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Masters in Business Process Management

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MASTER THESIS

SAVANORYSTĖS VALDYMO PROCESŲ OPTIMIZAVIMAS LABDAROS ORGANIZACIJOSE	THE OPTIMISATION OF VOLUNTEER MANAGEMENT PROCESSES IN CHARITABLE ORGANISATIONS
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INTRODUCTION

Topic relevance

The relevance of the topic of this research study on “The optimisation of volunteer management process in charitable organisations”. The practical importance of this topic is based on the management practices of the volunteer, which allows charitable organisations to think from a social point of view to implement the strategic and affirmative relationship between the volunteer individuals (Urrea *et al.*, 2019). Maintaining peace and harmony between the volunteer management improves the willingness of the charitable organisations to accept their job roles and responsibilities towards social realism. The volunteering experience incorporates the opportunity to make affirmative responses toward charitable organisations like various NGOS, funds for old-age homes, and so on (Zollo *et al.*, 2019).

Another look over on the theoretical framework of this research study on the topic of “The optimisation of volunteer management process in charitable organisations”. It incorporates all the necessary theories for motivating volunteerism toward charitable organisations, and it gives more positivity to their attitudes toward helping charitable organisations (De Clerck *et al.*, 2021). Also, volunteer management improves significantly with the more implications of feelings, notions, and trust for the charitable organisations helps the making of the volunteer management practices more beneficial for the non-profit organisations.

Topic and research gap exploration level

The topic of the research study on “The optimisation of volunteer management process in charitable organisations” helps to delve through the voids of this research study on the strategic approaches towards the issues faced by the managing of volunteerism towards the charitable organisations, those are non-profitable organisations, individual's functioning in the charitable organisations are getting no remuneration for their respective works, and job roles as cause that are functioning totally on the self-allocation of their self into those organisations for helping those needy people with impairments and all those needs to look for helping. The necessary areas that will be needed to incorporate for this research study are mainly the management practices and resolving the issue around volunteerism towards charitable organisations. The implementation of the various patterns through the

understanding of this topic will help in including the various strategies for resolving the issues and looking deep down into the volunteerism towards the non-profit organisations. The focus of this research should be on the volunteerism concepts and ways for optimising the growth of charitable organisations, and also helping others, including volunteers, for their respective work role enhancement towards the non-profit organisations.

Research novelty/contribution to Science

The research regarding the above topic puts an emphasis scientifically on the interdisciplinary perspectives of the organisation regarding volunteerism management with charitable organisations (Fullwood and Rowley, 2021). Through this comprehensive understanding, the study contributes to the organisational dynamics, enhancement of decision-making through diversified viewpoints, and increasing flexibility and adaptability throughout the strategic planning in terms of developing volunteerism management. Considering volunteerism management, the study contributes to the demonstration of interdisciplinary perspectives of charitable organisations that involve critical thinking and acceptability towards various patterns of thinking in terms of exploring new areas of volunteerism (Dempsey-Brench and Shantz, 2022). This research gives an understanding of nonprofit studies and further contributes to the understanding of volunteerism research that justifies the landscape of the research thoroughly.

Research problem and question

The problem with the underlying issues around the topic of this research on “The optimisation of volunteer management process in charitable organisations” are majorly the decentralisation of guidance towards the volunteerism individual, time management skills, resources required for undervalued positioning, and burnout caused by the various volunteerism processes (Paret *et al.*, 2021). These subjects are the major hindrances to the subject of volunteerism management practices in non-profit organisations.

Questions

- What are the dynamics of the volunteer management process across charitable organisations?
- What are the effects of volunteer management optimisation on the functionalities of charitable programs?
- What are the challenges of managing volunteerism to facilitate charitable programs through technological optimisation?

- What are the strategies for conducting effective volunteerism optimisation in charitable organisations?

Research object

Through research, the major objects are stakeholders who are part of charitable organisations conducting volunteer management through charitable programs, including volunteers and community beneficiaries. Other research objects that will be part of the investigation are volunteer management practices and the AI technologies that are used to manage and conduct the undertaken charitable programs. By taking community beneficiaries and charitable organisations as part of the research, the study will evaluate the dynamics of volunteerism and the development of strategic management to generate effective and practical volunteerism management strategies (Currie *et al.*, 2022). Taking into consideration these significant research objectives as part of the larger discussion, this study intends to generate a comprehensive understanding of non-profitable volunteerism through optimisation strategies. This will help solidify the journey of the overall research analysis thoroughly.

Research aim

The practical aim of this research study is to optimise the volunteer management processes in charitable organisations. The scientific aim of this research project is to identify the evidence on how effectively volunteer management processes are optimised and what factors contribute to the optimisation.

Research Objectives

- To critically demonstrate the dynamics of the volunteer management process across charitable organisations.
- To critically evaluate the effects of volunteer management optimisation on the functionalities of charitable programs
- To critically identify the challenges of managing volunteerism to facilitate charitable programs through technological optimisation.
- To highlight strategies to conduct effective volunteerism optimisation in charitable organisations.

Master thesis structure

The research study incorporates all the necessary information about the whole research on the topic “The optimisation of the volunteer management process in charitable organisations”. The research will commence with the *introduction chapter*, in which the necessary information about the topic overview will be mentioned, and based on that, further proceedings of the research will take place. In the *literature review* chapter, the implementation of the concepts and theories, impacts, and challenges for this broadest of the research will be available for further analysis. Then comes the *methodology chapter*, in which the whole research study will incorporate the primary data collection with the qualitative research study. Furthermore, the *findings chapter* will incorporate all the necessary questioning of the challenges faced on the topic, which will later on discussed in the *discussion chapter* thoroughly by providing the necessary takeaways. Lastly, the *conclusion and recommendations chapter* gives the overview gist of the research study and proposes the recommendations based on the findings section and also helps in maintaining the overall conclusion of the study.

1. THEORETICAL ANALYSIS OF VOLUNTEER MANAGEMENT OPTIMISATION IN CHARITABLE ORGANISATIONS

This chapter of literature analysis will provide a comprehensive analysis of the topic of research. It would also help in building the concepts of how to optimise the processes of volunteer management. Thus helping the future scholars to develop a deep understanding of the subject matter. It would also help in finding the literature gap as well as exploring the areas which have not been covered. This chapter would provide ample scope for evaluating the quality of the existing sources of literature. This chapter, in particular, will discuss the various theories as well as concepts which are involved with the processes of volunteer management in most charitable organisations, the overall practices of the volunteer management processes, effectiveness of the existing strategies of volunteer management while addressing the needs and satisfaction of the organisation as well as the challenges faced by the charitable organisations while conducting the processes of management.

1.1. Concept of Optimisation in Volunteer Management

It has been discerned that the optimisation in the volunteer management processes has been considered to strategic approach in which the efficiency as well as the effectiveness of the volunteer programs can be enhanced (Rabiei, Arias-Aranda and Stantchev, 2023). Efficiently assigning tasks to the employees and volunteers of non-profit organisations according to their expertise and ability has enabled one non-profit firm to improve the success rates of the volunteer programs they are running. Most non-profit firms have been known to use an integral linear program through which they balance the current tasks, preferences of the organisation, volunteer training, and preferences of the volunteers (Edeigba and Singh, 2022). The model used by the firms aimed to enhance the volunteer retention rate by strategically assigning tasks to them and allocating budget for their training, unlike the simpler approach that mostly prioritised only the organisation's preferences.

Many non-profit organisations have also been encouraged to utilise modern technologies for better optimisation in the process of volunteer management. Modern technologies like AI, Iot and others play significant roles in identifying areas for improvement and enhancing the volunteer satisfaction rate (Rashid and Kausik, 2024). However, when charitable firms became able to divide the work, they gained the ability to balance the workload distributions and foster a long-term commitment. In this way, when the volunteer management gets optimised, the organisation ensures that every volunteer meaningfully contributes to volunteer missions effectively for maximum community impact.

1.2. Motivation to optimise the Volunteer Management process

There are a lot of motivations behind the decision of a non-profit firm to optimise its volunteer management process (Tays et al., 2013). Many non-profit firms have been noticed to face financial constraints in running their volunteer programs; henceforth, to address the financial gap, many non-profit firms have optimised their volunteer programs (Alghamdi, Bahaddad, and Almarhabi, 2022). Through this process, organisations became able to maximise human resource availability by ensuring the right deployment of volunteers in the right tasks. In this process, the skills, abilities, and interests of volunteers have been prioritised, and according to these, the volunteer training programs have been allocated so that the budget can be utilised efficiently. This leads to more productive outcomes where volunteers get the motivation to fulfil their assigned tasks and enhance the retention rate. Another motivation can be highlighted as civic duties (Edwards-Fapohunda, 2024). The sense of civic duty motivates non-profit firms for volunteer optimisation by allowing the individual to perform their responsibilities that contribute to the well-being of the communities. Henceforth, this process ensures that the volunteers are engaging in a meaningful way, aligning with the sense of duty and purpose. Moreover, balancing urgent tasks with long-term goals can be considered another motivation (Cameron *et al.*, 2022). Training needs, volunteer preferences, and organisational priorities have been considered in this process so that long-term goals can be significantly achieved.

Every volunteer has the valuable skills that they bring with them while joining a non-profit firm (Brzustewicz *et al.*, 2022). However, without better management, their skills remain unused; henceforth, many charitable firms optimise their volunteer management for better utilisation of the skills of every volunteer. Through optimisation, leaders of non-profit firms ensure that every volunteer's roles align with their interests and skills so that their productivity can be increased by allowing them to reach their potential. Moreover, the reduction of the administrative burden can also be highlighted as one of the key reasons for streamlining volunteer management (Doucet *et al.*, 2024). Digital tools and automated systems have been included in this process so that administrative workloads can be reduced. When digital technologies have been put into use, they ensure that repetitive and manual workloads can be reduced so that volunteers can mostly focus on strategic planning and better engagement with the missions of the charitable firm.

1.3. Overview of volunteerism in the nonprofit sector

Every Nonprofit organisation makes attempts to address the needs of the distressed communities, for instance, education, abuse, hunger, human trafficking, as well as environmental causes. The main motto of the non-profit organisation is to adopt sustainability in their approaches. They support collaboration to take steps jointly for the needs of others (Kenton, 2024). Volunteering is the active participation of a group of people in bringing positive transformation into society. Volunteering in nonprofit organisations is done for the good of others and is regarded as a Noble job which helps the community to grow and develop positively. Volunteering is done in the form of services which help to support any community without any monetary motive (Hanna, 2022). It is done mostly by offering value to the community in terms of services and time. Therefore, volunteering is done for any kind of greater cause, which is useful for changing the lives of the distressed in the community. Volunteering can also assist people in their smaller tasks to help in making a difference in the lives of the people, the community, as well as animals.

As per the study conducted by the Corporation for National and Community Service, it was found that the organisation with strong programs of volunteering would help expand the offerings of the various programs that could help in serving the beneficiary (Ameri Corps, 2017). It has been noticed that programs related to youth mentoring help extend support to the youth who are at risk and need support to thrive in their lives. On the other hand, the National Council of Nonprofits has said that those organisations that have engaging volunteers are more likely to fulfil their objectives by having a greater level of capacity for tackling various challenges (Leary, 2023). Therefore, dedicated volunteers need to foster stronger relationships on a deeper level with all the donors by inspiring them to support the cause of the organisation.

Volunteering has been identified to have several benefits. It is not only beneficial for the community but also has a great impact on personal growth and individual fulfilment (Coleman and Walshe, 2021). When a volunteer engages with charitable firms for a good cause, they foster a sense of responsibility, teamwork and empathy. They became able to gain a fresh perspective about themselves as well as the community they are serving. When a charitable firm organises a well-structured volunteer program, every volunteer becomes able to perform their roles efficiently, enhancing their working capabilities and satisfaction with their roles. Moreover, the people who dedicate their time and efforts to a noble cause by volunteering their mental well-being improved over time (Gómez-Borges *et al.*, 2022). They find a new perspective regarding life and start to lead a healthy lifestyle over time.

1.4. Theories and Concepts associated with volunteer management processes in the charitable organisation

Theories are the framework to understand any concepts. These help identify underlying principles as well as make a prediction of the future outcome. This research would discuss the important theories used in the volunteer management processes, which would help provide an organised form of knowledge to facilitate a better interpretation of the topic of research. Some of the important theories which could be implemented in the processes of volunteer management are as follows:

ABCE Motivation Theory proposed by Clayton Alderfer which is another wing of Maslow's hierarchy of needs. This theory of motivation plays a major role in the volunteers. It has been found that there are several factors which motivate the volunteers, such as understanding social, protection, enhancement, values, as well as career. The ABCE model of motivation focuses on Autonomy(A), Belongingness(B), Competence (C), and Existence (E) (Moodspace, 2024). This model particularly helps in understanding the underlying factors behind volunteering. *Affiliation* helps the volunteers to gain a sense of autonomy, which gives them the freedom to choose their jobs. *The beliefs* of the volunteers help them to participate actively in their jobs. *Career development* provides another important scope, which is helpful in building the level of competence of the volunteers. Lastly, *Existence* is concerned with the correlation between the actions and desires of the volunteers with the ego of the volunteers. However, this theory of motivation has neglected other psychological needs of humans to get motivated, such as environmental conditions, financial support and others, by reducing the complex human behaviour to just four factors (Manetti et al., 2015).

Social Exchange Theory is also important in understanding the practices of volunteering, as this theory expresses the need to maintain social support for building relationships. The organisation also makes attempts to support the volunteers with the help of communication, networking as well and partnership (Cherry, 2023). This particular theory also facilitates the non-profit organisation in comprehending the level of motivation of the volunteers, along with the enhancement of the recruitment process of volunteering along with the processes of retention. With this theory, the non-profit organisation could also compare the costs and benefits related to volunteering, which is also helpful for ensuring transparency and fostering good experiences for the volunteers (Tulane University, 2018). On the other hand, these kinds of organisations are also successful in fulfilling their objectives. However, this theory mainly focuses on extrinsic motivating factors such as rewards, and

this neglects the intrinsic factors of motivation, which could help the volunteers in driving fulfilment as well as development in their careers. On the other hand, volunteering is based on the altruistic intentions of the volunteers, where the aspects of self-interest, as well as a simple level of exchange, never fit in properly (Phillips and Phillips, 2010).

After successfully applying both theories to the current subject matter, different aspects of volunteer motivation and management have been clearly evaluated. However, both theories can be justified because of their abilities to efficiently address both the social and psychological factors that enable an individual to participate in volunteer work (de-Miguel-Molina et al., 2024). First of all, the ABCE theory, which is the extension version of Maslow's motivation theory, helps to understand the key factors that motivate a volunteer to perform their duties in a structured way (Mer *et al.*, 2024). This theory helps to explore the four fundamental drivers of autonomy, belongingness, competencies, and existence, through which volunteers mostly seek skill development, personal fulfilment, and building social connections. All these drivers directly connect with the personal willingness and long-term engagement of the volunteers with the volunteer tasks. As the theory helps to evaluate the volunteer motivational factors in a practical way, henceforth, this theory can be justified. On the other hand, the social exchange theory enables the evaluation of the social aspects rather than the individual aspects. By applying this theory, the balance between the costs and benefits has been explored that shapes the volunteer's commitment to perform their duties. This theory can help non-profit firms enhance the retention and satisfaction rate of employees by fostering transparency (Hossain and Urme, 2022). An understanding of the working patterns of social dynamics has been achieved through this theory that ensures the long-term involvement of volunteers in non-profit firms; henceforth, the decision to integrate this theory can also be justified.

1.5. Current Volunteer Management Practices in Charitable Organisations

Volunteer management practices have been evolving consistently to address the shifting needs of society, volunteers and others. Some of the best volunteer management practices in non-profit organisations are discussed below to understand how it has evolved over the years and how to become more effective in their practices.

Volunteers are the main pillars of every organisation. They need to be empowered so that they can easily improve their productivity and other set of skills. This will help the social entrepreneurs to improve the leadership skills of the volunteers (Aboramadan, 2019). However, it is not an easy task

to empower the volunteers, as it requires proper identification of the potential of the volunteers to empower them in the right direction.

Currently, the presence of social media is all across the globe; therefore, it is highly important to leverage social networking in the operations of volunteer management. It is helpful for planning events and also helps in volunteering practices so that it could help in becoming independent in the volunteering practices at all levels (Vine, 2023). On the other hand, it is also helpful for spreading the message of the non-profit organisations and their attempts to make a positive transformation in society.

Non-profit organisations are trying their best to prioritise equity, diversity as well and inclusion in their volunteer management practices so that they can easily welcome individuals for volunteering services from different communities (Team, 2023). This would be helpful for fostering a sense of respect and belonging.

It is the primary duty of the non-profits to build trust among their volunteers, communities, as well as all donors. This helps make them involved with the cause of the non-profit organisation (Trust in Civil Society, 2020). This becomes easier when a deeper level of communication is established between the organisation and the various stakeholders. This also facilitates achieving transparency as well as authenticity between them, and that ultimately helps in meeting the objectives of the organisation.

All non-profit organisations need to seek consistent feedback from the volunteers. This is required for assessing the quality of work of the volunteers as well as identifying the areas of improvement which could facilitate better productivity (Ferry, 2023). On the other hand, it is also important for non-profit organisations to make the volunteers aware of the failings in their duty. This is also important to make effective decisions, which could help in bringing transparency in the services offered by the volunteers to the donors of the organisations. Some of the important ways to find feedback are conducting surveys, focusing on the groups, as well as conducting interviews to gather information on the inputs of the volunteers, as well as measuring the level of satisfaction.

