

More competent but less warm?

Perceptions about volunteers and organizational consequences in the changing context of volunteer work

Presentation of research model

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Context of volunteer work

□ Evolution of the non-profit sector

- Non-profit organizations (NPOs) are increasingly turning into professional (e.g., Davister, 2006; Eikenberry & Kluver, 2004; Laville & Sainsaulieu, 1997; Salamon, 1999; Vantilborgh et al., 2011).
- « The professionalization of NPOs» (e.g., Vantilborgh et al., 2011).

□ Consequences of this changing context

- Also an interesting subject for the research in social, work and organizational psychology



A psychological point of view – 1.

- **Literature in social, work and organizational psychology**
 - Contextual changes influence social perceptions, which in turn affects relationships between individuals (Fiske, Xu, Cuddy, & Glick, 1999)

- **Applied to the non-profit sector**
 - The way volunteers and paid workers see each other influences the way they interact as well as the way they act with their organization (van Knippenberg, & Haslam, 2003)

 - The issue of relationships between volunteers and paid workers in NPOs has been largely neglected (Boezeman & Ellemers, 2007).

A psychological point of view – 2.

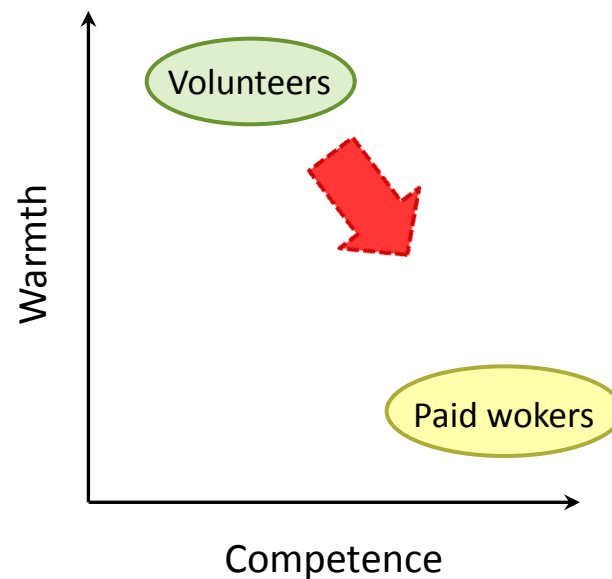


The aim of my research is to investigate the influence of the professionalization of NPOs on social perception between volunteers and paid workers as well as their intergroup, individual and organizational consequences.

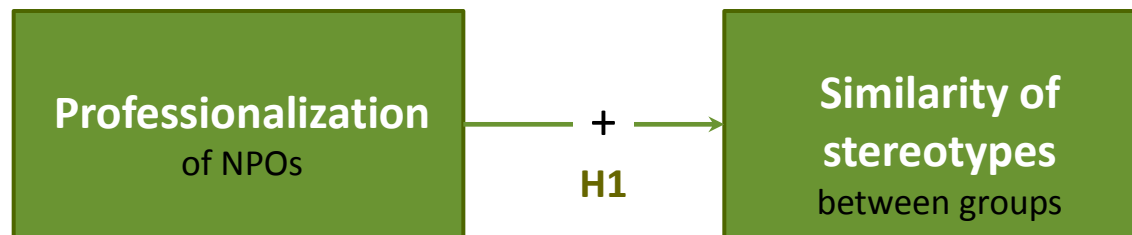
Model and hypotheses – 1.

□ **Stereotype content model** (Fiske, Xu, Cuddy, & Glick, 1999)

- Stereotypes are described in two main dimensions: warmth and competence
- Compensation effect: stereotypes toward groups appear to be « mixed » (Judd, James-Hawkins, Yzerbyt, & Kashima, 2005)



Model and hypotheses – 2.



H1: The professionalization of NPOs increases perceived similarity between stereotypes toward volunteers and paid workers

Model and hypotheses – 3.

