

Running head: MANAGING HUMAN RESOURCES

Managing Human Resources:

Mapping the Knowledge Base of Nonprofit Management in the Human Services

Sara L. Schwartz, Ph.D.
Research Director
Mack Center on Nonprofit Management in the Human Services
School of Social Welfare
University of California, Berkeley

&

Michael J. Austin, Ph.D.
Center Director
Mack Center on Nonprofit Management in the Human Services
School of Social Welfare
University of California, Berkeley

Abstract

The nonprofit sector relies heavily upon volunteer and professional human resources to meet the service delivery needs of the community. This literature review focuses on the recruitment, retention and management of the nonprofit workforce. This review is based on the assessment of 436 journal article abstracts derived from a total sample of 2013 articles located in the entire publication history of three major U.S. journals of nonprofit management. It features the challenges of pre-service and continuing professional education along with the issues of worker motivation, supervision and performance, and wellbeing. In addition, the literature review includes research on the management of volunteers, including their demographics and motivations, appropriate roles, and training. It concludes with a series of questions to guide future research.

KEY WORDS: Nonprofit employees, volunteers, worker well-being, workforce training, social work education.

Managing Human Resources

Introduction

The nonprofit sector has undergone enormous changes over the past thirty years in relation to environmental forces (e.g., political, economic and social) that have altered how nonprofits finance and deliver services. Nonprofits have adapted to external changes, increasing contract requirements and other environmental pressures by modifying their organizational systems and the ways in which they develop and manage their paid and volunteer workforce. A wealth of literature has emerged over the past several decades to help guide the understanding of nonprofit human resources. Special attention is given to workforce well-being, employee informal and formal education and training, the management and supervision of workers, as well as the recruitment, supervision and retention of volunteers. Also considered is workforce diversity and the role that it plays in the functioning and wellbeing of the nonprofit workforce.

To better understand the many changes that the nonprofit sector has experienced in relation to human resources, it is helpful to review the literature on nonprofit organizations in three major journals published over the past thirty years. This analysis, one of five in this volume, addresses the topic of nonprofit management by reviewing the literature, identifying themes, and specifying implications for research and practice. The research agenda was developed to guide future research.

Methods

This literature review is based on all of the article titles and article abstracts published in *Administration in Social Work* (first published in 1977), *Nonprofit Management and Leadership* (first published in 1990), and *Nonprofit and Voluntary Sector Quarterly* (first published in 1971) up to and including 2008. These three nationally recognized journals were selected based on

their history of focusing on nonprofit management in the human services. Using the University of California's library internet search engine, two independent raters conducted an initial sort of the total sample of 2013 article titles and abstracts to identify major categories that would facilitate the mapping of the knowledge base of nonprofit management in the human services. As part of the sorting process, a set of 23 categories emerged.

These categories were used to sort the 2013 abstracts, resulting in 79% inter-rater reliability. Disagreements during the sorting process were primarily a result of different interpretations and definitions associated with similar topics. For example, one researcher placed all of the university education abstracts into the education and training category while the other researcher placed these same abstracts in the personnel category. These differences were identified, discussed and full agreement was easily obtained for the remainder of the abstracts and the categorization process was completed.

The categories were then clustered into five overarching themes that are illustrated in *Figure 1*.

[Insert Figure 1]

The major five themes are defined as:

- *Leading and Managing Nonprofits* includes organizational history and theory, leadership, management, governance, communications and marketing, and managing inter-organizational relationships, including the external environment (e.g., the law, public policy, professional associations, and the community at large) (638 article abstracts).
- *Financing and Evaluating Nonprofits* includes the financial management of nonprofits, fundraising and philanthropic sources of revenue, social enterprise, accountability

requirements, management information systems, and program evaluation (328 article abstracts).

- *Managing Human Resources* includes articles addressing the management of personnel (including supervision and performance appraisal), employee wellbeing, workforce diversity, employee education and training, and volunteer workforces (436 article abstracts).
- *Managing Different Types of Nonprofits* includes the classification of nonprofit organizations, membership associations, community development nonprofits and citizen/political nonprofits, and different service sectors in the United States (419 article abstracts).
- *Managing NGOs Worldwide* includes the management of nonprofits in different countries around the world related to managing and leading, financing and evaluating, human resource management, and service sectors (192 article abstracts).

There are three major limitations in this method of research. First, while it is assumed that the majority of articles on nonprofit management are published in these three journals, it is well-known that other journals, domestic and international, publish articles on nonprofit and nongovernmental organizations (NGOs). Secondly, a thorough review of all of the articles, as opposed to relying on the published abstracts, could have expanded the rating process. Lastly, inter-rater reliability would have been enhanced by the involvement of additional raters.

Managing Human Resources

This analysis reviews the 436 abstracts that address the human resources theme of nonprofit management. The abstracts capture the growing interest in recruiting, retaining and managing an employed and volunteer workforce for the delivery of nonprofit human services.

This review begins with a consideration of personnel management, addresses the role of workforce diversity, discusses employee education and training, and concludes with an analysis of the literature on nonprofit volunteers. The delivery of effective and efficient human services includes the development and retention of a dependable workforce. Human resource management is an important responsibility of organizational leaders and includes management, supervision, performance appraisal and attending to worker well-being and satisfaction.

Management of Personnel

A major theme in the personnel management literature is employee compensation and its contribution to employee retention. Financial and non-financial incentives represent different forms of compensation that attract and motivate workers (Alvarado, 1996; Nelson, 1991; Preston, 1990). Compensation relates to both nonprofit management and direct service practitioners (Gibelman, 2000b; Gray & Benson, 2003). Another aspect of compensation includes workload flexibility where flexible work schedules have been linked with staff retention, morale, and performance (Hohl, 1996; Wittenberg, 1988). The use of work-life programs (Pitt-Catsouphe, Swanberg, Bond, & Galinsky, 2004) and family sensitive policies also attract and retain skilled employees (Fernandez, 1990).

The management of workforce relationships focuses on the roles and interactions among employees as well as between paid staff and volunteers (Huber, Netting, & Patton, 1993; Netting, Nelson, Borders, & Huber, 2004; Netting, O'Connor, Thomas, & Yancey, 2005). Additional attention is given to the relationships between management and staff within the context of unionization (Karger, 1989b; Karger, 1989a; Karger, 1988), the impact of job declassification (i.e. downgrading positions) on service delivery (Millar, 1986; Tambor, 1983;

Wyers, 1981), and managing relationships between employees such as conflict and workplace discrimination issues (Poverty, 2000; Strom-Gottfried, 1999).

The roles that managers play in motivating human service workers (Latting, 1991) include reducing work-related stress (Drake & Washeck, 1998) and restructuring work tasks to improve employee working conditions (Glicken, 1980; Sherer, 1986). Strategies to enhance employee satisfaction and performance include promoting organizational empowerment (Shera & Page, 1995) and offering staff development opportunities (Weiner, 1987). Some of the more challenging aspects of managing personnel relate to facilitating corrective action (Sharon, 1991) and implementing policies that involve staff dismissals and resignations (Pruger, 1979; Raber, 1996; Rivas, 1984; Tambor, 1995).

Supervision

A prominent theme in the nonprofit management literature is the topic of supervision. Supervisory styles are examined in relationship to the educational backgrounds of supervisors (Cohen & Rhodes, 1977; Granvold, 1977). Empirical research is presented on supervision style (Russell, Lankford, & Grinnell, 1984), including a finding that facilitative supervision may be more effective than supportive supervision in the context of a public welfare agency (York & Hastings, 1985/86). One researcher advocates for a theoretical model of social work supervision with a style that incorporates elements of both the managerial grid and situational leadership models (Latting, 1986).

Supervisors can play an important role in preventing or alleviating supervisee stress and burnout. Stress-reducing supervisory techniques are outlined (Davis & Barrett, 1981) along with the role that supportive supervision plays in buffering the effects of worker stress and enhancing

worker satisfaction (Himle, Jayaratne, & Thyness, 1989; Juby & Scannapieco, 2007; Rauktis & Koeske, 1994).

Supervisor role conflict is explored, particularly for middle managers (Erera, 1991) and in a context of job insecurity (Perlmutter, Netting, & Bailey, 2001), along with the role that supervisors play in mentoring staff (Kelly, 2001), transferring training knowledge (Gregoire, Propp, & Poertner, 1998), providing feedback (Delbecq & Ladbrook, 1979), and supervising case management (Bowers, Esmond, & Canales, 1999). In addition, the supervisor role involves optimizing worker autonomy (Buffum & Ritvo, 1984) and serving as a mediator of the organizational climate (Bunker & Wijnberg, 1985).

Performance Appraisal

Evaluating employee performance, especially in relationship to compensation (Carroll, Hughes, & Luksetich, 2005), can challenge even the most seasoned nonprofit manager (Usher, Locklin, Wildfire, & Harris, 2001; Wiehe, 1980). Two performance appraisal instruments, the behaviorally anchored rating scale (BARS) (Millar, 1990) and the management by objectives and results (MBO/MOR) approach (Pecora & Hunter, 1998) are assessed.

There is growing evidence that the regular use of feedback systems to monitor performance makes important contributions to the employee learning processes (Taylor, 1987). A caseload development tool can be used to assure equitable caseload distribution (Lechman, 2006) and graphical feedback can be used to increase the productivity of social workers employed in public mental health programs (Robinson & Dow, 2001). The assessment center technique can be used to identify individuals for promotion (McGee & Crow, 1982) and a functional job analysis can service as a tool for personnel management and evaluation (Austin, 1977).

Employee Behavior and Wellbeing

A significant portion of the personnel management literature addresses staff behavior and wellbeing. The multiple job performance variables associated with employee job satisfaction (Barber, 1986) include participation in decision-making (Idson & Ullmann, 1991; Packard, 1989), being challenged at work (Jayaratne & Chess, 1983), job tasks and opportunities for professional development (Haley-Lock, 2007; Poulin, 1995; Poulin, 1994), and clarity of job roles and work-related functions (Erera, 1989; Hagen & Wang, 1993; Itzhaky, 1995; Schoderbek, Schoderbek, & Plambeck, 1979; Zunz, 1995). Considerable attention is given to the relationships between job satisfaction and employee characteristics (e.g., gender, age, personal history, experience, attitudes, occupational status and union membership) (Koeske & Kirk, 1995; Lightman, 1978; McNeely, 1984; Mirvis, 1992; Petty & Odewahn, 1982; Pooler, Siebert, Faul, & Huber, 2008; Schwartz, Tiamiyu, & Dwyer, 2007; Tambor, 1979). There is also a focus on the context of the work environment and its relationship to organizational citizenship behaviors, socialization, work-group dynamics, and loyalty to the organization (Gummer, 2001; Haynes, 1979; Hopkins, 2002; Jaskyte, 2005; Landsman, 2008; Nurius, Kemp, & Gibson, 1999; Tschirhart & Wise, 2007).

Employee commitment to an organization and its values is associated with high employee performance and retention (Brown & Yoskioka, 2003; Freund, 2005; Packard, 2001). Employee motivation is related to both job satisfaction and commitment (McLean & Andrew, 2000; Schepers, De Gieter, Pepermans, DuBois, Caers, & Jegers, 2005). Financial incentives and rewards are generally not considered to be factors related to worker satisfaction or intrinsic motivation (Borzaga & Tortia, 2006; Deckop & Circa, 2000); however, a one study found a significant positive-pay-performance linkage across fundraising positions (Mesch & Rooney,

2008). Non-salary variables associated with employee commitment, satisfaction, and intent to remain employed include work empowerment (Guterman & Bargal, 1996; Turner & Shera, 2005; Wallach & Mueller, 2006), employee confidence (Jagannathan & Camasso, 2006), professional autonomy (Henry, 1990; Kim & Stoner, 2008), and perceptions of leadership behavior and organizational arrangements (Jaskyte, 2003).

With regard to employee retention, the initial selection process of employees may make a difference (Gummer, 2002) as well as human resource practices (Perlmutter, Deckop, Konrad, & Freely, 2005; Vinokur, Jayaratne, & Chess, 1994) and workplace support (Haley-Lock & Kruzich, 2008; Nissly, Mor Barak, & Levin, 2005; Simons & Jankowski, 2008). A combination of both personal and organizational factors can influence employee retention (Giffords, 2003; Strolin-Goltzman, Auerbach, McGowan, & McCarthy, 2008; Weaver, Chang, Clark, & Rhee, 2007; Westbrook, Ellis, & Ellett, 2006).

In contrast to retention strategies, employee work stress can lead to reduced job satisfaction, burnout, and intent to leave (Harrington, Bean, Pintello, & Mathews, 2001). Specific work stressors include the work environment itself (Gellis, 2001; De Prins & Henderickx, 2007; Sundet & Cowger, 1990; Vinokur-Kaplan, 1996), work-family conflicts (Lambert, Pasupuleti, Cluse-Tolar, Jennings, & Baker, 2006), and exposure to difficult situations and critical events in child welfare (Regehr, Chau, Bruce, & Howe, 2002), and clientele (Koeske, Lichtenwalter, & Koeske, 2005). The protective factors associated with workforce resilience are examined such as organizational loyalty, organizational leadership, social support, self-efficacy, coping skills, occupational welfare services sponsored by the organization, recognition for talents, and a sense of ones' own professional mission (Elpers & Westhuis, 2008; Gellis, 2002; Hoffmann, 2006; Shamir & Bargal, 1982; Zunz, 1998).

By identifying the multiple roles that employee assistance staff can play in the world of work (Bargal, 2000; Bargal & Karger, 1991; Kurzman, 2000; Mor Barak, 2000a; Mor Barak & Bargal, 2000), research focuses on assisting staff in declining organizations (Bargal, Back, & Ariav, 1992), in the use of computers (Root, 1996), and the dynamics of promoting employment equity for staff diagnosed with serious mental illness (Akabas & Gates, 2000).

