



Professional expertise in voluntary organizational work: Importance, Challenges, and mechanisms for attracting it

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Abstract

This article analyses the structural transformations in voluntary work, moving from traditional frameworks based on personalisation and centralisation to the modern institution model, discussing the role of specialised professional expertise in enhancing the sustainability of voluntary projects within the principles of governance and participatory leadership and the mechanisms of attracting such expertise and competencies to develop those voluntary institutions and modernise their work and activities in order to achieve their goals and sustainability.

Based on the descriptive-analytical approach and a field study of the two associations (Al-Shifa and Al-Baraka), the study concluded that participatory leadership and governance of voluntary institutions by attracting expertise and competencies represent the cornerstone of modernising voluntary institutions and transforming them into a sustainable development actor.

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1. Introduction

Voluntary work constitutes an inevitable and essential component of any society, regardless of its historical context. It represents a deeply rooted social and cultural value manifested in the willingness to sacrifice for others, reflecting a profound sense of belonging and loyalty to the community.

The culture of volunteering is not merely a spontaneous gesture; rather, it is a conscious and purposeful behavior that reinforces mutual support and solidarity. Human beings are inherently social by nature; they empathize with one another, provide mutual assistance, and stand together in support of shared causes. This behavior is an integral part of human culture. With the evolution witnessed by societies in their social structures, voluntary work has generally shifted from individual and informal efforts to more organized and formal practices embodied within official institutional frameworks.

This transformation in the practice of voluntary work indicates societies' growing awareness of the value of the roles played by voluntary organizations as a crucial link between civil society entities and governmental or state institutions, in order to achieve community development and confront the complex challenges faced by modern societies in particular.

Among the challenges facing institutional voluntary work today are traditional management models that are no longer compatible with the requirements of a modern and dynamic environment. Institutional voluntary work is still managed with a mindset dominated by vertical centralization and personalization, where decision-making remains confined to a narrow circle of a few members at the top, rather than expanding participation to the broader base, even informally. This situation has created a contradiction with the very essence of voluntary work, which is rooted in the values of participation and cooperation toward a shared goal.

Adopting a new organizational and administrative philosophy based on these principles requires conscious voluntary leadership that possesses a deep understanding of modern management founded on efficiency and high-level skills. This entails reliance on qualified professional expertise capable of advancing institutional voluntary work toward achieving sustainability and long-term progress in serving the community.

This new vision must receive the attention of all stakeholders, including the state, those responsible for voluntary work, beneficiaries, and contributors. Organizing and managing these activities, while influencing the behavior of those involved, is not an easy task—especially in institutional voluntary work. Although all participants may share enthusiasm, willingness, a sense of satisfaction, and self-affirmation, these factors alone are insufficient. Modern administrative organization is based on the strategy of driving force, or what is known as human capital, which integrates intellectual and material capital to ensure the success of projects that guarantee the continuity and sustainability of voluntary institutions.

Within this framework, the research problem of the study emerges as follows:

-How do professional experiences contribute to the development of institutional

voluntary work, and what are the mechanisms for attracting and selecting such expertise for voluntary practice?

From this main question, several sub-questions arise:

- What is the concept of institutional voluntary work, and what are its types and characteristics?
- What is the importance of institutional voluntary work for society and for the individual?
- What are professional administrative experiences, and what is their importance for institutional voluntary work?
- What are the mechanisms for attracting professional expertise to institutional voluntary work?

This study aims to highlight voluntary institutional work in modern societies based on structured organisation and clear objectives, considering that voluntary institutional work is the link between the authority or the state and society in these societies, and is one of the approaches to progress and development based on the value and status of the individual in these modern societies.

The study also seeks to identify the value of professional expertise within the concept of modern management and its positive impact on the organization, management, and continuity of institutional voluntary work in serving community members. Additionally, it aims to identify the mechanisms through which qualified professional expertise can be attracted to voluntary institutions to supervise their management and development.

