national and regional studies. Presently, the majority of the civil/nonprofit organizations are aware of the many possible advantages of employing volunteers, such as active citizenship, building social solidarity and trust, promoting personal development and offering a remedy for burnout, extending community based learning and providing a rich resource of motivations for the entire organization. Still, volunteering is most often interpreted as a way to employ “free workforce”.

Studies on volunteer management have shown that the idea of “invest to save” holds for volunteering as well: serious deficiencies in management usually cost more to these organizations than the amount they wished to “save” by neglecting management needs. Authors argue that professional human resource management is a priority in this field; and leaders and paid staff should be prepared to work effectively with volunteers. Social professionals’ expertise supplemented with specific trainings could serve this purpose well.

Keywords: Volunteering, Civil/nonprofit organizations, Human resources management

¹ Ph.D., dr. Habil; Associate professor; University of Pecs, Hungary

² Ph.D., dr. Habil; Associate professor; University of Pecs; Chairman; Human Exchange Human Resource Development & Consulting Foundation, Hungary

Volunteering in a changing global context

The institutional system of previous welfare states have radically changed. Global processes of the world market require constant budgetary restrictions. State organizations of national economies, both in the European Union and in the United States, are forced to reduce their involvement in social and cultural commitments and provide standardized care with respect to severe economic limitations. Gradual withdrawal of the public sphere requires increasing contributions from the civil sector. Growing needs, financing problems, and the aspiration to meet earlier professional standards and respond adequately to deepening social problems are a major challenge for non-governmental organizations. (Graff, 2005; Juhasz 2007)

Partly as a result of these changes, volunteering has been reinterpreted; while in earlier times “real” work was done by paid staff and volunteers were involved in “other tasks” assisting the professionals, nowadays volunteers often work in the frontlines of the services. Their responsibility may include professional work in social and health services, representing the organization, making important decisions and even actively shaping organizational policies. They may work with vulnerable populations, handle money or have access to confidential information. At the same time, volunteers do not normally take long-term commitments to a given organization in a volatile economic and social environment, although such commitment would be required in key and confidential positions. Policy shapers and funders do not always realize the above changes but consider volunteering a simple issue: volunteers are recruited; they come and willingly do quality jobs for free. (Graff, 2006)

In a domestic interpretation, volunteering is understood as an activity that is done for the common good (not for the benefit of one’s family or close friends); is not motivated by financial interests of the individual; and is not coerced in any way. (F Tóth, Nagy, 2009) Safrit and Merrill (1995, cit. Merrill, 2006) suggested a similar definition with one more core component: the active involvement of the person (thereby excluding donation or sponsorship). They note that volunteering may be an individualized or even a self-serving activity; it is the outcomes that should be beyond the level of the individual. A European perspective highlights civic participation constituting democracy in action; and the win-win situation, that is, mutual benefits for the community and the volunteer as core features. (Volunteering in Europe, n. d.)

A multidisciplinary approach to volunteering

These new definitions are a challenge to more traditional conceptualizations that identify volunteering as a form of charity and, consequently, do not emphasize reciprocity. Reciprocity is a basic norm that is present in all human societies, one that facilitates collaboration, social stability and trust. Although traditional perspectives and commonsense reasoning both consider volunteering as a relationship in which there is one party (the volunteer) who gives and another (the beneficiary) who receives, volunteering is based on reciprocal relations, just as any other sustainable and just social activity. Bekkers (2007) in his analysis highlights indirect, generalized forms of reciprocal relations (the volunteer in need will receive help from a third party) and the „shadow of the future” (the volunteer will not receive help simultaneously but when assistance is needed in the future). *Such indirectness promotes the formation of a dense social network with a wide variety of resources where collaboration is based on mutual trust.* On the other hand, rigidly determined roles (the “donator” and the “recipient”) often generate adverse impacts: such dichotomy impairs reciprocity, leads to helplessness, disempowerment and compulsive

helping. On a socioeconomic level this would equal to a reckless waste of human resources. Furthermore, though recipients' benefits seem apparent they may lose their "face" (self-esteem) in the process and may restore it by devaluing the worth of assistance they have received. (Bierhoff, Klein, 1995) This is one of the reasons why sometimes charity does not work well; empowerment is a more feasible and sustainable solution to social problems.

