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SIGNIFICANCE OF STAFF IN NATIONAL SECURITY-ORIENTED PUBLIC BENEFIT ORGANISATIONS IN DIVERSIFYING ONLINE REVENUE SOURCES¹

Summary

Purpose | This study aims to elucidate the roles of staff involvement in enhancing the diversity of online revenue sources in national security-oriented public benefit organisations (PBOs).

Research method | In this study, a secondary analysis of financial and substantive reports from PBOs is conducted, supplemented by a content analysis of their websites to identify existing online revenue sources.

Results | This study proves the importance of staff in creating and maintaining online revenue sources. Furthermore, the utilisation of volunteer work significantly impacts the variety of online revenue sources used by PBOs. Organisations that effectively integrate employees and volunteers into their operations tend to have a more robust online presence and fundraising capacity.

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Originality/value/implications/recommendations | The study reveals the relationship between the number of employees and volunteers and online revenue sources within the specialised context of national security-oriented PBOs. The findings provide insights for managers of non-profit organisations on various factors, such as the types of employment and volunteer involvement that may influence online fundraising activities.

Keywords: non-profit organisations, national security, employee engagement, volunteers, online revenue sources

JEL classification: L31, L33, G38

1. Introduction

Staff in non-profit organisations play a pivotal role in the implementation of strategies and achievement of objectives. Understanding the connection between employee engagement and organisational outcomes is crucial for improving participation and addressing associated challenges [Rajamohan et al., 2019]. Non-profit employees are pivotal in fostering social capital, which is crucial for various organisational functions such as fundraising, advocacy, and community relations [King, 2004]. In terms of fundraising, the Internet is a very important tool, offering various advantages and challenges for organisations seeking financial support [Harken et al., 2023]. However, amidst the prevailing climate of armed conflicts and political instability, public benefit organisations (PBOs) face substantial challenges in this domain [Malhouni, Mabrouki, 2024]. These include heightened donor scepticism towards online transactions due to the redirection of resources to war-related humanitarian crises [Raut, Shevtekar, 2023], escalating cybersecurity threats such as phishing and data breaches targeting sensitive conflict-related information [Shandler, Canetti, 2024], and intensifying competition among non-profits for digital donations as conflicts draw global attention [Shava, 2021].

Additionally, smaller organisations may struggle with limited technological resources or insufficient expertise to develop effective digital fundraising strategies [Nageswarakurukkal, 2020]. In this regard, the role of employees is particularly important [Bennett, Savani, 2023].

In the face of current geopolitical tensions and wars, the significance of non-profit organisations operating in the realm of national security is particularly critical. The security and defence of any country do not rely solely on efficient armed forces but also on civilian infrastructure, effective central and local governments, and the activities of non-profit organisations directly operating in the area of national security [Sirko, Piotrowska-Trybull, 2020]. In Poland, this topic has become exceptionally topical due to the ongoing Ukraine–Russia conflict at the state’s borders – Poland is the only NATO and EU country that directly neighbours both warring countries. As previously mentioned, geopolitical instability often diverts donor attention and resources to immediate humanitarian crises, leaving PBOs focused on national security to compete for increasingly limited online donations [Omura, Forster, 2014; Aldashev, Verdier, 2010]. Moreover, the heightened sensitivity of data security in such contexts poses additional challenges, as these organisations must balance transparency with the need to protect sensitive information from potential cyberattacks [Paxton et al., 2020]. Nevertheless, due to a globalised world and numerous social and economic interdependencies, the issue of non-profit organisations operating in the area of national security is particularly vital for all countries – not only those engaged in wars or directly neighbouring them.

Non-profit organisations operating in the national security sector encounter distinctive barriers to successful online fundraising [Bodyak, 2024]. Furthermore, rapid technological advancements have created a divide between organisations with the resources to adopt new tools and those lacking the necessary infrastructure or expertise [Mikołajczak et al., 2024; Nikita et al., 2024; Zeebaree et al., 2020]. These disparities frequently exacerbate financial instability, constraining smaller public benefit organisations (PBOs) in their efforts to fulfil their missions effectively [Chojnacka-Pelowska, Górecka, 2022; Biniasz-Celka, 2020].

Among the diverse landscape of Polish non-profit entities, public benefit organisations (PBOs) represent a significant and specialised category. These organisations constitute about 10% of all non-profit entities in Poland. For an entity to be classified as a PBO, it must satisfy several stringent criteria outlined in the Polish Act of 24 April 2003 on Public Benefit and Voluntary Work [Act No. 96 of 24 April 2003].

