

# Participation by Community Volunteers and Strategies for the Efficient Use of Human Resources

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## Abstract

Volunteer services in communities work to provide human and material resources needed in social welfare centers and help the centers efficiently and effectively respond to diverse needs in society as well as provide quality services to clients. With this in mind, this study presents a few political suggestions on their utilization. First, potential volunteer development should be done in communities. Second, users of diverse volunteering services should be developed. Third, centers should pay attention to promotion of volunteers and the volunteers should be completely educated before services are rendered.

▶ Keyword : community, volunteers, human resources, welfare community

## I. Introduction

As of 2014, the percent of the population over the age of 65 was 12.7%, that is, one of ten was over the age of 65. In 2040, it is estimated that it will be 32.3%, that is, three of ten people will be over the age of 65. The old dependency ratio was 10.0:1 in 2000, that is, ten people supported one old person. It is estimated that the old dependency ratio was 6.6. in 2010, will be 2.6 in 2030, and will be 1.4 by 2050[1].

Also, as industrialization has progressed, more women, who were actually in charge of supporting the elderly at home, have become members of the work force and the function of supporting the elderly at home has weakened. According to the Ministry of Health and Welfare(2013), the number of single seniors was 540,000 in 2000, and this increased to 1,190,000 in 2012. Of the elderly over the age of 65, 20.2% lived alone[2].

As the time has come when our entire society and the government should consider the problem of the elderly, which was imposed only on descendants in the past,

senior welfare centers that support the elderly to promote their health and enjoy their leisure time are important[3].

As mentioned above, recently, the ageing of society has been rapidly progressing, and senior welfare centers are increasing according to the changes in society. However, the number of social workers working for those centers is not enough to satisfy the needs of the many old people, and volunteers can help solve this problem. Volunteers are helpful in doing simple tasks and supplementing professionals. They answer the need of more material and human resources required in centers.

However, such volunteer services are not easily available. The participation rate of our country in volunteer services is relatively low and the number of volunteers does not meet the needs of society. In comparison with advanced countries, the participation rate in volunteer services in our country is low. As even most of the limited number of participants are housewives and students, and they are not professional or specialized, volunteer services in our country have not settled yet and

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many problems have occurred.

To satisfy diverse needs in communities as well as senior welfare, an abundance of human resources are needed. Most community welfare centers are using volunteers to cover the needs of human resources. Volunteers are important in that they meet the needs of community welfare centers both in materials and as human resources and help the centers respond to the diverse needs of society efficiently and effectively as well as provide quality welfare services to more clients[4].

Therefore, this study investigated problems centers have in using volunteers such as absence of an effective volunteer management system and the lack of their development and educational programs, and presented political strategies based on the results of previous studies on the use of volunteers.

## II. Theoretical Background

### 1. Communities and Community Welfare

As the urbanization and industrialization in our society have progressed, traditional communities that supported our life naturally have gradually collapsed, and now we have are living in *gemeinschaft* where fierce competition is made for survival. A communal society indicates a society which is made based on blood and a community mind, and community welfare is a methodology to adjust a communal society that is far away from the urbanization of current society[5].

The welfare community in community social welfare is an extensive concept which encompasses the participation of community people, the sharing of information on welfare, support for the drafting of welfare policy, welfare communication, and the development and management of new social welfare services. However, to realize a welfare community, the welfare needs of communities should be comprehensively identified, service delivery systems which satisfy need should be efficiently arranged and social capital to be collected should be actively developed[6].

A community welfare center is a continuous effort by groups which are interested in the development and improvement of their communities and were established to perform comprehensive roles and functions for

organized and planned social welfare activities.

Services that are delivered by center staff are categorized according to projects specified as follows: life-long education, hobby and leisure support, healthy life support, senior counselling, emotional life support, social participation support, residence support, job and income support, family function, family incorporation support, local resources, community welfare connection, senior rights enhancement, management, project management, and research and development.

Therefore, the needs of community welfare are continuously increasing and its importance is getting stronger. Accordingly, more weight is being placed on the roles of volunteers.

### 2. The Use of Volunteers

Volunteering services mean all the voluntary activities that practice helping neighborhoods and communities and are characterized by increased the quality of human life, pursuit of public interests, mental satisfaction and having no compensation[7].

'Volunteering services deliver help to others or society voluntarily as they desire. Also the term of volunteers is understood as being derived from a compound of *Voluntas*(free will) and *eer*(person) from the Latin. Therefore, they indicate those who have free will to do something helpful for others and voluntarily dedicate themselves to others or society. Then voluntary service activity indicates all the personal and collective behavior and activities delivered by the volunteers[8].