Table 1: Current Volunteer Management Practices in Charitable Organisations

Current Volunteer Management Practice	Volunteer Management Practices in Charitable Organisations	Sources
Empowering Volunteers	Recognising volunteer potential and developing their productivity and leadership skills to support organisational growth.	Aboramadan (2019)

Utilising Social Media	Utilising social networking platforms to plan events and support volunteer engagement.	Vine (2023)
Equity, Diversity, and Inclusion	Encouraging participation from diverse communities to promote equity, diversity, and inclusion.	Team (2023)
Building Trust and Transparency	Enhancing trust through open communication with volunteers, communities, and donors.	Trust in Civil Society (2020)
Volunteer Feedback	Using surveys, focus groups, and interviews to evaluate volunteer performance, identify improvement areas, and boost satisfaction and service transparency.	Ferry (2023)

1.6. The current tools of volunteer management and technology

Volunteer coordination is one of the most significant aspects of charitable organisations in which volunteers are found to be providing their skills and time to contribute towards various social causes (Xu et al., 2024). In this regard, in the modern age of digitalisation, several non-profit organisations are increasingly shifting towards the usage of various tools and technologies for the optimisation of their operations and enhancement of their volunteer management activities. Some of the prominent tools and technologies for volunteer management are described below-

For the enhancement of the effectiveness of volunteer management practices, non-profit firms are increasingly leveraging the MS Access Web Apps. These tools can integrate an extensive amount of information into the centralised databases. This helps the volunteer teams to easily gain access to vital information to perform their activities. By using MS Access Web Apps, it also becomes easy for charitable enterprises to not only efficiently manage working shifts and schedules of volunteers but also evaluate and monitor their performances from time to time through analysis of their task accomplishments and achievements (Howard et al., 2022). As an example of the implementation of MS Access Web App, the case of VolunteerMatch can be highlighted. This non-profit firm is found to be experiencing prominent challenges in ensuring smooth coordination among its volunteer team networks, which work across the United States. In this regard, the organisation decided to adopt the

MS Access Web Apps, which led to the enhancement of volunteer engagement by up to 30 per cent in the first year of using the centralised platform (Kaur et al., 2022).

Data analytics also has a pivotal role in organising the activities of the volunteers in charitable enterprises. Approximately 43 per cent of the non-profit firms have recognised the importance of data analytics to structure their volunteer programs (Dubey et al., 2022). Data analytics allows one to get a comprehensive understanding of the preferences of the volunteer team members, which makes it easy for charitable firms to assign them to activities where they have more interest. Data analytics also supports effective resource allocation through the analysis of existing data. For instance, the Akshaya Patra Foundation serves mid-day meals in cost cost-effective manner to the government schools in India because of making informed decisions through big data analytics (Murthy & Joshi, 2023).

Another useful tool which can be highlighted in the context of fruitfully controlling the social causes activities of the volunteer team members is Trello. This technological platform enables the team members to accomplish their work within the estimated time period by getting a visual representation of their work along with the time schedules (Abd El-Migid et al., 2021). Trello also plays a vital role in increasing work productivity and efficiency by ensuring improved communication among the team members. For example, the GIC (Global Innovation Centre) team of UNICEF is involved in the usage of Trello as the essential internal coordination platform for working as a collaborative team.

Table 2: Volunteer Management Tools and Technology

Tools and Technology	Impact	Source
MS Access Web Apps	Centralises data for easy access, manages volunteer schedules, and tracks performance.	Howard et al. (2022); Kaur et al. (2022)
Data Analytics	Identifies volunteer preferences, supports program structuring and effective resource allocation.	Dubey et al. (2022); Murthy & Joshi (2023)
Trello	Visualises tasks and schedules, improves team communication and coordination, boosts productivity.	Abd El-Migid et al. (2021)

1.7. Effectiveness of Existing Volunteer Management Strategies in addressing Organisational Needs and volunteer satisfaction

There are various key factors which could be helpful in comprehending the level of effectiveness of the volunteer management strategies, such as retention of the volunteers, establishing communication, matching of skills, aligning with the organisational goals and others. Therefore, Volunteer management needs to be highly effective for having a positive impact on the goals and missions of the organisation, which ensures the long-term success of the organisation. Though organisations make an effort to engage and retain volunteers, there are many organisations that struggle a lot with the high volunteer turnover rate and others which lead to inefficiency as well as instability (Charity Digital, 2024). The effectiveness of volunteer management is also hampered by the short-term commitments of the volunteers, which make them unavailable (Cho, Wong and Chiu, 2020). Many times it has been observed that people engage in volunteering for a significantly short period, and there are different reasons for that, like changing interests, personal constraints, work pressure and so on. The inconsistency created in this process creates difficulties for many charitable firms to create long-term projects (Cai, 2023). Organisations can strategically address this problem. They can adopt strategies like ongoing engagement, flexible scheduling, reward programs and so on so that the effectiveness of current strategies can be enhanced to ensure higher productivity among the volunteers.

Sometimes, the burden of volunteering is also forcibly given disproportionately to the members of marginalised communities. Thus, causing less productivity and giving them access to fewer resources for their unpaid activities. Volunteering practices also become unsuccessful in incorporating the input of the volunteers. This is also responsible for making the volunteers disempowered as well as marginalised. This also makes them contribute less to the organisation. A significant number of charitable firms struggle to maintain higher retention rates because of ineffective feedback utilisation in decision-making. Although constant feedback was collected from the volunteers when their feedback remained unheard of or not valued, they became disengaged and less productive in playing their roles (Omolar and Ochieng, 2024). If the non-profit organisations create a structured engagement program, they can significantly address this issue, where every feedback of the volunteers can be prioritised for better volunteer programs and long-term engagement of the volunteers.

Table 3: Effectiveness of Existing Volunteer Management Strategies

Volunteer Management Strategies	Effectiveness	Sources
Volunteer engagement through recruitment and orientation	Enhances initial involvement and builds interest in organisational goals	Charity Digital (2024); Cho, Wong & Chiu (2020)
Diversity and inclusion policies without equitable workload distribution	Encourages participation from diverse backgrounds, promoting a more inclusive environment	Omolar & Ochieng (2024)
Feedback collection from volunteers	Provides a foundation for continuous improvement in volunteer programs and enhances trust	Omolar & Ochieng (2024)

1.8. Challenges in volunteer management faced by charitable organisations

Challenges are inevitable in every organisation, and challenges need to be mitigated with a higher level of competence so that the situation can be improved. Some of the prominent challenges in volunteering management that the non-profit organisations constantly face are as follows:

Non-profit organisations also have to ensure the well-being as well as safety of the volunteers and other stakeholders. Nevertheless, it becomes complex for the organisation to regulate the safety features of the volunteers as this requires a higher amount of resources. On the other hand, they mostly struggle in the implementation of the proper risk management practices for the volunteers, mainly doing high-risk jobs.

Most non-profit organisations are still facing problems with integrating technology, mainly in the practices of volunteer management. At present, proper integration of technology is most important as this is helpful in streamlining all the processes of management of volunteering practices, which is helpful for enhancing communication by integrating various digital tools as well as software for seamless management (Chui and Chan, 2019). This has become a problem for nonprofits because they mostly lack technical expertise as well as are highly resistant to any kind of change. Many non-profit organisations mostly have limited staff and resources (Iswan and Kihara, 2022). Most of these staff have no technical expertise in handling modern technologies like AI, Big Data and so on. Due to a lack of proper funding, the organisations are also not able to organise training programs through

which proper knowledge and training regarding the utilisation of modern technologies and digital platforms can be provided. Henceforth, there are so many non-profit firms that are not able to fully adapt to modern technologies. For instance, charitable firms, especially firms with long-established processes, struggle to bring changes because the staff are not ready to be adaptive to new changes (Miles *et al.*, 2021). They prefer traditional methods and fear using technologies for which the optimisation of volunteer management is often not fulfilled in some firms.

It has been found in various instances that the majority of non-profit organisations struggle with getting skilled and motivated volunteers who could help the organisations conduct various programs. Even if they recruit, they struggle with the retention of volunteers and, therefore, suffer from a high volunteer turnover rate (Unit4 Communications, 2023). Around 44 per cent of the volunteer workforce worldwide were found to be leaving volunteering between 2018 and 2021 (Holtrop *et al.*, 2024). In consideration of a specific country example, it has been found that the participation of adults in organised volunteering reduced from 36 per cent in 2010 to 27 per cent in 2022. On the other hand, the process of recruitment is also hindered by different factors, such as being unsuccessful in reaching out to the targeted demographics, as well as limited resources. This also gives rise to other issues such as inadequate recognition, instability and others.

Implementation of an effective and structured volunteer onboarding process and orientation programme is crucial for the recruitment and retention of quality volunteers. It is most common that each volunteer has varied skill levels, and therefore, they have the requirement of adequate and quality training in order to perform their activities most efficiently (Piatak and Carman, 2023). Nevertheless, there are several factors, such as financial constraints, busy work schedules, and length of training programs lead to the prevention of the arrangement of orientation programs for volunteers. For this reason, volunteers do not get the proper knowledge of their roles and activities, which negatively impacts their job performance.

Non-profit organisations also encounter issues with the effective volunteer scheduling procedure, which involves the assignment of tasks and activities to the volunteer members who are working for them (Cho, Wong and Chiu, 2020). For instance, volunteer scheduling may involve volunteer management for any food drive, event or public awareness campaign. However, the inefficiency in task distribution often reduces the overall performance of volunteers. Non-profits struggle to get expected performances from volunteers because of consideration of the capabilities and preferences of volunteers during the allocation of work (Breen *et al.*, 2024). Moreover, the last time, several

planned events have been seen to be cancelled, which can lead to delays in informing the volunteers as well as assigning new tasks to them because of the reliance on manual processes.

1.9. Optimisation of volunteer management processes in charitable organisations

Voluntary organisations need optimised management systems to improve operational efficiency as well as increase engagement, together with sustainable long-term growth. The efficient management of volunteers allows organisations to use their time and human resources well, along with increasing both retention rates and satisfaction (Lee et al., 2023). For this, AI tools help the recruitment and onboarding process using automatically matching volunteers into suitable positions on the basis of volunteer capabilities and their availability for service. The combination of digital applications with e-learning platforms enables better onboarding because these systems cut down paperwork while delivering customised training materials, which enables efficient volunteer preparation. The scheduling and task allocation system can benefit from AI-powered software to handle volunteer time availability against the organisation's needs, thereby reducing time conflicts and work-related ineffectiveness (Lee *et al.*, 2017). Mobile applications conduct real-time task assignments based on present needs to match volunteers with relevant roles, which enhances general organisation efficiency. At the same time, Chui and Chan (2019) state that managers' ability to retain volunteers depends on rapport-making and positive relationship-building.

In the volunteer management process, optimisation has been used to maximise the goals of the organisations and minimise the operational challenges. Different types of optimisation have been used in volunteer management, including task allocation, resource allocation, budget selection, recruitment and retention (Yazdani and Haghani, 2024). With the optimisation of resource allocation, non-profit firms, especially those firms with limited resources, can ensure that every volunteer has efficient access to every necessary tool, support and training program. When organisations use AI-driven data, they are exposed to the highly prioritised areas where resources are required, and then they invest in those areas for better engagement of the volunteers and to enhance the retention rate. Similarly, recruitment optimisations can recruit only the right volunteer for the right roles so that the satisfaction rate increases and the volunteers remain engaged with the charitable firms for a long-term basis (Sahoo, 2024). By consistently practising these different types of optimisation in volunteer management practices, the organisations have gained the ability to minimise ineffectiveness, enhance the experiences of the volunteers and strengthen the overall engagement of the volunteers.

Charitable organisations ensure that the optimisation aligns with the interests and preferences of the volunteers and provide them with training so that job satisfaction and retention rates can be enhanced. Task allocation and the right scheduling of volunteers in charitable organisations require the optimisation of time and resources, which ensures that the organisation can enhance the retention rate and success rate of the operations of the firms (Tackey *et al.*, 2024). However, charitable organisations have been noted to integrate these optimisation processes to create effective and sustainable volunteer programs that enable the firms to fulfil their missions, besides overcoming challenges related to finance and operations.

Table 4: Types of optimisation and the way it is used in volunteer management

Types of optimisation	Optimisation is used in different situations in volunteer management	Sources
Task allocation optimisation	Assigning tasks based on human resource availability, preferences, and training.	Lee <i>et al.</i> , 2017.
Resource allocation optimisation	Utilised to address limited resources like volunteers, time, or equipment to ensure effective contribution during critical tasks.	Yazdani and Haghani, 2024.
Budget optimisation	Used to address financial constraints to minimise the costs associated with volunteer management and increase efficiency.	Tackey <i>et al.</i> , 2024
Recruitment optimisation	Used to collect data on potential volunteers to ensure the right fit with the organisational long-term goals.	Sahoo, 2024.
Retention optimisation	Used to align the volunteer's roles with the organisational goals by balancing the volunteer preferences and organisational preferences.	Chui and Chan, 2019.

1.10. Identification of current strategies in volunteer management and recommendations

Charitable firms create different strategies for volunteer management based on five key factors: planning, recruiting, training, managing, and analysing performance (Koman, Boršoš and Kubina, 2024). In this process, they set a simple goal regarding the volunteer programs they are going to launch and adopted some best practices according to it. Developing an accurate job description to draw the attention of curious and excited volunteers has been observed to be a proven way to onboard exemplary volunteers. Most charitable organisations have explored to use of technology for better optimisation of the volunteer management process, and their current strategies are also involved around it. AI has been captured to play a significant role in streamlining the recruitment processes in volunteer management (Gupta and Reena Poojara, 2022). The utilisation of AI algorithms has been discovered as one of the popular strategies of charitable organisations for better enhancement. However, AI algorithms help charitable firms inspect suitable volunteer profiles, which include their skills, interests, and availability. Additionally, the machine learning processes also help organisations to automatically review and analyse the volunteer candidates and find the suitable one that aligns with the organisational demand and long-term goals (Koman, Boršoš and Kubina, 2024). Through this, the charitable organisations have been captured to make their requirement specific, like the role that has been expected, skills that suit the organisational mission, time the candidates can give to the volunteer programs, and so on.

Another strategy that has become popular among charitable organisations has been the use of online training modules (Vrba, 2023). Many organisations use e-learning platforms to onboard suitable volunteers. In recruitment optimisation and retention optimisation, the virtual onboarding sessions and the e-learning modules offer different interactive sessions, quizzes, and videos. Through these sessions, the volunteers completed their training from the comfort of their homes. In this way, several charitable firms ensure that volunteer gets well-prepared before initiating their roles as volunteers with the firm, and their productivity can be increased (Lukáš and Aleš, 2023). In order to build two-way communication channels through which the volunteers, as well as the charitable firm's leaders, can efficiently communicate, these e-learning platforms have been proven to be successful.

One of the effective tactics used by charitable firms has been noticed to be the introduction of reward and recognition programs (Hudson, 2021). Through these programs, the volunteers' contributions to fulfilling the mission of organisations have been recognised. Even different personalised reward systems like digital badges, customised appreciation messages, and so on have been provided to the

volunteers to gain motivation to fulfil their tasks and build strong communication with society. The AI-driven systems help to keep track of the volunteer's work. Keeping the volunteers engaged in different social activities allowed the firms to reduce the attrition rate (Negros, 2022). Additionally, AI has also been used in mobile apps through which the tasks have been distributed to suitable volunteers based on their sources, like volunteer service organisations, student populations, retirees, community associations, and so on.

However, despite these effective strategies, many charitable firms suffered from different challenges. One main problem has been discovered as the prolonged application process and inadequate role matching in volunteer management (Salmanton-García *et al.*, 2022). Due to a lack of funding, several charitable firms struggle to adopt modern technologies and rely on manual screening, where the leaders spend a lot of time matching the applications with the organisation's needs. In this process, the processing time of approving the applications slowed, and they could not find the right candidate. However, this problem can be solved by adopting significant steps. These organisations can avail the benefits of an AI-powered recruitment system. This system can help to find the most appropriate candidates whose skills, availability, and expertise will match the mission of a firm (Ghedabna *et al.*, 2024). In order to make the AI system more personalised, the companies can pre-set some questionnaires in the AI chatbots through which the candidates become able to get their answers and collect real-time feedback.

Lengthy orientation and poor onboarding systems have been spotted to be another challenge in charitable firms (Hudson, 2021). It has been seen that there are some volunteers who get minimal training and some who get special training; this creates a sense of trust issues among the volunteers. This happened due to an unstructured and unstandardised approach, for which volunteers do not get the right training, understanding of their roles, and so on, reducing operational efficiency. In this case, charitable firms can build structured onboarding programs containing both online and in-person training. E-learning materials and AI-powered content can help volunteers enhance their productivity based on their roles and responsibilities (Rohde, Flindt and Rietz, 2024). Even interactive video tutorials can guide them to a better experience during the onboarding process.

During the onboarding process.