The objective of this study is to elucidate the roles of staff in enhancing diversity of online revenue sources in national security-oriented public benefit organisations. The primary research gap identified in the article pertains to the specific influence of staff characteristics – such as the type of employment contracts and the integration of volunteer work – on the diversity of online revenue sources in public benefit organisations (PBOs) that are focused on national security. While previous research has broadly considered the impact of staff on organisational outcomes in non-profits, the nuances of how these factors interplay to affect online fundraising, specifically within the realm of national security-oriented non-profits, remain underexplored. This gap underscores a critical need for targeted research to understand how internal organisational structures, particularly in the context of staffing and digital strategy, influence the financial mechanisms that support national security objectives. Therefore, we propose the following comprehensive research questions for this article:

- RQ1:** What significance do employees under various types of contracts have in facilitating the use of diverse online revenue sources by public benefit organisations?
- RQ2:** What is the relationship between the number of volunteers in public benefit organisations and the number of online revenue sources launched?

2. Literature review

Non-profit organisations have historically been integral to addressing social issues and fostering community engagement. Employees within these organisations are often seen as key players in delivering services, advocating for underrepresented groups, and contributing to the overall mission of the non-profit sector [Gazzola, Amelio, 2015; Smith, Pekkanen, 2012; LeRoux, 2007].

As demonstrated in various studies, the ability of non-profit organisations to meet their objectives is directly dependent on the effectiveness of their staff in managing and delivering services [Lee, Kim, 2024; Yegon, Kipkorir, 2023]. Staff skills also play a critical role in the effective utilisation of data systems for performance measurement in non-profit organisations [Colbran et al., 2022; Miković et al., 2020; Carnochan et al., 2014].

Non-profit organisations very often rely on donations and government funding, which suggests that employees in these organisations are essential for the execution of these services [Yan, Sloan, 2016]. Their skills and dedication not only ensure the delivery of core activities but also play a key role in building trust with donors and stakeholders, which is critical for sustaining financial support [Mangisha, Kapasa, 2024; Masdar et al., 2017; Sargeant et al., 2006]. Furthermore, employees often act as the bridge between the organisation's mission and its supporters, translating objectives into actionable programs that resonate with funders [Oelberger, 2024; Ljubović, Kulović, 2023; Sun, Hu, 2023, Zin et al., 2022].

Job security, contractual arrangements, and organizational dynamics affect employee performance and satisfaction in non-profit settings [Bakotić, 2022; Knapp et al., 2017; Dias, Elesh, 2012]. While the direct correlation between the number of contract employees and online revenue sources has not been explicitly documented, factors such as job security perceptions can impact employee performance and, by extension, organisational performance, including revenue generation [Slatten et al., 2021; Heinrich, 2000]. This suggests a potential indirect link where the nature and security of employment [contract employment under the Labour Code] could influence the effectiveness of revenue generation strategies. Therefore, we propose the H1 hypothesis as follows:

- H1:** The number of employees on employment contracts is associated with the number of online revenue sources in public benefit organisations operating in the area of national security.

Employees who are not bound by traditional employment contracts but rather by agreements are typically more flexible and task-specific [Fouarge et al., 2011; Kulkarni, Ramamoorthy, 2005]. These civil-law-based contracts are tailored to meet the dynamic needs of non-profit organisations, facilitating a more adaptive and mission-oriented workforce management strategy [Makovii et al., 2023; Robichau et al., 2022; Zaidi et al., 2012]. This adaptability is crucial for non-profit organisations, which often operate under variable funding conditions and project-specific demands [Mcnamara et al., 2012; Mital, 2010]. Moreover, employees with high public service motivation might be more interested in working for non-profit organisations that offer flexible work

options because they perceive these organisations as altruistic employers that align with their personal values [Lee, Wilkins, 2011; Casper, Harris, 2008]. These individuals often find that such settings resonate with their desire to make a societal impact while maintaining a flexible work-life balance, which is less typically available in more structured public or for-profit sectors [Ritz et al., 2022]. This flexibility not only enhances job satisfaction but also supports organisational goals by attracting a diverse talent pool, including professionals seeking meaningful engagement alongside other commitments, such as freelance work or caregiving responsibilities [Geib, Boenigk, 2024]. Therefore, we propose the H2 hypothesis as follows:

H2: The number of employees on civil-law contracts is associated with the number of online revenue sources in public benefit organisations operating in the area of national security.

