

Effective Volunteer Management: The Managers' Viewpoint

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Managing volunteers is a system of processes associated with operating volunteers. Meaningful discourse has recently begun on the subject; however, it appears that a unique theoretical model for working with volunteers is still lacking. This study seeks to examine effective volunteer management from the manager's viewpoint. The study employed qualitative research methods and conducted in-depth interviews with 23 managers of volunteers. The study proposes a preliminary model for working with volunteers featuring three dimensions: managing volunteers as ordinary management, similar in nature to business management; managing volunteers as flexible management, requiring various methods of motivating workers but suited to volunteers; and managing volunteers as sensitive management, emphasizing the personal touch, based on providing a comprehensive psychological response.

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