It aims to identify the value of professional expertise in the concept of modern management and its positive impact on the organisation and management of voluntary institutional work and its continuity in serving community members, and the mechanisms by which qualified professional expertise can be attracted to voluntary institutions to supervise their management and development, especially as the issue of governance and technology has become a reality practiced in all institutions

The importance of the study lies in highlighting the significant contribution of professional competencies and expertise in the development of voluntary institutional work through his knowledge, skills and innovation in the organisation of this work, which in the concept of modern organisation is a real investment that has the ability and through employment and reliance on this knowledge, skills and information in the development of institutions in general and voluntary institutions in particular.

Due to the nature of these descriptive studies, we relied on the descriptive method, which helps us to describe, analyse and interpret in a scientifically structured way, To determine the premises of the study and reach results that highlight the importance of attracting professional expertise in voluntary institutional work that leads to development and sustainability, and to complement this scientific aspect in its field part and through a purposive sample of two voluntary institutions with a total of 30 individuals representing their members and through scientific observation and participation as well as a research form on participatory leadership and improving the performance of voluntary institutions

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2. Voluntary Organisational Work

2.1 The Concept of Voluntary Work

Voluntary work is viewed as a means of fulfilling and satisfying both the basic and secondary needs of individuals. Individuals, groups, or institutions—driven by their explicit or latent needs seek voluntary work as an added value that can only be realized through the dedication of their capacities and qualifications, whether material or moral, within the framework of belonging to society. Consequently, societies employ institutional voluntary work as a mechanism to bridge gaps in meeting the needs of their members. In this sense, it serves as a vital link between the state or authority and members of society, or between the ruler and the ruled.

Some scholars define voluntary work as a social activity carried out collectively by individuals through one of the institutions to which they belong, without expecting any return or material compensation. Its primary aim is to satisfy societal needs, address social problems, and contribute to strengthening the process of development (Abu Al-Nasr, 2004, p. 115). From this perspective, institutional voluntary work is not limited to individual initiatives; rather, it is fundamentally based on organized, purposeful, and cooperative collective action.

Other scholars perceive voluntary work as an effort undertaken by members of society on a voluntary basis and driven by genuine willingness toward other individuals whom they perceive as being in need of support, assistance, and solidarity. In this sense, voluntary work represents a social value experienced collectively by society and by the individuals who benefit from such efforts (Bayoumi, 2003, p. 80)

Voluntary work can be understood as a product of a value system that individuals acquire through socialization and subsequently internalize, which is then reflected in their moral and material practices. It manifests in the voluntary allocation of time, effort, and financial resources by individuals, exercised freely and by personal choice, without coercion, and in accordance with their experiences, personal circumstances, and the socio-economic conditions of their society and country. Such contributions are typically provided without financial return, or in exchange for compensation that is not commensurate with the effort and time invested. The primary purpose of voluntary work lies in serving the nation, the local, social, or professional community, and in contributing to addressing the challenges

and problems facing human societies, whether at the general or specific level .(Abu Al-Nasr, 2015, p. 2)

Institutional voluntary work refers to the dedication of services provided by individuals without financial compensation, whether through organizing activities or assuming official roles in the management of organizational services. This is carried out within formal voluntary structures such as civil, charitable, solidarity-based, or non-profit associations. Through this framework, society seeks to mobilize and harness its human, financial, and technological capacities in order to achieve development and advancement.

Voluntary work is not merely a social activity undertaken by voluntary institutions; rather, the concept extends beyond this limited understanding to represent a stage in the development of society itself. Through such institutions, society endeavors to realize the interests of its members—both volunteers and beneficiaries once they become aware of the existence of shared, similar, or complementary and continuous interests. These interests, when pursued collectively within an institutional framework, are capable of achieving a significant level of effective progress, which explains their expression through this institutional model.