Kim, Young-Ik(2015)[9] categorized voluntary service activity as follows: a personal aspect in that they have volunteer intent to participate in volunteer service activity; an organizational aspect to promote the efficiency of voluntary activity; and a social aspect to promote development into a democratic society. First, volunteers are based on need or motivation to offer help to others or members of their society with voluntary intent. Second, as most of them participate in voluntary service activities through diverse exchanges with the staff of institutes or centers, they can have diverse relationships with them, through which they can have opportunities to expand understanding and knowledge of the volunteer activity. Third, for volunteer service activities, as volunteers spend their time and effort without financial compensation for others' welfare, it is energy to inspire a sense of community and to enhance

welfare in a community.

Therefore, volunteer service is an ideology that puts forth public welfare and a series of independent and cooperative efforts by a democratic method in order to prevent and overcome social problems occurring in communities. It also covers the material and human resources which are wanted by social welfare centers and helps the centers respond to diverse needs of society effectively to deliver quality welfare services to more clients.

### 3. Human Resource Development

Human resource development indicates management activity relating to collection, recruitment and the use of human resources to achieve personal and organizational goals. Recently, as human resources management has been connected with management strategy, the term of strategic manpower management is used and it is a planned development of human resources to achieve organizational objectives[10].

A study by Jeong Boo-Ja(1998)[11] classified social welfare resources more specifically: material resources such as items, funds, donations and human resources such as volunteers, boards of directors, committees, and sponsors. They are very important factors in the management of welfare centers. Also, human resources development is defined as an intended and organized learning activity to enhance efficiency and productivity in individuals and organizations. Such human development can be prescribed as a comprehensive concept to encompass career and organizational development through education and training beyond personal development[12].

For social welfare networks, as specific activities delivered by professionals such as social workers is centrally important in the service delivery process, service quality and organizational results depend more on the capability of the professionals in comparison with services delivered by profitable business or the government.

Human resource development aims to develop and enhance knowledge, technology and potential ability of individuals and from an economic aspect, quality human resources is a key to achieve an abundant welfare life in society and culture, and efficient development of human resources is a door to modernization[13].

Therefore, as it is defined as a collection of management activities relating to collection, recruitment,

maintenance, development and the use of human resources to achieve personal and organizational objectives, as a direction, activity and system that have effects on behavior, attitudes and results of the staff or as a combination of diverse management techniques such as recruits, maintenance, development, adjustment and change control, to sum up, it is an intended and organized learning activity to enhance efficiency and productivity in individuals and organizations.

## III. Analysis Method

### 1. Analysis Model

This study aims to present political suggestions on the participation and use of volunteers in communities. With respect to the establishment of a model, community welfare centers have diverse volunteer management systems and have made a lot of effort in the incorporation of communities, especially through center promotion, recruiting, human resource management and prior education, and the participation of civic organizations.

The subjects of this study were present social workers and volunteer managers who were in charge of voluntary services and as seen in Figure 1, a community voluntary service activity model was established.

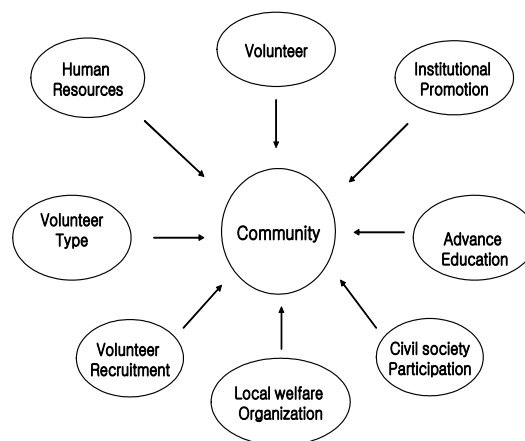


Fig. 1. Research Model

### 2. The Subjects of the Study

This study aims to present political suggestions on the

participation of community volunteers and their efficient use. For this purpose, this study selected four welfare centers in K city and interviewed their volunteer managers. The data was collected from December 20 2016 to January 10, 2017 through one on one interviews. To facilitate their understanding of this study, enough information on the theme of this study was presented to them. <Table 1> presents the characteristics of the subjects.