Some of the non-profit firms face difficulty in adopting modern technologies in the optimisation of volunteer management because of a lack of knowledge among the volunteers and resistance to change. However, these organisations can adopt some strategic steps to address the problem. On the other hand, charitable firms can make partnerships with small tech startups, which can give some demo

classes to the current volunteer group (Breen *et al.*, 2024). In this way, the fear of learning new technologies and accessing digital platforms will be reduced among the volunteers, and as soon as their interests increase in the technologies, their attitude of resistance to change can also be reduced. Moreover, partnerships with tech startups can significantly allow the firms to minimise their investment in modern technologies, and they can arrange better training programs later with a significant budget (Faruque *et al.*, 2024).

Last-minute cancellations and inefficient task allocation have also been noticed to create challenges in charitable firms (Riforgiate and Kramer, 2021). Sometimes, the volunteers face challenges due to unorganised schedules of tasks, which become overlapping for them, forcing the managers to make last-minute changes to the tasks. However, this can be significantly avoided by including modern scheduling tools like Sling, VolunteerMark, Shiftboard, and the like. These AI-powered scheduling tools help a firm streamline the volunteer management process by doing normal tasks like scheduling, assigning, and reducing conflicts in the automated mode (Rohde, Flindt and Rietz, 2024). However, personalised recognition programs can address another challenge of high dropout rates. Personalised recognition systems enhance the motivation and inspiration among the volunteers to improve their working capabilities and connect with the communities (Kanchon *et al.*, 2024). Besides this program, the charitable firm can build a feedback mechanism where daily feedback can be collected, and based on this, training can be provided for better engagement.

Table 5: Current Strategies and challenges in volunteer management

Current challenges	Optimisation Strategies	Sources
The application process takes too long, and they struggle to match candidates to the correct roles, and many potential applicants do not respond.	AI makes possible the matching of volunteers to suitable roles while machines automatically review job candidates.	Rohde, Flindt and Rietz, 2024.

The delivery of onboarding services experiences problems in both inconsistent educational programs and lengthy orientation periods.	Utilising online training modules and virtual onboarding sessions	Breen <i>et al.</i> , 2024.
Scheduling and task allocation problems exist due to both inefficient task distribution and last-minute cancellation events.	Implement artificial intelligence scheduling with mobile application-based task distribution.	Kanchon <i>et al.</i> , 2024.
The high dropout rates due to no recognition and limited feedback are problems faced in the volunteer engagement and retention system.	Improving reward schemes and personalised recognition programmes.	Negros, 2022.

1.11. The Role of Technology and IT Innovations in Reconfiguring and optimising volunteer management in non-profit Organisations

Volunteers are regarded as invaluable resources for non-profit organisations as they provide valuable support to those firms to achieve their mission with program delivery, fundraising efforts, outreach and advocacy. In order to reconfigure and optimise the management process of these volunteers, many non-profit organisations have recognised the importance of the integration of technology and modern IT innovations. As per a survey, 85 per cent of nonprofits said that technology remains a key driver for the success of their firms (Jong and Ganzaroli, 2024). The usage of technology has the potential to reconfigure some major aspects of volunteer management, including the improvement in the efficiency of recruitment, identification of potential volunteers with higher accuracy, precision and speed, optimising the administrative tasks related to volunteer management, and increasing the ability of nonprofits to recruit and retain professionals (Chui and Chan, 2019).

In recent years, the incorporation of artificial intelligence (AI) in the context of volunteer management has transformed non-profit organisations, leading to the attainment of greater efficiency and effectiveness. Around 63 million American volunteers are found to be contributing around 167 billion dollars to the economy each year. Therefore, managing this extensive number of volunteers can be

challenging for the firms. In this regard, nonprofits are increasingly shifting towards the integration of AI-driven platforms for the purpose of streamlining their process, while 70 per cent of nonprofits utilising AI have claimed that the usage of AI has led to the reduction of volunteer onboarding time by up to 50 per cent (Calhoun and Holzer, 2024). AI can screen the resumes of thousands of applications in a short period of time and select the potential applicants as per the specified job criteria and skills in alignment with the mission of the organisation. As a result, charitable firms leveraging AI can reduce the hiring time by up to 70 per cent (Jensen, 2024). Therefore, the remarkable progress of AI can free up human resource teams to emphasise the core aspects such as building positive relationships with talents, providing training and so on, rather than being involved in time-consuming paperwork.

Another major reason why AI-driven tools are used in charitable firms is the enhancement of volunteer engagement through fostering effective communication among them. For instance, many nonprofit organisations have been seen to employ AI chatbots, which leads them to attain up to 40 per cent increase in the response rates to the queries of volunteers (Olan *et al.*, 2022). Moreover, AI-driven tools can help in the automation of administrative tasks, such as scheduling tasks among volunteers, resulting in the enhancement of efficiency in volunteer management. This not only helps to save time but also improves the experience of volunteers by assigning roles and tasks to the individuals by closely aligning with their interests and skills.

Many non-profit organisations also prioritise the development of their own mobile applications for monitoring the activities of volunteers. Mobile-based applications allow the volunteers to provide their attendance and get updates about their schedules from their smartphones (Mato-Santiso, Rey-García and Sanzo-Pérez, 2023). These volunteer management applications have also been seen to send automated notifications to volunteers to remind them about checking in during their arrival from their scheduled activity. As a result, the firms are able to address the communication gap in real time. Some of the most efficient volunteer management applications include Civic Champs, CauseConnect, VolunteerMate, Vomo and many others. Volunteer management applications also support the firms in the conduction of virtual training programs (Jong and Ganzaroli, 2024). The online training modules and contents are uploaded in these applications by the firms to enable the volunteers to check those materials at any time from anywhere to know about their work process and outperform in their activities.

For example, small-scale non-profits in Hong Kong have been seen to greatly benefit from the adoption of mobile-based applications. Small-scale non-profit organisations in Hong Kong generally

do not have professional teams conducting volunteer recruitment, unlike large-scale non-profit firms. The incorporation of mobile-based applications allows nonprofits to significantly increase the number of volunteers without the requirement of additional paid staff, as the applications allow a large number of volunteers to apply from their smartphones to work with the non-profits (Chui and Chan, 2019). These applications are also found to be beneficial in the aspect of three field functions, including the check-in function, automatic counting of volunteer hours and a mutual rating system (Chui and Chan, 2019).

Another technological tool which has gained popularity in volunteer management is the CRM (Customer Relationship Management). In the context of volunteer work, effective management of relationships is crucial for non-profit firms the achievement long-term success and facilitate positive impact. Though the primary usage of CRM is in the effective interaction with customers, it has also been recognised as a valuable framework for the enhancement of the effectiveness and efficiency of volunteer initiatives (Ledro, Nosella and Dalla Pozza, 2023). Just like segmenting the customers on the basis of their behaviours and preferences, CRM can also help in creating a detailed profile of volunteers (Farmer, McCosker, Albury and Aryani, 2023). As a result of the detailed understanding of the interests, skills and availability of volunteers, organisations become capable of matching volunteers with the right opportunities. This empowers the volunteers to feel valued and remain engaged in the contribution to long-term commitment.

1.12. Challenges in technology for the optimisation of volunteerism in charitable organisations

Though the effective use of technology and modern IT innovations has significant potential to positively optimise and transform volunteer management procedures, efficiency and productivity, technology uptake in charitable organisations also presents several challenges, such as employee resistance, data security issues and many more (Shaikh and Siponen, 2023).

In the modern digital age, data privacy and cybersecurity issues are most prevalent in all organisations, including charitable firms. With the passion to make a positive change, these entities increasingly depend on technology for streamlining their operations, scheduling the tasks for volunteers and positively shaping their missions. For most modern technologies, data analysis is the foundation for working properly. Every successful charitable firm has access to a robust database of its volunteers along with the other members, supporters, donors and corporate sponsors (Kemp, 2023). Therefore,

it is a key priority for the non-profits to ensure the high security and privacy of the stored information. However, many charitable organisations become the victim of the breach of their information system or cyberattacks, which leads to financial losses, reputational damage and loss of faith and trust in the organisation among its volunteers and other supporters, for example, according to the Cyber Security Breaches Survey Data 2022 provided by GOV.UK, around 30 per cent of UK charities were found to be facing a cyber attack over the duration of 12 months, which costs an average of 4200 pounds (Della Giovampaola and Tudor, 2024). These cyber-attacks included phishing attempts as well as malware or ransomware attacks.

Aligning with the fast-paced technological change and accessing modern technology solutions has been identified as one of the biggest challenges for the charitable sector. Strict budgets and a lack of budgets disrupt the digital transformation process of charities to facilitate their volunteer performance (Bălăcescu, 2021). The non-profit organisation generally focuses on making fewer investments in efficiency in order to ensure the availability of sufficient resources for supporting the direct mission and social causes. Therefore, it often leads to the overlooking of the technology, and IT updates in their annual budgeting process.

Forty-one per cent of small charities have mentioned that one of the key barriers to increased engagement with digital solutions for volunteerism optimisation is the lack of adequate knowledge and essential skills. For any organisation, employees and resources remain one of the priorities for the business. There is no exception for charitable enterprises. It is crucial for charitable firms to make investments in their people to equip them with digital skills and keep them prepared to deal with the modern technological environment to enhance their performance and productivity (de Andreis *et al.*, 2024). It is essential for the volunteers to have the digital skills to perform better in modern working circumstances and to achieve the objectives of the charitable firms effectively for the firms they work for. However, financial constraints prevent organisations from investing in effective training programs for their people to upgrade their digital skills for the management of advanced technologies (Fischer-Preßler *et al.*, 2023). Lack of expertise in modern technologies restricts charitable firms from obtaining the full potential of those IT solutions through effective volunteerism.

The resistance among volunteers to technology adoption has been regarded as the biggest issue for charitable firms. There are various reasons, such as lack of understanding, fear of change, and lack of digital skills, for showing resistance by the volunteers (Chui and Chan, 2019). Many volunteers perceive that the implications of technology may lead to complications as they are unfamiliar with

the benefits and characteristics of advanced digital tools. They also become resistant to the change as they feel more comfortable with their existing manual procedures.

1.13. Real Case Example of Baltic Environmental Forum

The journey of the Baltic Environmental Forum (BEF) started in 1995 as a technical assistance project which seeks to enhance the cooperation among Baltic environmental authorities. The Baltic Ministries of Environment, Germany and the European Commission have initiated this project (BEF, 2025). Then, the primary objective of the organisation became to establish strong coordination among the Baltic state institutions in the context of protecting the environment to be prepared for becoming a part of the European Union (Tadeusz, 2021). The Baltic Environment Forum was found to be contributing to the process of inclusion of countries through its various activities, such as workshop arrangements and training visits for professionals of state institutions.

After the end of the project, the BEF team established a network of environmental NGOS in 2003, which is known as the Baltic Environment Forum Group (BEF, 2025). The offices of the group network are situated in Germany, Lithuania, Estonia and Latvia. All the organisations under BEF Group have been recognised as independent bodies in both fiscal and legal terms, but all of them share common goals and perform joint activities. Until 2010, the headquarters of the network was BEF Latvia, which was later transferred to BEF Germany in 2010. BEF Group strives for the protection of nature with people. The non-governmental organisation has undertaken several projects for the conservation of biodiversity, to create a clean and healthy society, effective usage of natural resources and ensure a better planet for society. For example, as per the Activity Report, 2023 of BEF Lithuania, within 20 years of activity, the organisation has accomplished 72 projects (BEF, 2025). Moreover, LIFE ChemBee was a key project undertaken by BEF Germany, which aimed to inform the households in NonHazCity across Europe regarding sustainable options to remove various hazardous chemicals from their homes.

There is a significant role in the activities of volunteers in achieving the purpose of the Baltic Environmental Forum Group. Therefore, the organisation greatly focuses on the effective management of its volunteers to carry out its sustainable and environment-related activities (Icheva and Vasilev, 2021). All of the networks of the BEF group have a dedicated website and continuously upgrade the website, on which they provide updates about the volunteers' requirements apart from their sustainability initiatives. They welcome all people aged 18 who are interested and motivated in nature conservation and environmental protection. For example, BEF Germany provided a new look

in 2019 to their website, which was further restructured in 2022. This attracts individuals not only to know about the initiatives of the organisation through the published content and articles on the website, but also provides the opportunity to motivate individuals to work with them (Hou, Zhang and Zhang, 2023). Through their websites, BEF Group also asks interested volunteers to communicate with them in terms of sending details to the given contact address. For example, the enthusiastic volunteers are asked to send their contact details to freiwillige@bef-de.org and info@bef.lt to work with BEF Germany and BEF Lithuania, respectively (BEF, 2025).

BEF also prioritises the requirements and preferences of volunteers for long-term retention. For example, based on the time commitments of volunteers, BEF offers them a variety of tasks as per their preferences, such as providing advice to private households, conducting surveys, as well as supervising information booths. The organisation also emphasises the development of a positive, inclusive and supportive work environment to enable the volunteers to feel valued and positively contribute to the mission of the organisation (Obeng *et al.*, 2024). In order to allow the volunteers to effectively perform their activities, BEF also provides specialist knowledge regarding various social challenges and nature conservation. They also focus on the arrangement of group meetings to enable effective communication and coordination among volunteers (Puzyreva *et al.*, 2022). For example, in order to be successful in their LIFE ChemBee project, BEF Germany has arranged training for volunteers for the identification of pollutants in their everyday lives and finding alternative solutions. Moreover, in order to increase the engagement of more volunteers in the training program, BEF conducted the short training digitally, enabling the participation of volunteers from anywhere.

1.14. Conclusion

This chapter of literature analysis found that the rising importance of volunteer labour in charity organisations needs a better analytical investigation regarding how strategic technological solutions can enhance volunteer management systems. Existing research examines general volunteer motivation and engagement while retention strategies, but they lack a standardised system for enhancing recruitment activities along with scheduling and task assignment by using modern digital technologies with artificial intelligence capabilities. Also, research about volunteer management in non-profit organisations has studied their challenges, yet very few studies investigate the positive effects of technological innovations like automation methods and data-based decisions on volunteer efficiency alongside burnout reduction. For example, while undergoing the previous research study

of Xu et al. (2024) and Kaur et al. (2022), it was found that there is no elaborate discussion regarding the various volunteer management tools and technologies which are most effective for charitable organisations.

The research study of Chui and Chan (2019) highlighted the fact that though there is adequate evidence and research work exploring the benefits of volunteerism for society and individuals at a large scale, the contribution of technology in recruitment, management and retention of volunteers in charitable enterprises remains underexplored, especially in East Asia. Moreover, while reviewing the research paper of Holtrop *et al.* (2024), another significant gap was noticed. The particular study broadly discussed the behaviours and reasons for the increasing turnover rates of volunteers among the employees. However, the ways in which this problem is addressed by charitable firms and the role of technology in the retention of these volunteers are not elaborately explained in this study. These gaps are addressed in this research study, which could help in designing better strategies for successful volunteering management.

It could be concluded from the above literature that volunteering in a non-profit organisation requires both time and effort to meet the objectives of the organisation. This could be helpful in bringing positive transformation among the distressed people and also helpful in making society a better place to live. It has also been found that volunteering could be helpful in expanding the impact of the various programs to make a difference in the community. Non-profit organisations need to build a stronger relationship with the volunteers so that they can feel a sense of support. However, there are various theories involved which help to motivate volunteers to work for any nonprofit organisation, such as the ABCE theory of motivation, social exchange theory and others. On the other hand, current volunteer management practices are also discussed, which have stressed important factors such as empowering volunteers, promoting diversity and inclusion, building trust among the stakeholders, along seeking feedback from the people to evaluate the performance. All of these are helpful in motivating higher levels of performance of the volunteers. Some of the major challenges faced by non-profit organisations in their volunteering practices are recruitment and retention, technology integration, management of risks and safety and others. These problems need to be mitigated for the development of volunteering practices and also to gain recognition and affiliation in society by transforming the conditions of the distressed groups.

2. METHODOLOGICAL UNDERPINNINGS OF THE STUDY

2.1. Aim of the study

The research explore the optimisation of volunteer management processes in charitable organisations. The scientific aim of this research study is to find answers to the level of effectiveness of volunteer management in charitable firms and what factors influence the effectiveness.

2.2. Study Hypotheses

H1: The clear structure of volunteer management procedures positively influences the operational efficiency of charitable enterprises.

The processes within the voluntary management of a charitable enterprise are based on the dynamics lying within how roles, responsibilities and flow of work are defined, planned and executed. This results from confusion, redundancy and disengagement of volunteers where management procedures are fragmented or informal. On the other hand, organisations with clear procedural frameworks benefit from smoother running both in the organisation and the volunteer side (Urrea and Yoo, 2023). These procedures have the advantage of being consistent and accountable, which helps the managers to respond in a timely manner to the changing project needs. Moreover, processes are structured to facilitate better coordination of the paid staff and volunteers and to minimise role conflicts and resource gaps (De Clerck *et al.* 2021). Another role is played by the adaptability of these procedures. They have to be flexible enough to take into account the different backgrounds of volunteers yet remain in accordance with the organisation's mission. Fundamentally, well-articulated and responsive volunteer management procedures have a crucial role in operations efficiency and cost-effective and sustainable delivery of charitable activity (De Clerck *et al.* 2021).

