

The changing context of volunteer work: Perceptions about volunteers and organizational consequences



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Context

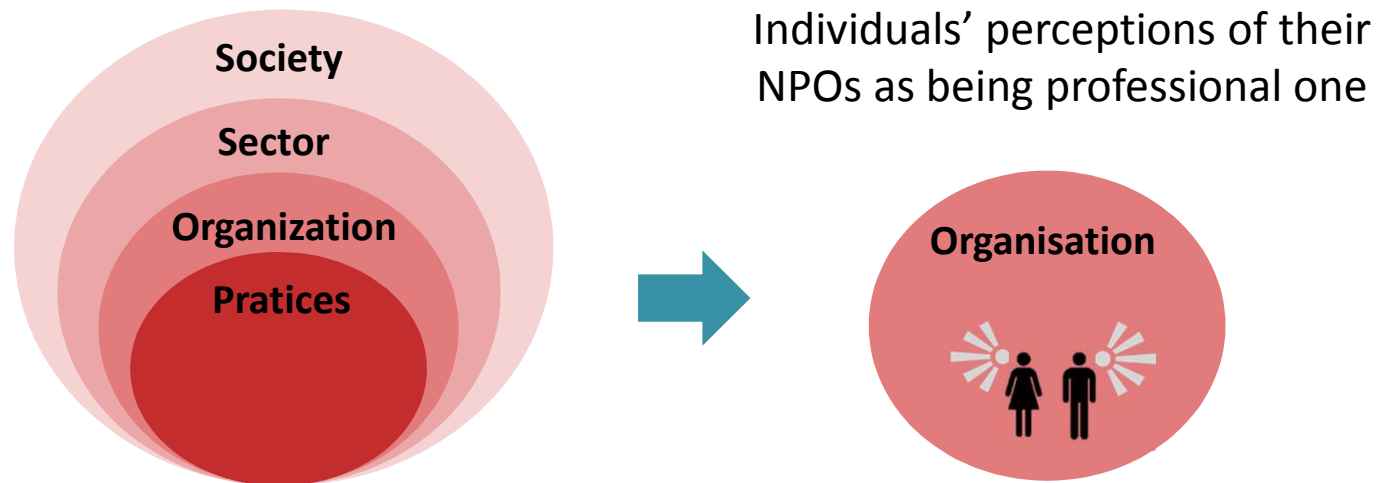
□ Non-profit sector : 1st observation

- Non-profit organisations (NPOs) are often confronted with problem to attract and retain their volunteers (e.g., e.g., Bussell, & Forbes, 2002; Fahey, Walker, & Sleigh, 2002)
- Research in psychology:
 - Volunteers motivations and profiles (e.g., Bidee at al., 2012, Davister, 2006; Haivas, Hofmans, & Pepermans; 2013)
 - Volunteers attitudes at work (e.g.,Lewing, Xanthopoulou, Bakker, Dollard & Metzger, 2007; Fombelle, Jarvis, Ward, & Ostrom, 2012; Vantilborgh et al., 2011)

Context

□ Non-profit sector : 2nd observation

- NPOs are becoming more professional : the professionalization of NPOs
(e.g., Anheier, 2009; Davister, 2006; Eikenberry & Kløver, 2004, Ryan, 2002; Vantilborgh et al., 2011)



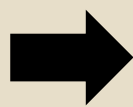
Research questions

I. NPOs professionalization and social perceptions :

- How does the professionalization of NPOs influence social perceptions and relations between volunteers and paid workers ?

II. NPOS professionalization and working conditions :

- How does the professionalization of NPOs influence working conditions for volunteers and paid workers ?