Volunteering has a basic role in establishing weak social ties within the community, thereby multiplying social capital, a manifestation of trust. (Coleman, 1990, cit. Kákai, 2009) The theory of weak social ties proposed by Granovetter (1983) explains how closely related persons who belong to different in-groups are connected within the broader social context. "The weak tie between Ego and his acquaintance, therefore, becomes not merely a trivial acquaintance tie but rather a crucial *bridge* between the two densely knit clumps of close friends." (Granovetter, 1983, 201, italics ours) *Weak social ties promote solidarity, social stability and tolerance as they connect people from different social groups.* Persons with many weak ties have more access to the knowledge they need to solve their problems. They may share new information and relate to others outside their immediate range of experience. Although strong ties imply a strong motivation to assist close friends and relatives in need and are available under almost any condition, the lack of weak social ties can not be neglected either as it results in an atomized society. Marginalized persons, similarly to upper layers, have an inclination to build strong ties only: while the rich usually do not have problems in accessing the resources they want, for those living in the margins the strategy may be a result of their poor condition that generates several crisis situations where immediate help is a priority. (Granovetter, 1973; Csermely, 2005) Quite a paradox, but social crises states can not be solved constructively in such closed contexts as the sources of relevant new knowledge are missing.

Benefits experienced by the volunteers have been studied extensively and several core factors have been identified that may contribute to shaping a win-win situation. Generativity, understood as one's contribution to the welfare and well-being of the next generations, is a form of constructive and creative legacy. As studies have confirmed, it is a basic human need and a major component of one's psychosocial health. (McAdams, 2006; Grossbaum, Bates, 2002) Late modern work contexts do not provide as many opportunities to realize one's generative potentials as earlier settings; volunteering, however, is an eligible context for various forms of generative behavior, such as mentoring, leadership, creativity and care.

"What volunteers bring is the human touch, the individual, caring approach that no government program, however well-meaning and well-executed, can deliver." (Olmos, cit. Weber, 2006. 49.) In a way, Olmos' idea is related to Turner's conception on *structure* and *communitas*, the two essential but distinct modalities within the society. *Communitas*, a context for visions, values and the totality of human experience is manifested in special contexts that break the daily routines of our existence (e.g., major celebrations, rituals, crisis states etc.) Without experiencing such moments, the society will freeze into a rigid structure preventing renewal and reconstruction; motivation will be lost and humans will fail to recognize their common and universal features that connect us. (Turner, 1969; Deflem, 1991) The power of non-governmental organizations, the most common scenes for volunteering, lies in their potential to help relate to *communitas* experiences, one important motivational base for volunteering.

Contexts of volunteering: global issues

Economic development and legal regulations largely determine the context for volunteering. Where welfare services are well-organized, the necessary infrastructure is available and laws

(e.g., on taxation) promote the spread of volunteering, a higher rate of the population is involved in such activities than in the countries where, as a result of underdevelopment, the regular workload is very heavy. (Volunteering in Europe, n. d.). Benefits of volunteering seem irrelevant when the individual is struggling with serious financial problems such as the debt trap. Even if these persons could profit from volunteering in the long run, short-term survival needs are a priority.

Merrill (2006) in his study on volunteering could indentify the following factors that influence global volunteering:

- Time pressures
- Variations in the definition and value of volunteering in the different countries
- Demographic changes with special regard to the extremes of the age continuum
- Pluralistic approaches
- Recognition of the role of reciprocity, solidarity and active citizenship
- Information technologies

Including *old-age pensioners* into volunteering is a special challenge, but in aging societies, such initiatives may ensure extra human resources and generate positive impacts on the lives of the elderly. With *young persons*, work experience is frequently emphasized; in addition, volunteering helps develop their overall personal qualities. Volunteers may even be more successful in contacting and communicating with *marginalized persons* than professionals. Volunteering can be devised to provide *special opportunities for social inclusion*, especially in the contexts in which volunteers and beneficiaries may change roles. Common visions and common work for a special purpose performed together with the members of marginalized groups reduce prejudices among the persons living in the different groups which identify themselves by ethnicity, gender, age, social stratification, religion or language. However, these work situations should be carefully planned and common activities should be implemented with a high level of professionalism.