Diversity

Workplace diversity plays an important role in the functioning and wellbeing of the nonprofit workforce. Diversity has many definitions and understandings. For the purposes of this review, the description of diversity is divided into topics about women, communities and organizations, and workforce diversity.

Women

The literature focuses on the relationships between the formal and informal employment activities of women (Klobus-Edwards, Edwards, & Watts, 1984) and the role strain and conflicts faced by female administrators (Hanlan, 1977). Female administrators face many opportunities and barriers in predominantly male-dominated organizations, including complex interpersonal relations and male attitudes towards female administrators (Collins, 1984; Curlee & Raymond, 1978; Kravitz & Austin, 1984; Odewahn & Ezell, 1992). Researchers have identified strategies to help female administrators prepare for these issues (Chemesky, 1979; Healy, Havens, & Chin, 1990; Kerson & Alexander, 1979). The literature includes an examination of the variables associated with the initial movement of women into managerial positions (Ezell & Odewahn, 1980; Williams & Gray, 2007), the array of workplace barriers facing Latina administrators (Rincon & Keys, 1982), a self-directed learning model for female administrators (Weil, 1983),

and a female management model that combines leadership perspectives and feminist theory (Padgett, 1993).

Gender discrimination within nonprofit human service organizations (Gibelman, 2000a) is an important theme that includes organizational roles (Shaiko, 1996), organizational rewards (Chemesky, 2003; Sampson & Moore, 2008), community leadership roles (Covelli, 1985), gender differences (Chemesky, 1983), and upward mobility in the managerial ranks (Thompson & Marley, 1999). One study addresses racism among women in the workforce (Klobus-Edwards & Edwards, 1979) and another focuses on improving female prospects for leadership roles by taking race/ethnicity into account (Martin & Chemesky, 1989). Other studies seek to explain why women enter the workforce as volunteers (Stephan, 1991, Tiehen, 2000), the role that female emotions play in nonprofit volunteerism (Beres & Wilson, 1997), the incentives and propensity for female political activism (Caputo, 1997; Flynn & Webb, 1975), and how volunteer skills can be used in the role of paid staff (Janey, Tuckwiller, Lonquist, 1991).

Diversity in Communities and Organizations

Different cultural dimensions of workplace diversity are addressed in relationship to African-American (Blau, 1996; Stanfield, 1993), Portuguese-American (Cabral, 1978), Asian-American (Hung, 2007), and Latino (Koldewyn, 1992) nonprofit organizations. Other factors include ethnic awareness (Holley, 2003), socio-economic heterogeneity and geographical issues (Hutcheson & Dominguez, 1986), developing social capital (Weisinger & Salipante, 2005), and promoting staff diversity (Fishmann, 1988; Hostetler, 2000). One study addressed the charitable giving motivations of African-Americans (Carter & Marx, 2007).

Another focus is on the emergence of hybrid forms of ethnic organizations where women, blacks and other minority groups form voluntary associations for political action (Minkoff, 2002)

as well as the different responses of diverse organizations (Meinhard & Foster, 2003). There is an important relationship between cultural status and youth socialization (Raskoff & Sundeen, 2001) as well as the ethnic dimensions of self-empowerment in spite of community biases (Rodgers & Tartaglia, 1990).

Diversity in the Workforce

The challenges associated with managing workplace diversity are considerable (Delgado, 1979; Jarrett, 1975; Seck, Finch, & Mor Barak, & Poverny, 1993) and include the role that minority administrators play in influencing management (Arguello, 1984), conceptual models for diversity management (Mor Barak, 2000b; Weisinger & Salipante, 2007), the influence of work-related racism and sexism (Perlmutter & Alexander, 1977; Swanson & Brown, 1981) and the participation of African- Americans in voluntary associations (Florin, Jones, & Wandersman, 1986). The focus on worker diversity includes motivational differences, effects of racism, perceptions of social support, and job satisfaction in the human services (Abu-Bader, 2005; Brooks, 2007; Jayaratne, Brabson, Gant, Nagda, Singh, & Chess, 1992; McNeely, 1989). Attention is also given to culturally responsive social service agencies that deliver services to a diverse client population (Chow & Austin, 2008).

Gender issues in the nonprofit sector include sex-role stereotyping at the management level (York, 1988), gender similarities of social work managers (Ezell, 1993), gender differences in voluntary sector leadership (Thompson, 1995), gender differences and perceived competence (Snyder & Bruning, 1979), sexual biases that influence promotional decisions (York, Moran, & Denton, 1989), and gender differences in scholarly productivity (Wilson, Hossain, Lubin, & Malebo, 1999). Other studies focus on discrimination based on sexual orientation (Hostetler & Pynes, 2000), worker disabilities (O'Brien & Leneave, 2008), the influence of race, gender and

marital status on volunteering behaviors (Mesch, Rooney, Steinberg, & Denton, 2006), and the importance of incorporating diversity characteristics (e.g., race, gender, and culture) into nonprofit sector research (Carson, 1993).

The formal and information education and training of nonprofit employees is identified as a factor that plays an important role in the recruitment, management and retention of nonprofit employees. Specific human resources management issues related to employee education and training are discussed in the following section.

Employee Education and Training

The education and training of nonprofit employees is an important element of personnel management. In-service training and pre-service management education programs (prior to or after employment in human service organizations) include three primary domains: 1) in-service training and staff development opportunities designed to develop the human service nonprofit workforce, 2) education on nonprofit management offered in formal social work graduate education programs, and 3) education on nonprofit management topics in undergraduate and graduate public administration or business administration programs.

In-Service Staff Development and Training

The literature reflects a growing need to provide employee development opportunities and training in human service nonprofits (Doueck & Austin, 1986; Hahn & Raley, 1998; Pecora, Schinke, & Whittaker, 1983) as well as cultural sensitivity and awareness trainings (Fong & Gibbs, 1995; Gutierrez, Kruzich, Jones, & Coronado, 2000; Hyde, 1998). In addition to describing successful training programs to increase the competence of the nonprofit workforce (Doueck & Bondanza, 1990; Gleeson, Smith, & DuBois, 1993; Petty & Bruning, 1980; Ross & Wright, 2001), examples are provided that did not substantially influence staff practice (Reid &

Beard, 1980) or reflect significant challenges in training implementation (Anisfeld, 1978; Root, 2000).

Considerable attention is given to the skills and knowledge needed to manage nonprofit human service organizations (Egan & Bendick, 1977; Flynn, 1990; Glisson, 1981; Hart, 1988; Scurfield, 1980), including curriculum frameworks (Harbert, Jones, & Schaupp, 1981; Preston, 2005; Savas, 1977) and the knowledge needed to support the administration of alternative organizations (Perlmutter, 1988). The literature also features the evaluation of management training programs (Dane, 1983; Preston, 2004) and the transfer of learning (Austin, Weisner, Schrant, Glezos-Bell, & Murtaza, 2006; Cashman, 1978; Dolan, 2002; Luongo, 2007).

Social Work Education

The primary focus in this area relates to the planning and administration programs in graduate schools of social work (Edwards & Kirk, 1986; Mayadas & Duehn, 1977) and the skills needed for specific roles in nonprofit organizations (Dinerman, 1992; Sanchirico, 1995).

Attention is also given to the role of other disciplines in providing education in human service administration (e.g., business administration, public administration or public health) (Borrero, 1978; Crow & Odewahn, 1978; Faherty, 1987; Herman & Renz, 2007; Klepinger, 1978; Rimer, 1987). While Hoefler (2003; 1993) notes that the MSW planning and administration degree is appropriate for entry-level management positions, it lags behind the MBA and MPH degrees in preparing students for higher level management positions.

The literature also reflects the long-standing debate over the separation of clinical and administration content in graduate schools of social work, especially the support needed for students with interests in macro-practice (Alexander, 1982; Gummer & Edwards, 1988; Ezell, Chernesky, & Healy, 2004; Iacono-Harris & Nuccio, 1987; Katz, 1982; McNutt, 1995;

Neugeboren, 1990; Neugeboren, 1987; Neugeboren, 1986; Perlmutter, 1982; Rimer, 1987; Schwartz & Dattalo, 1990). Others argue that since clinicians and administrators share a similar knowledge and value base, developing a shared skill set through the infusion of both micro and macro content could strengthen the profession as a whole (Hart, 1984; Raymond, Teare, & Atherton, 1996; Skidmore, 1978).

The experiences and outcomes of students who received an MSW with a concentration in administration and planning are explored in relationship to program design and content (Biggerstaff, 1978; Hairston, 1980; Healy & Weiner, 1988; Macarov, 1977; Packard, 2004; Slavin, 1977), curriculum development (Edwards, 1987; Gummer, 1979; Hyde, 1989; Perlmutter, 1984), textbooks (Austin & Kruzich, 2004), and teaching approaches (Hartsell & Parker, 2008; Netting & O'Connor, 2005).

The literature also focuses on blending community practice, policy practice, and management practice into a single curriculum that prepares students for careers in different organizational settings (Austin, 1986; Jansson, 1987; Mulroy, 2004; Spergel, 1977). Particular attention is given to social policy practice (Ziter, 1983), for-profit practice (Lebowitz, Zischka, Mahon, & McCarley, 1982), mental health delivery systems (Raiff & Shore, 1982), and community practice (Dodd & Gutierrez, 1990; Rivera, 1990). Special topics for macro practice curriculum include time management (Nichols, 1983), fiscal management (Hackshaw & Robertshaw, 1988), organizational relationships (Dane, 1985), and research methods (Epstein & Tripodi, 1978).

The types of field placement activities appropriate for the development of management skills are addressed (Neugeboren, 1980; Pawlak, Webster, & Fryer, 1980; Pflanczer & Gummer, 1981) along with alternative field instruction models (Cox & Paulson, 1980; (Ellis, 1978) and

student fieldwork experiences (Deal, Hopkins, Fisher, & Hartin, 2007; Mor Barak, Travis, & Bess, 2004; Santore, Warren, & Arbogast, 1980).

Nonprofit Education Programs

The development of a wide variety of nonprofit management education programs is described from an historical perspective (Mirabella, 2007; O'Neill, 2007; O'Neill, 2005; Paton, Mordaunt, & Cornforth, 2007) and demographic perspective (Allison, et al., 2007; Dolch, Ernst, McClusky, Mirabella, & Sadow, 2007; Donnelly-Cox & McGee, 2007; Fletcher, 2005; Haas & Robinson, 1998; Mirabella & Wish, 1999; Tschirhart, Reed, Freeman, & Anker, 2008; Turner, 2007; Wish & Mirabella, 1998; Yzaguirre, 2007). The literature also focuses on the management needs of the nonprofit sector and the role of service learning and mentoring as well as philanthropic studies (Gibboney, 1996; Salipante, 2003; Stephenson & Christensen, 2007).

The nonprofit workforce plays an important role in the delivery of human services. This workforce includes not only paid employees but also volunteers who comprise a significant component of the nonprofit workforce. The recruitment, management and retention of volunteer workforces are addressed in the following section.

Volunteers

Volunteerism is a major component of nonprofit management (Brudney, 1997; Cnaan & Amroffell, 1994; Cnaan, Handy, & Wadsworth, 1996; Ellis, 1985; Peters, 1973), especially measuring the impact of volunteering on nonprofit human service organizations (Brudney & Kluesner, 1992; Steinberg, Rooney, & Chin, 2002). The broad themes of volunteerism include demographics and motivations, volunteer roles, volunteer management, and the work environments of volunteers.

Volunteer Demographics and Motivations

The demographics of volunteers include the volunteering trends over time in the United States (Brudney & Gazley, 2006; Chambre, 1989; Goss, 1999; Schindler-Rainman, 1982). The factors associated with volunteering include parental and individual socioeconomic status, attitudes towards volunteering, participation in formal volunteer organizations, and volunteer perceptions of personal connections to the organization benefiting from volunteer efforts (Kulik, 2007; Palisi & Jacobson, 1977; Rohs, 1986; Smith & Baldwin, 1974). For example, one study found that volunteering in police departments is more extensive in smaller, higher income, predominantly white communities than in larger, lower-income, ethnically mixed communities (Sundeen & Siegel, 1987).

The personality traits and attitudes of people who volunteer vary across service sectors. For example, people who volunteer in community health programs are found to have different personality characteristics than those who do not (Allen & Rushton, 1983) and these attributes are linked to the volunteer's psychological connection with their voluntary efforts (Liao-Troth, 2005). People who volunteer often have different personal goals and attitudes towards charity and government, political self-efficacy, and leadership skills than those who do not volunteer (Sundeen, 1992; Townsend, 1973)

There is a relationship between the social and work experiences of volunteers and their volunteering behaviors (Heidrich, 1990; Puffer & Meindl, 1995; Ross, 1972; Webb & Abzug, 2008). Part-time employment and unemployment are associated with greater volunteerism for women, but less for men (Taniguchi, 2006). Participation in volunteer work in college as well as a father's history of volunteering are associated with higher rates of future volunteerism (Fitzsimmons, 1986). Experience with volunteering helps to develop positive attitudes towards charitable institutions and reinforces volunteerism (Bowman, 2004).

The motivation of volunteers and the rewards that they receive from their volunteerism are important for the effective management of volunteers (Brown & Zahrly, 1989; Omoto & Snyder, 1993; Qureshi, Davies, & Challis, 1979; Yanay & Yanay, 2008) as volunteer commitment and satisfaction are associated with performance and pro-social behavior (Handy & Cnaan, 2007; Mathews & Kling, 1988; Mayer, Fraccastoro, & McNary, 2007; Tidwell, 2005). Human service volunteers are often motivated by altruism and a desire to gain a new perspective (Marx, 1999). These altruistic motives are seen as more important than personal reasons for volunteering (Hwang, Grabb, & Curtis, 2005).

Studies on gender differences found that female motivations for volunteering are often related to personal and social rationales, while male motivation is more instrumental in helping to assist those in need (Anderson & Osmus, 1988; Limerick & Burgess-Limerick, 1992).