H2: Optimising volunteer management boosts the efficiency and effectiveness of charitable activities

Adaptive volunteer management directly helps optimise the effectiveness of charitable functions by aligning volunteer efforts with organisational goals. The more volunteer systems are ingrained in a charity with better scheduling, skills matching, digital tools, and communication strategies, the works effectively. The optimisation aims to eliminate wasteful, inefficient situations like wasted talent, overlap in roles, or volunteer burnout (Ata *et al.* 2024). This also ensures that every volunteer is

utilising their talents to make a difference. Additionally, such an optimised system enables charities to scale operations in times of high demand and in crisis responses. By providing increased clarity and predictability to volunteer contributions, better planning, budgeting and stakeholder reporting are also assisted. This operational improvement, in the end, leads to building trust between the beneficiaries, donors and partners. The benefit of optimised volunteer management is not limited to the organisation. Whilst impacting the organisation, it increases the credibility and the organisation's social value (Shevchenko, Hajmohammad and Pagell 2024).

H3: Addressing volunteer management challenges through technological solutions improves the efficiency of charitable programs.

The main challenges of volunteer management are inconsistency of scheduling, a lack of proper communication, no tracking in real-time and no analytics of engagement. These issues can hamper programme efficiency, decrease satisfaction amongst volunteers, and the utilisation of resources. However, most of these inefficiencies can be addressed through the integration of technological solutions, software for managing volunteers, mobile apps and cloud-based coordination platforms (Lee, Park and Kim, 2023). Automation of the scheduling of the slot availability and carrying out tasks has a reduced administrative workload and better coincides with the availability and task availability. This also improves transparency and allows for better matching of volunteers to suitable roles, as they have skills and interests. Furthermore, digital feedback systems and dashboards are exceptionally useful for understanding the performance and engagement of volunteers, a continuous improvement process. By solving these critical pain points in technology, operational tasks become easier to run. This also helps in providing a quicker, scalable and data-based way of managing volunteer contributions. Finally, such innovation, in effect, renders volunteer management a strategic advantage for delivering a charitable program (Godefroid, Plattfaut and Niehaves 2024).

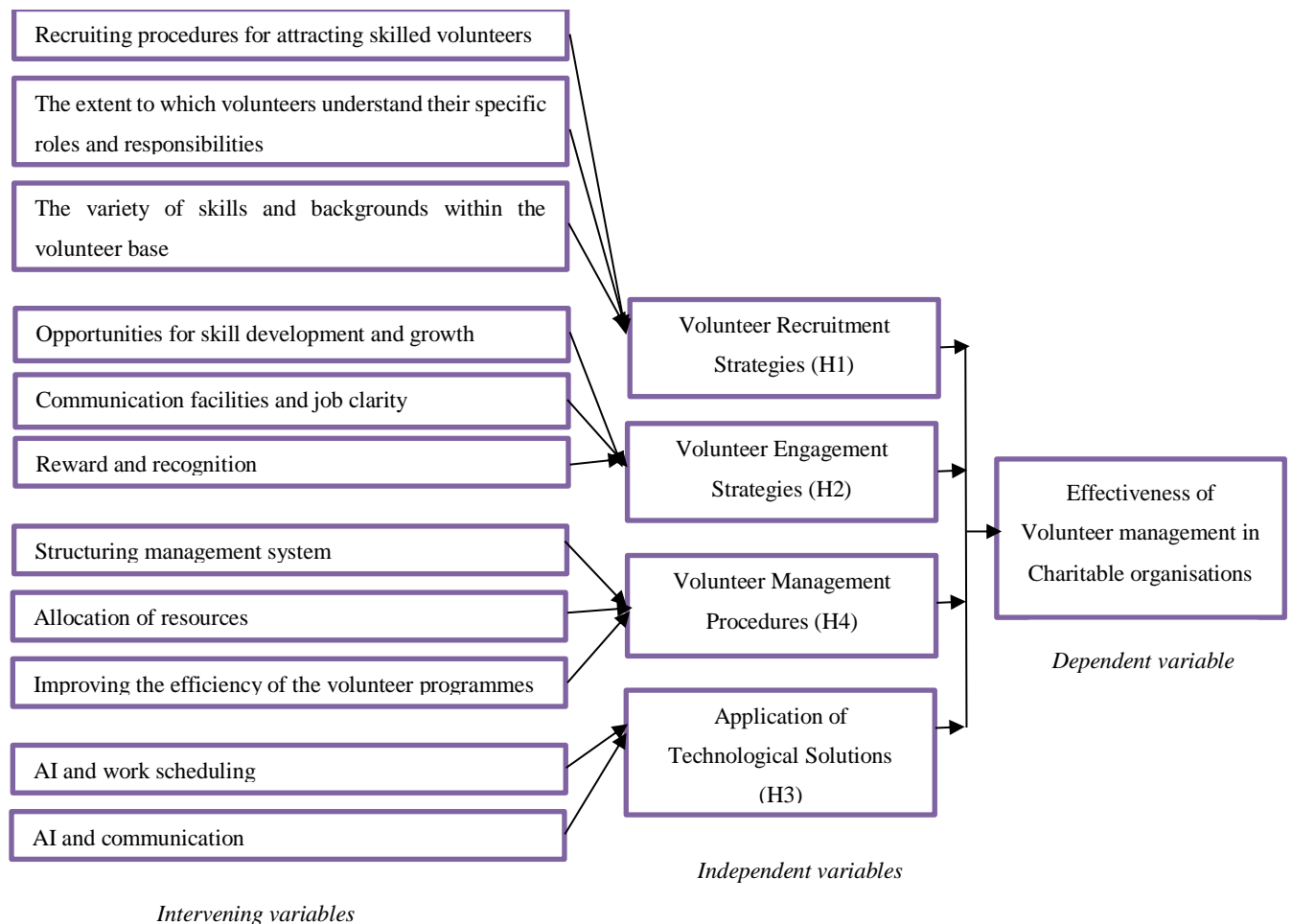
H4: The effectiveness of volunteer engagement strategies has a positive impact on the optimisation of volunteer management processes in charitable organisations.

Charitable organisations highly depend on designing and implementing engagement strategies for their processes of volunteer management. It is about more than first recruitment, and it also means introducing incredible roles, providing continuous support and acknowledging contributors. However, when the strategies are actively embedded into the organisation's workflow, volunteer

satisfaction and retention increase significantly. Service charities that structure engagement frameworks seem to optimise service operations by reducing turnover and increasing task efficiency (Wang *et al.* 2024). Additionally, it allows subjecting engagement practices to individual volunteer needs and fosters inclusivity and long-term commitment. Not only operationally, but also strategically, it is advantageous to organisations to optimally match volunteer capacity to project demand. Overall, effective volunteer management is largely dependent on the strategic engagement of volunteers. It helps to produce a mutually beneficial outcome for both the volunteer experience and the overall impact of charitable missions (Arnon, Almog-Bar and Cnaan 2023).

2.3. Research Model

Figure 1: Research Model



(Source: Self-Developed)

2.4. Sampling and sample size

To collect data from individuals who are actively engaged in volunteer work management in charitable organisations, a quantitative research approach has been employed. For this, a purposive sampling method is utilised. A total of 200 respondents in different job roles, such as voluntary coordinators, programme coordinators, and experienced volunteers in non-profit and charitable institutions, were considered. The sample is identified using the sample size estimation formula as follows:

$$\text{Sample size} = Z^2 \times p \times (1-p) / E^2$$

Where,

Z = Z-score at 95 % confidence level

P = population size

E = the margin of error

Diverse insights were considered to be obtained while maintaining manageability in analysis through a sufficient sample size (Taherdoost, 2017). Specifically, the participants have been selected based on their direct involvement in volunteer-related transaction processes, such as recruitment, training, deployment, and retention. The sample participants involved people above the age of 18 years who worked or are working in Lithuanian-based charitable organisations within the last 5 years. The study has collected rich, context-specific data on the dynamics, challenges and optimisation strategies in volunteer management by using a targeted selection. The chosen sample is beneficial since this allows the interpretation of the data with some credible statistical validity. There is no doubt that the selection of the right sample size is crucial for maintaining the effectiveness of the outcomes (Sharma, 2017).

2.5. Data collection

The formal methodology adopted for this research is quantitative and based on positivist epistemology. These methodological aspects are based on objective measurement and observable data for understanding social phenomena. The positivist approach enables the view of objective reality (Kilubi, 2018). Hence, it is suitable to evaluate the optimisation of volunteer management processes in charitable organisations.

Also, for data collection, a structured survey is utilised to gather data from the stakeholders, who are active participants in the volunteer management of various charitable organisations. The questionnaire

for the survey contained 25 questions. These questionnaire items were derived from the literature review. The survey method is beneficial because it allows the collection of a wide range of data to provide critical information (Ngwenya, 2018).

The closed and open-ended questions for questions are on a Likert scale and multiple-choice. This facilitates statistical analysis and consistency in the responses while taking the survey (Ngwenya, 2018). The survey questions are aligned with the purposes of the research, and hypotheses were created in areas such as volunteer engagement, role clarity, time technology used, procedural structure, and overall organisational efficiency.

The survey was carried out for four weeks. This ensured that useful data were gathered from many volunteers, and the overall outcome of the research has reliability and validity.

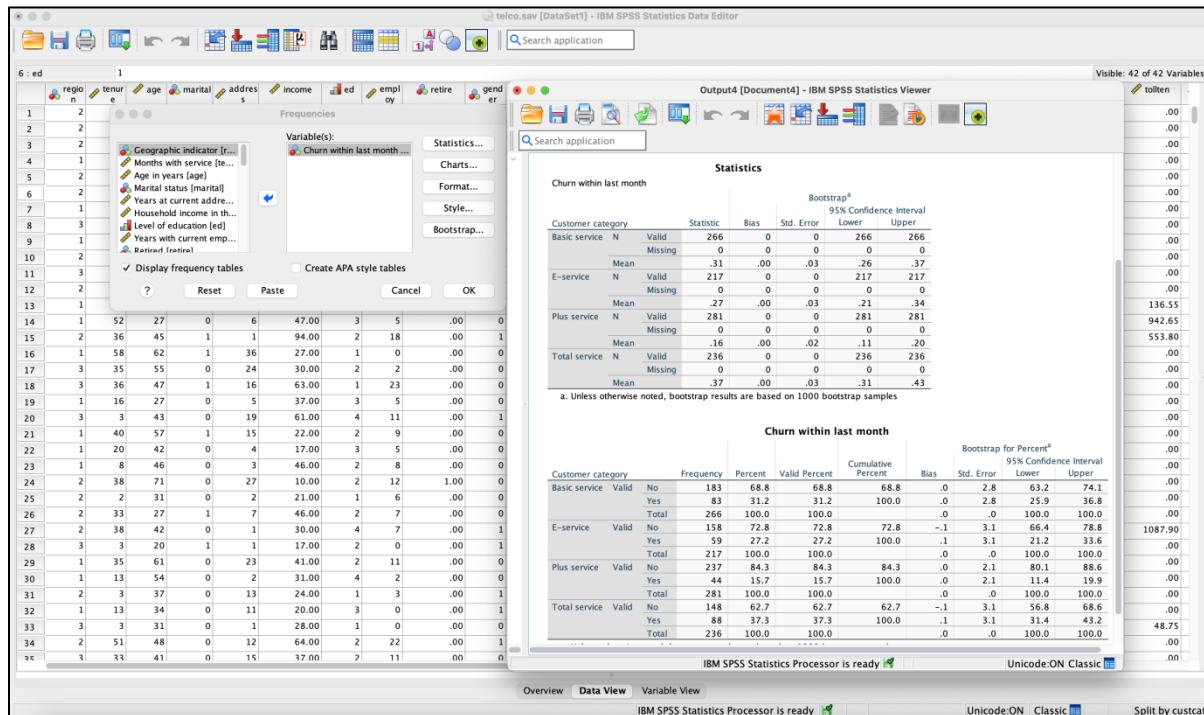
Table 6: Survey questions

Variables	Survey Questions	Source
Volunteer Management Process	<p>Do you think the volunteers are given clear goals and expectations for their roles?</p> <p>Volunteer roles and responsibilities are well-defined before onboarding.</p> <p>Do you think the recruitment process effectively attracts committed and skilled volunteers?</p> <p>Do you think the organisation provides adequate training and development for volunteers?</p> <p>Do you think the volunteers receive sufficient support and guidance from the management team?</p> <p>Do you think there is a structured process for recognising and rewarding volunteer contributions?</p>	Urrea and Yoo (2023)
Volunteer management optimisation	<p>Do you think optimising volunteer management improves the overall efficiency of charitable programs?</p> <p>Do you think the well-structured volunteer management system enhances the quality of services delivered by the organisation?</p> <p>Do you think effective volunteer management leads to better allocation of resources within charitable programs?</p>	Ata, <i>et al.</i> (2024)

	Do you think volunteer management optimisation positively impacts the scalability and outreach of charitable initiatives?	
Challenges of managing volunteerism	<p>Do you agree with the statement “I feel valued and appreciated for my contributions to the organisation”?</p> <p>Do you think the organisation’s communication with volunteers is effective and timely?</p> <p>Do you agree with the statement “I am satisfied with the level of flexibility in my volunteering schedule”?</p> <p>Do you agree with the statement, “I feel that my skills and abilities are effectively utilised within my role”?</p> <p>What are the biggest challenges you face as a volunteer?</p> <p>Do you think the organisation effectively uses technology to manage volunteer schedules and tasks?</p> <p>Do you think the digital tools and platforms have improved my overall volunteering experience?</p> <p>Do you agree with the statement, “I find the current volunteer management system easy to use and efficient”?</p> <p>Do you think the organisation is open to adopting new technology to enhance volunteer management?</p> <p>Do you think the organisation uses AI-powered tools to match volunteers with suitable roles?</p> <p>Do you think the adoption of AI technologies has streamlined communication between volunteers and management?</p>	Ata, <i>et al.</i> (2024)
Effective volunteerism optimisation in charitable organisations.	<p>Do you think volunteer retention is a priority for the organisation?</p> <p>Do you agree with the statement “I would recommend volunteering at this organisation to others”?</p> <p>What improvements would you suggest for optimising volunteer management processes?</p>	Urrea and Yoo (2023)

2.6. Data analysis

Figure 2: SPSS



Source: computed by the work author based on survey data using SPSS.

The quantitative data collected are systematically analysed using SPSS (Statistical Package for the Social Sciences) and Microsoft Excel. These tools have the capability of producing accurate results, reliability and consistent findings (Heeringa, West and Berglund 2017). Correlation analysis and hypothesis testing were primarily run using SPSS. This allowed us to understand the patterns, relationships and major influencing factors of optimisation of volunteer management. Overall, this research methodology ensures that the investigation could produce meaningful insights and claims for improvement in the volunteer management of these charitable organisations based on evidence.

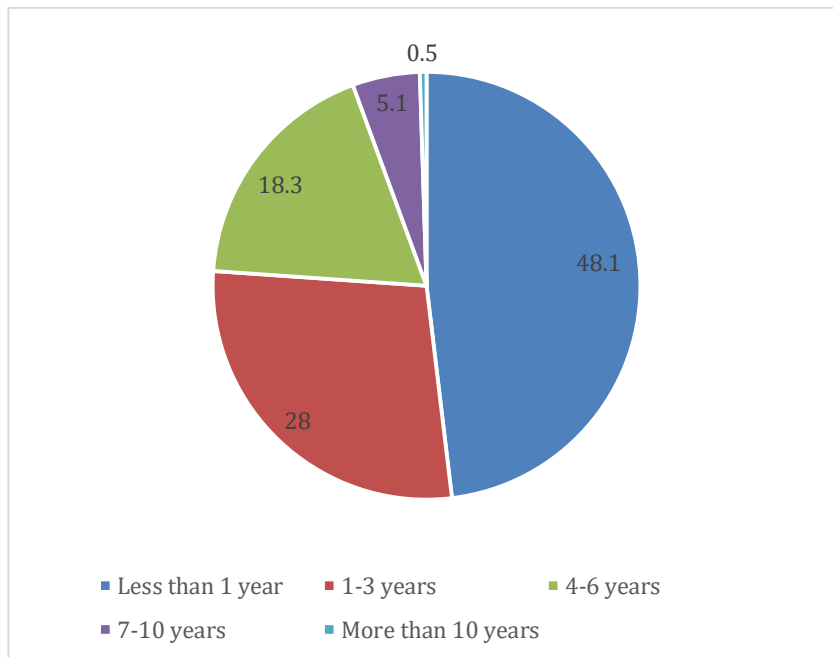
3. THE EMPIRICAL RESULTS ANALYSIS

3.1. Introduction

This chapter presents the results of the primary data collected using a structured survey. Even though 200 participants were targeted, only 169 complete responses were received. Using this primary data and SPSS and Excel tools, the current chapter conducts statistical analysis. For this, correlation analysis, regression analysis and graphical interpretation are undertaken to examine to underlying patterns, discrepancies, and emerging trends in volunteer management strategies.