A relatively new improvement is volunteering in the *virtual space*: first, simultaneous communication is a marked advantage in emergency situations. Second, the Internet offers utmost flexibility for some *disadvantaged groups* who have special skills but may also have commuting problems (e.g., mothers with young children, persons with certain physical disabilities or the elderly). (Merrill, 2006)

Volunteering in Hungary: early traditions and recent developments

F. Tóth and Nagy (2009) emphasize that spontaneous and informal collaboration is a deeply rooted Central and Eastern European tradition. Molnár (2009), in her analysis on these traditions, has demonstrated that informal community assistance was available in a number of different life situations throughout one's life cycle.

In the decades of state socialism such constructive traditions were practically destroyed. Volunteering and reciprocal community assistance were transformed into centrally organized and coerced forms of "societal work" (unpaid work done in one's leisure time). On the "Communist Saturdays", employees worked to support "developing countries", that is, to extend political influence to these countries via economic assistance. Societal work done in one's own neighborhood generated more favorable impacts. These achievements vanished after the transition of the social system in 1989 when "state property" (community property) was privatized and results of the work of many served the interests of the lucky few. Such privatizations violated principles of social justice (Mikula, 1999) and undermined motivations for volunteering among the elderly.

Further, Penezić and associates (2008) stated in their study on generativity in the context of the social transition in Croatia that several generations considered their own contribution to the welfare of the next generations as a *failure* because the standards of living had decreased after the transition and did not reach previous levels ever since. This shared interpretation is another factor that may influence volunteering in CEE states. Some of our contemporary social phenomena have become a symbol of the transition: the social transition is the frame of reference, a temporal anchoring point (“before” and “after”) for unemployment, homelessness and drug addiction on the seamy side; and for volunteering as one of the positive impacts. This is an arbitrary segmentation: certain forms of volunteering, even those that went beyond the activities in the local community and can be understood as modern forms of volunteering, existed before the transition. E. g., telephonic emergency services for suicide prevention were organized in the 1970s in Hungary. Such services responded to a deep social problem. In these services, volunteers received special formal training and continuous supervision, irrespectively of their previous professional backgrounds. Services established their own professional networks and were connected to other institutions within the helping field. Due to anonymity (their norm) they did not attract public attention and were as free from political ideologies as it was possible in the era. Professional knowledge, skills and reliability were a priority; therefore selection and retention were core issues and many professional management techniques were applied.

Traditional and spontaneous forms of solidary behavior and volunteering have been curbed by recent legal regulations; both the global and the home tendency is to introduce and spread more controlled and centralized forms of volunteering where formalized activities and a high level of professionalization is a requirement. The International Year of Volunteering in 2001 and the European Year of Volunteering in 2011 were important milestones in the development of domestic services. New projects (e.g., ÖTLET) and networks (such as the Volunteer Centers’ Network) were established. The Law on Volunteering for Public Utility (Act LXXXVIII) was enacted in 2005.

Statistical data on volunteering can not be compared directly to those of other member states as definitions are different. In EEC countries the estimated rate of volunteering is between 10 and 30%. A survey in 2005 identified 40% volunteers in the population but regular volunteering is done only by 5%. Lack of commitment may be a consequence of human resource management deficiencies in the hosting organizations. (F. Nagy, Tóth, 2009; Volunteering in Europe, n.d.)