Within the same context, the practice of institutional voluntary work emerges as a result of interaction among volunteers, driven by shared desires, collective will, and unified objectives centered on a common cause. Here, the voluntary institution serves as a unifying entity responsible for coordinating, organizing, and implementing these objectives. Institutional voluntary work thus constitutes an activity freely undertaken by individuals with full consent and without compensation, whether at the level of the local community or the broader society, and whether through direct action, indirect engagement, or the provision of guidance and consultation Abdel-Fattah, 2010, p. 14

2.2 Types of Voluntary Work

The practice of voluntary work may take either an individual or a collective form, carried out by members of society who are motivated by personal willingness, intrinsic motivation, and a clear sense of purpose.

2.1 Individual Voluntary Work

Individual voluntary work refers to a form of behavior undertaken by an individual without financial compensation, driven primarily by personal will and intrinsic desire to contribute.

2.2 Institutional Voluntary Work

Institutional voluntary work is a form of organized collective behavior carried out through formal institutions, with volunteers officially affiliated to these organizations. Within this framework, volunteers are directed toward a wide range of voluntary activities, including social, environmental, cultural, educational, and health-related programs, among others

3. Characteristics of Institutional Voluntary Work

Institutional voluntary work is characterized by a set of features that can be summarized as follows:

- Institutional voluntary work takes the form of organized and formal practical activity, with a public and non-profit orientation, as it involves noble activities aimed at serving individuals and society.

- Its volunteer members are driven by will, motivation, and patience. Volunteers engage in voluntary work out of a sense of belonging to society and a duty of loyalty, and their practice reflects values of happiness, pride, and satisfaction.
- It is characterized by diversity based on multiple cultures, whereby society possesses social and cultural capital that constitutes the field motivating individuals to engage in such activities in service of the community.
- Its members contribute their financial resources and efforts to serve others.
- It aims to serve society by achieving social well-being for its targeted groups.

4. The Importance of Institutional Voluntary Work for Society

There is no doubt that any organized activity holds significance for both the individual and society. Such work is based on the volunteer's will and willingness to perform it, as it represents an expression of positive behavior stemming from the values with which the volunteer was raised.

- Volunteers represent a component of social capital, which reflects society and its institutions. When this capital is effectively invested through fostering values of cooperation and social solidarity among individuals, the importance of voluntary work becomes evident in strengthening social cohesion and interconnectedness.
- The volunteer's sense of duty and social commitment toward others arises from a belief in belonging to the community and a sense of loyalty to it. In this way, voluntary work contributes to instilling societal values among emerging generations and ensuring their transmission.
- It reinforces the spirit of collective work among members of society, based on the values of solidarity and mutual support among its members, as well as among the targeted groups.
- It revives the spirit of initiative among volunteers, enabling them to demonstrate their skills and personal expertise within institutional voluntary work, and to develop and enhance it as a contribution to societal progress across various fields of volunteering.
- It contributes to the formation of interconnected social networks within social entities, serving both the voluntary institution and its external environment.

5. Governance of Institutional Voluntary Work

The purpose of discussing the governance of institutional voluntary work is to highlight the role and objectives of governance in enhancing the organization of institutional voluntary work, which is fundamentally based on a framework of legal and procedural rules, such as the Law on the Establishment of Voluntary Associations under Law No. 12/06 dated January 12, 2012. However, such legal frameworks are insufficient if institutional voluntary work cannot integrate and harmonize with the principle of relying on professional expertise and scientific, technical, and cognitive skills in its management, due to several factors:

5.1 Lack of clear vision in institutional voluntary work:

There is no clear strategy, as activities are often event-driven. This reflects leadership that is incapable of formulating plans and strategies to achieve objectives, from organization and implementation to evaluation and control. The process is limited to the annual

administrative and financial report approved solely by the governing body, neglecting the participation of other volunteers.