3.2. General Data Analysis

Figure 3: Period of involvement with the charitable organisation

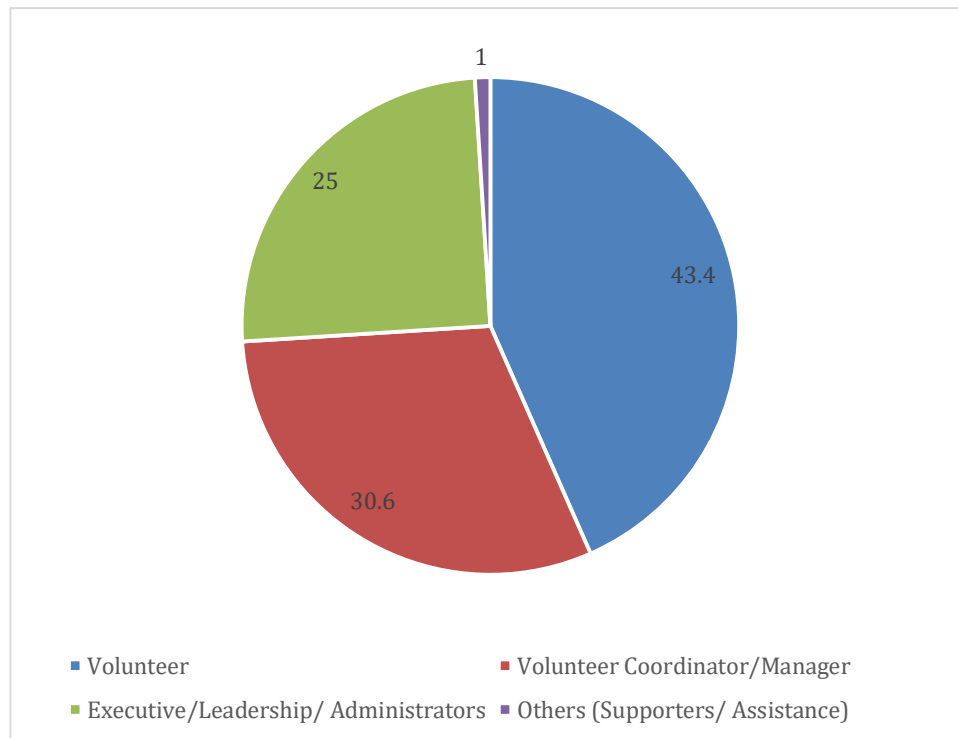


Source: computed by the work author based on survey data.

Figure 3 indicates how long respondents have been working with the charitable organisations. 48.1 per cent of the respondents, that is, the majority of the sample population, pointed out that they have less than 1 year of experience. 28 per cent of respondents have accumulated 1 to 3 years of experience, and 18.3 per cent have 4 to 6 years of experience. 5.3 per cent of the sample population stated that

they have already contributed 7 to 10 years to the organisation. Only 0.5 per cent stated 10 years of service. This indicates that retaining employees is an issue for the charitable organisation, since most respondents have only short records of service.

Figure 4: Survey respondents' roles in charitable organisations

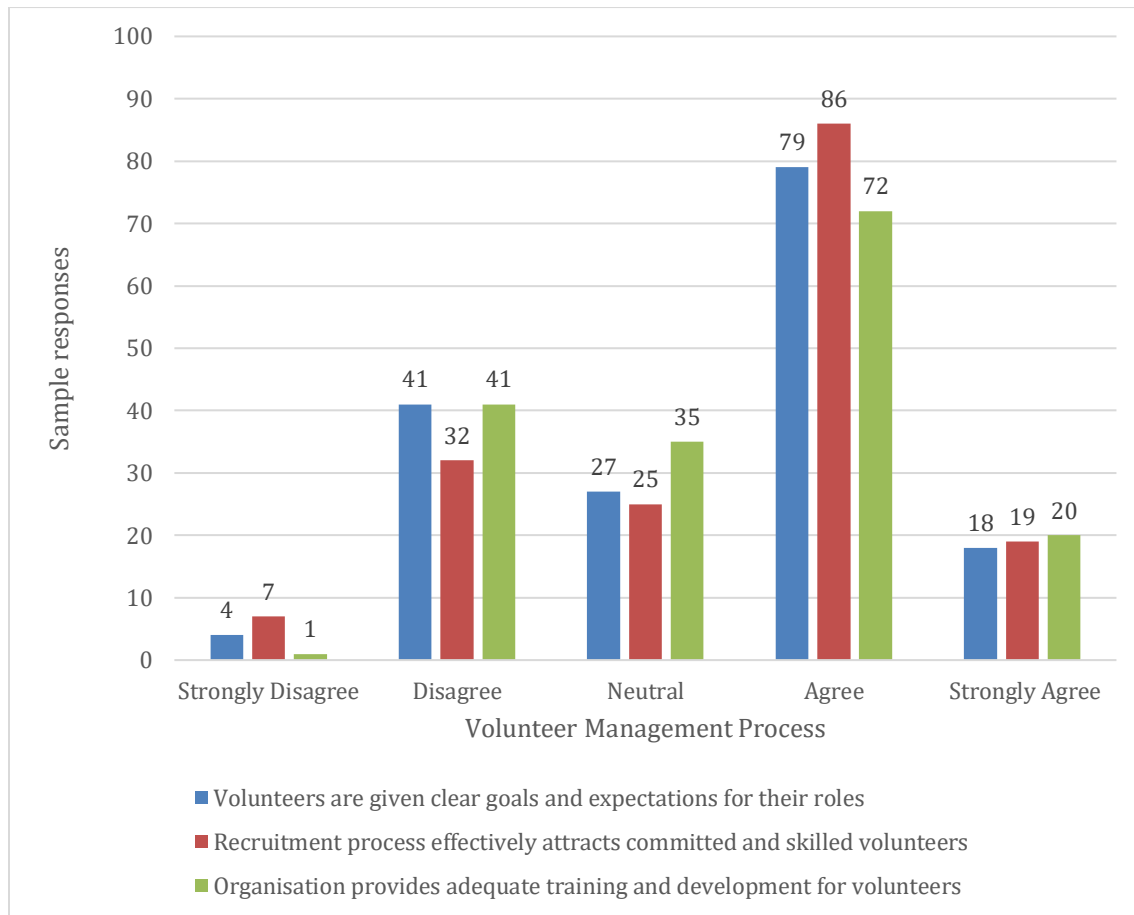


Source: computed by the work author based on survey data.

Figure 4 depicts the survey respondents' roles in charitable organisations. The majority of the sample population, which is 43.4 per cent, are volunteers. The second largest group of 30.6 per cent were volunteer coordinators. Further, 25 per cent of respondents were in executive or leadership or administrative roles. Only 1 per cent of the respondents played a supporting or assisting role. The different types of roles of sample respondents within the survey indicate an unbiased study outcome. Thus, this process improves the understanding of volunteer coordination systems.

3.3. Volunteer Management Process

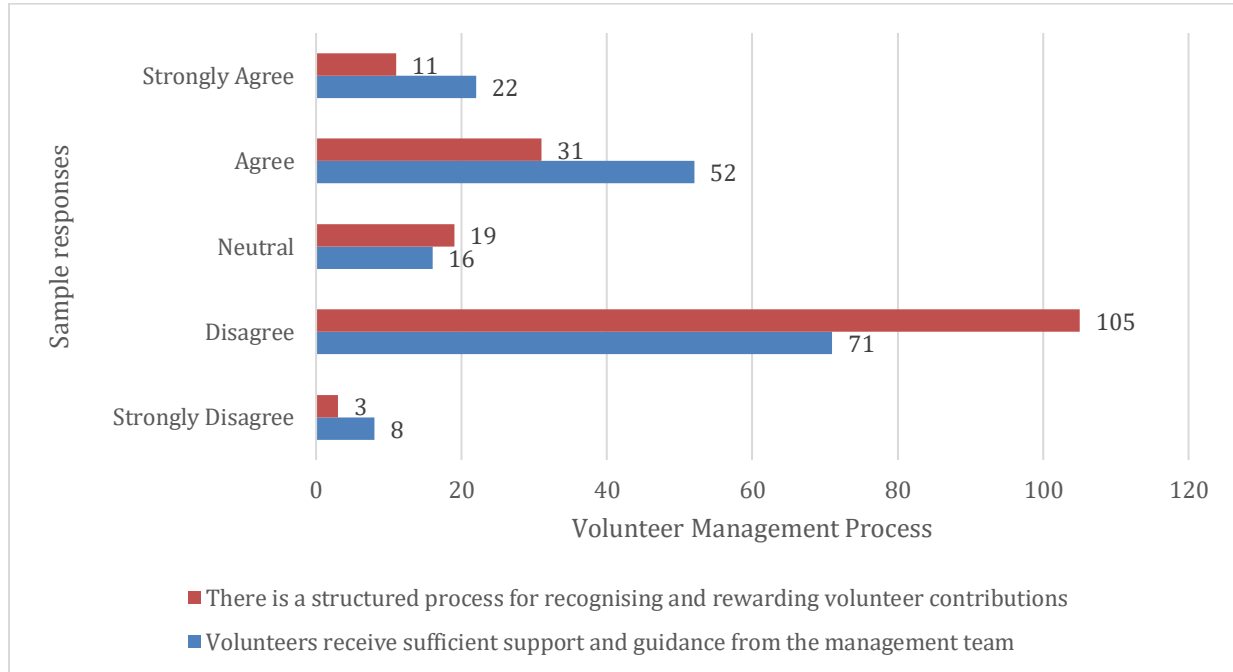
Figure 5: Volunteer Management in the Charitable Organisations



Source: computed by the work author based on survey data.

Figure 5 depicts the variables relating to the volunteer management process within the charitable organisation. The majority of sample participants agree that they receive defined goals, find the recruitment process helpful and have enough training. The majority of responses in all categories resulted in 79, 86 and 72 responses that chose “Agree” for these statements. Still, there was a clear pattern of disagreement among the group, with clarity of objective and training in mind (41 each). Whereas the neutral responses were average. Thus, the survey data reveals that to the sample respondents, their role is clear and they are well recruited.

Figure 6: Reward and support

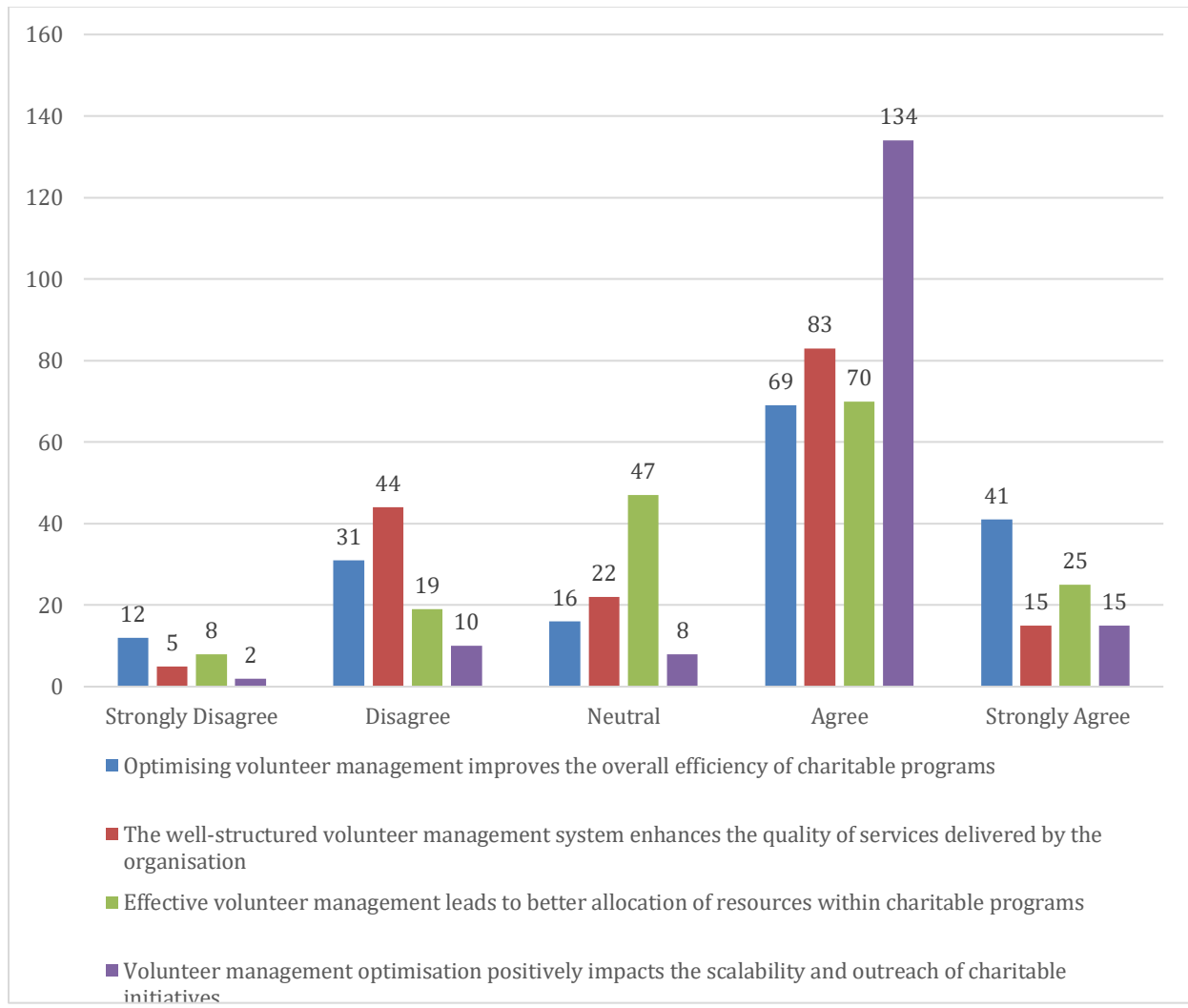


Source: computed by the work author based on survey data.

Figure 6 highlights different views of sample respondents on whether volunteer support and recognition are present within their charitable organisations. The survey data identified that volunteers have many doubts about how much the organisation supports and acknowledges their efforts. Although 52 respondents agree that they are offered the support and guidance they need, 71 respondents disagree, meaning not everyone feels supported. Therefore, even if certain systems exist, they might not always be carried out correctly throughout the organisation. The picture is less positive for recognition and rewards, which is voted by 105 respondents who disagree and by only 31 respondents who agree, proving there are few established ways to appreciate employees. The results make it clear that stronger support structures and official recognition would benefit and motivate employees in the charitable organisation.

3.4. Effects of volunteer management optimisation on the functionalities of charitable programs

Figure 7: Effects of volunteer management optimisation



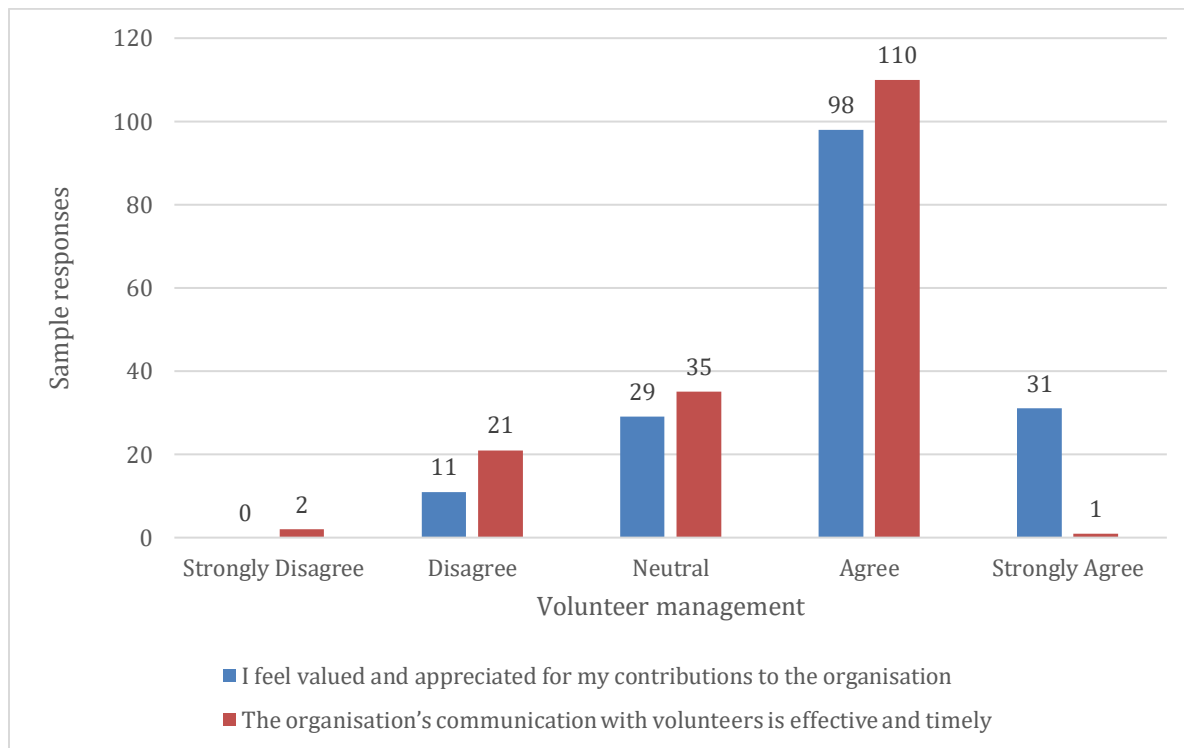
Source: computed by the work author based on survey data.

Figure 7 shows the variables relating to the effects of volunteer management optimisation on the functionalities of charitable programs. Most respondents agree that optimising how volunteers are managed increases the company's overall performance by a wide margin. In the same way, 83 respondents agree that having a clear volunteer management system that increases service quality, which pinpoints how widespread support is for organised ways of working. Volunteer management is widely believed to optimally use resources, but there is some uncertainty about this, as 47 responses were neutral. It is worth noting that most respondents believe optimisation positively impacts the scalability and outreach of charitable initiatives. A total of 149 (134 respondents agreeing and 15

respondents strongly agreeing) respondents support this argument. All statements had very low disagreement and strong disagreement, indicating that most people agreed on the subject.