Forms of *corporate volunteering* have recently been introduced to Hungary. Corporate volunteering is an important opportunity to expand and strengthen social networks and bring *prestige* for all the concerned parties. (F Tóth, Nagy, 2009). Volunteering in *academic programs* may be a form of *community-based experiential learning* for the students. Academic institutions have a traditional role in promoting constructive changes in the society: the spread of volunteering may confirm this role. (Edwards, Mooney, Heald, 2001)

Mindful utilization of new forms of volunteering is not widespread in the country. Both the employment capacity and networking potentials of the domestic nonprofit sector are relatively low in Hungary. (F Tóth, Nagy, 2009; Kákai, 2009) Although there is a growing need for civil initiatives, due to the emerging global problems and the shortcomings experienced in local societies, not to mention troubles and difficulties that come from accelerated social and economic changes, the civil sector has not been in a position to adequately respond to these needs. Currently, the sector is facing the challenge of social innovation: of exploring and implementing new solutions to combat growing social problems. Non-profit innovation fostered by the civil sector may indirectly contribute to developments in the performance of the public and private sectors. (Juhász, 2007)

Although the number of volunteer workers and the amount of the work they perform is constantly growing, volunteering in Hungary is not well organized. The reasons are many; in the subsequent part of the paper authors will focus on human resource management deficiencies in the nonprofit sector.

What is a volunteer friendly organization?

Parallel to lack of resources, the Hungarian civil and/or non-profit organizations often face management anomalies: some of these are common in more developed societies as well. Hager and Brudney (2004) concluded that approximately two fifth of the volunteers employed in the US quitted because of the deficiencies in the management skills of the hosting organizations. Most frequently, the tasks of the volunteers were not clearly defined and organizations did not utilize volunteers' skills and knowledge. This resulted poor retention, low level services and impaired reputation of the organization.

The most important cornerstones of volunteer management are the following:

- Supervision and communication with volunteers
- Liability coverage
- Screening and matching volunteers to jobs
- Systematic collection of information on volunteers' activities
- Written policies and job descriptions
- Recognition of activities
- Measurement and evaluation of volunteer impact
- Training, professional development opportunities for volunteers
- Training for the paid staff on working with volunteers

(Hager, Brudney, 2004)

As a conclusion of a survey among US charities and congregations, authors found that most organizations considered supervision and communication important but neglected other dimensions. Only one third of the organizations assumed that recognizing volunteers' contribution was important. However, 60% of the organizations employed all the above techniques occasionally. The intensity of supervision and communication was in inverse ratio with retention; possibly, communication was more intensive with "problem" volunteers.

Retention, however, was very important in all the organizations where work demanded high reliability, stability and special skills. In such cases, adequate screening, training, rewarding activities and recognition are a must, even if it means extra costs for the organization. (Hager, Brudney, 2004)

The four main features of volunteer-friendly organizations are the following:

- They have a clear-cut message on own mission and visions (how the world will be a better place as a result of their work).
- They employ both volunteers and paid staff.
- Combine effective management with inspiring leadership.
- The entire organization takes responsibility for engaging volunteers; but frameworks are clearly defined.
- Build partnerships between paid staff and volunteers to enable effective collaboration.
- They are able to change and grow by learning from volunteers.

(Allen, 2006)

In this volunteer-friendly context, people are considered the most important goal and resource as well.

The financial conditions of the organization determine its development (e.g., own source for contribution to calls and tenders, the ability to pay for trainings, to buy technical infrastructure etc.) Nonprofit organizations in Hungary often have to face severe financing problems and the lack of vital resources results a continual struggle for survival. They, in need of workforce, consider the employment of volunteers as a kind of last resort and may neglect the related management needs and infrastructural developments.

The organizations that successfully survive have a strong professional background and are organized by principles of democratism, partnership and coordination. This is reflected in their project-orientation and the development of multi-professional teams. In certain cases, some of the shortcomings may even increase commitment, turning unfavourable circumstances into a rich motivational reserve. Some volunteers have a special attitude and mindset and they want to take responsibility for their own environment. Due to the lack of resources, their creativity, innovative and cooperative skills are continually challenged. It is essential to carefully organize, manage and motivate this exceptional human resource potential in order to achieve long-term effectivity and development of the hosting nonprofit organizations in a financially unstable environment. A clearly defined mission, the development and consolidation of democratic relations and partnership, as well as a heterarchic organizational structure and minimized bureaucracy may serve this purpose well.