5.2 Bureaucratic leadership style :

This centralised leadership style is not suitable or in harmony with the nature of voluntary work. The personalisation of leadership or the verticalisation of voluntary institutional work cancels the principle of participation and collective cooperation, which negatively affects the process of its spread and continuity, keeping it a late product and lack of trust between its components (contributors, volunteers and leadership), which is a product of the lack of competence and leadership experience that leads to the reluctance of many, especially youth, perhaps the initiative of the Supreme Council for Youth to encourage voluntary work among youth 2024 / 2025, The aim is to monitor the suggestions and field concerns of youth volunteers in order to identify the challenges facing volunteer work in the field and the aspirations of youth volunteers and to encourage the spirit of citizenship. It represents the State's reading and keenness to enhance the presence of youth in various solidarity events in a distinct presence that enables them to highlight their sense of volunteering and solidarity at the local and national level and is a mechanism to reduce the reluctance or reluctance to practice youth volunteering individually and collectively as well as to enhance the experiences and competencies provided by experienced volunteers to youth volunteers as a form of human capital that turns into a form of time

To systematically enhance institutional voluntary work, governance functions as a system based on transparency, social and financial accountability, and oversight of voluntary institutions. Its objective is to distribute and expand authority while ensuring decision-making by a distinguished leadership capable of influencing, directing, and managing its members, with the goal of enabling the successful administration of projects and programs. Governance can be defined as “a system based on structures and mechanisms that manage and contribute to ensuring the effective, transparent, and responsible use of resources, with the aim of achieving quality and excellence in performance, ultimately providing the best possible service through innovation and continuous improvement” (Haroush, 2011, p. 203). Among the principles of institutional voluntary work governance is the focus on key elements that can drive institutional voluntary work forward, including:

- ***Establishing effective management for the leadership of institutional voluntary work:***

This involves creating reliable administrative structures led by qualified personnel, based on the principle of division of labor through defining the roles and responsibilities of administrative boards, while remaining open to existing professional expertise and competencies or attracting them to ensure the wide dissemination of the institution's mission.

- ***Participation of all stakeholders:*** Voluntary work is built on encouraging the active participation of all actors (volunteers, beneficiaries, contributors) in providing opinions or ideas related to:

- Work plans, decision-making, implementation, and execution. This reinforces the principle of transparency in operations and ensures social responsibility. The aim of participation in institutional voluntary work is to achieve social well-being for targeted groups. Thus, one of the key features of institutional voluntary work governance is the reliance on high-efficiency management, advanced expertise, and developed skills. This approach embodies the concept of human capital value, particularly when leveraging individuals who possess combined theoretical, practical, and behavioral knowledge, polished through training, capacity building, and qualification. Such professionals play a crucial role in enhancing the quality of institutional work, whether in leadership, management, or operational administration.

6. Specialised professional expertise as a focus for the development of voluntary organisations

6.1 The concept of professional expertise based on professional competencies and skills

Professional expertise begins to accumulate in individuals with the stages of practice of the intellectual and technical knowledge aspects and their importance for voluntary organisational work and the mechanisms of attracting such expertise to it.

According to Mossberg, professional competence is the ability to select the course of action that achieves the best outcome using the available resources, meaning that competence entails reaching the organization's goals effectively (Joudat, 2000, p. 227).

These professional experiences distinguished by effective efficiency and diverse skills are an added value to the success of voluntary organisations and their mission, and it is a human capital asset that can increase and improve the quality of voluntary work "A group that uses their minds more than they use their hands because they possess expertise, values, and culture, in addition to their ability to innovate and create for the excellence of the organisation in which they work ." (Lenis,2025,p1-25)

The knowledge and practical abilities they have acquired through education and work in a specific field for long periods give them personal and technical professional experiences that enable them to perform their tasks effectively for the success of voluntary institutional work.

Studies and field practices confirm that real expertise is formed only through the actual and continuous practice of work, which generates accurate knowledge cumulative with years, and when this is coupled with continuous training and education, the efficiency of individuals and their ability to institutional giving increases. The results of the field study of the members of Al Shifa and Al Baraka associations were consistent with this argument, as their answers about seniority and its importance in voluntary institutional work showed that the largest percentage of volunteers (40%) are concentrated in the category of medium experience from (5-9 years), and the data revealed that about (36. 67%) of the sample with more than 10 years of experience, which indicates stability and good knowledge accumulation within the two associations stemming from the renewal of confidence in them. 67% of the sample had more than 10 years of experience, which indicates a good stability and accumulation of knowledge within the two associations stemming from renewed confidence in them and a strong indication of the success of the policies of these two

associations and their ability to continue providing their services efficiently, which contributed to enhancing the confidence of donors and beneficiaries and the sustainability of their voluntary work.