Non-profit organisations can achieve better results by following strategies such as building volunteer skill sets [Ilyas et al., 2020]. Volunteer work can be particularly useful in creating and managing non-profit online revenue sources [Berenguer et al., 2023]. Moreover, organisations that incorporate volunteers into their operations often exhibit greater openness to their environments, which can enhance their adaptability and innovativeness, particularly in embracing new technologies such as online donations [Paxton et al., 2020]. Volunteers can act as connectors between organizations and communities, fostering inclusion and participation [De Keersmaecker, Liesenborghs, 2023]. This connection helps non-profits better understand the needs and expectations of their target audiences, allowing them to tailor their outreach and fundraising strategies more effectively. Volunteer work can be particularly useful in creating and managing non-profit online revenue sources [Berenguer et al., 2023]. By leveraging the diverse skill sets of volunteers, such as digital marketing expertise or technical knowledge, organisations can enhance their online presence and expand their donor base, often achieving results that would be unattainable with limited staff resources [Lee, Shon, 2023; Krueger, Haytko, 2015; Hoefer, 2012]. Therefore, we propose the H3 hypothesis as follows:

H3: The use of volunteer work is associated with the number of online revenue sources in public benefit organisations operating in the area of national security.

3. Methodology

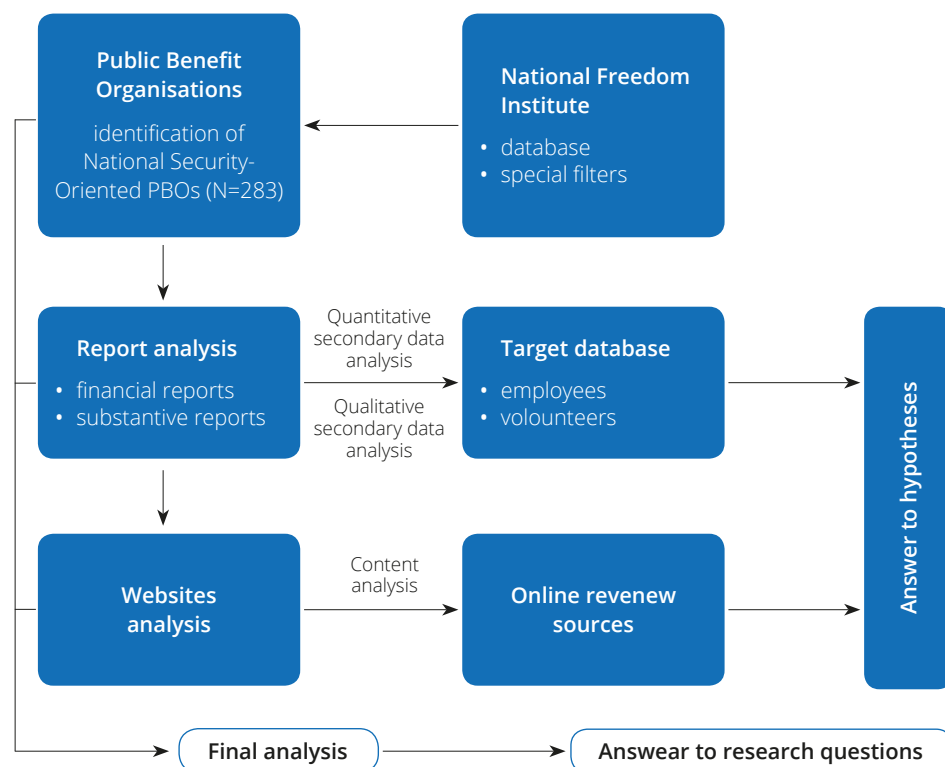
The review of financial data relied on the financial and substantive reports provided by public benefit organisations (PBOs). In Poland, all PBOs are mandated to disclose reports detailing both their activities and financial performance. This requirement applies equally to all such organisations, irrespective of their eligibility to receive 1.5% of personal income tax. These reports are published on the National Freedom Institute's website and the electronic National Court Register managed by the Ministry of Justice. The investigation targeted public benefit organisations engaged in specific areas of public tasks directly aligned with national security as stipulated by the Act on Public Benefit and Volunteer Work [Act No. 96 of 24 April 2003]. These organisations focus on key sectors identified within the Act, notably: sector No. 20, covering public order and security (223 organisations); sector 21, related to national defense and armed forces operations (43); and sector 23, which encompasses rescue systems and resident protection (17). The identification of these organisations was carried out using specialised filters implemented on the National Freedom Institute's website [National Freedom Institute, 2023]. Following their selection, a comprehensive database was established to encapsulate essential metrics describing these organisations. The creation of this database was predicated on financial and substantive reports from the National Freedom Institute (Chart 1).