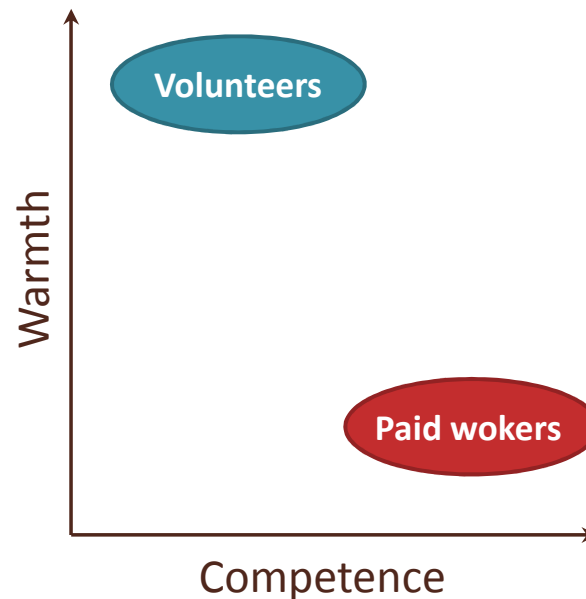
What are the consequences for (paid and unpaid) workers and organisations ?

Studies

□ Study I.a : Stereotypes

■ Stereotype Content Model (Fiske, Xu, Cuddy, & Glick, 1999)

- Volunteers are perceived as warm and motivated but sometimes incompetent
- Paid workers as competent but less involved in the social missions (Davister, 2006)



Studies

□ Study I.a : Stereotypes

■ Sample

- 233 participants: 70% female, averaging 26.69 years (SD=10.4)
- 58% students and 27% paid workers
- Online questionnaire