Volunteers can be motivated by a desire to satisfy psychological needs that are not met by their paid employment (Miller, 1985); however, the motivations and rewards for volunteers and employees in hospitals are similar between the two groups (Liao-Troth, 2001). Furthermore, volunteer motivations are different at different stages in volunteer efforts, suggesting that volunteerism should be viewed as a form of social exchange (Phillips, 1982).

Volunteering also can be viewed through frameworks and perspectives such as economic theory (Govekar & Govekar, 2002; Steinberg, 1990), structuration theory (Taylor, Mallinson, & Bloch, 2008), a leisure perspective (Henderson, 1984; Stebbins, 1996), a cost-benefit analysis related to achieving personal rewards (Smith, 1981; Vaillancourt & Payette, 1986), the achievement of self-actualization (Knowles, 1972), and spirituality (Story, 1992). In addition, a functional inventory of volunteer motivation is used to consider relationships between volunteer motivations and volunteer histories, activities, and demographics (Clary, Snyder, & Ridge, 1992;

Clary, Snyder, & Stukas, 1996; Puffer, 1991). Race is also considered as a factor influencing voluntary participation (Davis, 1982; Latting, 1990).

Volunteer Roles

Volunteers play different roles in organizations and in the larger community, especially related to public agencies and nonprofit organizations (Brudney & Warren, 1990; Cnaan & Goldberg-Glen, 1990). Volunteers can serve as linkages between the nonprofit, public, and for-profit sectors (Brudney, 1990; DeLaat, 1987; Reisch & Wenocur, 1982) and also play an advocacy role in social service organizations (Orr, 1982; Vosburgh, 1981).

The hierarchy of roles performed by volunteers can be assessed in terms of leadership roles (Adams, 1980; Pearce, 1983). For example, a volunteer's avoidance of leadership positions may be less a sign of apathy than a reflection of the high cost of accepting leadership responsibilities (Pearce, 1980). In addition, volunteers assume different roles in an all-volunteer organization (Perkins & Poole, 1996).

Management of Volunteers

The oversight and management of volunteers is an important and well-recognized issue in the literature on nonprofit organizations (Naylor, 1985). Educational programs to teach nonprofit administrators about volunteer management (Brudney, 1992; Stubblefield & Miles, 1986) include finding, recruiting, and retaining volunteers (Broadbridge & Home, 1996; Clary, Snyder, Copeland, & French, 1994; Dailey, 1986; Dhebar & Stokes, 2008; Farmer & Fedor, 1999; Hartenian, 2007; Moyer, 1990; Sundeen, Raskoff, & Garcia, 2007; Watts & Edwards, 1983). Particular attention is given to the education and training of volunteers (Caraway & Van Gilder, 1985; Potter-Efron & Potter-Efron, 1982) and using university resources to support volunteer development (Miller, 1986; Tomkovick, Lester, Flunker, & Wells, 2008).

The integration of volunteers into the organizational structure and service delivery systems is a complex topic when it comes to linking agency outcomes with volunteer program outcomes (LaCour, 1977), involvement in the strategic plan (Perlmutter & Cnaan, 1993), and the cost-benefits of volunteering for an organization (Handy & Srinivasan, 2005). The integration of volunteers into several types of organizations includes public agencies (Walter, 1987), state governments (Brudney & Kellough, 2000), and community development organizations (Daley, 1986). The literature on volunteerism also focuses on the attitudes of paid employees towards volunteers (Brudney & Gazley, 2002; Colon, 1988; Handy, Mook, & Quarter, 2008), including the areas of policy making where volunteers take more initiative than staff but often defer to the authority of staff (Buckholz, 1972).

Models for volunteer evaluation include measuring the economic value of volunteer services by assigning a monetary value per hour of volunteer time (Brown, 1999; Mook, Handy, Ginieniewicz, & Quarter, 2007; Mook, Sousa, Elgie, & Quarter, 2005) and identifying the costs that nonprofits incur in supporting and managing volunteers (Baker & Murawski, 1986; Handy & Srinivasan, 2004). Other evaluations focus on the impact of volunteer programs on service outcomes (Arella, 1984; Gamm & Kassab, 1983; Parkum, 1985), volunteer satisfaction (Gidron, 1983), the reputations of nonprofit organizations (Smith & Shen, 1996) and the generation of social capital (Clary, 1987; Isham, Kolodinsky, & Kimberly, 2006).

Other Volunteer Themes

Other areas of research on volunteerism include senior volunteers (Cutler, 1980; Havig, 1986; Hougland, Turner, & Hendricks, 1988; Seguin, 1982; Smith, 2004; Tang, 2008), youth volunteers (Edwards, Mooney, & Heald, 2001; Logan, 1985; Sundeen & Raskoff, 2000; Sundeen & Raskoff, 1995; Sundeen & Raskoff, 1994; (Tschirhart, Mesch, Perry, Miller, & Lee, 2001;

Mesch, Tschirhart, Perry, & Lee, 1998), women volunteers (Leonard, Onyx, & Hayward-Brown, 2004; Metzendorf & Cnaan, 1992; Rotolo & Wilson, 2007; Smith, 1975), ex-offenders (Hanson, 1985), volunteer firefighters (Perkins, 1989), disaster relief volunteers (Stallings, 1989; Wolensky, 1979), volunteers in long-term facilities (Litwin, Kaye, & Monk, 1983; Litwin & Monk, 1984; Nelson, Pratt, Carpenter, & Walter, 1995), and those volunteering in anti-poverty programs (Reeves, 1976) and programs for the homeless (Abbott, 1988).

Implications for Research and Practice

Personnel Management and Worker Well-Being

In summary, the management of human resources in nonprofit human service organizations includes workforce issues such as employee well-being and retention and includes both the workplace challenges and employee strengths that help develop a resilient and engaged workforce. Future inquiry that builds upon this knowledge could address the following research questions:

- In what ways are managers and workers similar in the way that they conceptualize workplace satisfaction, motivation and engagement? In what ways do they differ?
- How do nonprofit managers effectively identify the organization-specific factors necessary to keep their workforce engaged? What retention strategies and interventions have worked?
- What are the characteristics of the nonprofit workforce? What are the projections on the availability of the nonprofit workforce?

Education and Training

The literature reflects considerable interest in the in-service and pre-service education of nonprofit employees. Attention is given to in-service training focused on employee development

opportunities and the limited resources of nonprofits to provide such trainings, particularly in relation to nonprofit management. Most pre-service education focuses on social work and public administration programs that seek to prepare students for the realities of working in nonprofit human service organizations. Inquiry into the following questions could expand future research and practice.

- What are the primary knowledge and skills that nonprofit human service managers need to effectively do their jobs?
- Do nonprofit human service managers and staff receive education about relevant knowledge and skills primarily through on-the-job professional development opportunities or through formal education programs?

Volunteers

Substantial attention is devoted to volunteerism in nonprofit human service organizations, with an emphasis on volunteers (demographics, motivations, and roles), volunteer management (the challenges of recruiting, training and retaining volunteers), and the ways to effectively integrate volunteers into an organization. Inquiry into the following questions may help to inform future research and practice:

- What strategies are the most effective for recruiting and retaining volunteers in nonprofit human service organizations? Do these strategies differ for different types of organizations?
- What are the most effective ways of incorporating volunteers into the daily life of nonprofit organizations?
- What lessons can we take from the employee recruitment and retention literature and apply to volunteer workforces, and vice versa?

Building a Research Agenda

This literature review presents findings from a larger study designed to map the knowledge base of nonprofit management in order to identify major themes for future research. The changing landscape of nonprofit sector has led to many changes in the ways in which nonprofits manage their personnel and volunteers, a task that continues to present challenges for nonprofit managers. The most critical research questions in this area of managing human resources include:

1. In what ways have nonprofit human service organizations recruited and retained a skilled and committed paid and volunteer workforce?
2. What are the factors that make employment in contemporary nonprofit human service organizations attractive to the 21st Century workforce?
3. What are the educational and training needs of those employed in nonprofit human service organizations? How have these needs changed over the past thirty years?
4. In what ways have nonprofit human service organizations successfully recruited, retained, and managed volunteers?

References

- Abbott, A.A. (1988). A volunteer's guide to working with the homeless. *Nonprofit and Voluntary Sector Quarterly*, 17(1), 60-65.
- Abu-Bader, S.H. (2005). Gender, ethnicity, and job satisfaction among social workers in Israel. *Administration in Social Work*, 29(3), 7-21.
- Adams, D.S. (1980). Elite and lower volunteers in a voluntary association: A study of an American Red Cross chapter. *Journal of Voluntary Action Research*, 9(1-4), 95-108.
- Akabas, S.H., & Gates, L.B. (2000). A social work role: promoting employment equity for people with serious and persistent mental illness. *Administration in Social Work*, 23(3/4), 163-184.
- Alexander, C.A. (1982). An overview of administration, policy and planning as specializations in social welfare practice. *Administration in Social Work*, 6 (2-3), 7-18.
- Allen, N.J., & Rushton, J.P. (1983). Personality characteristics of community mental health volunteers: A review. *Journal of Voluntary Action Research*, 12(1), 36-49.
- Allison, L., Chen, X., Flanigan, S.T., Keyes-Williams, J., Vasavada, T.S., & Saidel, J.R. (2007). Toward doctoral education in nonprofit and philanthropic studies. *Nonprofit and Voluntary Sector Quarterly*, 36(4Supp), 51s-63s.
- Alvarado, E.I. (1996). The validity of supplementary pay systems in nonprofit organizations. *Nonprofit Management and Leadership*, 6(3), 291-304.
- Anisfeld, L.S (1978). Organizational and interpersonal aspects of in-service training: A case study. *Administration in Social Work*, 2(2), 231-235.
- Anderson, R., & Osmus, K.J. (1988). Cold nights and long days: A comparison of male and female volunteers in a night shelter. *Nonprofit and Voluntary Sector Quarterly*, 17(1), 54-

59.

- Arella, L.R. (1984). The green county RSVP: A case study. *Journal of Voluntary Action Research, 13*(3), 53-64.
- Arguello, D.F. (1984). Minorities in administration: A review of ethnicity's influence in management. *Administration in Social Work, 8*(3), 17-27.
- Austin, M.J. (1977). Defining the nature of human service work for personnel system management. *Administration in Social Work, 1*(1), 31-41.
- Austin, M.J. (1986). Community organization and social administration: partnership or irrelevance? *Administration in Social Work, 10*(3), 27-39.
- Austin, M.J., & Kruzich, J.M. (2004). Assessing recent textbooks and casebooks in human service administration: Implications and future directions. *Administration in Social Work, 28*(1), 115-137.
- Austin, M.J., Weisner, S., Schrandt, E., Glezos-Bell, S., & Murtaza, N. (2006). Exploring the transfer of learning from an executive development program for human services managers. *Administration in Social Work, 30*(2), 71-90.
- Baker, B.G., & Murwaski, K. (1986). A method for measuring paid staff support for volunteer involvement. *Nonprofit and Voluntary Sector Quarterly, 15*(3), 60-64.
- Barber, G. (1986). Correlates of job satisfaction among human service workers. *Administration in Social Work, 10*(1), 25-38.
- Bargal, D. (2000). The future development of occupational social work. *Administration in Social Work, 23*(3/4), 139-150.
- Bargal, D., Back, A., & Ariav, P. (1992). Occupational social work and prolonged job insecurity in a declining organization. *Administration in Social Work, 16*(1), 55-67.

- Bargal, D., & Karger, H.J. (1991). Occupational social work and the new global economy. *Administration in Social Work, 15*(4), 55-67.
- Beres, Z., & Wilson, G. (1997). Essential emotions: the place of passion in a feminist network. *Nonprofit Management and Leadership, 8*(2), 171-182.
- Biggerstaff, M.A. (1978). Preparation of administrators in social welfare: A follow-up study of administration concentration graduates. *Administration in Social Work, 2*(3), 359-367.
- Blau, J.R. (1996). Historically black organizations in the nonprofit sector: A reply to Atlanta metro Y. *Nonprofit and Voluntary Sector Quarterly, 25*(4), 540-542.
- Borrero, M. (1978). An assessment of joint degrees in social work and administration: Better managers or one more pawn. *Administration in Social Work, 2*(2), 149-159.
- Borzaga, C., & Tortia, E. (2006). Worker motivations, job satisfaction, and loyalty in public and nonprofit social services. *Nonprofit and Voluntary Sector Quarterly, 25*(2), 225-248.
- Bowers, B., Esmond, S., & Canales, M. (1999). Approaches to case management supervision. *Administration in Social Work, 23*(1), 29-49.
- Bowman, W. (2004). Confidence in charitable institutions and volunteering. *Nonprofit and Voluntary Sector Quarterly, 33*(2), 247-270.
- Broadbridge, A., & Home, S. (1996). Volunteers in charity retailing: Recruitment and training. *Nonprofit Management and Leadership, 6*(3), 255-270.
- Brooks, F. (2007). Racial diversity on ACORN's organizing staff. *Administration in Social Work, 31*(1), 27-48.
- Brown, W.A., & Yoskioka, C. (2003). Mission attachment and satisfaction as factors in employee retention. *Nonprofit Management and Leadership, 14*(1), 5-18.
- Brown, E. (1999). Assessing the value of volunteer activity. *Nonprofit and Voluntary Sector*

Quarterly, 28(1), 3-17.