Professional expertise can be divided into two components of skills that are essential for voluntary organisational work:

6.2 Personal and Interpersonal Skills

Personal and interpersonal skills include:

-Communication skills (oral, written, and digital), which contribute to effectively conveying the message of voluntary work to members, beneficiaries, contributors, and potential stakeholders. These skills also facilitate problem-solving through analytical abilities.

-Leadership and team management skills, enabling the ability to motivate groups and foster a collaborative environment both internally and externally (targeted groups, contributors, members).

6.3 Work Technical and Administrative Skills

Technical and administrative skills include competencies in digital management, project planning and execution, data analysis, and other specialized technical skills that enhance operational efficiency. These skills are essential for managing modern technology-based organizations and ensuring their long-term sustainability.

The advantage of institutional voluntary work that leverages professional expertise in managing its activities lies in:

-Establishing participatory leadership, based on broad participation from all volunteers, combined with the competence necessary to lead a clear and defined strategy aimed at achieving long-term sustainability, which is the goal of any institution.

Empowering all volunteers to contribute their ideas and lead projects, thus becoming an effective force. All practices in managing voluntary work including planning, setting priorities, designing programs, supervising, implementing, and evaluating are based on transparency and effective qualified management within the framework of a strategic approach to community institutional voluntary work

7. The impact of professional expertise in the management of voluntary organizations

The principles of managing voluntary institutional work lie in laying solid and strong foundations for the success of its missions, considering the transition from traditional management practices to modern practices passes through the investment of frameworks and applications of modern management thought, which considers leadership in any institutional form as the driving force if it possesses the right experiences, competencies and skills that can achieve goals and deliver messages to its internal and external levels, so that we find the modern volunteer seeking to develop himself by investing his competencies when practicing volunteering, meaning the transition from volunteering as a humanitarian duty to reflexive volunteering in which the volunteer chooses the Professional expertise is a method that contributes to enhancing the position of volunteers efficiently and effectively in the performance of volunteer work.

The adoption of participatory leadership with professional expertise can manage voluntary projects better and can add quality to the services they provide to the community, so the effectiveness of voluntary organisational work is based on the ability to efficiently manage the goals of volunteering and the goals of volunteers for their work on two levels:

At the capacity level:

- Efficiency of leadership helps to build trust between all actors, volunteers, contributors, and targets through the principle of transparency in the work.
- The ability to better understand the needs of the target audience stems from professional expertise that improves the quality of services provided and is commensurate with their needs.

At the planning and implementation level:

- Professional experience helps to plan and implement voluntary projects in an organised manner, in order to achieve the desired goals.
- Professional experience contributes to developing the performance of human resources and makes them carry out work effectively.
- Professional experience in the leadership of voluntary institutional work activates the element of networking between community entities in search of opportunities for cooperation and coordination.
- Professional experience helps voluntary organisations develop strategies to achieve sustainability and ensure their long-term survival.
- Participatory leadership's professional experience enables it to attract volunteers with qualified skills and abilities and new contributors to embody the programmes and make them successful, with training courses that are the most important source of acquiring experience and knowledge in the world of managing voluntary institutional work, and then conducting an evaluation of volunteers' efforts and activities, and discussing them with them, all this helps to achieve functional cohesion between the leadership and other actors.

We can say that the orientation of modern management towards adopting participatory leadership as a leadership style helps voluntary organisations to develop and continue, especially when this leadership has the experience and competence that pushes its members and projects forward.

This compatibility between the theoretical and field theories is supported by the results of the field study, which was reinforced by the responses of the members of Al-Shifa and Al-Baraka associations in the question about the characterisation of the relationship between the leadership and the members of the two associations: Interactive, formal (centralised), participatory leadership. The majority of the members described it as open and participatory leadership (63.30%), then interactive (30%), and the least formal (6.70%).