□ **Social identity theory** (Tajfel & Turner, 1986)

- To increase perceived similarity between groups

1 → endangers the positive distinctiveness of each group,

2 → threatens members' social identity,

3 → produces negative emotions and behaviors in order to recover a positive social identity

Model and hypotheses – 4.



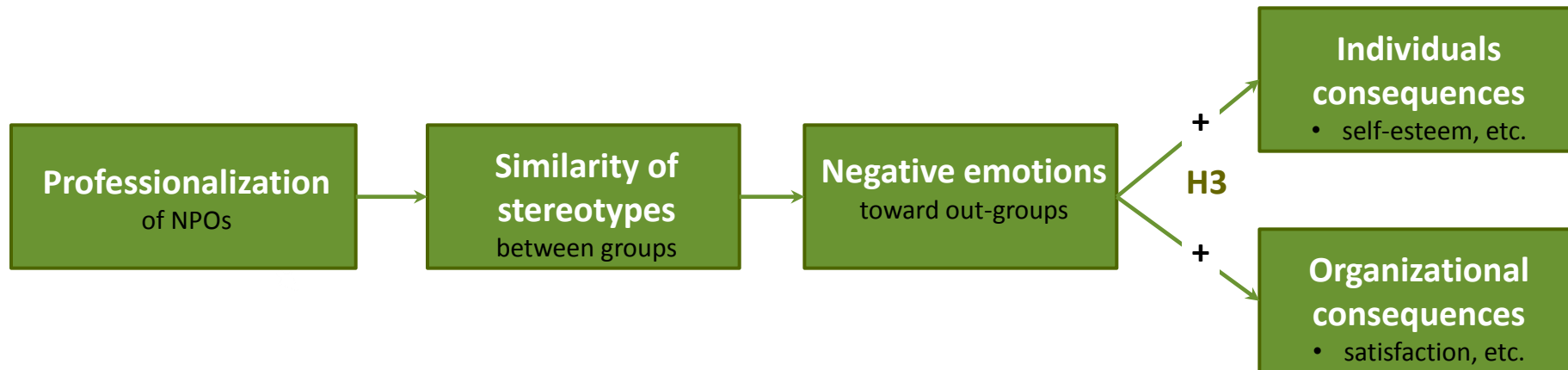
H2: The perception of a similarity between volunteers and paid workers produces negative emotions, conflicts and intergroup bias

Model and hypotheses – 5.

- **Effects of conflicts** (Ilies, Johnson, Judge, & Keeney 2011)
 - Conflicts and intergroup bias are largely related to negative effects on both individuals and organization

Individuals	Organization
<ul style="list-style-type: none">+ Stress- Self-esteem- Well-being at work	<ul style="list-style-type: none">- Performance- Work engagement- Job satisfaction+ Turnover

Model and hypotheses – 6.

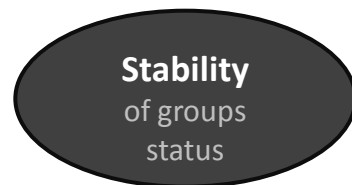


H3: Negative emotions toward out-groups, conflict and intergroup bias are related to negative consequences for both individuals and organization

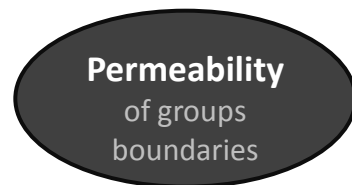
Model and hypotheses – 7.