In such settings, internal communication should not follow the usual hierarchic and bureaucratic style manifested in the traditional „chain of command”. As long as the organizations are decentralized (with the coordination of one operational level to the decision making level) the relatively simple structure makes these organizations flexible and receptive to feedback. Decentralization facilitates learning processes in the organization by continually integrating practical experiences, an important source of best practices. Another strength of the civil sector is the diversity of approaches and problem solving skills. Alternative perspectives in a democratic milieu often prove a rich reservoir in problem situations. (Juhász, 2007)

Evaluating volunteers' performance

Evaluating volunteer activity is a very complex task: most often, evaluation is reduced only to a number of dimensions. (Merrill, 2006) Impacts on volunteers, hosting organizations, beneficiaries and on the local society should be included in the evaluation of outcomes. The Trident as a new approach in evaluation provides an adequate framework for such research: in addition to outcomes, stakeholder perspectives and processes are also analyzed. (Ellis, Hogard, 2006) In Hungary, independent evaluation has very weak traditions in the public and civil sectors. (B. Erdős, 2010)

If the organization has no volunteer policy and strategy, and employment is not integrated into the work plan of the given organization, effectiveness and efficiency will be low, unexpected extra costs may arise and arising developmental opportunities will be missed. Ideas on returns of volunteer employment are no more than an *assumption*. “Volunteers are often a cost-effective source of labor, but they certainly are not “free”. (Graff, 2006, 25) Adequate and professional volunteer management (needs assessment, planning, ensuring infrastructure, recruitment, screening, orientation, training, supervision, support, recognition, evaluation and feedback on personal performance and project evaluation) will result considerable returns. Volunteering may even cost too much for the organization if – due to shortcomings in management – dropout is high and work ethic is low.

If the monetary value of volunteering is determined it may increase social recognition of the activities but may also generate adverse processes, especially in the countries where

volunteering is misinterpreted (e. g., some form of low-wage employment or means to more substantial forms of employment):

- With a high level of unemployment in the society volunteering is often regarded as a competing activity, one that “takes jobs away” from prospective employees.
- The results of the cost-benefit analysis will be distorted as time and expertise is not measured correctly and management costs are neglected.
- Other benefits are not represented (such as increase in social capital, active citizenship, a strong community network, personal /psychological/ growth etc.) (Merrill, 2006)

Results of a recent survey on human resource management in the civil/nonprofit sector

In contemporary Hungary, the civil/nonprofit sector is the most important social context for volunteering; therefore the deficiencies and strengths of the sector have a major impact on volunteering.

The survey was conducted in 2005. Using stratified sampling, medium or small organizations were included in the sample: two or three from each Hungarian county, altogether 50 organizations. Questionnaire items included general organizational data (such as the role of the organization in the region, the number of partners, possible changes in organizational form and structure, and the scope of activities); and questions related to human resource management potentials (leadership, number of paid staff, volunteers, competences and skills).

All of the organizations struggled with financial and human resource deficits. Due to the relatively high costs of administration, insufficient financial conditions, bureaucratic operation and poor organizing, they could not fully accomplish their tasks and showed an overall weak performance. Serious deficiencies were identified in the management of the organizations. Very often, leading personalities could not even be contacted. For most of the organizations, operation did not correspond to the formal management structure. Levels of management and decision making could not be clearly identified. Conscious application of management techniques were not among the solutions to chaotic states and functional breakdown. Instead, informal solutions were applied with ad-hoc decision making by one or two representatives who had the information monopoly. More than half of the organizations could not specify future plans and strategic aims (visions and missions). Operative objectives were defined in general statements, what implies spontaneous operation and the lack of adequate planning. Organizations with international relations and the ones founded by local governments were exceptions to this rule. Organization- and culture-specific factors – customs, traditions, values, norms, expectations, language use and symbols – were chaotic or totally missing. This finding might have been the result of the the low number of paid employees and a great extent of fluctuation, which showed low levels of long-term commitment.