- Brown, E.P., & Zahrly, J. (1989). Nonmonetary rewards for skilled volunteer labor: A look at crisis intervention volunteers. *Nonprofit and Voluntary Sector Quarterly*, 18(2), 167-177.
- Brudney, J.L. (1990). Expanding the government-by-proxy construct: Volunteers in the delivery of public services. *Nonprofit and Voluntary Sector Quarterly*, 19(4), 315-328.
- Brudney, J.L. (1992). Administrators of volunteer services: Their needs for training and research. *Nonprofit Management and Leadership*, 2(3), 271-282.
- Brudney, J.L. (1997). The perils of practice. *Nonprofit Management and Leadership*, 9(4), 385-399.
- Brudney, J.L., & Gazley, B. (2002). Testing the conventional wisdom regarding volunteer programs: A longitudinal analysis of the service corps of retired executives and the U.S. small business association. *Nonprofit and Voluntary Sector Quarterly*, 31(4), 525-548.
- Brudney, J.L., & Gazley, B. (2006). Moving ahead or falling behind? Volunteer promotion and data collection. *Nonprofit Management and Leadership*, 16(3), 259-276.
- Brudney, J.K., & Kellough, J.E. (2000). Volunteers in state government: Involvement, management, and benefits. *Nonprofit and Voluntary Sector Quarterly*, 29(1), 111-130.
- Brudney, J.L., & Kluesner, T.M. (1992). Researchers and practitioners in nonprofit organization and voluntary action: Applying research to practice. *Nonprofit and Voluntary Sector Quarterly*, 21(3), 293-308.
- Brudney, J.L., & Warren, R. (1990). Multiple forms of volunteer activity in the public sector: Functional, structural and policy dimensions. *Nonprofit and Voluntary Sector Quarterly*, 19(1), 47-58.

- Buckholz, M.H. (1972). Volunteers and agency staff: Their different roles in policy making bodies. *Journal of Voluntary Action Research*, 1(2), 19-26.
- Buffum, W.E., & Ritvo, R.A. (1984). Work autonomy and the community mental health professional: Guidelines for management. *Administration in Social Work*, 8(4), 39-54.
- Bunker, D.R., & Wijnberg, M. (1985). The supervisor as a mediator of organizational climate in public social service organizations. *Administration in Social Work*, 9(2), 59-72.
- Cabral, S.L. (1978). Ritual change among Portuguese-Americans in New Bedford. *Journal of Voluntary Action Research*, 7(3-4), 75-85.
- Caputo, R.K. (1997). Women as volunteers and activists. *Nonprofit and Voluntary Sector Quarterly*, 26(2), 156-174.
- Caraway, J., & Van Gilder, J. (1985). The role of lay volunteers in community hypertension control program. *Nonprofit and Voluntary Sector Quarterly*, 14(2-3), 133-141.
- Carroll, T, Hughes, & Luksetich, W. (2005). Managers of nonprofit organizations are rewarded for performance. *Nonprofit Management and Leadership*, 16(1), 19-41.
- Carson, E.D. (1993). On race, gender, culture, and research on the voluntary sector. *Nonprofit Management and Leadership*, 3(3), 327-335.
- Carter, V.B., & Marx, J. (2007). What motivates African-American charitable giving: Findings from a national sample. *Administration in Social Work*, 31(1), 67-85.
- Cashman, J.F. (1978). Training social welfare administrators: The activity dilemma. *Administration in Social Work*, 2(3), 347-358.
- Chambre, S.M. (1989). Kindling points of light: Volunteering as public policy. *Nonprofit and Voluntary Sector Quarterly*, 18(3), 249-268.
- Chemesky, R.H. (1979). A guide for women managers: A review of the literature.

- Administration in Social Work*, 3(1), 91-97.
- Chemesky, R.H. (1983). The sex dimension of organizational processes: Its impact on women managers. *Administration in Social Work*, 7(3/4), 133-143.
- Chemesky, R.H. (2003). Examining the glass ceiling: Gender influences on promotion decisions. *Administration in Social Work*, 27(2), 13-18.
- Chow, J.C-C., & Austin, M.J. (2008). The culturally responsive social service agency: The application of an evolving definition to a case study. *Administration in Social Work*, 32(4), 39-64.
- Clary, E.G. (1987). Social support as a unifying concept in voluntary action. *Nonprofit and Voluntary Sector Quarterly*, 16(4), 58-68.
- Clary, E.G., Snyder, M., Copeland, J.T., & French, S.A. (1994). Promoting volunteerism: An empirical examination of the appeal of persuasive messages. *Nonprofit and Voluntary Sector Quarterly*, 23(3), 265-280.
- Clary, E.G., Snyder, M., & Ridge, R. (1992). Volunteers motivations: A functional strategy for the recruitment, placement, and retention of volunteers. *Nonprofit Management and Leadership*, 2(4), 333-350.
- Clary, E.G., Snyder, M., & Stukas, A.A. (1996). Volunteers' motivations: Findings from a national survey. *Nonprofit and Voluntary Sector Quarterly*, 25(4), 485-505.
- Cnaan, R.A., & Amroffell, L. (1994). Mapping volunteer activity. *Nonprofit and Voluntary Sector Quarterly*, 23(4), 235-251.
- Cnaan, R.A., & Goldberg-Glen, R.S. (1990). Comparisons of volunteers in public and nonprofit human service agencies. *Nonprofit and Voluntary Sector Quarterly*, 19(4), 345-358.
- Cnaan, R.A., Handy, F., & Wadsworth, M. (1996). Defining who is a volunteer: Conceptual and

- empirical considerations. *Nonprofit and Voluntary Sector Quarterly*, 25(3), 363-383.
- Cohen, N.A., & Rhodes, G.B. (1977). Social work supervision: A view toward leadership style and job orientation in education and practice. *Administration in Social Work*, 1(3), 281-291.
- Collins, S.K. (1984). A comparison of top and middle level women administrators in social work, nursing, and education: Career supports and barriers. *Administration in Social Work*, 8(2), 25-34.
- Colon, I. (1988). Social work students' response to the label of volunteer: An experiment. *Administration in Social Work*, 12(3), 107-115.
- Covelli, L. (1985). Dominant class culture and legitimation: Female volunteer directors. *Nonprofit and Voluntary Sector Quarterly*, 14(4), 24-35.
- Cox, E.O., & Paulson, R.I. (1980). Field placement alternatives in social welfare administration/management. *Administration in Social Work*, 4(2), 75-85.
- Crow, R., & Odewahn, C. (1978). An approach to interdisciplinary collaboration. *Administration in Social Work*, 2(2), 161-169.
- Curlee, M.B., & Raymond, F.B. (1978). The female administrator: Who is she? *Administration in Social Work*, 2(3), 307-318.
- Cutler, N.E. (1980). Toward an appropriate typology for the study of the participation of older persons in voluntary associations. *Journal of Voluntary Action Research*, 9(1-4), 9-19.
- Dailey, R.C. (1986). Understanding organizational commitment for volunteers: Empirical and managerial implications. *Nonprofit and Voluntary Sector Quarterly*, 15(1), 19-31.
- Daley, J.M. (1986). Volunteer affiliation in development projects: Two models and their implications. *Nonprofit and Voluntary Sector Quarterly*, 15(3), 36-44.

- Dane, E. (1983). Continuing education in administration: the job-related principle. *Administration-in-Social-Work*, 7(2), 79-89.
- Dane, E. (1985). Managing organizational relationships in continuing education programs: is loose coupling the answer? *Administration in Social Work*, 9(3), 83-92.
- Davis, E.W., & Barrett, M.C. (1981). Supervision for management of worker stress. *Administration in Social Work*, 5(1), 55-64.
- Davis, K.E. (1982). An alternative theoretical perspective on race and voluntary participation. *Journal of Voluntary Action Research*, 11(2-3), 126-142.
- Deal, K.H., Hopkins, K.M., Fisher, L., & Hartin, J. (2007). Field practicum experiences of macro-oriented graduate students: Are we doing them justice? *Administration in Social Work*, 31(4), 41-58.
- Deckop, J.R., & Circa, C.C. (2000). The risk and reward of a double-edged sword: Effects of a merit pay program on intrinsic motivation. *Nonprofit and Voluntary Sector Quarterly*, 29(3), 400-418.
- DeLaat, J. (1987). Volunteering as linkage in the three sectors. *Nonprofit and Voluntary Sector Quarterly*, 16(1-2), 97-111.
- Delbecq, A., & Ladbrook, D. (1979). Administrative feedback on the behavior of subordinates. *Administration in Social Work*, 3(2), 153-166.
- Delgado, M. (1979). Hispanic staff in non-Hispanic settings: Issues and recommendations. *Administration in Social Work*, 3(4), 465-475.
- De Prins, P., & Henderickx, E. (2007). HRM effectiveness in older people's and nursing homes: The search for best (quality) practices. *Nonprofit and Voluntary Sector Quarterly*, 36(4), 549-571.

- Dhebar, B.B., & Stokes, B. (2008). A nonprofit manager's guide to online volunteering. *Nonprofit Management and Leadership, 18*(4), 497-506.
- Dinerman, M. (1992). Managing the maze: case management and service delivery. *Administration-in-Social-Work, 16*(1), 1-9.
- Dodd, P., & Gutierrez, L. (1990). Preparing students for the future: a power perspective on community practice. *Administration in Social Work, 14*(2), 63-78.
- Dolan, D.A. (2002). Training needs of administrators in the nonprofit sector. *Nonprofit Management and Leadership, 12*(3), 277-293.
- Dolch, N.A., Ernst, M., McClusky, J.E., Mirabella, R.M., & Sadow, J. (2007). The nature of undergraduate nonprofit education: Models of curriculum delivery. *Nonprofit and Voluntary Sector Quarterly, 36*(4Supp), 28s-50s.
- Donnelly-Cox, G., & McGee, S. (2007). Institutionalizing support for nonprofit management education: Developing a case for state investment. *Nonprofit and Voluntary Sector Quarterly, 36*(4, Supp), 136-147.
- Doueck, H.J., & Austin, M.J. (1986). Improving agency functioning through staff development. *Administration in Social Work, 10*(2), 27-37.
- Doueck, H.J., & Bondanza, A. (1990). Training social work staff to evaluate practice: A pre/post/then comparison. *Administration in Social Work, 14*(1), 119-133.
- Drake, B., & Washeck, J. (1998). A competency-based method for providing worker feedback to CPS supervisors. *Administration in Social Work, 22*(3), 55-74.
- Edwards, R.L. (1987). The competing values approach as an integrating framework for the management curriculum. *Administration in Social Work, 11*(1), 1-13.
- Edwards, R.L., & Kirk, S.A. (1986). Organizational responses to resource decline: the case of

- schools of social work. *Administration in Social Work*, 10(2), 15-25.
- Edwards, B., Mooney, L., & Heald, C. (2001). Who is being served? The impact of student volunteering on local community organizations. *Nonprofit and Voluntary Sector Quarterly*, 30(3), 444-461.
- Egan, M.L., & Bendick, M. (1977). Management training for public welfare agencies: why the need remains unmet. *Administration in Social Work*, 1(4): 359-67.
- Ellis, J.A. (1978). Skill training for social welfare management: Developing a laboratory model for field instruction. *Administration in Social Work*, 2(2), 211-222.
- Ellis, S.J. (1985). Research on volunteerism: What needs to be done? *Nonprofit and Voluntary Sector Quarterly*, 14(2), 11-14.
- Elpers, K., & Westhuis, D.J. (2008). Organizational leadership and its impact on social workers' job satisfaction: A national study. *Administration in Social Work*, 32(3), 26-43.
- Epstein, I., & Tripodi, T. (1978). Incorporating research into macro social work practice and education. *Administration in Social Work*, 2(3), 295-305.
- Erera, I.P. (1989). Role ambiguity in public welfare organizations. *Administration in Social Work*, 13(2), 67-82.
- Erera, I.P. (1991). Role conflict among public welfare supervisors. *Administration in Social Work*, 15(4), 35-51.
- Ezell, H.F. (1993). Gender similarities of social work managers. *Administration in Social Work*, 17(3), 39-57.
- Ezell, M., Chernesky, R.H., & Healy, L.M. (2004). The learning climate for administration students. *Administration in Social Work*, 28(1), 57-76.
- Ezell, H.F., & Odewahn, C.A. (1980). An empirical inquiry of variables impacting women in

- management in public social service organizations. *Administration in Social Work*, 4(4), 53-70.
- Faherty, V.E. (1987). The battle of the ms: The MBA, MPA, MPH, and MSW. *Administration in Social Work*, 11(2), 33-43.
- Farmer, S.M., & Fedor, D.B. (1999). Volunteer participation and withdrawal. *Nonprofit Management and Leadership*, 9(4), 349-369.
- Fernandez, H.C. (1990). "Family sensitive" policies can attract employees to human service organizations. *Administration in Social Work*, 14(3), 47-66.
- Fishman, R. (1988). Administration of diversity. *Administration in Social Work*, 12(2), 83-94.
- Fitzsimmons, V.R. (1986). Socialization and volunteer work: The role of parents and college volunteering. *Nonprofit and Voluntary Sector Quarterly*, 15(4), 57-66.
- Fletcher, K.M. (2005). The impact of receiving a Master's degree in nonprofit management on graduates' professional lives. *Nonprofit and Voluntary Sector Quarterly*, 34 (4), 433-447.
- Florin, P., Jones, E., & Wandersman, A. (1986). Black participation in voluntary associations. *Nonprofit and Voluntary Sector Quarterly*, 15(1), 65-86.
- Flynn, M.L. (1990). Using computer-assisted instruction to increase organizational effectiveness. *Administration in Social Work*, 14(1), 103-18.
- Flynn, J.P., & Webb, G.E. (1975). Women's incentives for community participation in policy issues. *Journal of Voluntary Action Research*, 4(3-4), 137-146.
- Fong, L.G.W., & Gibbs, J.T. (1995). Facilitating services to multicultural communities in a dominant culture setting: an organizational perspective. *Administration in Social Work*, 19(2), 1-24.
- Freund, A. (2005). Commitment and job satisfaction as predictors of turnover intentions among

- child welfare workers. *Administration in Social Work*, 29(2), 5-21
- Gamm, L., & Kassab, C. (1983). Productivity assessment of volunteer programs in not-for-profit human service organizations. *Journal of Voluntary Action Research*, 12(3), 23-38.
- Gellis, Z.D. (2001). Job stress among academic health center and community hospital social workers. *Administration in Social Work*, 25(3), 17-33.
- Gellis, Z.D. (2002). Coping with occupational stress in healthcare: A comparison of workers and nurses. *Administration in Social Work*, 26(3), 37-52.
- Gibboney, R. (1996). Service learning and commitment to community: Exploring the implications of honors students' perceptions of the process 2 years later. *Nonprofit and Voluntary Sector Quarterly*, 25(4), 506-524.
- Gibelman, M. (2000a). The nonprofit sector and gender discrimination. *Nonprofit Management and Leadership*, 10(3), 251-270.
- Gibelman, M. (2000b). What's all the fuss about? Executive salaries in the nonprofit sector. *Administration in Social Work*, 24(4), 59-74.
- Gidron, B. (1983). Sources of job satisfaction among service volunteers. *Journal of Voluntary Action Research*, 12(1), 20-35.
- Giffords, E.D. (2003). An examination of organizational and professional commitment among public, not-for-profit, and proprietary social service employees. *Administration in Social Work*, 27(3), 5-23.
- Gleeson, J.P., Smith, J.H. & Dubois, A.C. (1993). Developing child welfare practitioners: avoiding the single-solution seduction. *Administration in Social Work*, 17(3), 21-37.
- Glicken, V. (1980). Enhancing work for professional social workers. *Administration in Social Work*, 4(3), 49-66.