□ **Social identity theory** (Tajfel & Turner, 1986)

- 3 socio-structural variables determine behaviors that groups adopt in order to recover a positive social identity (Ellemer, 1993)



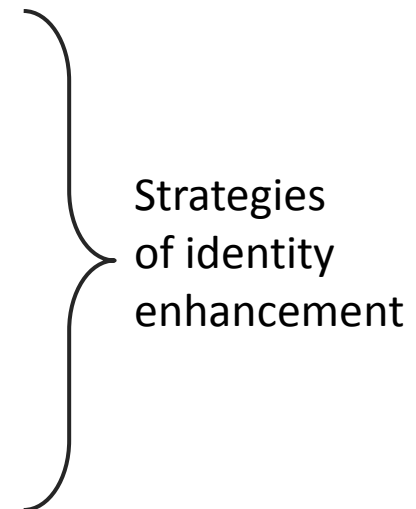
« The differential possibility of improving the group status » (Ellemer, 1993, p. 42)



« The possibility of changing group affiliations » (Ellemer, 1993, p. 32)



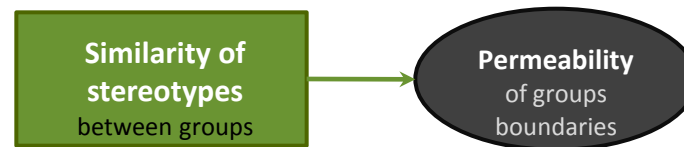
« The acceptance of a status difference as justified and fair » (Spears, 2008, p. 330)



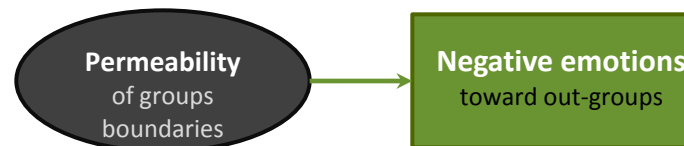
Model and hypotheses – 8.

□ Permeability of group boundaries

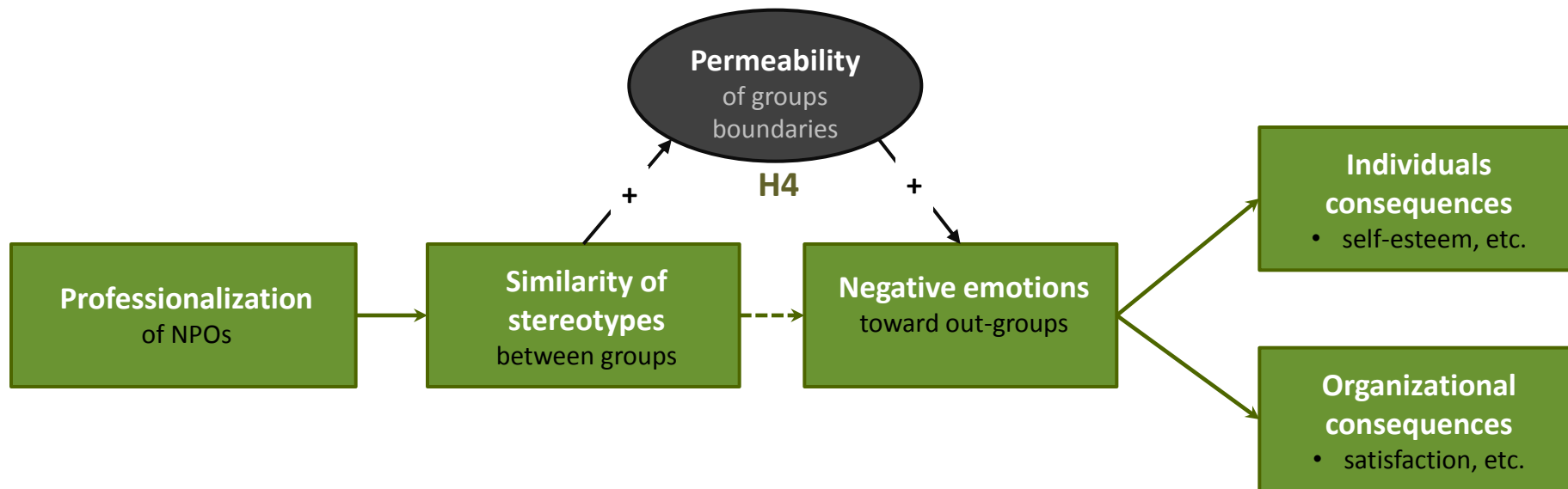
- Perceived similarity between groups increases the permeability of group boundaries by enabling the possibility of changing group affiliations (Ellemers, 1993)



- Perceived permeability of group boundaries affects prejudices by altering groups' relative status (Fiske, Cuddy, Glick, & Xu, 1999)



Model and hypotheses – 9.