Subsequent stages involved examining the online presence of these organisations, sourced from their substantive reports and corroborated through additional searches via Google to ensure comprehensive coverage. The analysis, spanning from 20 December 2023 to 25 January 2024, employed the method of content analysis to identify and categorise the mechanisms through which these organisations capture value. Content analysis consisted of systematically reviewing the websites of the selected public benefit organisations to identify and categorise online revenue sources. The analysis focused on specific mechanisms, such as donation platforms, e-learning opportunities, and online stores, as outlined in the study's objectives. A predefined coding framework was developed to ensure consistency and reliability during the data extraction process. The coding process was conducted independently by two researchers, and discrepancies were resolved through discussion to enhance inter-coder

reliability. This approach ensured a comprehensive and objective evaluation of the organisations' online fundraising activities. As a result of these activities, types of revenue sources via the Internet were identified.

CHART 1

Flowchart of the research process



Source: the authors' own work.

As a result of these actions, the following grouping variables were selected:

- the number of employees employed under a contract of employment,
- the number of employees employed under a civil-law contract,
- the total number of volunteers,
- the number of volunteers associated with the organisation,
- the number of volunteers not associated with the organisation.

For hypothesis testing, statistical analysis was performed using IBM SPSS Statistics 29. Initial assessments employed the Kolmogorov-Smirnov test to determine the distribution characteristics of the variables, revealing significant deviations from the normal distribution. This necessitated the application of non-parametric tests. Specifically, the Kruskal-Wallis test was used to assess differences in revenue source diversity across employee and volunteer categories. Pairwise comparisons were conducted using Bonferroni-adjusted significance levels to ensure accuracy in identifying statistically significant differences between groups. These tests allowed for robust analysis of the hypothesized relationships, addressing variations in organisational size and staffing structure. The study also employed the Mann-Whitney U test to analyze differences in online revenue sources between organisations that used volunteers and those that did not. This non-parametric test was chosen due to its robustness in handling small sample sizes and data that do not meet the assumptions of normality. The test compared the median values of revenue sources across two independent groups: organisations utilizing volunteers and those not engaging volunteers.

This methodological approach ensures a comprehensive and systematic examination of the research objectives, allowing the study to be considered a complete and rigorous investigation of the financial and organisational characteristics of public benefit organisations in the context of online revenue generation.

4. Findings

4.1. Online revenue sources identification

Among the organisations that had a website, the following online revenue sources were identified (Table 1).

The surveyed organisations employed 410 people on contracts of employment (under the Labour Code). Calculated as full-time equivalents (some people were employed, for example, half-time, 1/4 time, etc.), this was 305.22 full-time equivalents. Meanwhile, 1626 people were employed under civil-law contracts.

TABLE 1

Types of Online Revenue Sources

Type	Characteristics
Civic budget	Request for support for the organisation or an initiative of the organisation as part of the civic budget.
Other services	Services sold via the Internet (e.g. computerised handwriting analysis).
Courses, training	Conducting various online courses and training (e-learning) and providing access to materials on various specialties.
PIT online	Inclusion on the website of a special program (e.g. PITax.pl).
Electronic payment	Transferring money using systems such as PayU, tpay, transfers24, dotpay, PayPal.
Premium SMS	The possibility of sending paid SMS messages.
Subscription	Paid subscription to online content.
Advertising of other entities	Promotional content with links to other businesses on the organisation's website.
"Siepomaga"	Presence of a charitable service on the website of the studied organisation
Online store	Running an online store by a specific public benefit organisation.
Tied selling	Transferring a portion of the money from purchases made.
Sub-account	The possibility of directing donations to a specific project or recipient.
Traditional transfer	Independent transfer via the Internet, i.e. the organisation's website provides an account number to which a "traditional" Internet transfer can be made.
Support from individuals	The possibility of providing assistance in various forms (e.g. assistance requiring time commitment from the donor or the transfer of material items needed by the organisation).
Support from businesses	Assistance obtained through cooperation with businesses in various forms (e.g. pay-roll).
Website linked with Facebook	Linking the website with Facebook, which has a donation option (fundraising).