The 50 organizations employed a total of 19 persons as paid staff: the average of paid employees per organization was 0.38. These surprisingly small numbers were a result of the overall lack of resources as well as tax policies that did not favour employment. Facing constant liquidity problems, these organizations were not able to pay for the high costs. The number of volunteers was more significant (1-10 persons/organization with an average of 1.5). 12 of the 19 paid employees held leading posts. At first glance, this may seem strange but it should be noted that most of these organization could afford to pay but for the leader’s salary. This, however, endangers long-term sustainability of the organization. The overall gender ratio was balanced; however, among managers and in other leading

positions the equality of chances was not realized as only 3 of the 12 leaders (25 %) were female.

As for qualifications and work experience, there was a considerable gap between performed activities and employees' expertise. Their professional background rarely matched to the organization's profile. The gap seemed to reflect the rigidity of the Hungarian educational system (one can enrol a complex study program but can not buy separate courses according to one's own needs). Second language skills were not satisfactory either, reducing the chances of the organization to enter various scenes of international collaboration. (Juhasz, 2007)

A qualitative study

The Pecs 2010 European Capital of Culture project had a special impact on volunteering in the city and in the surrounding settlements. As a result of volunteers' large scale of involvement in ECoC projects, volunteering has grown into a central theme in public communication.

In 2011 qualitative semi-structured interviews were made with 20 leaders of 19 hosting institutions in Baranya County. The goal of the study was to explore meanings and values associated with volunteering, the major characteristics in volunteer management and the related problems and solutions. Maximum variation sampling method was employed and a wide variety of data was analyzed: organizations from health, educational, cultural and social sectors were included in the sample. Some of them were in the first years of their operation while others could rely on long traditions and were members of an extended international network.

Data was processed by computer aided qualitative content analysis. In the current paper only the most important findings are summarized. First and foremost, organizations regarded volunteers as „free workforce”, probably because all of the organizations in the sample had some financing difficulties. „Volunteers' own choice”, or other references to intrinsic motivation, reciprocal gains, organizational goals (mission) and generativity (do something for others) were also mentioned. Other contents, which may have special relevance in Central and Eastern European countries, were relatively rare, such as participatory democracy, multiculturalism, pluralism, and international connections.

Although volunteers are often employed to compensate for shortcomings in human resource, a number of organizations realized that such employment might bring additional benefits. Few respondents emphasized that working with volunteers was a mutual experience.

The problem of recruitment, screening and selection seemed a central issue in the interviews as most of the respondents spontaneously returned to this theme. The idea to put the right man in the right place was the most frequent advice they would give to fellow organizations. Most of the respondents could not determine the exact number of the volunteers working in their own organization; neither could they specify their working hours. This is a barrier to effective volunteer management and to estimating the economic value of volunteering. This, in turn, may negatively influence the recognition of volunteering in the local society.

Most of the organizations laid an emphasis on utilizing the special skills and knowledge of volunteers. Sometimes the simple jobs were assigned to volunteers because the paid staff was reluctant to perform these. Some respondents did not regard volunteers as competent persons; and the idea that they might have some special skills or expertise did not occur to them. Once a tradition in the organizational culture, it might be a barrier to further development. The speaker below made a sharp distinction between professional and „other”

tasks: a volunteer, very true, might not be talented in arts but might be competent in fundraising or organizing. However, all these were considered „non-volunteer” types of activities as in the respondent’s view volunteers could endanger the position of the paid staff:

The most important task of the volunteers is to do what they are told to: that is, to stand and watch, and such things. If there is a complex program, let us say, we are writing an application, this is not their business – you can understand. Or we organize an exhibition, an art exhibition – we will not ask volunteers to do that (...) these are the main activities of our association and we give the volunteers simple tasks that are not professionally demanding. Why, should we fire the employees? even the Chair? and give the volunteers the tasks and they will solve it; they will paint the pictures not the artists... no such a thing.