3.5. The challenges of managing volunteerism to facilitate charitable programs through technological optimisation

Figure 8: Challenges of managing volunteerism

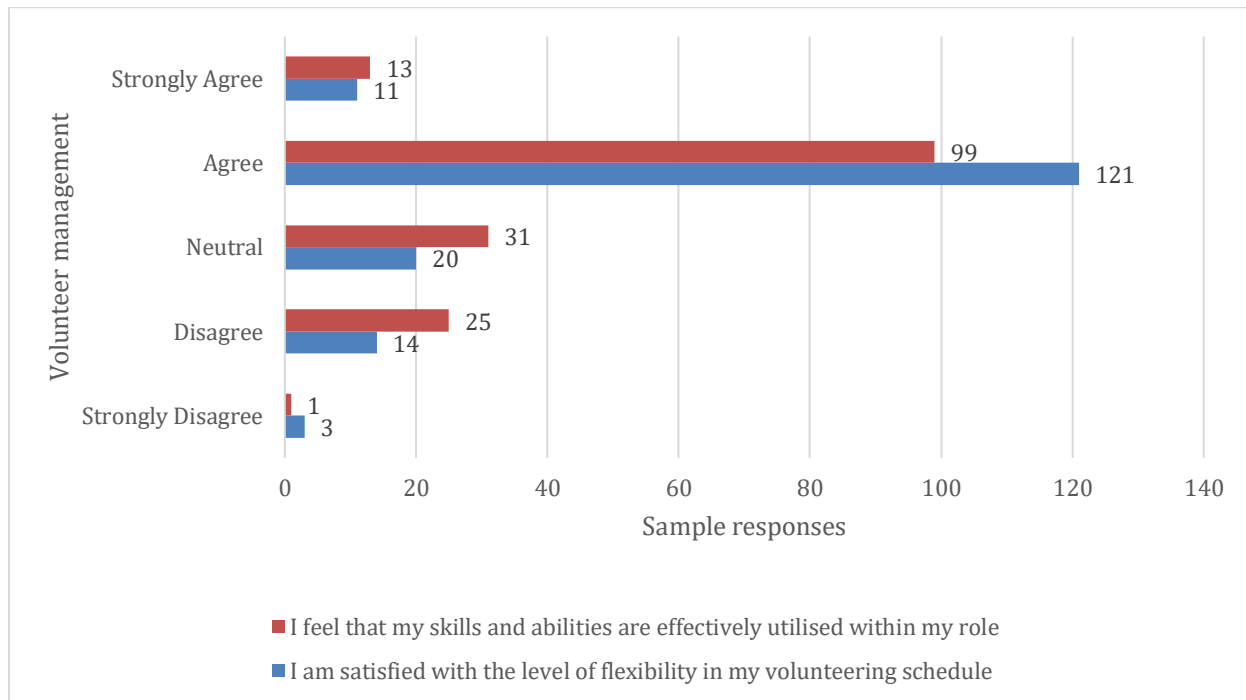


Source: computed by the work author based on survey data.

Figure 8 shows that the majority of sample respondents feel appreciated and respected for what they do, with 98 respondents agreeing and 31 respondents strongly agreeing, and no one strongly disagreeing. The results imply that most employees feel recognised in the company. Furthermore, regarding the organisation efficiency in the communication process, 110 respondents agree that information exchanges are timely. However, 21 respondents disagree, and 35 respondents provide neutral responses, which suggests that some volunteers may face problems with how communication is carried out. Just one strongly agree response for communication means there is still room to

improve. In general, volunteers believe they are valued, but improved practices in communication could take volunteer engagement even higher.

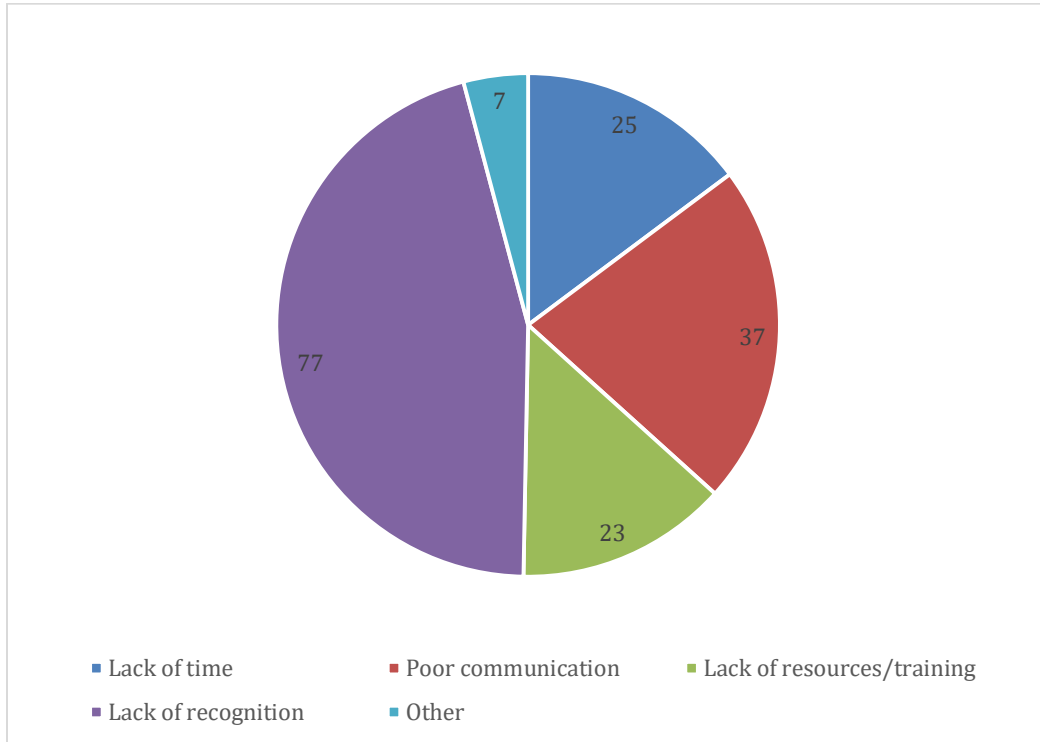
Figure 9: Volunteer satisfaction



Source: computed by the work author based on survey data.

Figure 9 shows that most volunteer are happy with how flexible their schedules are, while only a minority feel differently. It points to the conclusion that there is effective coordination of scheduling flexibility. The data on the variable “feeling that their skill and abilities are effectively utilised within my role” shows that 99 respondents agree and 13 respondents strongly agree, while 25 respondents disagree and 31 respondents are neutral. This means many respondents believe that their abilities are not appreciated or used enough. Even though being flexible with scheduling is appreciated, assigning employees to roles that match their talents could help employees to enhance their productivity and satisfaction.

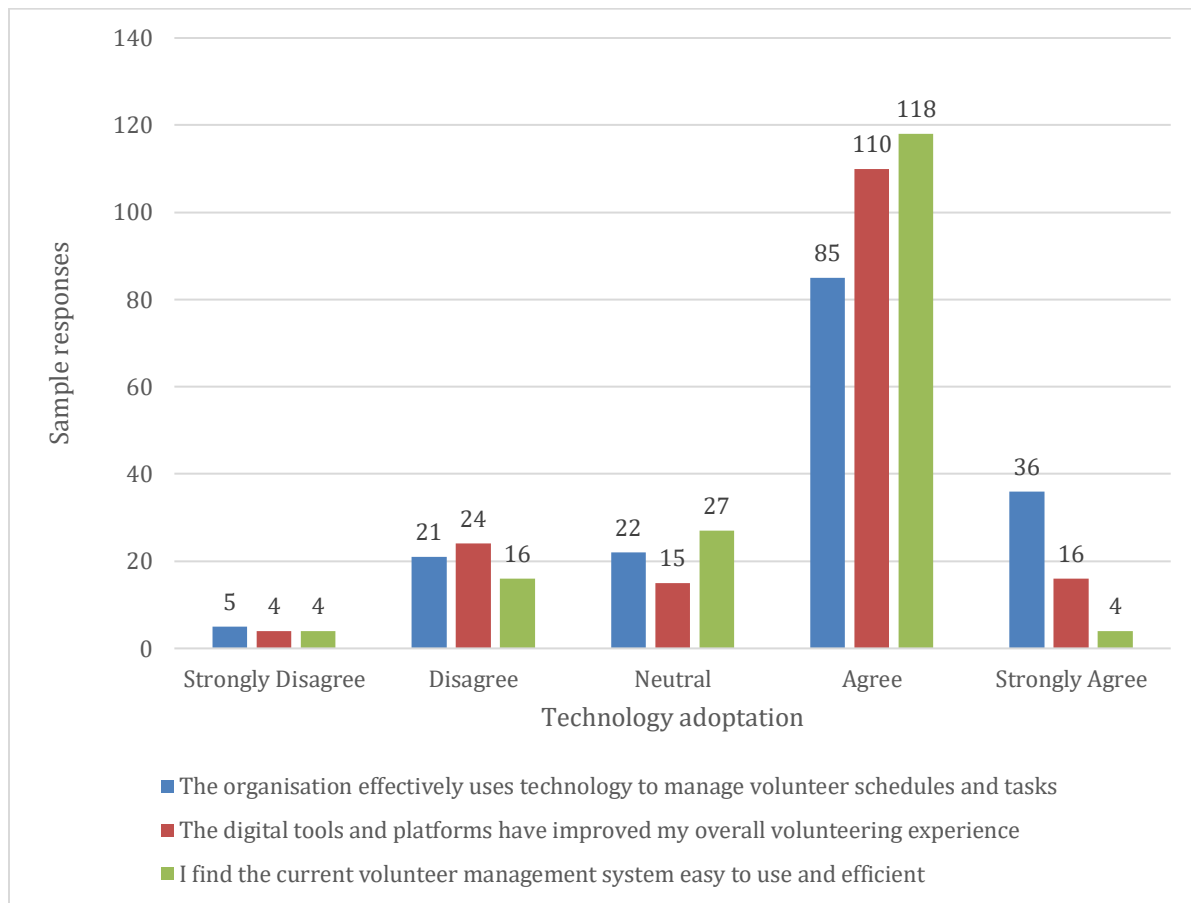
Figure 10: Challenges



Source: computed by the work author based on survey data.

Figure 10 depicts the sample respondents' responses to various challenges. Volunteers indicated that they feel ignored, with this challenge mentioned by 77 participants. According to 37 sample respondents, getting updates and information is the second biggest issue for them. Out of 169 respondents, 25 respondents find it challenging to contribute due to time issues. Also, 23 volunteers indicate that they lack training or resources, which may reduce their effectiveness. Mention of other challenges was made by 7 respondents. By and large, stronger recognition, improved communication and high-quality training would greatly benefit the experiences of employees in the charitable organisations.

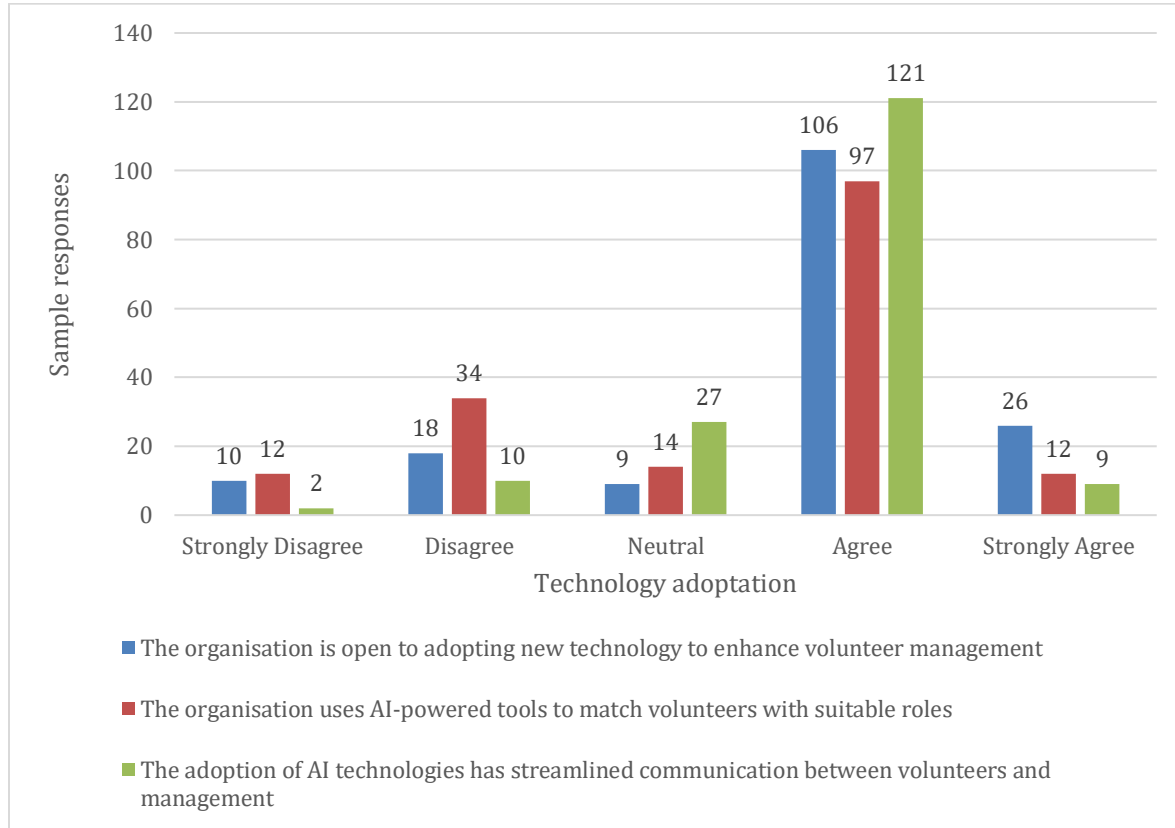
Figure 11: Technology adoption



Source: computed by the work author based on survey data.

Figure 11 data shows that most respondents are generally positive about how technology is used by their respective charitable organisations. 85 respondents agree, and 36 respondents strongly agree that technology helps to organise volunteering duties. Similarly, 110 respondents think that technology has improved how they volunteer, stating its advantages for participation and managing tasks. Most participants said the current system for managing volunteers is simple and practical, with 118 votes. Thus, it is identified that technology has been a big advantage, and it could benefit further improvement for the charitable organisation's activities.

Figure 12: The technology and AI adoption within charitable organisations

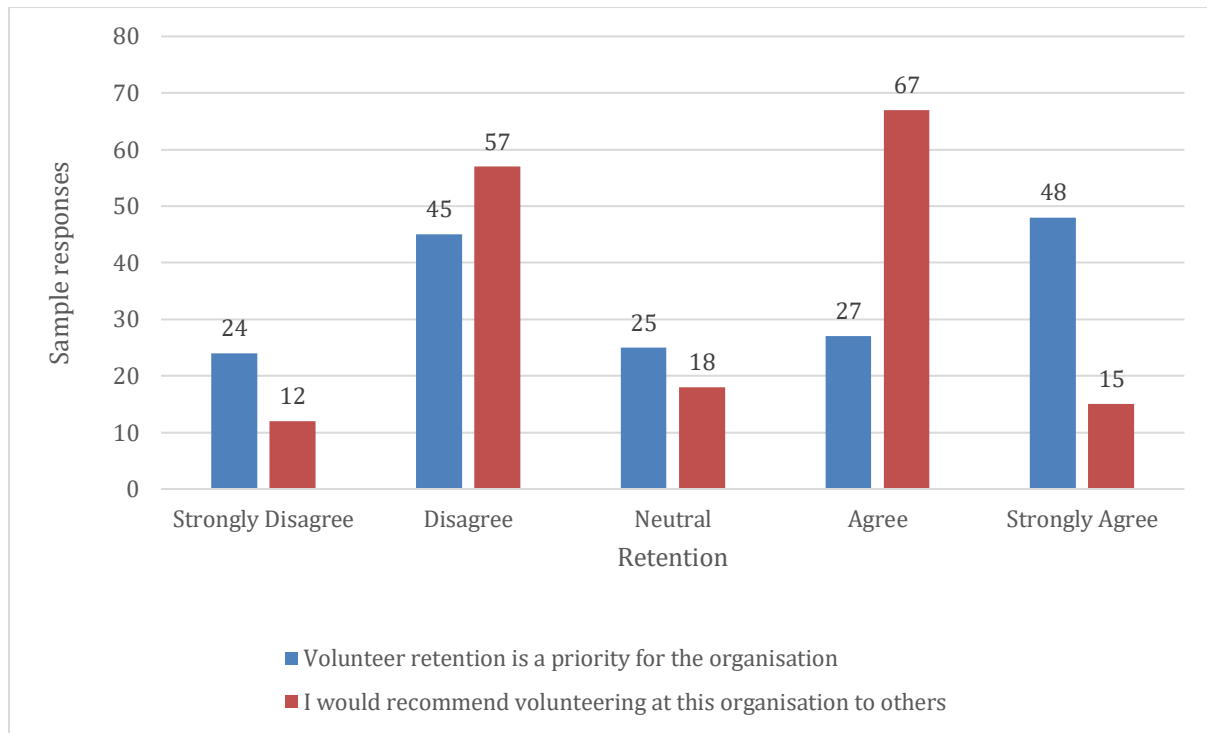


Source: computed by the work author based on survey data.