Source: the authors' own work.

Table 2 displays basic descriptive statistics regarding the frequency of the identified online revenue sources on websites, depending on the level and type of employment.

TABLE 2

The number of online revenue sources broken down into groups according to the size of employment in public benefit organisations from the area of national security

Speci- fication	Number of organizations	M	Me	SD	Sk.	Kurt.	Min	Max
Groups*		Number of employees – contract of employment						
1	253	0.49	0.00	0.970	3.758	21.595	0	8
2	25	1.80	2.00	1.384	0.594	0.661	0	5
3	5	2.40	2.00	1.517	1.749	3.724	1	5
Total	283	0.64	0.00	1.110	2.809	11.572	0	8
Groups*		Number of employees – civil-law contract						
1	213	0.44	0.00	0.972	4.315	26.357	0	8
2	51	1.02	1.00	1.257	1.409	2.092	0	5
3	19	1.84	2.00	1.167	0.574	2.221	0	5
Total	283	0.64	0.00	1.110	2.809	11.572	0	8

M – mean; Me – median; SD – standard deviation; Sk. – skewness; Kurt. – kurtosis; Min and Max – lowest and highest values of the distribution.

* Groups: Group 1 – 0 employees; Group 2 – a few or a dozen people employed (from 1 to 19 people); Group 3 – several dozen and several hundred people employed (from 20 people and more).

Source: the authors' own work.

Regardless of the type of employment (contract of employment or civil-law contracts), it is evident that in organisations employing more staff, the number of utilised online revenue sources increases (as indicated by the arithmetic mean and median).

4.2. Employment and Online Revenue Sources

In order to verify whether there is a statistically significant difference between the number of applied online revenue sources and the number of employees, Kruskal-Wallis tests were performed for three selected groups [Table 3].

Regardless of the type of employment, there is a relationship between the number of employees and the number of utilised online revenue sources. The only exception is one pair – Group 2 and Group 3 in contracts of employment (the test showed no significant differences, although this situation was undoubtedly influenced by the very small size of Group 3 – just five organisations).

In conclusion, the results of the conducted tests confirm Hypothesis 1 – test ($\chi^2[2] = 43.151$, $p < 0.001$), and also Hypothesis 2 – test ($\chi^2[2] = 43.341$, $p < 0.001$).

TABLE 3

Pairwise comparison of the number of employees and number of online revenue sources

Speci- fication	Test Statistic	Standard Error	Standardised Test Statistic	Significance	Adjusted Significance**
Groups* Number of employees – contract of employment					
1–2	-82.134	14.694	-5.590	<0.001	0.000
1–3	-116.514	31.653	-3.681	<0.001	0.000
2–3	-34.380	34.336	-1.001	0.317	0.950
Groups* Number of employees – civil-law contract					
1–2	-41.062	10.926	-3.758	<0.001	0.001
1–3	-97.922	16.781	-5.835	<0.001	0.000
2–3	-56.859	18.838	-3.018	0.003	0.008

Each row tests the null hypotheses about whether the distributions of Sample 1 and Sample 2 are the same. Displayed are asymptotic significances (2-sided tests). The significance level is 0.05.

*Groups: Group 1 – 0 employees; Group 2 – a few or a dozen people employed (from 1 to 19 people); Group 3 – several dozen and several hundred people employed (from 20 people and more).

**Significance values for multiple tests adjusted by the Bonferroni method.

Source: the authors' own work.

4.3. Volunteering and Online Revenue Sources

In the case of work performed by volunteers, the studied organisations need to be divided into two categories – those with annual revenues lower than or equal to 100,000 PLN and those higher than this amount. This division is due to reporting obligations. There are two types of reports for public benefit

organisations – organisations that have achieved revenue above 100,000 PLN submit a so-called “full report”, while those PBOs with revenue lower than or equal to 100,000 PLN submit a simplified report. In the simplified report, a public benefit organisation enters less information. Therefore, in the case of smaller organisations, it is not possible to determine who performs volunteer work for the organisation – such organisations do not provide this information. These could be individuals who are already in some way associated with the organisation (e.g. employees, members of the organisation, etc.) or other individuals not associated with the organisation. In the case of large PBOs (revenue above 100,000 PLN), it is possible to identify the individuals performing volunteer work. Therefore, in Table 4, the identification of individuals performing volunteer work only refers to large organisations.