From these statistical data, it can be concluded that the two associations seek to apply and adopt an open leadership style, where the adoption of the participatory leadership style puts the volunteer as a participating member of the management when developing programmes, discussing them, making and taking decisions, meaning that the role of members here becomes the role of participants and implementers at the same time, which increases the

improvement of work on the one hand and enhances the sense of belonging to this association and reflects the power of effective communication between them.

It is a healthy and democratic practical environment in which the importance of the experience and competence of the two leaderships in the success of the two associations and its continuation with its members, they are morally motivated, they feel happy that their ideas, initiatives and opinions are adopted by their leaders by a greater percentage (90%) and less by no percentage (10%).

8. *A strategy for attracting and developing professional expertise to work in voluntary organisations*

A strategy is defined as a course of action undertaken to address intermediate threats or opportunities, taking into account the strengths, weaknesses, and internal capacities of the institution in pursuit of its mission and objectives (Maher, 1999, p. 20)

Many initiatives and methods are used to attract competent human capital to volunteering because of its societal value as it is a main pillar for developing and enhancing the capabilities and skills of those who belong to it, it is feelings of happiness and psychological security for many volunteers, and for the characteristic of voluntary work there are many approaches that focus on the participatory leadership model approach for this type of voluntary organisations, because the goal is the same common among its human components (volunteers, contributors, targets). (volunteers, contributors, targets) as well as a participatory culture that can help generate new strategies for initiatives and insightful visions that provide solutions to emerging realities that take voluntary institutional work out of the occasions

For this they say that the strategy is to give them the opportunity for individual or collective contributions to achieve it, as good leadership provides rich and varied experiences for volunteers, which supports the mission of the organisation in meeting the needs of the community.

8.1 *The concept of recruitment, its steps and the development of professional expertise*

This strategy starts from the nature of the empowered leadership that is able to understand the reality of recruitment in terms of a technical process above all that is based on the idea of building sustainable relationships between the voluntary organisation and volunteers who possess the expertise and competence that benefits it as well as its ability to influence them and encourage them to develop it They are looking for respect and appreciation.

Volunteer leaders understand the meaning of polarisation and how it works, it is a compatibility, social identity and investment in the experiences, knowledge and competencies possessed by volunteers, it is a compatibility with voluntary institutions, each with its own goals, the volunteer is looking for an institution whose values coincide with his personal values in the sense of compatibility between the polarised and the institution or his abilities match the job provided, and the desires with the rewards provided by that job. The result is to ensure high productivity and job satisfaction, as many volunteers tend to join institutions that raise their social status and provide them with a social identity, as the volunteer sees that his work gives him a social identity and status in society, especially by joining charitable associations with a good reputation.

Voluntary organisations are not looking for a volunteer to perform some tasks as much as they are looking for a stock of specialised professional expertise with high competencies that are able to prepare, complete and market their voluntary projects and programmes, able to give donors confidence and targets an excellent service and for themselves self-affirmation, happiness and prestige and for the organisation continuity and survival.

The above highlights the multiple reasons and objectives behind the practice of volunteering and joining its institutions or associations, which was supported by the statistical results when members were asked about the reasons and motives behind their volunteering and joining the two associations, and the largest percentage came in the presence of compatibility with the personal values of volunteers (40%) and the lowest percentage with serving the community (26.66%), mediated by (33.33%) with achieving happiness and self-affirmation (33.33%)

The results show that psychological and social factors are among the most important reasons and motivations behind the practice of volunteering, especially institutional volunteering, because the values of volunteers and the values of the two associations are compatible in what they offer and carry humanitarian, ethical and social values in their organisational culture and share them as principles with the personal values of volunteers, as well as the reasons for belonging to these two associations is to achieve happiness and self-affirmation, meaning that they have succeeded in meeting the psychological and social needs of volunteers and volunteers' affiliation with charitable associations.