Table 1. Subjects of the Study

Participa nts	gen der	age	working period	Job Title	task
1	ma n	38y ears	8years ~	Social Worker	Administrati on and welfare services
2	ma n	36y ears	5years ~	Social Worker	Administrati on and welfare services
3	wo ma n	32y ears	4years ~	Social Worker	Volunteering plays and welfare services
4	wo ma n	37y ears	6years ~	Social Worker	Volunteering plays and welfare services

## IV. Results

### 1. The Use of Volunteers as Manpower

As a serious lack of social welfare manpower lead to excessive workloads, the use of volunteers had an effect on diverse programs provided by centers. Specialized human resources for social welfare were not able to spend ma lot of time doing simple tasks, destruction of prints or cleaning. Volunteers can assist them in doing those things. If it they support them in such a way, the quality of programs can be increased. The perspective of the social workers on the use of volunteers as manpower at actual job sites are presented in <Table 2>.

Table 2. The Use of Volunteers as Manpower

Parti cipa nts	Contents
1	<i>They are very helpful in doing paper work, teaching monitoring, assisting events.</i>
2	<i>They are helpful as they share what is difficult for the staff to handle alone and events can be progressed smoothly with their help.</i>
3	<i>If volunteers are used, program quality will be increased. Their presence determines the quality in the performance of work.</i>
4	<i>They are influential and efficient as supporters of our work.</i>

### 2. Job Allocation of Volunteers and Needs

Volunteers have areas they want to join in working at social welfare centers. Although some volunteers want to work in certain areas at a center, in terms of the centers, the areas they want may not be those the centers want the volunteers to cover. Therefore, most volunteers were not satisfied with the work they did at the centers. The perspectives of the social workers on job allocation and the needs of volunteers are presented in .<Table 3>.

Table 3. Job Allocation and the Needs of Volunteers

Parti cipa nts	Contents
1	<i>Volunteers have areas they want to work at while the centers have areas they want the volunteers to cover. However, as there are some cases where they have differences in selecting work to cover, difficult situations may occur.</i>
2	<i>It is important that work should be allocated properly in the areas volunteers want to help with so that they can be satisfied with the work, but this is very hard to manage.</i>
3	<i>Proper adjustment of the mand and the needs of the volunteers is the most difficult thing.</i>
4	<i>It is said that personnel management is the first thing in everything. However, it involves much difficulty. As the area each wants to join are different from those the centers want them to cover, job allocation is very hard to handle.</i>

### 3. Promotion and Recruiting of Volunteers

To recruit human resources for community volunteer services, promotion and recruiting are an important aspect. However, there are few volunteers needed in community welfare centers. To recruit them, the centers use publicity or depend on other centers or community volunteering centers. Or they ask the volunteers of social organizations, volunteering centers or public organizations. The perspectives of social workers on promotion for recruits of volunteers are presented in <Table 4>.

Table 4. Promotion for Recruiting Volunteers

Participants	Contents
1	<i>Social workers who are in charge of volunteers at centers recruit them through community people or other centers and provide education on volunteering services.</i>
2	<i>Volunteer recruiting centers usually use volunteering service centers or request help from civic volunteering centers belonging to community support centers.</i>
3	<i>Recruiting is made two times a year and the recruit numbers vary according to the subjects to recruit.</i>
4	<i>When a big event is planned out in the community, we recruit a lot of volunteers. We request help from citizen centers, schools, and civic organizations, or distribute handouts at places where many people come and go.</i>

familiar with the tasks to handle and have a smooth relationship with those who visit centers.

Second, diverse areas which require volunteering services should be exploited. Volunteers want to deliver volunteering services at the centers which are appropriate for themselves, but as there are differences between volunteers' needs and the centers' needs. This is a problem. As for the difficulty in the use of volunteers, the volunteers are divided into two different types: regular volunteers and temporary volunteers. As regular volunteers have participated in volunteering services at one center for a long time, they can understand what is going on at the center well and the programs and problems faced. They can present what they think about them to the center and are involved in its management. However, as most temporary volunteers visit centers for the first time and they have low understanding of them, job efficiency is low. As they have less service hours, it is hard to complete the services required properly.

Third, centers should pay a lot of attention to promotion and education. Before volunteers offer their services at centers, they should have enough education on the characteristics of the centers and services. Through a proper amount of education on the understanding of clients and human rights, problems which may occur with volunteers can be prevented. Also to enhance the efficiency of volunteers, centers should provide feedback on services and give attention to them. To recruit the volunteers desired, centers should send official documents to volunteering service centers and schools actively and develop diverse new programs where volunteers can join in.

## V. Conclusion

This study investigated the participation of community volunteers and their use as manpower and the results are presented as follows: First, potential volunteers should be developed in communities. Centers can not handle the welfare tasks efficiently only with the social workers available. If more potential volunteers are developed, efficiency doing tasks can be enhanced and quality of welfare service can be delivered to clients. Volunteers can help with doing simple tasks including paper work, cleaning and event assisting. As such volunteering services are made on a regular basis, volunteers can be

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