TABLE 4

The number of online revenue sources broken down into groups according to the use or non-use of volunteer work

Specification	Number	M	Me	SD	Sk.	Kurt.	Min	Max
Volunteering – all organisations								
No	173	0.39	0.00	0.867	3.639	20.078	0	7
Yes	110	1.02	1.00	1.327	2.173	7.217	0	8
Total	283	0.64	0.00	1.110	2.809	11.572	0	8
Volunteering – only large organisations								
No	67	0.66	0.00	1.122	3.176	14.754	0	7
Yes – only individuals associated with the organisation	40	1.13	1.00	1.556	2.406	8.657	0	8
Yes – only individuals not associated with the organisation	6	2.50	2.00	1.378	1.375	2.355	1	5
Yes – individuals both associated and not associated with the organisation	25	1.28	1.00	1.400	1.435	2.288	0	5
Total	138	0.99	1.00	1.372	2.245	7.109	0	8

Source: the authors' own work.

Organisations that utilise volunteers clearly possess a greater potential regarding the creation of revenue generation mechanisms on their websites necessary for fulfilling the organisation's mission (for example, the arithmetic mean is more than 2.5 times greater compared to organisations that do not use volunteers). The results of the Mann-Whitney U test also indicate that there are differences between groups with and without volunteers in this area ($U = 6497,000$; $Z = -5.251$, $p < 0.001$). Thus, it is possible to confirm the hypothesis that suggests a relationship between the use of volunteer work and the number of Internet revenue generation mechanisms (Hypothesis 3). An interesting topic, however, is the following: Who performs volunteer work? Is it better when the volunteering is done by individuals associated with the organisation? Or is it better for it to be people from outside the organisation? Or perhaps the best approach is to combine volunteering, meaning situations where volunteer work is carried out by both individuals within the organisation and those from outside. From Table 4, it appears that the best scenario is the utilisation of volunteers not affiliated with the organisation. Both the arithmetic mean and the median are highest for this group of organisations (even higher than those organisations that utilise both groups of people simultaneously) Kruskal-Wallis tests were performed for four selected groups only for large PBOs (Table 5).

TABLE 5

Pairwise comparison of volunteering and number of online revenue sources

Groups*	Test Statistic	Standard Error	Standardised Test Statistic	Significance	Adjusted Significance**
1-2	-12.946	7.416	-1.746	0.081	0.485
1-3	-54.913	15.816	-3.472	<0.001	0.003
1-4	-19.906	8.698	-2.288	0.022	0.133
2-3	-41.967	16.249	-2.583	0.010	0.059
2-4	-6.960	9.463	-0.736	0.462	1.000
4-3	35.007	16.873	2.075	0.038	0.228

*Groups: Group 1 – without volunteering; Group 2 – volunteering of people associated with the organisation; Group 3 – volunteering of people not associated with the organisation; Group 4 – volunteering of people both associated with and not associated with the organisation.

Each row tests the null hypotheses about whether the distributions of Sample 1 and Sample 2 are the same. Displayed are asymptotic significances (2-sided tests). The significance level is 0.05.

**Significance values for multiple tests adjusted by the Bonferroni method.

Source: the authors' own work.

These tests confirmed a dependency between the use of volunteering and online revenue sources ($\chi^2[3] = 15.676$, $p = 0.001$). However, this was only due to the difference between Group 1 and Group 3 (i.e. the group not using volunteering at all and the group using volunteering of people not associated with the organisation). The necessity of limiting the study to only large PBOs significantly reduced the number of organisations. There were only 138 organisations with revenue above 100,000 PLN, of which only six used volunteering of people not associated with the organisation. It can be reasonably argued that larger sample sizes would have enabled demonstrating statistically significant differences between Group 2 and Group 3 (i.e. volunteering by persons associated and not associated with the organisation), as even with such low numbers, the conducted test was “close” to proving this thesis.