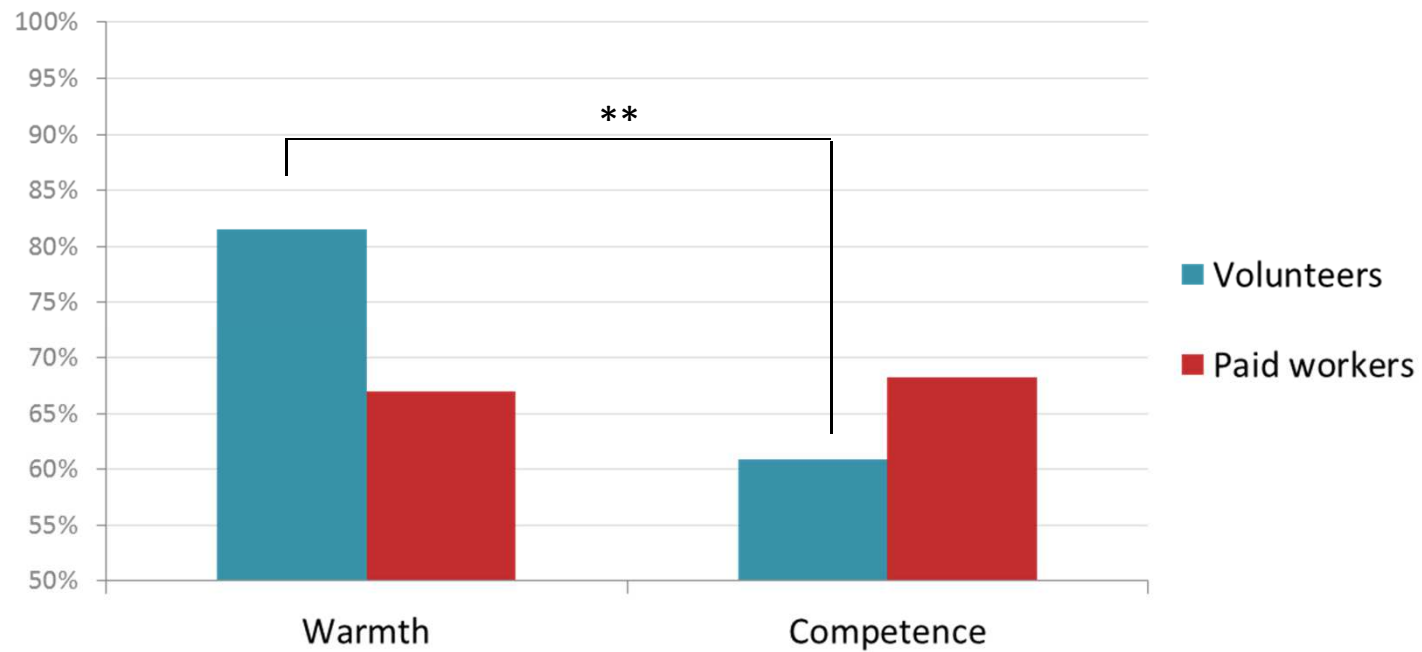
■ Measures and procedure

- 3 groups: volunteers, paid workers in NPOs and NPOs
- Instructions to reduce social desirability concerns (adapted from Cuddy et al., 2009)
- Scales of competence (5 items; $\alpha = .83$), warmth (5 items; $\alpha = .92$) (adapted from Iweins, Desmette, Yzerbyt, & Stinglhamber, 2013)
- Control variables (sex, age, nationality, occupational status, present and past work as volunteers or paid workers in NPOs, tenure and sector)

