

HUMAN RESOURCES IN VOLUNTEER MANAGEMENT: bibliometric and systematic literature reviews

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Introdução

Volunteer work is an unpaid service with a high potential to contribute to the Sustainable Development Goals (SDGs). Although human resource management (HRM) is the indicated field to address this occupation, the articles published on volunteering result from different areas due to paradoxes between paid and unpaid staff, which reflect challenges for theoretical consolidation. Ávila & Amorim (2023) reported the existence of a current of research on the hybridization of HRM, aiming to unite strategy and values, which could be an option for volunteer managers.

Problema de Pesquisa e Objetivo

However, there is no systematic literature review (SLR) with a bibliometric study (BS) that examines volunteer management practices (VMPs) across different sectors, areas, and organizational types. Furthermore, there is a problem in consolidating the literature on volunteer management based on the field of human resources studies. This paper aims to understand how human resources practices can support volunteer management (VM). A BS and a SLR were conducted using the PRISMA protocol, based on WoS and Scopus. The software used for analysis and coding includes Bibliometrix, Rayyan, and NVivo.

Fundamentação Teórica

There are 17 SLRs on VM, and that include VMPs: Rozmiarek (2024), Woolford et al. (2021), and Englert & Helmig (2018); and the non-systematic reviews, Einolf (2018) and Alfes et al. (2017), focusing only on practices that affected the results and analyzed with limited theoretical bias, as well as Englert & Helmig (2018). Rozmiarek (2024) addresses only Sport. Only Woolford et al. (2021) adopted PRISMA as a method, but it only deals with practices in the area of care for the elderly. There is only one bibliometric study that addresses volunteer management, but only in NPOs (Xu et al., 2024).

Discussão

A total of 55 empirical articles were reviewed. According to the inductive analysis categories "HRM Challenges" (127), "Volunteer Management Challenges" (177), and "Similar Practices" (238), there is more similarity than particular challenges between the HRM and VM areas. However, most of the theories used in the articles are not from HRM. This increases the complexity of the study on VM, as HRM is the most suitable area in which to do so. The areas of Sports, Tourism, Citizen Science, Environmental Preservation, and Animal have greater sustainable potential.

Conclusão

With increased interest and dedication from scholars in HRM, its emerging lines, and Brazilians in VM, it will be possible to capitalize on the potential that volunteering has to expand the reach of the SDGs (Villacé-Molinero et al., 2023). The multidisciplinary nature of volunteering can collaborate at the intersection of HRM and VM. How Public Administration, Production Engineering, and Computer Science can be added with appropriate processes, mechanisms, and systems to ensure effective management and a legacy of sustainable volunteering based on social technological (Nedvetskaya, 2023).

Contribuição / Impacto

The combination of bibliometric and systematic review is unprecedented in volunteer management research. Emerging themes such as Sustainability and Technology in volunteering are addressed. The thematic, focused, and reduced codes collaborate theoretically; empirically tested practices in six subsystems of the volunteer management practices (R&R, T&S, FEC&R, P&R, IE&PE, and HS&QL) contribute to the development of volunteer managers. The paper contributes to SDG8(Decent Work&Economic Growth), SDG10(Reduced Inequalities), SDG11(Sustainable Cities&Communities), SDG16(Peace, Justice&Strong Ins.).

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