5. Discussion

The results of this study underscore the significant role of staff management practices, specifically employment contract types, in shaping the effectiveness of online revenue sources in national security-oriented public benefit organisations. Regarding the number of employees on contracts of employment, organisations that employ 20 people and more typically have nearly five times more online revenue sources compared to those that do not have any contract of employment employees, clearly indicating the qualitative functioning of both compared groups. Here, a stable form of employment regulated by the Labour Code is more significant than civil-law contracts. In the case of the latter employment type, differences are also visible, but the stratification in the studied groups is somewhat smaller. Hence, the thesis about the importance of stable and good employment conditions in the outcomes for non-profit organisations is supported by research [Riforgiate, Kramer, 2021] and is also confirmed in these studies. In Polish conditions, this is important because, as research shows, precarious employment is indeed a reality for Polish non-profit organisations. Only about a fifth of NGOs employ staff under traditional employment contracts, with the majority relying on more flexible, civil-law contracts, which often provide less security and fewer benefits to employees [Mikołajczak, 2021]. This issue is significant according to many researchers because revenue diversification, which is often tied to

stable employment practices, leads to greater financial stability in non-profit organisations, enhancing their longevity and capacity to serve [Carroll, Stater, 2009]. Therefore, in the best interest of non-profit organisations that want to effectively fulfil their social mission, creating stable employment conditions for their employees is essential. Only then will they shift their attention from personal issues to the effective functioning of the organisations they work for. As a result, the conducted research indicates the existence of a relationship between the number of employees on employment contracts and the number of online revenue sources in the examined public benefit organisations and thus confirms Hypothesis 1. A similar relationship is also observed in the case of civil-law contracts (confirming Hypothesis 2); however, it is not as significant as in the case of employment contracts.

Volunteering in non-profit organisations brings a range of benefits that can enhance both the effectiveness and reach of their activities. This is confirmed by the conducted research, which identified a relationship between the use of volunteer work and the number of online revenue sources in public benefit organisations (Hypothesis 3). This additional manpower and expertise can greatly enhance the organisation's capacity to serve its mission [Samuel et al., 2013]. According to Polish regulations, volunteers in public benefit organisations can be both employees of the organisation and individuals from outside the organisation [Act No. 96 of 24 April 2003]. At the same time, the positive experience of non-profit employees in their jobs can spill over into volunteering, where they contribute to the organisation. This further enhances the societal benefits, as satisfied employees are likely to engage more deeply and meaningfully in their volunteer roles [Lee, Brudney, 2015]. However, research indicates that the best option for diversifying online revenue sources is to volunteer from outside the organisation. Perhaps this is because volunteers not only often gain new skills, expand their social networks, and increase their civic engagement through their activities [Isham et al., 2006] but also bring talents and competences to the organisations that contribute to various aspects of the organisation's operations and strategic goals [El-Amin, 2023]. This contribution is measured not just by the hours they work but by the real impact of their skills on the organisation's operations and revenue generation [Bowman, 2009]. This finding corroborates the research by Ilyas et al. [2020], which highlighted the value of volunteers in enhancing organisa-

tional adaptability and innovation, particularly in leveraging new technologies for fundraising. Therefore, different environments in which volunteers help a given organisation operate favour its market-oriented approach expressed in a larger number of used revenue sources.

Regardless of the source of volunteering (individuals from within the organisation and those from outside), volunteering to provide additional resources can lead to better organisational performance [Mook et al., 2007]. Those studies confirmed that public benefit organisations using volunteering have more than a 2.5-fold advantage in terms of the number of online revenue sources compared to their counterparts not using volunteering.

6. Conclusions

The current study's findings suggest several practical implications for management strategies in national security-oriented public benefit organisations. First of all, given the significant role of online platforms in revenue generation, PBOs must invest in robust digital infrastructures that support diverse fundraising activities. This involves not only technological investments but also training staff to effectively utilise these platforms. What may be particularly helpful in this regard (and at little cost) is developing structured programs to integrate volunteers into key operations, especially in online engagement and fundraising activities. This approach should be tailored to leverage the unique skills and motivations of volunteers, potentially enhancing the organisation's reach and impact. The fact that most of the studied organisations do not use volunteering in this case is puzzling and requires in-depth research.

The findings are based on national security-oriented public benefit organisations in Poland, which may limit the generalizability of the results to non-profits in different geopolitical or economic contexts. Future research could explore these dynamics in a broader array of settings to validate the applicability of the conclusions. While the study extensively uses secondary analysis of financial and substantive reports to assess relationships, it lacks qualitative insights that might explain the underlying motivations and behaviours of staff and volunteers in these settings. Qualitative research could add depth to the

understanding of how and why certain HR practices impact online revenue sources. In addition, the rapidly changing nature of online technologies and fundraising methods may affect the sustainability of the observed effects. The study does not account for potential shifts in digital strategies or platforms that could influence future fundraising effectiveness.

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