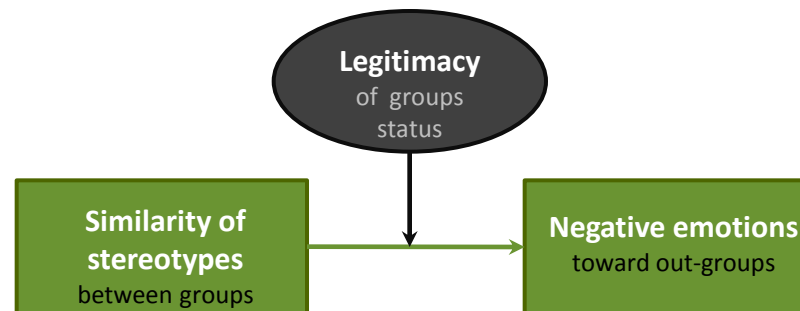


H4: Permeability of group boundaries mediates the effect of perceived similarity between volunteers and paid workers on negative emotions

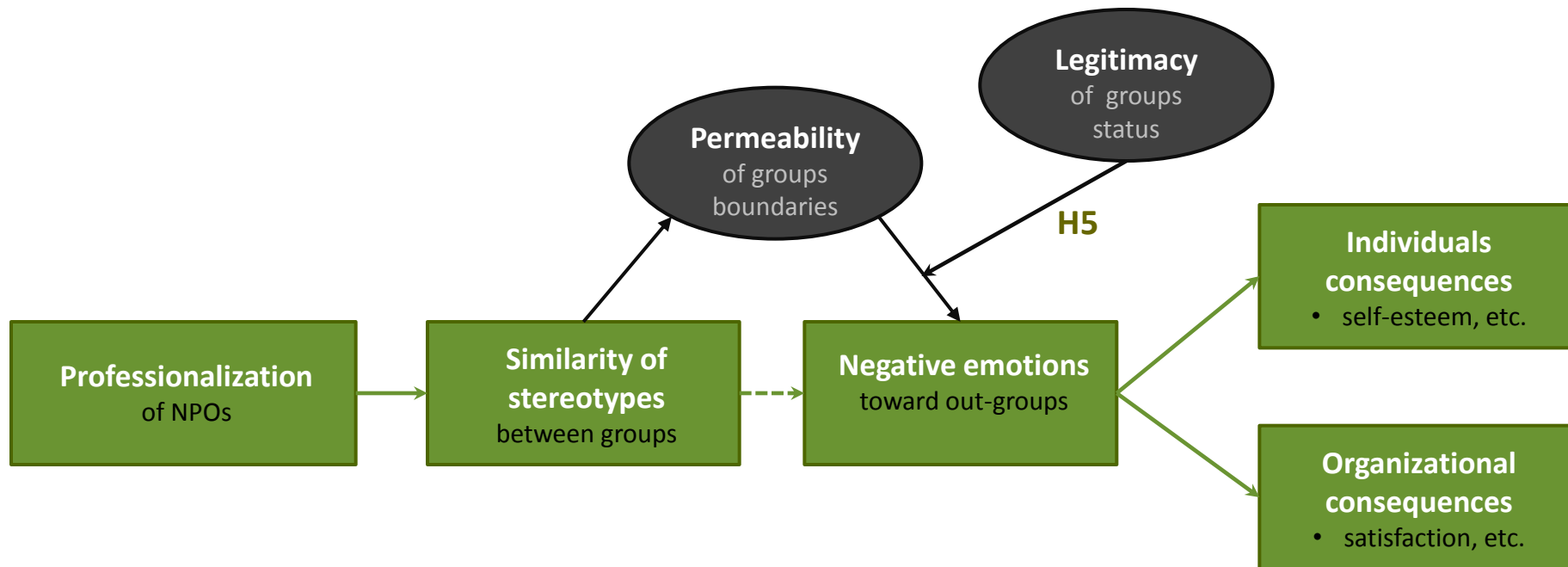
Model and hypotheses – 10.