- Glisson, C.A. (1981). A contingency model of social welfare administration. *Administration in Social Work*, 5(1), 15-29.
- Goss, K.A. (1999). Volunteering and the long civic generation. *Nonprofit and Voluntary Sector Quarterly*, 28(4), 378-415.
- Govekar, P.L., & Govekar, M.A. (2002). Using economic theory and research to better understand volunteer behavior. *Nonprofit Management and Leadership*, 13(1), 33-49.
- Granvold, D.K. (1977). Supervisory style and educational preparation of public welfare supervisors. *Administration in Social Work*, 1(1), 79-88.
- Gray, S.R., & Benson, P.G. (2003). Determinants of executive compensation in small business development. *Nonprofit Management and Leadership*, 13(3), 213-228.
- Gregoire, T.K., Propp, J., & Poertner, J. (1998). The supervisor's role in the transfer of learning. *Administration in Social Work*, 22(1), 1-18.
- Gummer, B.A. (1979). A framework for curriculum planning in social welfare administration. *Administration in Social Work*, 3(4), 385-395.
- Gummer, B. (2001). I'm in the mood for work: current perspectives on work group dynamics. *Administration in Social Work*, 25(2), 81-101.
- Gummer, B. (2002). Finding and retaining employees: The best versus the best suited. *Administration in Social Work*, 16(2), 83-102.
- Gummer, B., & Edwards, R.L. (1988). The enfeebled middle: emerging issues in education for social administration. *Administration in Social Work*, 12(3), 13-23.
- Gutierrez, L., Kruzich, J., Jones, T., & Coronado, N. (2000). Identifying goals and outcome measures for diversity training: A multi-dimensional framework for decision makers. *Administration in Social Work*, 24(3), 53-70.

- Guterman, N.B., & Bargal, D. (1996). Social workers' perceptions of their power and service outcomes. *Administration in Social Work, 20*(3), 1-20.
- Haas, P.J., & Robinson, M.G. (1998). The views of nonprofit executives on educating nonprofit managers. *Nonprofit Management and Leadership, 8*(4), 349-363.
- Hackshaw, J.O.F., & Robertshaw, N. (1988). Teaching fiscal management: a live case approach. *Administration in Social Work, 12*(1), 13-24.
- Hagen, J.L., & Wang, L. (1993). Roles and functions of public welfare workers. *Administration in Social Work, 17*(2), 81-103.
- Hahn, A., & Raley, G. (1998). Youth development: On the path toward professionalization. *Nonprofit Management and Leadership, 8*(4), 387-403.
- Hairston, C.F. (1980). Educational preparation and job performance: Perceptions of social work administrators. *Administration in Social Work, 4*(4), 15-28.
- Haley-Lock, A. (2007). A workforce or workplace crisis? Applying an organizational perspective to the study of human services employment. *Administration in Social Work, 31*(3), 41-61.
- Haley-Lock, A., & Kruzich, J. (2008). Serving workers in the human services: The roles of organizational ownership, chain affiliation, and professional leadership in frontline job benefits. *Nonprofit and Voluntary Sector Quarterly, 37*(3), 443-467.
- Handy, F., & Cnaan, R.A. (2007). The role of social anxiety in volunteering. *Nonprofit Management and Leadership, 18*(1), 41-58.
- Handy, F., Mook, L., & Quarter, J. (2008). The interchangeability of paid staff and volunteers in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly, 37*(1), 76-92.
- Handy, F., & Srinivasan, N. (2004). Valuing volunteers: An economic evaluation of the net

- benefits of hospital volunteers. *Nonprofit and Voluntary Sector Quarterly*, 33(1), 28-54.
- Handy, F., & Srinivasan, N. (2005). The demand for volunteer labor: A study of hospital volunteers. *Nonprofit and Voluntary Sector Quarterly*, 34(4), 491-509.
- Hanlan, M.S. (1977). Women in social work administration: Current role strains. *Administration in Social Work*, 1(3), 259-265.
- Hanson, J.M. (1985). Volunteerism among first offenders: Community service as adult development. *Nonprofit and Voluntary Sector Quarterly*, 14(2-3), 142-149.
- Harbert, A.S., Jones, P., & Schaupp, D.L. (1981). An organizational development model for retooling social welfare administrators. *Administration in Social Work*, 5(1), 1-13.
- Harrington, D., Bean, N., Pintello, D., & Mathews, D. (2001). Job satisfaction and burnout: Predictors of intentions to leave a job in a military setting. *Administration in Social Work*, 25(3), 1-16.
- Hart, A.F. (1984). Clinical social work and social administration: Bridging the culture gap. *Administration in Social Work*, 8(3), 71-78.
- Hart, A.F. (1988). Training social administrators for leadership in the coming decades. *Administration in Social Work*, 12(3), 1-11.
- Hartenian, L.S. (2007). Nonprofit agency dependence on direct service and indirect support volunteers: An empirical investigation. *Nonprofit Management and Leadership*, 17(3), 319-334.
- Hartsell, B.D., & Parker, A.J. (2008). Evaluation of problem-based learning as a method for teaching social work administration: A content analysis. *Administration in Social Work*, 32(3), 4-62.
- Havir, L. (1986). An evaluation of older volunteers as telephone interviewers. *Nonprofit and*

- Voluntary Sector Quarterly*, 15(3), 45-53.
- Haynes, K.S. (1979). Job satisfaction of mid-management social workers. *Administration in Social Work*, 3(2), 207-217.
- Healy, L.M., Havins, C.M., & Chin, A. (1990). Preparing women for human service administration: Building on experience. *Administration in Social Work*, 14(2), 79-94.
- Healy, L.M., & Weiner, M.E. (1988). Cornerstone of social work administrative technology? A study of the utilization of Classic Program Management. *Administration in Social Work*, 12(4), 1-15.
- Heidrich, K.W. (1990). Volunteers' life-styles: Market segmentation based on volunteers' role choices. . *Nonprofit and Voluntary Sector Quarterly*, 28(2), 152-184.
- Henderson, K. (1984). Volunteerism as leisure. *Journal of Voluntary Action Research*, 13(1), 55-63.
- Henry, S. (1990). Non-salary retention incentives for social workers in public mental health. *Administration in Social Work*, 14(3), 1-15.
- Herman, R.D., & Renz, D.O. (2007). Nonprofit management alumni knowledge, skills, and career satisfaction in relation to nonprofit academic centers council curricular guidelines: The case of one university's master's of public administration alumni. *Nonprofit and Voluntary Sector Quarterly*, 36(4, Supp), 98-109.
- Himle, D.P., Jayaratne, S., & Thyness, P.A. (1989). The buffering effects of four types of supervisory support on work stress. *Administration in Social Work*, 13(1), 19-34.
- Hoefler, R. (1993). A matter of degree: job skills for human service administrators. *Administration in Social Work*, 17(3), 1-20.
- Hoefler, R., (2003). Administrative skills and degrees: The "Best Place" debate rages on.

- Administration in Social Work*, 27(1), 25-46.
- Hoffmann, E.A. (2006). The ironic value of loyalty, dispute resolution strategies in worker cooperatives and conventional organizations. *Nonprofit Management and Leadership*, 17(2), 163-177.
- Hohl, K.L. (1996). The effects of flexible work arrangements. *Nonprofit Management and Leadership*, 7(1), 69-86.
- Holley, L.C. (2003). The influence of ethnic awareness on ethnic agencies. *Administration in Social Work*, 27(3), 47-63.
- Hopkins, K.M. (2002). Organizational citizenship in social services. *Administration in Social Work*, 26(2), 1-15.
- Hostetler, D.W. (2000). 'Don't ask, don't tell' prevails in boy scouts. *Nonprofit Management and Leadership*, 11(2), 235-238.
- Hostetler, D.W., & Pines, J.E. (2000). Sexual orientation discrimination and its challenges for nonprofit managers. *Nonprofit Management and Leadership*, 11(1), 49-64.
- Houglan, J.G., Turner, H.B., & Hendricks, J. (1988). Rewards and impacts of participation in a gerontology extension program. *Nonprofit and Voluntary Sector Quarterly*, 17(3-4), 19-35.
- Huber, R., Netting, E.F., & Paton, R.N. (1993). In search of the impact of staff mix on long-term care ombudsman programs. *Nonprofit and Voluntary Sector Quarterly*, 22, 69-91.
- Hung, C-K.R. (2007). Immigrant nonprofit organizations in U.S. metropolitan areas. *Nonprofit and Voluntary Sector Quarterly*, 36(4), 707-729.
- Hutcheson, J.D., & Dominguez, L.H. (1986). Ethnic self-help organizations in non-barrio settings: Community identity and voluntary action. *Nonprofit and Voluntary Sector*

- Quarterly*, 15(4), 13-22.
- Hwang, M., Grabb, E., & Curtis, J. (2005). Why get involved? Reasons for voluntary-association activity among Americans and Canadians. *Nonprofit and Voluntary Sector Quarterly*, 34(3), 387-403.
- Hyde, C. (1989). A feminist model for macro-practice: promises and problems. *Administration in Social Work*, 13(3/4), 145-181.
- Hyde, C. (1998). A model for diversity training in human service agencies. *Administration in Social Work*, 22(4), 19-33.
- Iacono-Harris, D.A., & Nuccio, K.E. (1987). Developing the macro pool: Turning undergraduates on to macro practice. *Administration in Social Work*, 11(2), 79-86.
- Idson, T.L., & Ullmann, S.G. (1991). Participation in policy determination by registered nurses in not-for-profit and proprietary facilities. *Nonprofit and Voluntary Sector Quarterly*, 20(1), 39-55.
- Isham, J., Kolodinsky, J., & Kimberly, G. (2006). The effects of volunteering for nonprofit organizations on social capital formation: Evidence from a statewide survey. *Nonprofit and Voluntary Sector Quarterly*, 35(3), 367-383.
- Itzhaky, H. (1995). Effects of organizational and role components on job satisfaction: a study of nonprofessional women workers. *Administration in Social Work*, 19(3), 1-16.
- Jagannathan, R., & Camasso, M.J. (2006). Public assistance workers' confidence in welfare-to-work programs and the clients they serve. *Administration in Social Work*, 30(1), 7-32.
- Janey, J.P., Tuckwiller, J.E., & Lonquist, L.E. (1991). Skill transferal benefits from volunteer experiences. *Nonprofit and Voluntary Sector Quarterly*, 20(1), 70-79.
- Jansson, B.S. (1987). From sibling rivalry to pooled knowledge and shared curriculum:

- Relations among community organization, administration, planning, and policy.
Administration in Social Work, 11(2), 5-18.
- Jarrett, J.E. (1975). A method for coping with diversity within voluntary organizations. *Journal of Voluntary Action Research*, 4(3-4), 193-199.
- Jaskyte, K. (2003). Assessing changes in employees' perceptions of leadership behavior, job design and organizational arrangements in their job satisfaction and commitment.
Administration in Social Work, 27(4), 25-39.
- Jaskyte, K. (2005). The impact of organizational socialization tactics on role ambiguity and role conflict of newly hired social workers. *Administration in Social Work*, 29(4), 69-87.
- Jayaratne, S., Brabson, H.V., Gant, L.M., Nagda, B.A., Singh, A.K., & Chess, W.A. (1992). African-American practitioners' perceptions of their supervisors: emotional support, social undermining, and criticism. *Administration in Social Work*, 16(2), 27-43.
- Jayaratne, S., & Chess, W.A. (1983). Job satisfaction and turnover among social work administrators: A national survey. *Administration in Social Work*, 7(2), 11-22.
- Juby, C., & Scannapieco, M. (2007). Characteristics of workload management in public child welfare agencies. *Administration in Social Work*, 31(3), 95-109.
- Karger, H.J. (1988). Social workers and labor relations in the public sector: the Missouri department of social services and the communication workers of America.
Administration in Social Work, 12(1), 41-54.
- Karger, H.J. (1989a). The common and conflicting goals of labor and social work.
Administration in Social Work, 13(1), 1-17.
- Karger, H.J. (1989b). Social service administration and the challenge of unionization.
Administration in Social Work, 13(3/4), 199-218.