Studies

□ Study I.a : Stereotypes

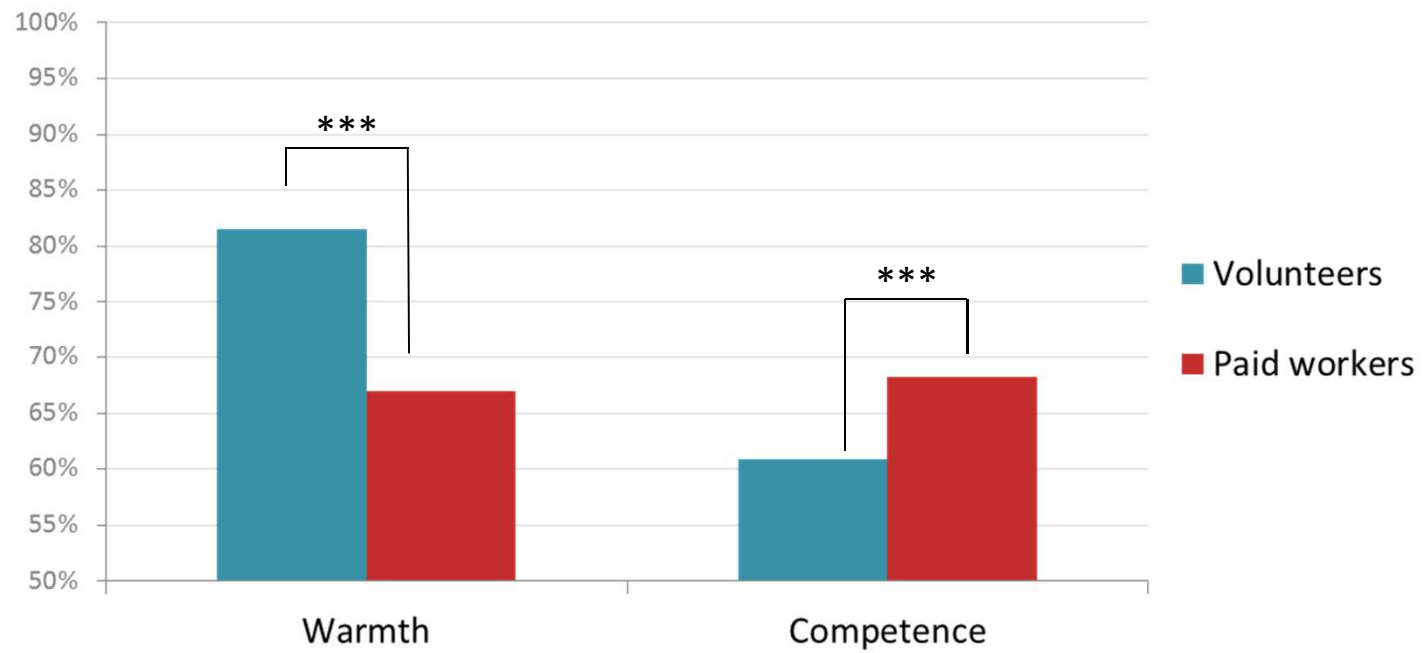
■ ANOVA



Studies

Study I.a : Stereotypes

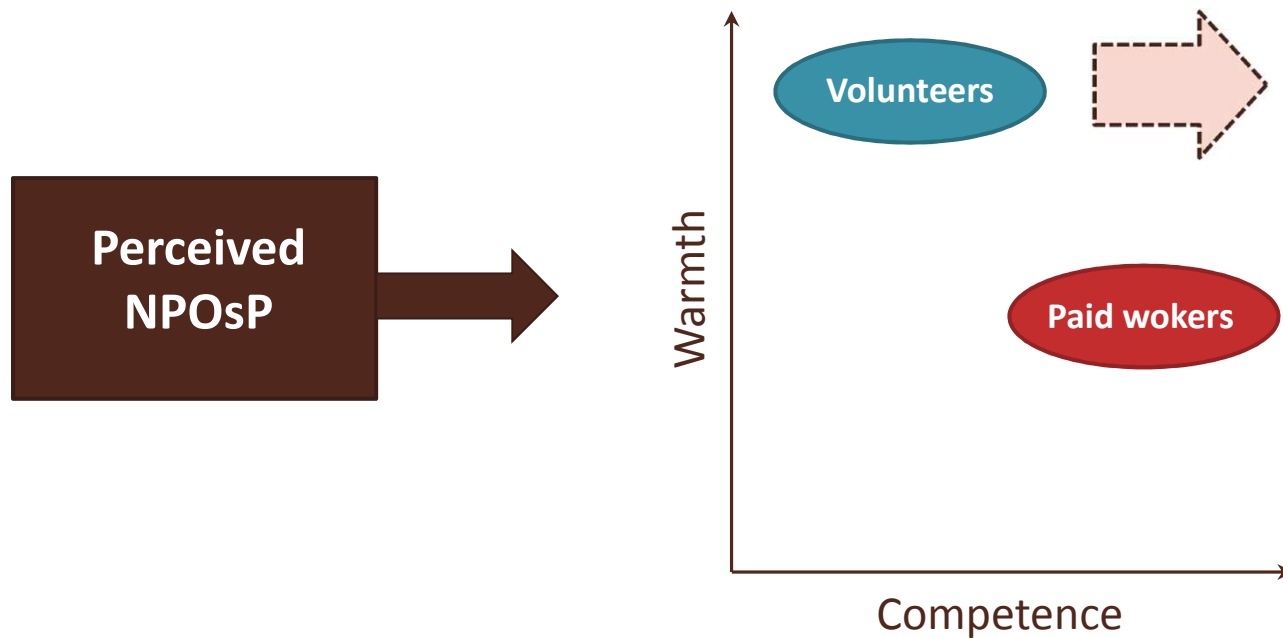
■ ANOVA



Studies

□ Study I.b : NPOs professionalization and stereotypes

- Contextual changes and the Stereotype Content Model (Fiske, Xu, Cuddy, & Glick, 1999)



Studies

□ Study I.b : NPOs professionalization and stereotypes

■ Sample

- 128 volunteers : 65% female, averaging 52.50 years (SD=17.36)
- 48% (early) retired
- Pen-and-paper questionnaire during Volunteering Exhibitions

