

Leadership, Volunteer Administration and 4-H

Nicole Stedman
Doctoral Candidate
University of Florida
Department of Agricultural Education and Communication
PO Box 110540
Gainesville, FL 32611
nstedman@mail.ifas.ufl.edu
(352) 392-0502 x. 223 p.
(352) 392-9585 f.

Rick Rudd
Associate Professor
University of Florida
Department of Agricultural Education and Communication
PO Box 110540
Gainesville, FL 32611
r Rudd@mail.ifas.ufl.edu
(352) 392-0502 x. 239 p.
(352) 392-9585 f.

Abstract

The primary purpose of this study was to determine the leadership style and volunteer administration leadership competence of state volunteer development specialists and county faculty within in the CES program area of 4-H. Participants were asked to complete three instruments, the Volunteer Administration Leadership Competency Instrument, a short demographic instrument and the Multifactor Leadership Questionnaire.

A total of 240 county 4-H faculty were randomly selected from a national database and invited to participate in the study. All identified state volunteer development specialists (n=50) was also asked to participate in the study. All participants were asked to complete the three instruments, each administered in an on-line form, for ease of response from participants. Independent variables were identified as gender, age, race/ethnicity, highest degree earned, type of degree earned, Extension classification, Extension tenure, years as volunteer administrator, and formal certification as a volunteer administrator. These independent variables were used to determine the influence of demographics on leadership style and volunteer administration competence.

Participants at the state level reported engaging in more transformational leadership behaviors, over transactional leadership behaviors and laissez faire leadership or non leadership. Their perception of the importance of various competencies as they related to volunteer administration was also important. State specialists reported that the competency of Personal Skills was the most important followed by Organizational

Culture and Commitment to the Profession. However, their greatest weaknesses in proficiency were in the areas of Accountability, Management Skills and Organizational Culture.

County level faculty reported that they engaged in transformational leadership behaviors more so, than they perceived themselves engaging in transactional leadership styles. In response to the perceived importance of competencies to volunteer administration, they similarly reported that Personal Skills were the most important followed by Organizational Culture and Organizational Leadership. Their greatest areas of weakness were in skills associated with Management, Accountability, and Organizational Leadership.

The study found that the results from the MLQ showed that state specialists and county faculty both are not using transactional leadership behaviors in their volunteer program. With that, their greatest areas of weakness in volunteer administration are categorized as transactional because of the type of activities associated with each, Management and Accountability.