- Katz, A.J. (1982). Social work education: The near future. *Administration in Social Work*, 6(2-3), 147-157.
- Kelly, M.J. (2001). Management mentoring in a social service organization. *Administration in Social Work*, 25(1), 17-33.
- Kerson, T.S., & Alexander, L.B. (1979). Strategies for success: Women in social service administration. *Administration in Social Work*, 3(3), 313-326.
- Kim, H., & Stoner, M. (2008). Burnout and turnover intention among social workers: Effects of role stress, job autonomy and social support. *Administration in Social Work*, 32(3), 5-25.
- Klepinger, B. (1978). Interdisciplinary education for social work administration. *Administration in Social Work*, 2(2), 137-148.
- Klobus-Edwards, P.A., & Edwards, J.M. (1979). Women as participants: The case of blacks and whites. *Journal of Voluntary Action Research*, 8(3-4), 43-50.
- Klobus-Edwards, P., Edwards, J.N., & Watts, A.D. (1984). Women, work and social participation. *Journal of Voluntary Action Research*, 13(1), 7-22.
- Knowles, M.S. (1972). Motivation in volunteerism: Synopsis of a theory. *Journal of Voluntary Action Research*, 1(2), 27-29.
- Koeske, G.F., & Kirk, S.A. (1995). The effects of characteristics of human service workers on subsequent morale and turnover. *Administration in Social Work*, 19(1), 15-31.
- Koeske, G.F., Lichtenwalter, S., & Koeske, R.D. (2005). Social workers' current and desired involvement in various practice activities: Exploration and implications. *Administration in Social Work*, 29(2), 63-84.
- Koldewyn, P. (1992). Hispanic nonprofit organizations in the state of California. *Nonprofit and Voluntary Sector Quarterly*, 21(2), 135-145.

- Kravetz, D., & Austin, C.D. (1984). Women's issues in social service administration: The views and experiences of women administrators. *Administration in Social Work*, 8(4), 25-38.
- Kulik, L. (2007). Explaining responses to volunteering: An ecological model. *Nonprofit and Voluntary Sector Quarterly*, 36(2), 239-255.
- Kurzman, P.A. (2000). Bakalinsky's conundrum: Should social workers practice in the world of work? *Administration in Social Work*, 23(3/4), 157-161.
- LaCour, J.A. (1977). Organizational structure: Implications for volunteer program outcome. *Journal of Voluntary Action Research*, 6(1-2), 41-47.
- Lambert, E.G., Pasupuleti, S., Cluse-Tolar, T., Jennings, M., & Baker, D. (2006). The impact of work-family conflict on social work and human service workers job satisfaction and organizational commitment: An exploratory study. *Administration in Social Work*, 30(3), 55-74.
- Landsman, M.J. (2008). Pathways to organizational commitment. *Administration in Social Work*, 32(2), 105-132.
- Latting, J.E. (1986). Adaptive supervision: A theoretical model for social workers. *Administration in Social Work*, 10(1), 15-23.
- Latting, J.K. (1990). Motivational differences between black and white volunteers. *Nonprofit and Voluntary Sector Quarterly*, 19(2), 121-136.
- Latting, J.K. (1991). Eight myths on motivating social services workers: theory-based perspectives. *Administration in Social Work*, 15(3), 49-66.
- Lebowitz, M.M., Zischka, P.C., Mahon, M., & McCarley, L.D. (1982). Issues in macro-level industrial social work practice. *Administration in Social Work*, 6(2-3), 139-146.
- Lechman, C. (2006). The development of a caseload weighting tool. *Administration in Social*

Work, 30(2), 25-37.

Leonard, R., Onyx, J., Hayward-Brown, H. (2004). Volunteer and coordinator perspectives on managing women volunteers. *Nonprofit Management and Leadership*, 15(2), 205-219.

Liao-Troth, M.A. (2001). Attitude differences between paid workers and volunteers. *Nonprofit Management and Leadership*, 11(4), 423-443.

Liao-Troth, M.A. (2005). Are they here for the long haul? The effects of functional motives and personality factors on the psychological contracts of volunteers. *Nonprofit and Voluntary Sector Quarterly*, 34(4), 510-530.

Lightman, E.S. (1978). An imbalance of power: social workers in unions. *Administration in Social Work*, 2(1), 75-84.

Limerick, B., & Burgess-Limerick, T. (1992). Volunteering and empowerment in secondary schools. *Nonprofit and Voluntary Sector Quarterly*, 21(1), 19-37.

Litwin, H., Kaye, L.W., & Monk, A. (1983). Volunteers as ombudsmen for the aged in long-stay institutions. *Journal of Voluntary Action Research*, 12(4), 29-45.

Litwin, H., & Monk, A. (1984). Volunteer ombudsman burnout in long term care services: Some causes and solutions. *Administration in Social Work*, 8(1), 99-110.

Logan, R.D. (1985). Youth volunteerism and instrumentality: A commentary, rationale, and proposal. *Journal of Voluntary Action Research*, 14(1), 45-48.

Luongo, G. (2007). Re-thinking child welfare training models to achieve evidence-based practices. *Administration in Social Work*, 31(2), 87-96.

Macarov, D. (1977). Management in the social work curriculum. *Administration in Social Work*, 1(2), 135-48.

Martin, P.Y., & Chemesky, R.H. (1989). Women's prospects for leadership in social welfare: a

- political economy. *Administration in Social Work*, 13(3/4), 117-143.
- Marx, J.D. (1999). Motivational characteristics associated with health and human service volunteers. *Administration in Social Work*, 23(1), 51-66.
- Mathews, R.C., & Kling, K.J. (1988). Self-transcendence, time perspective, and prosocial behavior. *Nonprofit and Voluntary Sector Quarterly*, 17(2), 4-24.
- Mayadas, N.S., & Duehn, W.D. (1977). Performance contracts in the administration of social work education. *Administration in Social Work*, 1(4), 443-52.
- Mayer, B.W., Fraccastoro, K.A., & McNary, L.D. (2007). The relationship among organizational-based self-esteem and various factors motivating volunteers. *Nonprofit and Voluntary Sector Quarterly*, 36(2), 327-340.
- McGee, G.W., & Crow, R.T. (1982). Applicability of assessment center concepts and techniques for managerial selection and development in human service organizations. *Administration in Social Work*, 6(1), 11-18.
- McLean, J., & Andrew, T. (2000). Commitment, satisfaction, stress, and control among social services managers and social work in the UK. *Administration in Social Work*, 23(3/4), 93-117.
- McNeely, R.L. (1984). Occupation, gender, and work satisfaction in a comprehensive human services department. *Administration in Social Work*, 8(2), 35-47.
- McNeely, R.L. (1989). Race and job satisfaction in human service employment. *Administration in Social Work*, 13(1), 75-94.
- McNutt, J.G. (1995). The macro practice curriculum in graduate social work education: results of a national study. *Administration in Social Work*, 19(3), 59-74.
- Meinhard, A.G., & Foster, M.K. (2003). Differences in the response of women's voluntary

- organizations to shifts in Canadian public policy. *Nonprofit and Voluntary Sector Quarterly*, 32(3), 366-396.
- Mesch, D.J., & Rooney, P.M. (2008). Determinants of compensation: A study of pay, performance, and gender differences for fundraising professionals. *Nonprofit Management and Leadership*, 18(4), 435-463.
- Mesch, D.J., Rooney, P.M., Steinberg, K.S., & Denton, B. (2006). The effects of race, gender, and marital status on giving and volunteering in Indiana. *Nonprofit and Voluntary Sector Quarterly*, 35(4), 565-587.
- Mesch, D.J., Tschirhart, M., Perry, J., & Lee, G. (1998). Altruists or egoists? Retention in stipended services. *Nonprofit Management and Leadership*, 9(1), 3-23.
- Metzendorf, D., & Cnaan, R.A. (1992). Volunteers in feminist organizations. *Nonprofit Management and Leadership*, 2(3), 255-269.
- Millar, K. (1986). Declassification of professional social workers: A personnel issue facing the human services. *Administration in Social Work*, 10(4), 15-21.
- Millar, K.I. (1990). Performance appraisal of professional social workers. *Administration in Social Work*, 14(1), 65-85.
- Miller, L.E. (1985). Understanding the motivation of volunteers: An examination of personality differences and characteristics of volunteers' paid employment. *Nonprofit and Voluntary Sector Quarterly*, 14(2-3), 112-122.
- Miller, R.V. (1986). Extending university resources in support of volunteer development: Evaluation of a pilot effort. *Nonprofit and Voluntary Sector Quarterly*, 15(1), 100-115.
- Minkoff, D.C. (2002). The emergence of hybrid organizational forms: Combining identity-based service provision and political action. *Nonprofit and Voluntary Sector Quarterly*, 31(3),

377-401.

- Mirabella, R.M. (2007). University-based educational programs in nonprofit management and philanthropic studies: A 10-year review and projections of future trends. *Nonprofit and Voluntary Sector Quarterly*, 36(4, Supp), 11-27.
- Mirabella, R.M., & Wish, N.B. (1999). Educational impact of graduate nonprofit degree programs: Perspectives of multiple stakeholders. *Nonprofit Management and Leadership*, 9(3), 329-341.
- Mirvis, P.H. (1992). The quality of employment in the nonprofit sector: an update on employee attitudes in nonprofits versus businesses or government. *Nonprofit Management and Leadership*, 3(1), 23-41.
- Mook, L., Handing, F., Ginieniewicz, J., & Quarter, J. (2007). The value of volunteering for a nonprofit membership association: The case of ARNOVA. *Nonprofit and Voluntary Sector Quarterly*, 36(3), 504-520.
- Mook, L., Sousa, J., Elgie, S., & Quarter, J. (2005). Accounting for the value of volunteer contributions. *Nonprofit Management and Leadership*, 15(4), 401-415.
- Mor Barak, M.E. (2000a). Repositioning occupational social work in the new millennium. *Administration in Social Work*, 23(3/4), 201-210.
- Mor Barak, M.E. (2000b). Beyond affirmative action: Toward a model of diversity and organizational inclusion. *Administration in Social Work*, 23(3/4), 47-68.
- Mor Barak, M.E., & Bargal, D. (2000). Human services in the context of work: evolving and innovative roles for occupational social work. *Administration in Social Work*, 23(3/4), 1-11.
- Mor Barak, M.E., Travis, D., & Bess, G. (2004). Exploring managers' and administrators'

- retrospective perceptions of their MSW fieldwork experience: A national study. *Administration in Social Work*, 28(1), 21-44.
- Moyer, M.S. (1990). Attracting volunteers using buyer behavior concepts. *Nonprofit Management and Leadership*, 1(1), 55-68.
- Mulroy, E.A. (2004). Theoretical perspectives on the social environment to guide management and community practice: An organization-in-environment approach. *Administration in Social Work*, 28(1), 77-96.
- Naylor, H.H. (1985). Beyond managing volunteers. *Nonprofit and Voluntary Sector Quarterly*, 14(2), 25-30.
- Nelson, W.C. (1991). Incentive-based management for nonprofit organizations. *Nonprofit Management and Leadership*, 2(1), 59-69.
- Nelson, H.W., Pratt, C.C., Carpenter, C.E., & Walter, K.L. (1995). Factors affecting volunteer long-term care ombudsman organizational commitment and burnout. *Nonprofit and Voluntary Sector Quarterly*, 24(3), 213-231.
- Netting, E.F., Nelson, H.W., Borders, K., & Huber, R. (2004). Volunteer and paid staff relationships: Implications for social work administration. *Administration in Social Work*, 28(3-4), 69-89.
- Netting, F. E., & O'Connor, M.K. (2005). Teaching organization practice: A multi-paradigmatic approach. *Administration in Social Work*, 29(1), 25-43.
- Netting, F.E., O'Connor, M.K., Thomas, M.L., & Yancey, G. (2005). Mixing and phasing of roles among volunteers, staff, and participants in faith-based programs. *Nonprofit and Voluntary Sector Quarterly*, 34(2), 179-205.
- Neugeboren, B. (1980). Field education for social welfare administration: Integration of

- social policy and administration. *Administration in Social Work*, 4(2), 63-73.
- Neugeboren, B. (1986). Systematic barriers to education in social work administration. *Administration in Social Work*, 10(2), 1-14.
- Neugeboren, B. (1987). Enhancing legitimacy of social work administration. *Administration in Social Work*, 11(2), 57-66.
- Neugeboren, B. (1990). Career development in social work administration. *Administration in Social Work*, 14(1), 47-63.
- Nichols, A.W. (1983). Teaching time management: a gender-sensitive perspective. *Administration in Social Work*, 7(1), 77-85.
- Nissly, J.A., Mor Barak, M.E., Levin, A. (2005). Stress, social support, and workers' intentions to leave their jobs in public child welfare. *Administration in Social Work*, 29(1), 79-100.
- Nurius, P.S., Kemp, S.P., & Gibson, J.W. (1999). Practitioners' perceptions on sound reasoning: adding a worker-in-context component. *Administration in Social Work*, 23(1), 1-27.
- O'Brien, G.V., & Leneave, J. (2008). The "art" of social work and the ADA's essential functions provisions: Challenges and recommendations. *Administration in Social Work*, 32(4), 87-99.
- Odewahn, C.A., & Ezell, H.F. (1992). Attitudes towards women managers in human service agencies: Are they changing? *Administration in Social Work*, 16(2), 45-60.
- Omoto, A.M., & Synder, M. (1993). AIDS volunteers and their motivations: Theoretical issues and practical concerns. *Nonprofit Management and Leadership*, 4(2), 157-176.
- O'Neill, M. (2005). Developmental contexts of nonprofit management education. *Nonprofit Management and Leadership*, 16(1), 5-18.
- O'Neill, M. (2007). The future of nonprofit management education. *Nonprofit and Voluntary*

- Sector Quarterly*, 36(4, Supp), 169-176.
- Orr, S.Y. (1982). Volunteers as advocates. *Journal of Voluntary Action Research*, 11(2-3), 108-117.
- Packard, T. (1989). Participation in decision making, performance, and job satisfaction in a social work bureaucracy. *Administration in Social Work*, 13(1), 59-73.
- Packard, T. (2001). Enhancing staff commitment through organizational values: The case of a homeless shelter. *Administration in Social Work*, 25(3), 35-52.
- Packard, T. (2004). Issues in designing and adapting an administration concentration. *Administration in Social Work*, 28(1), 5-20.
- Padgett, D.L. (1993). Women in management: A conceptual framework. *Administration in Social Work*, 17(4), 57-75.
- Palisi, B. J., & Jacobson, P E. (1977). Dominant statuses and involvement in types of instrumental and expressive voluntary associations. *Journal of Voluntary Action Research*, 6(1-2), 80-88.
- Parkum, K.H. (1985). Instrumental and expressive dimensions of the impact of volunteers on hospital patients. *Nonprofit and Voluntary Sector Quarterly*, 14(2-3), 123-132.
- Paton, R., Mordaunt, J., & Cornforth, C. (2007). Beyond nonprofit management education: Leadership development in a time of blurred boundaries and distributed learning. *Nonprofit and Voluntary Sector Quarterly*, 36(4, Supp), 148-162.
- Pawlak, E.J., Webster, S., & Fryer, G. (1980). Field instruction in social work administration and planning: Roles, tasks, and practices. *Administration in Social Work*, 4(2), 87-96.
- Pearce, J.L. (1980). Apathy or self-interest? The volunteer's avoidance of leadership roles. *Journal of Voluntary Action Research*, 9 (1-4), 85-94.