There is no formal internal training for volunteers in the majority of the organizations, only in strictly regulated environments (health and social care). However, most of the organizations consider training important and try to find external resources to ensure some form of training (e.g., conferences). Coordination of volunteer work proved one of the hottest issues: if volunteers were invited to compensate for missing human resources then it was hard to accept that certain investments were necessary. Coordination is of key importance to sustain volunteers’ motivations; still, coordination was arbitrary in most of the organizations. This may result in communication problems that undermine effectiveness.

Recognition is a core question in volunteer friendly organizations. The organizations were aware of this fact and worked to shape an appreciative relationship. Sometimes, however, volunteers were introduced as *trainees* to gain prestige. In some cases, paid staff had bitter feelings towards „happy volunteers” with less workload and responsibility. Missing feedback or evaluation was a result of poor organizing, negative attitudes to administration in the organization, or devaluing voluntary work. Formal recognition was present with half of the organizations; often as a project requirement.

Generally, positive experiences dominated over negative impressions. The negative experiences were clearly related to human resource management deficiencies (in recruitment, screening, selection, recognition of volunteers’ needs, determining competencies, roles, sustaining motivation and evaluation). Unreliability, an index of poor management was a relatively frequent problem.

Most of the organizations were aware of the need to build a volunteer strategy and focus more on human resource management – a conclusion of their first experiences. The human touch, a strong value orientation was also represented in the responses („you should love them”). Many respondents advised to expand volunteering in the society. Most of the respondents would demand more information on legal issues and taxation; even if they focused more on human resource management problems during the interview. Failures in human resource management may risk sustainability in the long run; but neglecting the frequent changes in legal regulation and taxation has immediate grave consequences. Communication problems were repeatedly mentioned; respondents would welcome more information on prospective volunteers, especially on the candidates for responsible positions.

Values assigned to employing volunteers included generativity, individual and community development, the growing reputation of the organization, reciprocity, commitment to missions, a means to combat burnout in the organization, a source of renewal and the utilization of special skills (B. Erdős, 2011).

Conclusion

Civil/nonprofit organizations that employ volunteers work in the duality of structure and communitas: they have to conform to the rules and regulations of the institutional system of the society; and at the same time, represent the visions and values that make their settings lively and colorful. Communitas experiences contribute to the renewal of the society and strengthen human communities. If structure is overemphasized the organizations may miss the target, their mission, lose their strength and attractiveness; neglecting structural needs may result in a chaotic state and the waste of human resources on the other hand.

Table 1. SWOT-analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Motivations for professional development (training) • Pluralism, multicultural approach • Commitment • Reciprocity • Willingness to meet challenges • Working to rules • Caring attitudes • Openness, a potential for renewal 	<ul style="list-style-type: none"> • Lack of relevant knowledge on human resource management (screening and selection) • Problems with retention • Recruitment: Extraverted persons dominate the field • Lack of trust in volunteers
Opportunities	Threats
<ul style="list-style-type: none"> • More effective external and internal communication • Recruiting human resource management experts as volunteers • Corporate/university volunteer programs (prestige, networks, inter-sectorial collaborations, special skills and expertise) • Volunteering in the virtual space • Volunteer database including competencies, skills and personal preferences • Systematic introduction of human resource management techniques • Shaping volunteer-friendly organizations • Trainings for the hosting organizations, with special regard to health and social sectors • Strengthening the network of nonprofit organizations • Systematic and independent evaluation research 	<ul style="list-style-type: none"> • Introduction of coerced volunteering (may decrease motivation and confuse public representations, Karr, 2007) • Further reductions in funding • The idea that no costs are involved with employment of volunteers • Increasing bureaucracy • Devaluation of volunteers' work • Destructive competition among paid staff and volunteers • Burnout • Due to extra workloads on the workplaces, less people will volunteer, especially among the most competent professional. • The most important motivation for volunteering is unemployment

Old, charity-based and new, professional volunteering that emphasizes reciprocity are simultaneously present in the Hungarian society – the area is „under reconstruction”. Deficiencies in human resource management are salient. The question is not only how to shape a volunteer friendly organization; rather, how to build a *volunteer friendly society*. *Predictability* is a key issue: *organizations reflect their unpredictable environment* when they try to manage their problems in an ad hoc manner and ignore strategic planning. Some of the solutions to this problem are beyond professionals' competence; but corporate and academic volunteering, as well as including the virtual space into possible settings (e.g., online HR services as proposed by Merrill /2006/) may serve as additional resources.