Figure 12 shows the technology and AI adoption within charitable organisations. The survey responses reveal that the organisation is willing to use new technology to improve volunteer management, with 106 respondents agreeing and 26 respondents strongly agreeing. Such an attitude indicates the organisation's support for new ideas. Only 97 people think that AI tools are useful for volunteer management, compared to 34 respondents who disagree, which shows that they are not used often. AI use seems to have generally improved how volunteers and management communicate, with 121 respondents believing it has made interactions easier, but 27 respondents are neutral about it, and 12 respondents disagree. Although the company is adapted to technology use and believes in the potential of AI for better communication, more work can be done by introducing and using AI for volunteer position matching.

3.6. Effective volunteerism optimisation in charitable organisations

Figure 13: Effective volunteerism optimisation in charitable organisations



Source: computed by the work author based on survey data.

Figure 13 depicts that sample respondents have mixed opinions about how satisfied volunteers are and whether they are likely to recommend volunteering. Even though 48 respondents say volunteer retention is very important, 69 respondents disagreed, suggesting that the organisation is not paying enough attention to the retention of its loyal employees. Moreover, regarding the employee's attitude towards recommending volunteering at this organisation to others identified that the majority of employees are encouraged to recommend the organisation. With 67 respondents agreeing and 15 strongly agreeing, which reflects a largely positive experience. On the other hand, some dissatisfaction is seen in the responses of 69 respondents, most of whom disagree or strongly disagree. There are not many neutral responses in either case, suggesting that volunteers usually have strong views. In general, the organisation could work on improving how volunteers are retained and how the team manages to have stronger advocacy from volunteers.

The survey responses on the open-ended question- "What improvements would you suggest for optimising volunteer management processes" suggested various reasons for how to make volunteer

management more effective. More than 67 respondents emphasised using technology like volunteer management software and mobile apps to help make the process go more smoothly. 57 respondents pointed out the importance of training, as it allows for better skill growth and preparedness. Suggestions were made to introduce real-time messaging and regular newsletters so that all employees can stay in touch. Most of the responses, that is, 70 responses, mentioned that all employees were reminded to stick to their set roles and be clear about what they are supposed to do to improve how things get done. Furthermore, sample respondents highlighted that better recognition and rewards, as well as greater freedom in setting their timetables, would motivate them. They also looked for improved feedback, simpler recruitment practices, opportunities for mentorship and making choices about where to use their resources with more research. They indicate that volunteers want a system that is clearer, reliable and tech-based, to ensure satisfaction and better results.

3.7. Correlation analysis

The statistical analysis, Pearson correlation, is utilised to examine relationships between volunteer management practices and organisational outcomes. To explore links between management training, appreciation and satisfaction among charitable organisation employees, the following calculations are carried out.

Table 7: Pearson correlation

		05. Do you think the recruitment process effectively attracts committed and skilled 1s?	06. Do you think the organisation provides adequate training and development for 1s?	07. Do you think the 1s receive sufficient support and guidance from the management team?	08. Do you think there is a structured process for recognising and rewarding 1 contributions?	09. Do you think optimising 1 management improves the overall efficiency of charitable programs?	10. Do you think the well-structured 1 management system enhances the quality of services delivered by the organisation?
05. Do you think the recruitment process effectively attracts committed and skilled 1s?	Pearson Correlation	1	-.055	-.044	.034	-.001	.110
	Sig. (2-tailed)		.442	.536	.633	.985	.126
	N	169	169	169	169	169	169
06. Do you think the organisation provides	Pearson Correlation	-.055	1	.233"	.112	.073	-.040
	Sig. (2-tailed)	.442		.001	.119	.310	.575

adequate training and development for 1s?	N	169	169	169	169	169	169
07. Do you think the 1s receive sufficient support and guidance from the management team?	Pearson Correlation	-.044	.233"	1	.157'	.063	.142'
	Sig. (2-tailed)	.536	.001		.028	.383	.047
	N	169	169	169	169	169	169
08. Do you think there is a structured process for recognising and rewarding 1 contributions?	Pearson Correlation	.034	.112	.157'	1	.087	.169'
	Sig. (2-tailed)	.633	.119	.028		.225	.018
	N	169	169	169	169	169	169
09. Do you think optimising 1 management improves the overall efficiency of charitable programs?	Pearson Correlation	-.001	.073	.063	.087	1	.162'
	Sig. (2-tailed)	.985	.310	.383	.225		.023
	N	169	169	169	169	169	169
10. Do you think the well-structured 1 management system enhances the quality of services delivered by the organisation?	Pearson Correlation	.110	-.040	.142'	.169'	.162'	1
	Sig. (2-tailed)	.126	.575	.047	.018	.023	
	N	169	169	169	169	169	169

Source: computed by the work author based on survey data using SPSS.

Table 4, Pearson correlation measures the level of connection between parts of volunteer management in charitable organisations. There is a significant moderate correlation linking management support and both training ($r = .233, p < .01$) and recognition processes ($r = .157, p < .05$). It indicates that volunteers with strong support from managers are more likely to report they received proper training and recognition. As well, appreciating staff leads to a higher perceived service quality ($r = .169, p < .05$), which helps improve the organisation's performance.

Optimising how volunteers are managed plays a major role in improving how services are delivered ($r = .162, p < .05$), proving that better volunteer management results in better quality services. Feeling the support of management from volunteers is also linked with better service quality ($r = .142, p < .05$), which means that volunteers who believe their managers are there for them likely think the organisation's services are top quality. Thus, the results show that recruitment does not correlate with any of the other variables, making it clear that attracting skilled volunteers is not enough without

regular efforts to keep them engaged. All in all, the results underline the crucial role of ongoing help, appreciation and planned management systems to help volunteers continue their work.

3.8. Hypothesis Testing

H1: The clear structure of volunteer management procedures positively influences the operational efficiency of charitable enterprises.

Table 8: Multiple linear regression analysis of H1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.162	.476		4.538	.000
	03. Do you think the volunteers are given clear goals and expectations for their roles?	.042	.072	.041	.581	.562
	05. Do you think the recruitment process effectively attracts committed and skilled 1s?	-.033	.070	-.034	-.479	.632
	06. Do you think the organisation provides adequate training and development for volunteers?	.221	.074	.211	2.986	.003
	08. Do you think there is a structured process for recognising and rewarding volunteers contributions?	.124	.066	.131	1.864	.064

a. Dependent Variable: 07. Do you think the volunteers receive sufficient support and guidance from the management team?

Source: computed by the work author based on survey data using SPSS.

Table 4 indicates that providing good training and development to volunteers has a strong and positive impact on how well volunteers support the organisation ($B = 0.221$, $p = 0.003$). There is a minor positive effect from having a planned process to recognise and reward volunteers ($p = 0.064$). Giving rewards to volunteers in a structured way is only marginally important ($p = 0.064$), indicating it may play a positive role. At the same time, having specific objectives ($p = 0.562$) or doing proper recruiting ($p = 0.632$) does not seem to greatly affect the results. As a result, the analysis accepts that some management strategies as valuable, but not all of them.

H2: Optimising volunteer management boosts the efficiency and effectiveness of charitable activities

Table 9: Multiple linear regression analysis of H2

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.937	.406		7.232	.000
	08. Do you think there is a structured process for recognising and rewarding volunteer contributions?	-.019	.071	-.019	-.268	.789
	09. Do you think optimising volunteer management improves the overall efficiency of charitable programs?	.048	.078	.045	.615	.539
	10. Do you think the well-structured volunteer management system enhances the quality of services delivered by the organisation?	.132	.074	.131	1.783	.076
a. Dependent Variable: 11. Do you think effective volunteer management leads to better allocation of resources within charitable programs?						

Source: computed by the work author based on survey data using SPSS.

Table 5 regression results found that the hypothesis “Optimising volunteer management improves how efficiently and effectively charitable activities are done” is mostly unproven. None of the respondents strongly thinks that efforts at optimising volunteers lead to more efficient charitable work ($B = 0.048$, $p = 0.539$). Likewise, how contributions are recognised and rewarded ($B = -0.019$, $p = 0.789$) has little impact and even hints at a weakly negative link to better resource allocation. There is a suggestion of a weak, positive correlation between the use of a structured management system and service quality ($B = 0.132$, $p = 0.076$). Results have shown that structure has a limited effect, but no strong evidence for the hypothesis is present. In some cases, stronger or better-focused management approaches are needed to show improvement in efficiency and effectiveness.

H3: Addressing volunteer management challenges through technological solutions improves the efficiency of charitable programs

Table 10: Multiple linear regression analysis of H3

Coefficients^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.850	.520		3.437	.001
	12. Do you think 1 management optimisation positively impacts the scalability and outreach of charitable initiatives?	.178	.071	.172	2.489	.022
	13. Do you 4 with the statement “I feel valued and appreciated for my contributions to the organisation”?	.183	.069	.155	2.228	.027
	15. Do you agree with the statement, “I feel that my skills and abilities are effectively utilised within my role”?	.120	.670	.125	1.94	.055
	17. Do you think the organisation effectively uses technology to manage volunteer schedules and tasks?	.095	.064	.135	2.19	.33
a. Dependent Variable: 16.What are the biggest challenges you face as a volunteer						

Source: computed by the work author based on survey data using SPSS.

Table 6 regression analysis reveals that using technology to manage volunteers makes charitable programs more efficient. Variables related to volunteer experience and strategy management have a statistically positive impact ($B = 0.178$, $p = 0.022$ and $B = 0.183$, $p = 0.027$), reflecting that better handling of volunteers helps organisations handle challenges and perform more efficiently. According to the evidence, schedules and tasks are easier to manage with technology, which can improve things ($B = 0.095$). While skill utilisation is not strongly significant ($p = 0.055$), it still adds value to the results. In short, the findings suggest that the research should accept the hypothesis because tech-enabled approaches address the main issues in managing volunteers.

H4: The effectiveness of volunteer engagement strategies has a positive impact on the optimisation of volunteer management processes in charitable organisations

Table 11: Multiple linear regression analysis of H4

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	3.196	.321		9.967
	22. Do you think the organisation uses AI-powered tools to match 1s with suitable roles?	.115	.066	.126	1.744
	24. Do you think agree retention is a priority for the organisation?	.001	.069	.001	.015
					.988

a. Dependent Variable: 23. Do you think the adoption of AI technologies has streamlined communication between volunteers and management?

Source: computed by the work author based on survey data using SPSS.

Table 7 shows that a positive and marginally significant influence is shown by the AI-powered role matching variable for the role played by AI in team matching, which is important for optimising management actions ($B = 0.115$, $p = 0.083$). There is a suggested connection, but it hasn't been proven firmly. Volunteers preferring to retain volunteers matters little ($B = 0.001$, $p = 0.988$). Thus, the hypothesis is accepted that is different engagement strategies can volunteer engagement strategies has a significant impact on the optimisation of volunteer management processes in charitable organisations.

3.9. Discussion

3.9.1. The dynamics of the volunteer management process across charitable organisations.

A well-developed system for managing volunteers is now considered a key approach for ensuring that non-profit organisations operate well (Rabiei, Arias-Aranda and Stantchev, 2023). By choosing which tasks go to which volunteers based on their qualifications and strengths, one non-profit organisation can achieve their goals more efficiently (Edeigba and Singh, 2022). Furthermore, building trust is still very important. Talking openly with stakeholders like volunteers, beneficiaries, and donors is important for promoting truth and making sure everyone follows the organisation's mission (Aboramadan, 2019).

Volunteer management in non-profit organisations evolves to improve the process of finding, training and assigning roles to volunteers. As a result, the survey results revealed that respondents are well-understood about their tasks, and the method of recruiting is seen as positive. Many acknowledged the importance of training, showing that the early phases of including volunteers are handled well by these organisations. Such factors help to build motivation and make sure volunteers work towards the same goals as the organisation. However, challenges appear in dealing with volunteer support and appreciation within charitable organisations. And a significant group of survey participants revealed that they are not happy with the support and advice they receive from management. Furthermore, a majority of the more than 100 respondents believed their hard work was not recognised within their work environment, hinting that there is an absence of reward for the work done by the charitable organisation's employees. Whereas, recognising their efforts helps to keep employees motivated and continue their duties for the long term.

3.9.2. Effects of volunteer management optimisation on the functionalities of charitable programs

Optimising how charities run their volunteers has been a key factor in operational success. Volunteer systems work better because roles, assignments, and skills are matched well; this enhances the execution of programs, quality services, and a motivated volunteer pool. These changes result in enhanced strategic allocation of resources, extended reach, and reduced losses arising from miscommunication, or huge staff turnover (Rabiei, Arias-Aranda and Stantchev, 2023).

Optimisation of volunteers' performance outcomes is only achievable when tasks match individual abilities and interests; this is what increased task management and specialised training help achieve. Effective development in these areas significantly influences volunteer morale and organisational outcomes (Edeigba and Singh, 2022). As per the literature, matching program structures that provide appropriate projects for volunteers and organisational priority increases volunteer involvement and performance over time. This enables charities to access volunteers' full potential, maximising their contributions and contributing to a more successful programme.

Applying digital strategies as a part of volunteer management maximises the total effect. Real-time scheduling, performance monitoring and automated communication have been made possible by the adoption of AI technologies, mobile applications, and centralised management platforms. Digital tools increase precision with reduced administrative overheads, arming volunteer coordinators with a great capacity to plan strategically and develop relationships (Chui and Chan 2019). For example, AI-enabled tools support the customisation of roles and streamline onboarding for faster and efficient placements. The outcomes of these initiatives include enhanced program continuity and volunteer retention, as is with BEF Group, where digital tools were introduced to nurture broader volunteer engagement and flexibility.

Psychological and social factors largely determine how optimisation is related to system functionality. According to ABCE motivation theory, volunteers do their best when they have autonomy, belonging, confidence in their competence and a sense of meaningful existence (Moodspace, 2024). Feedback integration, definition of roles and recognition of effort directly satisfy such motivating factors with optimised volunteer systems. Lack of acknowledgement of contributions on the part of the volunteer, lack of proper training, and improper integration into the program make volunteers quit or fail to be motivated (Brzustewicz et al., 2022). Consequently, volunteer systems can contribute to delivering consistent and higher-quality services in the non-profit community. At the same time, social exchange theory implies that reciprocity value, like recognition for the efforts, opportunities for development, and confidence in the relationship between the company and the volunteer, supports commitment and effectiveness. Implementing structured recognition of their efforts and easily available modes of communication in the volunteers' management system leads to increased volunteer satisfaction and better loyalty to the program. Consequently, increased attrition, better program stability, and improved impacts on service recipients emerge.

Furthermore, long-term optimisation will require long-term assessment mechanisms where volunteers are integrated with feedback loops to sharpen the efficiency and inclusivity of the systems. Periodic

reviews not only enable the detection of deficiencies in onboarding, training, and task correspondence but also allow the empowerment of volunteers by giving them a say in processes. Charity organisations can build trust and cooperation with volunteers if they collaborate with them in co-designing digital workflows and role expectations (Mato-Santiso, Rey-García and Sanzo-Pérez, 2023). These refinements create ownership, reduce disengagement, and provide a sustainable set-up for long-term volunteers and ongoing programmatic excellence. Although numerous volunteers give favourable reviews about digital tools and organised systems, many are confused or unhappy.

This is especially true in the context of AI role-matching and the running of volunteer management platforms. This reflects the presence of barriers to achieving uniform optimisation practices among varying organisational units or departments and recommends inclusive training and openness in implementation as being critical for optimisation success (Hudson, 2021). Volunteer management optimisation improves the fundamental capacities of charitable programs by improving the accuracy of timing, reducing the wastage of resources, and matching the capabilities of volunteers and the organisation's demands. However, for organisations to reap these benefits, they need to solve existing problems relating to accessibility, user-friendliness and collaboration so that all volunteers can enjoy the benefits of better management.

3.9.3. Challenges of Managing Volunteerism to Facilitate Charitable Programs through Technological Optimisation

The use of technology in volunteer management can help charities, but they often encounter big problems such as cyber threats, limited funds, not having enough digital experience and some volunteers who resist the changes. Shortage of money often makes it hard for charities to invest in digital means, and 41% say a shortage of skills blocks their progress. People often resist technology out of fear that things will change and because they enjoy using manual tools. A real-world scenario of The Baltic Environmental Forum (BEF), now needs to apply digital solutions to support both its volunteers and its projects.

From the survey, current research found important elements of volunteering in charities. Out of the 169 volunteers, 98 said they feel appreciated and respected, 31 stated they strongly feel that way, and all respondents rejected the idea of not being appreciated or respected. Even so, many people see it as a challenge because only a few strongly think it works efficiently. Only 110 respondents are satisfied with communication, but 21 respondents disagree, and another 35 remain neutral about it, suggesting

the need for better sharing of information. Overall satisfaction with flexible scheduling demonstrates good organisation in that area. Also, a large proportion of volunteers (25 disagree and 31 are neutral) believe their skills are being used less effectively than they could be. As a result, having flexible schedules is valued, yet placing roles based on people's talents could increase both productivity and contentment.

Also, not having sufficient training or equipment is a problem for some volunteers. Overall, this suggests that better recognition, more communication and easier access to training would benefit volunteers. Furthermore, charitable organisation employees tend to have an optimistic view of technology and AI in their work. Sample respondents say that technology makes it easier for them to manage their tasks. People are open to using new techniques since they think AI has made communication better.