- Pearce, J.L. (1983). Comparing volunteers and employees in a test of Etzioni's compliance typology. *Journal of Voluntary Action Research*, 12(2), 22-30.
- Pecora, P.J., & Hunter, J. (1988). Performance appraisal in child welfare: comparing the MBO and the BARS. *Administration in Social Work*, 12(1), 55-72.
- Pecora, P.J., Schninke, S.P., & Whittaker, J. (1983). Needs assessment for staff training. *Administration in Social Work*, 7(3/4), 101-113.
- Perkins, K.B. (1989). Volunteer firefighters in the United States: A descriptive study. *Nonprofit and Voluntary Sector Quarterly*, 18(3), 269-277.
- Perkins, K.B., & Poole, D.G. (1996). Oligarchy and adaptation to mass society in an all-volunteer organization: Implications for understanding leadership, participation, and change. *Nonprofit and Voluntary Sector Quarterly*, 25(1), 73-88.
- Perlmutter, F.D. (1982). The professionalization of volunteer administration. *Journal of Voluntary Action Research*, 11(2-3), 97-107.
- Perlmutter, F.D. (1984). Social administration and social work education: A contradiction in terms? *Administration in Social Work*, 8 (3), 61-69.
- Perlmutter, F.D. (1988). Administering alternative social agencies: educational implications. *Administration in Social Work*, 12(2), 109-118.
- Perlmutter, F.D., & Alexander, L.B. (1977). Racism and sexism in social work practice: an empirical view. *Administration in Social Work*, 1(4), 433-442.
- Perlmutter, F.D., & Cnaan, R.A. (1993). Challenging human service organizations to redefine volunteer roles. *Administration in Social Work*, 17(4), 77-95.
- Perlmutter, F.D., Deckop, J.R., Konrad, A.M., & Freely, J.L. (2005). Nonprofits and job retention of former welfare clients. *Nonprofit and Voluntary Sector Quarterly*, 34(4),

473-490.

- Perlmutter, F.D., Netting, F.E., & Bailey, D. (2001). Managerial tensions: Personal insecurity vs. professional responsibility. *Administration in Social Work, 25*(1), 1-16.
- Peters, C. (1973). Research in the field of volunteers in courts and corrections: What exists and what is needed. *Journal of Voluntary Action Research, 2*(3), 121-134.
- Petty, M. M., & Bruning, N.S. (1980). Relationships between employee training and error rates in public welfare programs. *Administration in Social Work, 4*(1), 33-42.
- Petty, M.M., & Odewahn, C.A. (1982). The use of measures of job satisfaction, role stress, personal competence and supervisors behavior in the prediction of union membership in a human service agency. *Administration in Social Work, 6*(4), 53-60.
- Pflanczer, S.I., & Gummer, B. (1981). A normative framework for field instruction in social welfare management. *Administration in Social Work, 5*(1), 43-53.
- Phillips, M. (1982). Motivation and expectation in successful volunteerism. *Journal of Voluntary Action Research, 11*(2-3), 118-125.
- Pitt-Catsoupes, M., Swanberg, J.E., Bond, J.T., & Galinsky, E. (2004). Work-life policies and programs: comparing the responsiveness of nonprofit and for-profit organizations. *Nonprofit Management and Leadership, 14*(3), 291-312.
- Pooler, D.K., Siebert, D.C., Faul, A.C., & Huber, R. (2008). Personal history and professional impairment: Implications for social workers and their employers. *Administration in Social Work, 32*(2), 69-85.
- Potter-Efron, P.S., & Potter-Efron, R.T. (1982). Volunteer training for non-bureaucratic agencies: Utilizing social work roles to increase volunteer skills. *Journal of Voluntary Action Research, 11*(2-3), 143-156.

- Poulin, J.E. (1994). Job satisfaction of social work supervisors and administrators. *Administration in Social Work, 19*(4), 35-49.
- Poulin, J.E. (1995). Job task and organizational predictors of social worker job satisfaction change: A panel study. *Administration in Social Work, 18*(1), 21-38.
- Poverny, L.M. (2000). Employee assistance practice with sexual minorities. *Administration in Social Work, 23*(3/4), 69-91.
- Preston, A.E. (1990). Changing labor market patterns in the nonprofit and for-profit sectors: Implications for nonprofit management. *Nonprofit Management and Leadership, 1*(1), 15-28.
- Preston, M.S. (2004). Mandatory management training for newly hired child welfare supervisors: A divergence between management research and training practice. *Administration in Social Work, 28*(2), 81-97.
- Preston, M.S. (2005). Child welfare management training: Towards a pedagogically sound curriculum. *Administration in Social Work, 29*(4), 89-111.
- Pruger, R. (1979). On resigning in protest. *Administration in Social Work, 3*(4), 453-463.
- Puffer, S.M. (1991). Career professionals who volunteer: Should their motives be accepted or managed? *Nonprofit Management and Leadership, 2*(2), 107-123.
- Puffer, S.M., & Meindl, J.R. (1995). Volunteers from corporations: Work cultures reflect values similar to the voluntary organization's. *Nonprofit Management and Leadership, 5*(4), 359-375.
- Qureshi, H., Davies, B., & Challis, D. (1979). Motivations and rewards of volunteers and informal caregivers. *Journal of Voluntary Action Research, 8*(1-2), 47-55.
- Raber, M. (1996). Downsizing the nation's labor force and a needed social work response.

- Administration in Social Work*, 20(1), 47-58.
- Raiff, N.R. & Shore, B.K. (1982). Interfacing mutual-help and mental health delivery systems: Implications for policy and administration curricula. *Journal of Voluntary Action Research*, 11(2-3), 72-84.
- Raskoff, S.A., & Sundeen, R.A. (2001). Cultural diversity and high school community service: The relationship between ethnicity and students' perceptions. *Nonprofit and Voluntary Sector Quarterly*, 30(4), 720-746.
- Rauktis, M.E., & Koeske, G.F. (1994). Maintaining social worker morale: When supportive supervision is not enough. *Administration in Social Work*, 18(1), 39-60.
- Raymond, G.T., Teare, R.J., & Atherton, C.R. (1996). Do management tasks differ by field of practice? *Administration in Social Work*, 20(1), 17-30.
- Reeves, T.Z. (1976). The influence of partisan orientations upon the role of voluntary-action in anti-poverty programs. *Journal of Voluntary Action Research*, 5(2), 75-81.
- Regehr, C., Chau, S., Bruce, L., & Howe, P. (2002). An exploration of supervisor's and manager's responses to child welfare reform. *Administration in Social Work*, 26(3), 17-36.
- Reid, W.J., & Beard, C. (1980). An evaluation of in-service training in a public welfare setting. *Administration in Social Work*, 4(1), 71-85
- Reisch, M., & Wenocur, S. (1982). Professionalism and volunteerism in social welfare: Changing roles and functions. *Journal of Voluntary Action Research*, 11(2-3), 11-31.
- Rimer, E. (1987). Social administration education: Reconceptualizing the conflict with MPA, MBA, and MPH programs. *Administration in Social Work*, 11(2), 45-55.
- Rimer, E. (1991). The impact of efficiency on social work administration education.

- Administration in Social Work*, 15(1/2), 133-46.
- Rincon, E.L., & Keys, C.B. (1982). The Latina social service administrator: Developmental tasks and management concerns. *Administration in Social Work*, 6(1), 47-58.
- Rivas, R.F. (1984). Perspectives on dismissal as a management prerogative in social service organizations. *Administration in Social Work*, 8(4), 77-92.
- Rivera, F.G. (1990). The way of Bushido in community organization teaching. *Administration in Social Work*, 14(2), 43-61.
- Robinson, K.E., & Dow, R.T. (2001). Using graphical feedback to increase workers' productivity. *Administration in Social Work*, 25(3), 53-64.
- Rodgers, A., & Tartaglia, L.J. (1990). Constricting resources: A black self-help initiative. *Administration in Social Work*, 14(2), 125-137.
- Rohs, F.R. (1986). Social background, personality, and attitudinal factors influencing the decision to volunteer and level of involvement among adult 4-H leaders. *Nonprofit and Voluntary Sector Quarterly*, 15(1), 87-99.
- Root, L.S. (1996). Computer conferencing in a decentralized program: An occupational social work example. *Administration in Social Work*, 20(1), 31-45.
- Root, L.S. (2000). Education and training in the workplace: social work interventions in the private sector. *Administration in Social Work*, 23(3/4), 13-28.
- Ross, J.C. (1972). Work and formal voluntary associations: A neglected research area. *Journal of Voluntary Action Research*, 1(1), 42-45.
- Ross, J.W., & Wright, L. (2001). Participant-created case studies in multiagency training. *Administration in Social Work*, 25(1), 75-85.
- Rotolo, T., & Wilson, J. (2007). The effects of children and employment status on the volunteer

- work of American women. *Nonprofit and Voluntary Sector Quarterly*, 36(3), 487-503.
- Russell, P.A., Lankford, M.W., & Grinnell, R.M. (1984). Administrative styles of social work supervisors in a human service setting. *Administration in Social Work*, 8(1), 1-16.
- Salipante, P. (2003). Managers as knowledge generators: The nature of practitioner-scholar research in the nonprofit sector. *Nonprofit Management and Leadership*, 14(2), 129-150.
- Sampson, S.D., & Moore, L.L. (2008). Is there a glass ceiling for women in development? *Nonprofit Management and Leadership*, 18(3), 321-339.
- Sanchirico, A. (1995). Social work education and social services experience as job requirements for income maintenance workers. *Administration in Social Work*, 19(4), 17-33.
- Santore, A.F., Warren, S.R., & Arbogast, A.J. (1980). Field placements for administration students: An agency's view. *Administration in Social Work*, 4 (2), 97-104.
- Savas, E.S. (1977). Organizational strategy, performance, and management technology. *Administration in Social Work*, 1(2), 149-60.
- Schepers, C., De Gieter, S., Pepermans, R., DuBois, C., Caers, R., & Jegers, M. (2005). How are employees of the nonprofit sector motivated? A research need. *Nonprofit Management and Leadership*, 16(2), 191-208.
- Schindler-Rainman, E. (1982). Trends and changes in the volunteer world. *Journal of Voluntary Action Research*, 11(2-3), 157-163.
- Schoderbek, P.P., Schoderbek, C.G., & Plambeck, D.L. (1979). A comparative analysis of job satisfaction. *Administration in Social Work*, 3(2), 193-206.
- Schwartz, R.H., Tiamiyu, M.F., & Dwyer, D.J. (2007). Social worker hope and perceived burnout: The effects of age, years in practice, and setting. *Administration in Social Work*, 31(4), 103-119.

- Schwartz, S., & Dattalo, P. (1990). Factors affecting student selection of macro specializations. *Administration in Social Work, 14*(3), 83-96.
- Scurfield, R.M. (1980). Social work administrators: Their educational preparation, value orientation, role transition, and satisfaction. *Administration in Social Work, 4*(2), 47-59.
- Seck, E.T., Finch, W.A., Mor Barak, M.E., & Poverny, L.M. (1993). Managing a diverse workforce. *Administration in Social Work, 17*(2), 67-79.
- Seguin, M.M. (1982). Social work practice with senior adult volunteers in organizations run by paid personnel. *Journal of Voluntary Action Research, 11* (2-3), 47-58.
- Shaiko, R.G. (1996). Female participation in public interest nonprofit governance: Yet another glass ceiling? *Nonprofit and Voluntary Sector Quarterly, 25*(3), 302-320.
- Shamir, B., & Bargal, D. (1982). Occupational welfare and organizational effectiveness: some theoretical notes. *Administration in Social Work, 6*(4), 43-52.
- Sharon, N. (1991). Corrective action: Enhancing performance through error reduction. *Administration in Social Work, 15*(4), 65-80.
- Shera, W., & Page, J. (1995). Creating more effective human service organizations through strategies of empowerment. *Administration in Social Work, 19*(4), 1-15.
- Sherer, M. (1986). Diffusion of roles: an analysis of social work practice. *Administration in Social Work, 10*(1), 55-66.
- Simons, K.V., & Jankowski, T.B. (2008). Factors influencing nursing home social workers' intentions to quit employment. *Administration in Social Work, 32*(1), 5-21.
- Skidmore, R.A. (1978). Administration content for all social work graduate students. *Administration in Social Work, 2*(1), 59-73.
- Slavin, S. (1977). A framework for selecting content for teaching about social administration.