As volunteering is an area of growing importance, systematic and complex evaluation is needed with respect to societal and community frameworks. Trainings for the

hosting organizations, especially in the health and social sectors that will rely on volunteer workforce more in the future, should be a priority. Evaluation research and targeted trainings could contribute to the spread of effective and rewarding volunteering.

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ÖNKÉNTES-BARÁT SZERVEZETEK KIALAKÍTÁSA MAGYARORSZÁGON

B. ERDŐS Márta¹ – JUHÁSZ Gábor²

Összefoglaló

Napjainkban az önkéntesség jelentős nyilvánosságot kap mint lehetséges eszköz a közegészségügy, a szociális ellátás és a kultúra területén jelentkező egyre jelentősebb pénzügyi problémák megoldására. A civil/non-profit- és közintézmények humán erőforrás menedzsmentje számára a fizetett és önkéntes munkatársak együttes alkalmazása egy olyan terület, amely új kihívásokat jelent.

Jelen tanulmányban az önkéntesség multidiszciplináris nézőpontból kerül vizsgálatra, amely segíthet megérteni az önkéntességgel kapcsolatos kihívásokat és lehetőségeket. A jelenleg fennálló világméretű összefüggések bemutatását követően a szerzők az önkéntesség magyarországi hagyományaira összpontosítanak. Mindkét esetben a pénzügyi megszorítások kényszerítik a szervezeteket arra, hogy költséghatékony alternatívákat keressenek tevékenységük változatlan színvonalon történő folytatásához. Miként segítik ezek a változások egy önkéntes-barát szervezeti kultúra (Allen, 2006) és egy önkéntes-barát társadalom kialakítását? Részletesen bemutatásra kerülnek az ilyen környezet kialakítását elősegítő vezetési technikák és megközelítésmódok.

A szerzők részletesen megvizsgálják a nemzetközi irodalmat és bemutatnak országos és regionális kutatási eredményeket. Jelenleg a civil/non-profit szervezetek többsége tisztában van az önkéntesek alkalmazásának lehetséges előnyeivel, mint az állampolgári aktivitás, társadalmi szolidaritás és bizalom elősegítése, a személyes fejlődés előmozdítása és a kiégettség érzésének csökkentése, a közösségi tanulás kiterjesztése és az egész szervezet számára gazdag motivációs bázis biztosítása. Ennek ellenére az önkéntességet leggyakrabban csupán úgy értelmezik, mint egy lehetőséget ingyenes munkaerő alkalmazására.

Az önkéntesek vezetéséről szóló tanulmányok kimutatták, hogy a “fektess be, hogy megtakaríthass” elve az önkéntesség esetében is alkalmazható: a vezetés súlyos hibái a legtöbb esetben többre kerülnek a szervezet számára, mint az összeg, amelyet a vezetés szükségleteinek mellőzésével meg kívántak takarítani. A szerzők bebizonyítják, hogy a szakszerű human erőforrás menedzsment fontos az önkéntesség esetében; a vezetőknek és a fizetett alkalmazottaknak készen kell állniuk arra, hogy az önkéntesekkel hatékonyan együtt tudjanak dolgozni. Ehhez a szociális szakemberek felkészültségére, továbbá speciális képzésekre van szükség.

Kulcsszavak: önkéntesség, civil/nonprofit szervezetek, human erőforrás menedzsment

¹ Ph.D., dr. Habil; egyetemi docens; Pécsi Tudományegyetem, Magyarország

² Ph.D., dr. Habil; egyetemi docens; Pécsi Tudományegyetem; Elnök; Human Exchange Emberi Erőforrás Fejlesztő és Tanácsadó Alapítvány, Magyarország