3.10. Summary

This chapter uses empirical data to show how optimisation in volunteer management strengthens program utility and improves service quality and volunteer participation. Nevertheless, problems such as insufficient introduction of digital tools, disintegrated training initiatives, and scrupulous fiscal support are still hindering the attainment of complete optimisation. Using motivational and social theories provided rewarding insights into how volunteers and organisations relate. As concluded, the research emphasises the need to combine human-centred and technological approaches to become more efficient for volunteer-based charitable actions.

4. CONCLUSION AND RECOMMENDATIONS

4.1. Summary of Research

This research on optimising volunteer management processes in charitable organisations aims to improve efficiency and mitigate obstacles relating to recruitment, retention, and engagement of the volunteers. The literature review identified that effective volunteer management is essential for ensuring non-profit organisations achieve their goals and sustained success. However, such issues as high rates of volunteers leaving, short-term commitments, and a lack of funding for training programs frequently result in inefficiency and instability within charitable organisations. Adequate management of volunteers could facilitate efficient use of resources, realise better retention, and increase employee satisfaction, leading to the organisation's sustainability.

The current research adopted a quantitative approach with a structured survey and collected data from 169 respondents involved in volunteer management. The research methodology implemented a purposive sampling method, and the sample respondents answered a twenty-five-question survey that combined Likert scales with multiple-choice and open-ended questions.

The survey analysis gives information about volunteer management in charitable organisations. A tested survey was filled out by 169 members, revealing what's currently crucial and what needs to be addressed. Losing volunteers is a serious issue because 48.1 per cent work for less than one year, compared to just 0.5 per cent who are involved for a decade or more. The primary data analyses also revealed that most of the survey participants get clear objectives, successful recruitment and proper preparation. However, the respondents also reported having concerns about how clear their objectives and their training were. The data points out that volunteers generally appreciate what is expected of them and how they were approached.

Support and recognition systems point out the areas that require improvement. While most participants agreed, only a small number expressed disagreement when asked about recognition. Furthermore, the survey results found that there should be more efforts undertaken to strengthen the organisation's appreciation and improve how staff communicate. Although some participants felt that technology aided learning, most were comfortable with it. It is important to deal with these inconsistent situations. Therefore, the survey respondents mentioned the need for technology, training, communication, setting roles and recognition. When these areas are considered, the organisation can handle its volunteers using a new and fair system.

4.2. Linking with the Objectives

4.2.1. The dynamics of the volunteer management process across charitable organisations

The reviewed literature and the survey confirm that clear role definitions, ongoing training, and recognition elements strengthen volunteer management. Volunteer productivity and satisfaction increase when roles are well-defined and feedback is provided. By comparison, trends in technology implementation are inconsistent when the evidence is assessed. Though many studies value digital tools, the surveys point to limited use of these solutions in practice. Both ABCE and Social Exchange concepts, backed by research, emphasise giving volunteers independence, group connection, and equitable treatment as key motivators. Both research and surveys indicate that effective volunteer management leads to improved program efficiency despite concerns about equity and role understanding. Neutral or negative evaluations of recognition point to the need for stronger communication, greater inclusion, and a more collaborative culture to meet theoretical goals fully. Hence, the objective is met.

4.2.2. Effects of volunteer management optimisation on the functionalities of charitable programs

Both academic literature and surveys clarify the role of optimising volunteer management in boosting charitable program effectiveness. Matching volunteers' abilities with the assigned work is emphasised for lifting morale, performance, and increasing retention. Implementing digital technologies, such as AI and mobile apps, improves efficiency and better management of volunteer and program activities while easing administrative demands and bettering resource allocation to support long-term program durability. Research shows that volunteers are more motivated, and systems perform better when they experience a sense of belonging and recognition. The combination of feedback with structured recognition leads to higher levels of volunteer satisfaction and loyalty. Making sure that systems are both accessible and easy to use. Simultaneous use of technology, the right strategies, and empathy for users maximise non-profit outreach, efficiency, and results.

4.2.3. Challenges of Managing Volunteerism to Facilitate Charitable Programs through Technological Optimisation

Both scholarly literature and survey outcomes point out that charitable organisations can improve how they use volunteers with the help of technology, but cybersecurity, financial shortages, inadequate digital skills for staff and some volunteers being reluctant to adapt continue to be problems. A lack of finances and the problem of needing 41% more skills are stopping digital adoption, as many volunteers still prefer doing things by hand. In the survey, most respondents mentioned that a lack of effective skill use, poor communication and insufficient training are still common within the charitable organisation. Positive views of technology and AI are needed for solving the issues related to recognition, communication and skill-based task allocation within charities.

4.3. Recommendations

Enhancing Role Alignment Through Skill Assessment and Clear Communication

Organisations must ensure that volunteers know their roles in advance to manage fit issues with volunteer roles. Using skill assessments at the beginning of the volunteering process allows a better pairing of volunteers with the positions that best suit them. Outlining role requirements in detail helps volunteers understand what is expected of them and what output they provide. During regular meetings with coordinators, volunteers can mention problems or propose modifications. Such an approach encourages volunteers to engage in actions that fit their strengths, reducing uncommitted responses (Tierney et al., 2022). Enhanced alignment helps volunteers become more pleased and likely to support the organisation's cause. Creating tailored roles improves program efficiency while raising volunteer retention substantially.

Strengthen Recognition and Motivation Programs

A formalised recognition process may successfully address the challenge due to a lack of recognition. Since most of the respondents reported that there is a lack of recognition, which affects their motivation. Giving volunteers customised recognition, for example, certificates or public recognition posts, helps them feel important (Akafo and Boateng 2015). Utilising peer-to-peer recognition systems encourages a sense of community and increases volunteer belonging. Rewards in response to volunteer effort support an equal and fair recognition system. As a result of these tactics, volunteer morale improves.

Improve Training and Resource Accessibility

Organisations need to invest in modern, easy-to-reach training programs that fit different ways of learning. Distributing digital learning materials, for example, videos or guides, supports volunteers in maintaining ongoing development (Asare et al., 2024). Working with professionals may strengthen the content and the value of organisational resources. When organisations resolve these gaps, they provide their volunteers with the skills and confidence required to succeed. Improving training quality also helps retain volunteers, supports commitment and achieves better program results.

4.4. Practical and Managerial Implications

The practical and managerial implications derived from the research findings on volunteer management in charitable organisations are multi-faceted. Charitable organisations experience significant functional improvements when they optimise their volunteer management. Organisational efficiency and volunteer contentment are improved when roles are clearly defined and processes are well-structured. Digital tools introduced for communication, scheduling, and performance tracking help improve processes. However, they must be implemented while overcoming technology-related resistance. Management approaches should include ongoing training, transparent recognition, and matching volunteer abilities to the organisation's tasks. Ensuring data security is essential when organisations introduce new technology. Also, recognising the benefits of diversity and promoting mental motivators like autonomy supports higher engagement. Moreover, orchestrating technology-driven tasks and direct interactions helps organisations retain volunteers' belief in and commitment to the organisation. Applying these practices results in better service, increases the organisation's ability to grow, and leads to more innovative use of resources.

4.5. Future Research Scope

This study has adopted a quantitative approach and purposive sampling, restricting its focus to 169 respondents directly engaged in the volunteer management process. This approach restricted the diversity of perspectives, excluding individuals indirectly involved in volunteerism. Also, the investigator incorporated a closed-ended question, which constrained the depth analysis, and contextual factors were overlooked. In the future, scholars can incorporate interviews to get deeper and context-specific insights into volunteer management dynamics. Moreover, future scholars can incorporate secondary data to validate findings, allowing them to conduct comparative analyses.

Future scholars can deliver a more holistic comprehension of volunteerism in charitable organisations by conducting qualitative research.

THE OPTIMISATION OF VOLUNTEER MANAGEMENT PROCESSES IN CHARITABLE ORGANISATIONS

Master Thesis

Masters in Business Process Management

Faculty of Economics and Business Administration, Vilnius University

Supervisor: Assoc. prof. Dr Jurgita Butkevičienė

SUMMARY

60 pages, 13 figures, 11 tables, 1 formula, 125 references.

The main goal of this research study is to find answers to the effectiveness of volunteer management in charitable firms and what factors influence the effectiveness. The study assesses the volunteer management process inside charitable organisations to find ways to maximise their efficiency.

The main paragraphs that the Master's thesis consists of- literature review, methodology, the empirical results and analysis, conclusion and recommendations.

The literature review contained an explanation in detail of how charitable organisations manage their volunteers. It starts with outlining what optimisation is and explaining the need to improve the volunteer's efficiency. The section looks at volunteerism in the nonprofit sector, management theories and the current methods practised by charitable organisations. It deals with tools and technologies used in volunteer management, analysing whether they satisfy the organisation's needs and the volunteers who use them. Problems associated with managing volunteers and switching to technology are looked at as well. This chapter presents the case of the Baltic Environmental Forum as an example of using optimisation methods in real life. Recommendations are provided at the end to help volunteers participate more and the organisation function better.

Primary data collection using the survey method and questionnaire tool is carried out to gather data from 169 sample respondents. The study shows that H1 is accepted to a certain extent, since parts of management, such as giving training and offering structured recognition, benefit from volunteer support, while other procedures do not strongly influence how smoothly things run. Researchers do not observe that optimising how volunteers are managed noticeably boosts the efficiency and effectiveness of charitable activities. Meanwhile, H3 is supported, showing that bringing in

technology helps charitable programs run more successfully by handling difficulties with volunteers. H4 accepted that volunteers have a slight but beneficial impact on the optimisation of volunteer management strategies through AI role matching.

Conclusion and recommendations summarise the key information of the literature review, methodology and results and findings. The primary data analysis of this research can contribute to the field of volunteer management in boosting charitable program effectiveness.

Keywords: the optimisation of volunteer management, charitable organisations, effective volunteerism optimisation, artificial intelligence (AI), Pearson's correlation, hypothesis testing, multiple linear regression.

SAVANORYSTĖS VALDYMO PROCESŲ OPTIMIZAVIMAS LABDAROS ORGANIZACIJOSE

Magistro darbas

Finansų ir bankininkystės magistro programa

Vilniaus universiteto Ekonomikos ir verslo administravimo fakultetas

Supervisor: Assoc. prof. Dr Jurgita Butkevičienė

SANTRAUKA

60 puslapių, 13 paveikslų, 11 lentelių, 1 formulė, 125 literatūros šaltiniai

Pagrindinis šio tyrimo tikslas – rasti atsakymus į klausimą apie savanorių valdymo efektyvumą labdaros įmonėse ir kokie veiksniai daro įtaką šiam efektyvumui. Tyrime vertinamas savanorių valdymo procesas labdaros organizacijose, siekiant rasti būdų, kaip maksimaliai padidinti jų efektyvumą.

Pagrindinės magistro darbo dalys: literatūros apžvalga, metodologija, empiriniai rezultatai ir analizė, išvados ir rekomendacijos.

Literatūros apžvalgoje išsamiai paaiškinta, kaip labdaros organizacijos valdo savo savanorius. Pirmiausia aprašoma, kas yra optimizavimas, ir paaiškinamas poreikis gerinti savanorių efektyvumą. Skyriuje nagrinėjama savanorystė ne pelno siekiančiame sektoriuje, valdymo teorijos ir dabartiniai labdaros organizacijų taikomi metodai. Jame aptariamos savanorių valdyme naudojamos priemonės ir technologijos, analizuojama, ar jos atitinka organizacijos poreikius, ir savanoriai, kurie jas naudoja. Taip pat nagrinėjamos su savanorių valdymu ir perėjimu prie technologijų susijusios problemos. Šiame skyriuje pateikiamas Baltijos aplinkos forumo atvejis kaip optimizavimo metodų taikymo realiame gyvenime pavyzdys. Pabaigoje pateikiamos rekomendacijos, kaip padėti savanoriams aktyviau dalyvauti, o organizacijai geriau funkcionuoti.

Pirminis duomenų rinkimas naudojant apklausos metodą ir klausimyną atliekamas siekiant surinkti duomenis iš 169 imties respondentų. Tyrimas rodo, kad H1 yra tam tikru mastu priimtina, nes kai kurios valdymo dalys, pavyzdžiui, mokymai ir struktūrizuotas pripažinimas, gauna naudos iš savanorių paramos, o kitos procedūros neturi didelės įtakos sklandžiam darbų eigai. Tyrėjai nepastebi, kad savanorių valdymo optimizavimas pastebimai padidintų labdaros veiklos efektyvumą ir veiksmingumą. Tuo tarpu H3 yra patvirtinama, rodanti, kad technologijų diegimas padeda labdaros

programoms sėkmingiau vykdyti, sprendžiant sunkumus, su kuriais susiduria savanoriai. H4 pritariama, kad savanoriai turi nedidelį, bet teigiamą poveikį savanorių valdymo strategijų optimizavimui, pasitelkiant dirbtinio intelekto vaidmenų atitikimą.

Išvadose ir rekomendacijose apibendrinama pagrindinė literatūros apžvalgos informacija, metodologija, rezultatai ir išvados. Šio tyrimo pirminė duomenų analizė gali prisidėti prie savanorių valdymo srities, didinant labdaros programų efektyvumą.

Raktiniai žodžiai: savanorių valdymo optimizavimas, labdaros organizacijos, efektyvus savanorystės optimizavimas, dirbtinis intelektas (DI), Pearsono koreliacija, hipotezių tikrinimas, daugybinė tiesinė regresija.

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APPENDICES

Survey Questionnaire

Please read each question carefully and respond based on your experience or perspective. For each statement, select the option that most closely reflects your opinion. Your input is valuable and appreciated.

Time required: 15 minutes

General Information

1. How long have you been involved with this charitable organisation?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 6- 10 years
- ☐ More than 10 years

2. What is your role in the organisation?

- ☐ Volunteer
- ☐ Volunteer Coordinator/Manager
- ☐ Executive/Leadership
- ☐ Administrators
- ☐ Other (please specify): _____

Objective 1: Volunteer Management Process

3. Do you think the volunteers are given clear goals and expectations for their roles?

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

4. Do you think the recruitment process effectively attracts committed and skilled volunteers?

- ☐ Strongly Disagree

- ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
5. Do you think the organisation provides adequate training and development for volunteers?
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
6. Do you think the volunteers receive sufficient support and guidance from the management team?
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree
7. Do you think there is a structured process for recognising and rewarding volunteer contributions?
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree
 - ☐ Strongly Agree

Objective 2: Effects of volunteer management optimisation on the functionalities of charitable programs

8. Do you think optimising volunteer management improves the overall efficiency of charitable programs?
- ☐ Strongly Disagree
 - ☐ Disagree
 - ☐ Neutral
 - ☐ Agree

- ☐ Strongly Agree
9. Do you think the well-structured volunteer management system enhances the quality of services delivered by the organisation?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree
10. Do you think effective volunteer management leads to better allocation of resources within charitable programs?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree
11. Do you think volunteer management optimisation positively impacts the scalability and outreach of charitable initiatives?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

Objective 3: the challenges of managing volunteerism to facilitate charitable programs through technological optimisation

12. Do you agree with the statement “I feel valued and appreciated for my contributions to the organisation”?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

13. Do you think the organisation's communication with volunteers is effective and timely?

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

14. Do you agree with the statement "I am satisfied with the level of flexibility in my volunteering schedule"?

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

15. Do you agree with the statement, "I feel that my skills and abilities are effectively utilised within my role"?

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

☐ Strongly Agree

16. What are the biggest challenges you face as a volunteer? (Select all that apply)

☐ Lack of time

☐ Poor communication

☐ Lack of resources/training

☐ Lack of recognition

☐ Other (please specify): _____

17. Do you think the organisation effectively uses technology to manage volunteer schedules and tasks?

☐ Strongly Disagree

☐ Disagree

☐ Neutral

☐ Agree

- ☐ Strongly Agree
18. Do you think the digital tools and platforms have improved my overall volunteering experience?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree
19. Do you agree with the statement, "I find the current volunteer management system easy to use and efficient"?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree
16. Do you think the organisation is open to adopting new technology to enhance volunteer management?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree
20. Do you think the organisation uses AI-powered tools to match volunteers with suitable roles?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree
21. Do you think the adoption of AI technologies has streamlined communication between volunteers and management?
- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral

- ☐ Agree
- ☐ Strongly Agree

Objective 4: Effective volunteerism optimisation in charitable organisations.

22. Do you think volunteer retention is a priority for the organisation?

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

23. Do you agree with the statement “I would recommend volunteering at this organisation to others”?

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

24. What improvements would you suggest for optimising volunteer management processes? (Open-ended response)

- ☐ Enhanced use of technology (e.g., volunteer management software, mobile apps)
- ☐ More comprehensive volunteer training programs
- ☐ Better communication tools (e.g., real-time messaging platforms, newsletters)
- ☐ Clearer role definitions and expectations
- ☐ Improved volunteer recognition and reward systems
- ☐ Increased flexibility in scheduling and volunteer roles
- ☐ Stronger feedback and performance evaluation mechanisms
- ☐ Streamlined recruitment and onboarding processes
- ☐ Mentorship or buddy systems for new volunteers
- ☐ More data-driven decision-making for resource allocation
- ☐ Other (please specify): _____