- Administration in Social Work*, 1(3), 245-257.
- Smith, D.B. (2004). Volunteering in retirement: Perceptions of midlife workers. *Nonprofit and Voluntary Sector Quarterly*, 33(1), 55-73.
- Smith, D.H. (1981). Altruism, volunteers and volunteerism. *Journal of Voluntary Action Research*, 10(1), 21-36.
- Smith, D.H., & Baldwin, B.R. (1974). Parental socialization, socioeconomic status, and volunteer organization participation. *Journal of Voluntary Action Research*, 3(3-4), 59-66.
- Smith, D.H., & Shen, C. (1996). Factors characterizing the most effective nonprofits managed by volunteers. *Nonprofit Management and Leadership*, 6(3), 271-289.
- Smith, L.M. (1975). Women as volunteers: the double subsidy. *Journal of Voluntary Action Research*, 4 (3-4), 119-136.
- Snyder, R.A., & Bruning, N.S. (1979). Sex differences in perceived competence: An across organizations study. *Administration in Social Work*, 3(3), 349-358.
- Spergel, I.A. (1977). Social development and social work. *Administration in Social Work*, 1(3), 221-233.
- Stallings, R.A. (1989). Volunteerism inside complex organizations: Off-duty hospital personnel in a disaster. *Nonprofit and Voluntary Sector Quarterly*, 18(2), 133-145.
- Stanfield, J.H. (1993). African-American traditions of civic responsibility. *Nonprofit and Voluntary Sector Quarterly*, 22(2), 137-153.
- Stebbens, R.A. (1996). Volunteering: A serious leisure perspective. *Nonprofit and Voluntary Sector Quarterly*, 25(2), 211-224.
- Steinberg, R. (1990). Labor economics and the nonprofit sector: A literature review. *Nonprofit and Voluntary Sector Quarterly*, 19(2), 151-169.

- Steinberg, K.S., Rooney, P.M., & Chin, W. (2002). Measurement of volunteering: A methodological study using Indiana as a test case. *Nonprofit and Voluntary Sector Quarterly*, 31(4), 484-501.
- Stephan, P.E. (1991). Relationships among market work, work aspirations, and volunteering: The case of retired women. *Nonprofit and Voluntary Sector Quarterly*, 20(2), 225-236.
- Stephenson, M., & Christensen, R. (2007). Mentoring for doctoral student praxis-centered learning: creating a shared culture of intellectual aspiration. *Nonprofit and Voluntary Sector Quarterly*, 36(4, Supp), 64-79.
- Story, D.C. (1992). Volunteerism: The “self-regarding” and “other-regarding” aspects of the human spirit. *Nonprofit and Voluntary Sector Quarterly*, 21(1), 3-18.
- Strolin-Goltzman, J., Auerbach, C., McGowan, B.G., & McCarthy, M.L. (2008). The relationship between organizational characteristics and workforce turnover among rural, urban, and suburban public child welfare systems. *Administration in Social Work*, 32(1), 77-91.
- Strom-Gottfried, K. (1999). When colleague accuses colleague: adjudicating personnel matters through the filing of complaints. *Administration in Social Work*, 23(2), 1-16.
- Stubblefield, H.W., & Miles, L. (1986). Administration of volunteer programs as a career: What role for higher education? *Nonprofit and Voluntary Sector Quarterly*, 15(4), 4-12.
- Sundeen, R.A. (1992). Differences in personal goals and attitudes among volunteers. *Nonprofit and Voluntary Sector Quarterly*, 21(3), 271-291.
- Sundeen, R.A., & Raskoff, S.A. (1994). Volunteering among teenagers in the United States. *Nonprofit and Voluntary Sector Quarterly*, 23(4), 383-403.
- Sundeen, R.A., & Raskoff, S.A. (1995). Teenage volunteers and their values. *Nonprofit and*

- Voluntary Sector Quarterly*, 16(3), 43-53.
- Sundeen, R.A., & Raskoff, S.A. (2000). Ports of entry and obstacles. *Nonprofit Management and Leadership*, 11(2), 179-198.
- Sundeen, R.A., Raskoff, S.A., & Garcia, M.C. (2007). Differences in perceived barriers to volunteering to formal organizations: Lack of time versus lack of interest. *Nonprofit Management and Leadership*, 17(3), 279-300.
- Sundeen, R.A., & Seigel, G.B. (1987). The community and departmental contexts of volunteer use by police. *Nonprofit and Voluntary Sector Quarterly*, 16(3), 43-53.
- Sundet, P.A., & Cowger, C.D. (1990). The rural community environment as a stress factor for rural child welfare workers. *Administration in Social Work*, 14(3), 97-110.
- Swanson, A., & Brown, J.A. (1981). Racism, supervision, and organizational environment. *Administration in Social Work*, 5(2), 59-68.
- Tambor, M. (1979). The social worker as worker: a union perspective. *Administration in Social Work*, 3(3), 289-300.
- Tambor, M. (1983). Declassification and divisiveness in human services. *Administration in Social Work*, 7(2), 61-68.
- Tambor, M. (1995). Employment-at-will or just cause: the right choice. *Administration in Social Work*, 19(3), 45-57.
- Taniguchi, H. (2006). Men's and women's volunteering: Gender differences in the effects of employment and family characteristics. *Nonprofit and Voluntary Sector Quarterly*, 35(1), 83-101.
- Tang, F. (2008). Socioeconomic disparities in voluntary organization involvement among older adults. *Nonprofit and Voluntary Sector Quarterly*, 37(1), 57-75.

- Taylor, S.M. (1987). The effects of feedback on the behavior of organizational personnel. *Administration in Social Work, 11*(3-4), 191-203.
- Taylor, T., Mallinson, C., & Block, K. (2008). "Looking for a few good women": Volunteerism as an interaction in two organizations. *Nonprofit and Voluntary Sector Quarterly, 37*(3), 389-410.
- Thompson, A.M. (1995). The sexual division of leadership in volunteer emergency medical service squads. *Nonprofit Management and Leadership, 6*(1), 55-66.
- Thompson, J.J., & Marley, M.A. (1999). Women in human services management: Continued issues and concerns. *Administration in Social Work, 23*(2), 17-31.
- Tidwell, M.V. (2005). A social identity model of prosocial behaviors within nonprofit organizations. *Nonprofit Management and Leadership, 15*(4), 449-467.
- Tiehen, L. (2000). Has Working More Caused Married Women to Volunteer Less? Evidence from time diary data, 1965 to 1993. *Nonprofit and Voluntary Sector Quarterly, 29*(4), 505-529.
- Tomkovick, C., Lester, S.W., Flunker, N., & Wells, T.A. (2008). Linking collegiate service-learning to future volunteerism: Implications for nonprofit organizations. *Nonprofit Management and Leadership, 19*(1), 3-26.
- Townsend, E.J. (1973). An examination of participants in organizational, political, informational, and interpersonal activities. *Journal of Voluntary Action Research, 2*(4), 200-211.
- Tschirhart, M., Mesch, D.J., Perry, J.L., Miller, T.K., & Lee, G. (2001). Stipended volunteers: Their goals, experiences, satisfaction, and likelihood of future service. *Nonprofit and Voluntary Sector Quarterly, 30*(3), 422-443.

- Tschirhart, M., Reed, K.K., Freeman, S.J., & Anker, A.L. (2008). Is the grass greener? Sector shifting and choice of sector by MPA and MBA graduates. *Nonprofit and Voluntary Sector Quarterly*, 37(4), 668-688.
- Tschirhart, M., & Wise, L.R. (2007). U.S. nonprofit organizations' demand for temporary foreign professionals. *Nonprofit Management and Leadership*, 18(2), 121-140.
- Turner, L., & Shera, W. (2005). Empowerment of human service workers. Beyond intra-organizational strategies. *Administration in Social Work*, 29(3), 79-94.
- Turner, R.C. (2007). Theorizing an emerging discipline: Philanthropic studies. *Nonprofit and Voluntary Sector Quarterly*, 36(4Supp), 163s-168s.
- Usher, C.L., Locklin, E., Wildfire, J.B., & Harris, C.C. (2001). Child welfare performance ratings: one state's approach. *Administration in Social Work*, 25(1), 35-51.
- Vaillancourt, F., & Payette, M. (1986). The supply of volunteer work: The case of Canada. *Nonprofit and Voluntary Sector Quarterly*, 15(4), 45-56.
- Vinokur, K.D., Jayaratne, S., & Chess, W.A. (1994). Job satisfaction and retention of social workers in public agencies, non-profit agencies, and private practices: the impact of workplace conditions and motivators. *Administration in Social Work*, 18(3), 93-121.
- Vinokur-Kaplan, D. (1996). Workplace attitudes, experiences, and job satisfaction of social work administrators in nonprofit and public agencies: 1981 and 1989. *Nonprofit and Voluntary Sector Quarterly*, 25(1), 89-109.
- Vosburgh, W.W. (1981). Client rights, advocacy and volunteerism. *Journal of Voluntary Action Research*, 10(1), 37-50.
- Wallach, V.A., & Mueller, C.W. (2006). Job characteristics and organizational predictors of psychological empowerment among paraprofessionals within human service

- organizations: An exploratory study. *Administration in Social Work*, 30(1), 95-115.
- Walter, V. (1987). Volunteers and bureaucrats: Clarifying roles and creating meaning. *Nonprofit and Voluntary Sector Quarterly*, 16(3), 22-32.
- Watts, A.D., & Edwards, P.K. (1983). Recruiting and retaining human service volunteers: An empirical analysis. *Journal of Voluntary Action Research*, 12(3), 9-22.
- Weaver, D., Chang, J., Clark, S., & Rhee, S. (2007). Keeping public child welfare workers on the job. *Administration in Social Work*, 31(2), 5-25.
- Webb, N.J., & Abzug, R. (2008). Do occupational group members vary in volunteering activity? *Nonprofit and Voluntary Sector Quarterly*, 37(4), 689-708.
- Weil, M. (1983). Preparing women for administration: A self-directed learning model. *Administration in Social Work*, 7(3/4), 117-131.
- Weiner, M.E. (1987). Managing people for enhanced performance. *Administration in Social Work*, 11(3/4), 147-160.
- Weisinger, J.Y., & Salipante, P.F. (2005). A grounded theory for building ethnically bridging social capital in voluntary organizations. *Nonprofit and Voluntary Sector Quarterly*, 34(1), 29-55.
- Weisinger, J.Y., & Salipante, P.F. (2007). An expanded theory of pluralistic interactions in voluntary nonprofit organizations. *Nonprofit Management and Leadership*, 18(2), 157-173.
- Westbrook, T.M., Ellis, J., & Ellett, A.J. (2006). Improving retention among public child welfare workers: What can we learn from the insights and experiences of committed survivors? *Administration in Social Work*, 30(4), 37-62.
- Wiehe, V.R. (1980). Current practices in performance appraisal. *Administration in Social Work*,

4(3), 1-11.

- Williams, M.S., & Gray, W.L. (2007). Status of women in Texas state government: Organizational variables. *Administration in Social Work, 31*(1), 5-25.
- Wilson, C. D., Hossain, M.A., Lubin, B., & Malebo, M. (1999). Gender and scholarly productivity in Administration in Social Work, 1977-1995. *Administration in Social Work, 23*(1), 67-83.
- Wish, N.B., & Mirabella, R.M. (1998). Curricular variations in nonprofit management graduate programs. *Nonprofit Management and Leadership, 9*(1), 99-110.
- Wittenberg, B. (1988). Alternative work scheduling for professional social workers. *Administration in Social Work, 12*(4), 93-100.
- Wolensky, R.P. (1979). Toward a broader conceptualization of volunteerism in disasters. *Journal of Voluntary Action Research, 8*(3-4), 33-42.
- Wyers, N.L. (1981). Income maintenance revisited: functions, skills, and boundaries. *Administration in Social Work, 5*(2), 15-28.
- Yanay, G.V., & Yanay, N. (2008). The decline of motivation? From commitment to dropping out of volunteering. *Nonprofit Management and Leadership, 19*(1), 65-78.
- York, R.O. (1988). Sex-role stereotypes and the socialization of managers. *Administration in Social Work 12*(1), 25-40.
- York, R.O., & Hastings, T. (1985/86). Worker maturity and supervisory leadership behavior. *Administration in Social Work, 9*(4), 37-47.
- York, R.O., Moran, J.R., & Denton, R.T. (1989). Are social workers sexually biased in their evaluations of supervisors? *Administration in Social Work, 13*(1), 45-57.
- Yzaguirre, R. (2007). Nonprofit and philanthropic studies: Education for what? *Nonprofit and*

Voluntary Sector Quarterly, 36(4Supp), 184s-187s.

Ziter, L.M.P. (1983). Social policy practice: tasks and skills. *Administration in Social Work*, 7(2), 37-50.

Zunz, S.J. (1995). The view from behind the desk: child welfare managers and their roles. *Administration in Social Work*, 19(2), 63-80.

Zunz, S.J. (1998). Resiliency and burnout: protective factors for human service managers. *Administration in Social Work*, 22(3), 39-54.

Figure 1: Mapping the Major Topics on Nonprofit Management

Leading and Managing Nonprofits	Financing and Evaluating Nonprofits	Managing Nonprofit Human Resources	Managing Different Types of Nonprofits		Managing NGOs Worldwide
Nonprofit History	Financial Management	Personnel	Research and Classification of Nonprofits		Leading and Managing NGOs
Nonprofit Organizations – Theory	Philanthropy	Workforce Diversity	Membership Associations		Financing and Evaluating NGOs
Governance	Fundraising	Workforce Education and Training	Citizen/Political Nonprofits		Managing NGO Human Resources
Leadership	Social Enterprise	Volunteers	Community Development Nonprofits		Managing Different Types of NGOs
Management	Evaluation and Information Management		Nonprofit Service Sectors		
Managing External Relations					
Marketing Nonprofit Services					
Policy, Law, and Ethics					