8.2 Steps to Recruiting to Volunteer Organisations

8.2.1 Identifying Needs and Strategic Recruitment: This involves assessing the capacities of the voluntary institution to determine its requirements. This assessment may be conducted through discussions, meetings, and interviews with all participants volunteers and contributors alike to precisely identify the expertise needed and ensure its effective recruitment.

8.2.2 Activating Communication Channels, Including Modern Tools

Social media platforms are highly influential communication spaces that should be utilized to promote the mission of the voluntary institution and encourage participation. This includes engaging university students for field training within associations and the completion of practical projects. Such initiatives ensure both immediate and future expertise, while developing skills for the voluntary institution. The process creates a mutually beneficial exchange for both parties.

8.2.3 Creating a Supportive and Rewarding Environment

After recruitment, it is essential to establish a supportive environment for volunteers. The primary motivators for professional volunteers are often non-financial, relating instead to a sense of purpose, psychological well-being, and professional growth. Therefore, the organization must focus on fostering trust and psychological and social satisfaction among these volunteers. This involves providing meaningful work aligned with their expertise and values, granting them a genuine role in decision-making, and recognizing their contributions

8.2.4 Focus on professional development Invest in the human capital of the voluntary organisation by providing training and career guidance programmes for these volunteers, which will further develop their expertise and skills and strengthen the mutually beneficial relationship between the voluntary organisation and the volunteers, enhancing trust and commitment.

8.2.5 Motivation and recognition

The organization must acknowledge the efforts of volunteers and reward them either materially or morally. Public recognition, for instance, reinforces positive behavior and strengthens bonds among volunteers. Additionally, organizing recreational trips for volunteers, contributors, and beneficiaries enhances cohesion and motivates greater effort. The institution should provide a suitable work environment, ensuring that team members enjoy autonomy and ample opportunities to achieve excellence and mastery (Daniel.H.Pink,(2015),p1-6).

Daily tasks should be connected to a larger purpose or objective. When these elements are in place, the most effective strategy is to provide volunteers with a sense of security and significance, while allowing room for talents to flourish.

8.2.6 Performance Evaluation

Voluntary institutions should conduct regular evaluations of institutional voluntary work, assessing the efforts and activities of their volunteers. This process reinforces functional cohesion and ensures that the volunteer experience remains consistently positive and productive.

8.3 Benefits of Volunteer Recruitment for Voluntary Organisations

Recruiting professional expertise strengthens the workforce of institutional voluntary work, contributing to:

- **Project and Program Development:** Professional expertise supports innovation, development, renewal, and alignment with community needs.
- **Increased Operational Efficiency:** Diverse professional expertise enables the voluntary institution to manage its available resources—financial, marketing, and administrative—more effectively.
- **Cost Reduction:** Professional expertise provides services without financial compensation, often delivering high-quality contributions. Additionally, professional volunteers may contribute financially, for instance, by providing legal or marketing consulting services, which would otherwise incur costs.
- **Enhancing Credibility and Reputation:** Engaging professionals with expertise enhances the institution's credibility and reputation, increasing its influence in society at large and specifically among contributors, beneficiaries, and volunteers.
- **Volunteer Skill Development:** Institutional voluntary work serves as a platform for volunteers to acquire and develop various skills, demonstrating their abilities and achievement.
- **Adopting experienced professionals** gives the organisation the ability to network with other organisations, making it benefit from the experiences of others

9. CONCLUSION

The future of modern institutional voluntary work is fundamentally shaped by professional competence, sound governance, and digitalisation. To achieve long-term sustainability and meaningful societal impact, voluntary organisations must adopt a new management philosophy that transitions them toward professionalism, moving away from personalisation and centralisation. Embracing the principles of participatory leadership in joint decision-making both in formulation and execution empowers highly skilled and competent members to participate in management through operational transparency, the distribution of authority, and accountability. It is imperative for the leadership of institutional voluntary work to perceive volunteers as genuine partners and nothing less. Consequently, this ensures a seamless transition from traditional management to modern administration, characterised by modernization and digital integration, which ultimately enhances the advancement of voluntary work, amplifies its mission, and fosters its expansion and sustainability.

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