□ Legitimacy of groups status

- Perceived legitimacy of group status moderates the impact of social comparison and negative stereotypes on intergroup bias by providing justification and acceptance of a status difference (Jetten, Spears, Hogg, & Manstead, 2002)



Model and hypotheses – 11.



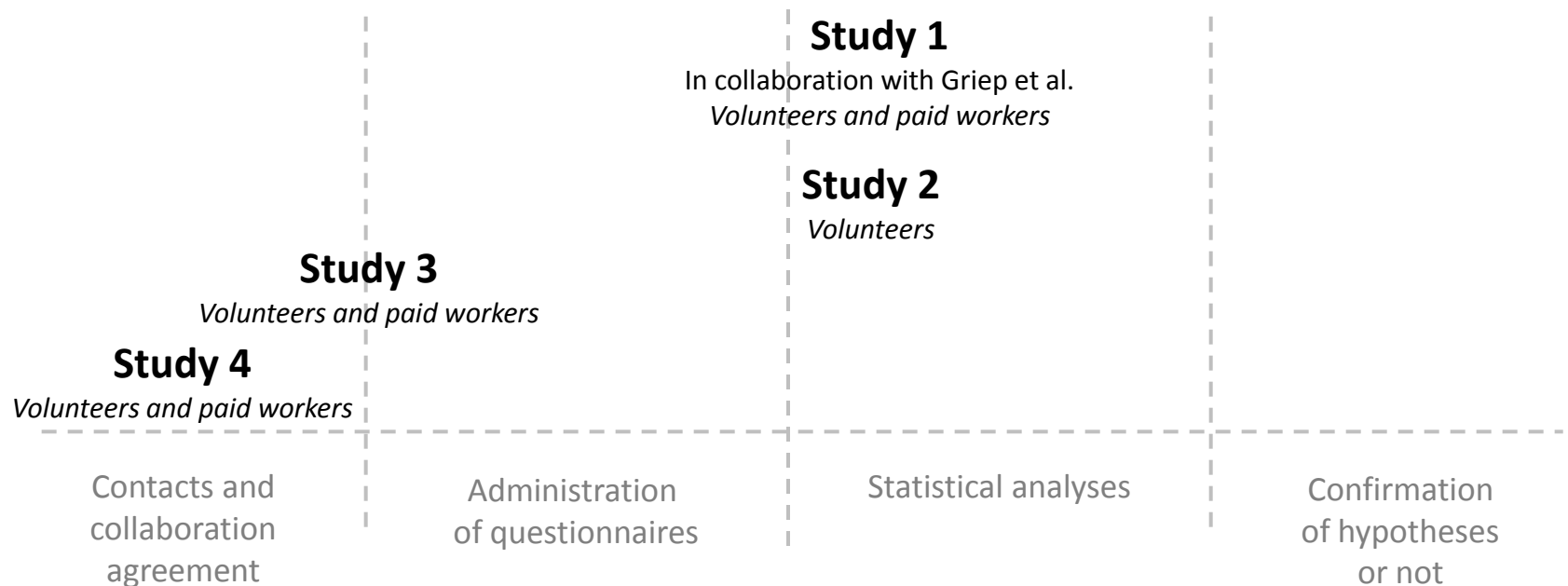
H5: Perceived legitimacy of one group status moderates the impact of permeability of group boundaries on negative emotions

Methodology



□ Field studies

- Sample: non-profit organizations where volunteers and paid workers are mixed and which vary on the degree of professionalization
- Procedure: paper and pencil or online questionnaires (Lime Survey)



Thanks for your attention!