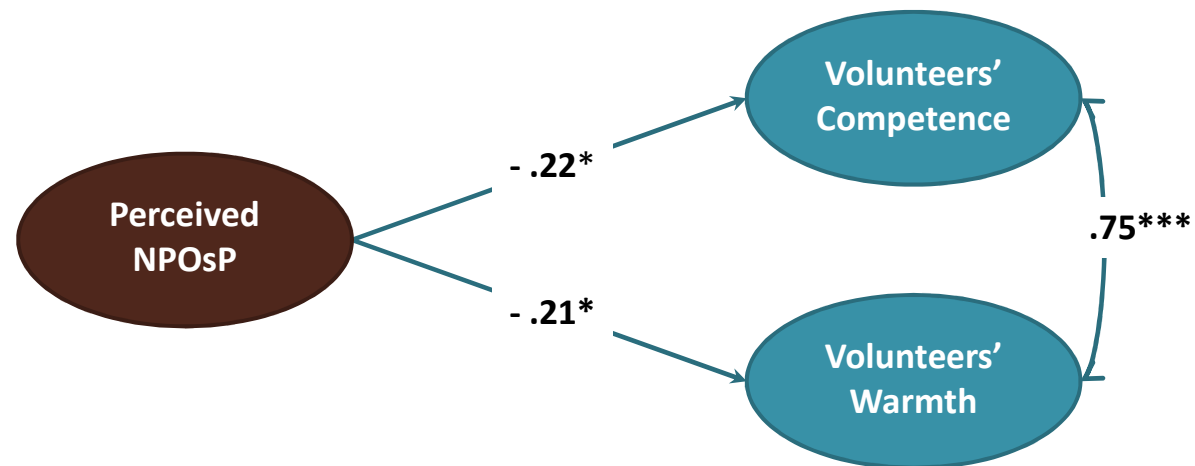
■ Measures

- Perceived NPOsP scale (14 items; $\alpha = .67$) (adapted from Vantilborgh, in preparation)
- Scales of competence (5 items; $\alpha = .78$), warmth (5 items; $\alpha = .91$) (adapted from Iweins, Desmette, Yzerbyt, & Stinglhamber, 2013)
- Control variables (e.g., age, gender, occupational status, years of experience, and hours/week)

Studies

□ Study I.b : NPOs professionalization and stereotypes

■ Study: SEM analyses



Final model: $\chi^2(42) = 103.19$; RMSEA = .107 [.081; .133], p-close = .000; CFI = .93; SRMR = .051

Note. Completely standardized path coefficients are presented.

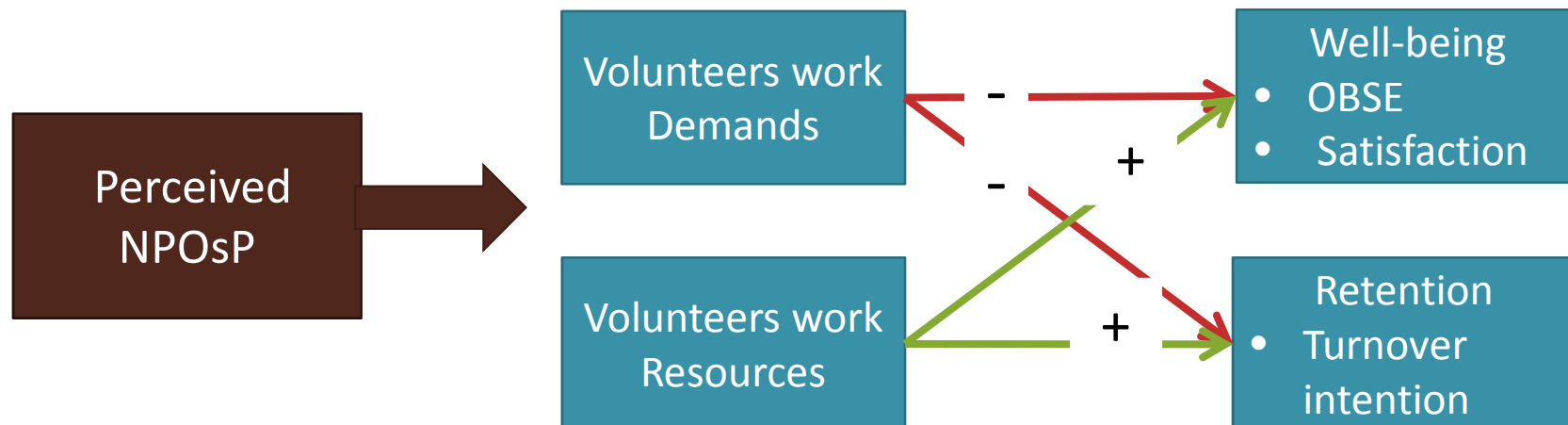
†p < .1 *p < .05. **p < .01. ***p < .001

Studies

□ Study II.a : NPOs professionalization and working conditions

■ Organizational changes and Job Demands-Resources (JD-R) model

(Demerouti, Bakker, Nachreiner & Schaufeli, 2001)



Studies

□ Study II.a : Professionalization and working conditions

■ Sample

- 128 volunteers : 65%
- 48% (early) retired, averaging 52.50 years (SD=17.36)
- A paper-and-pencil questionnaire

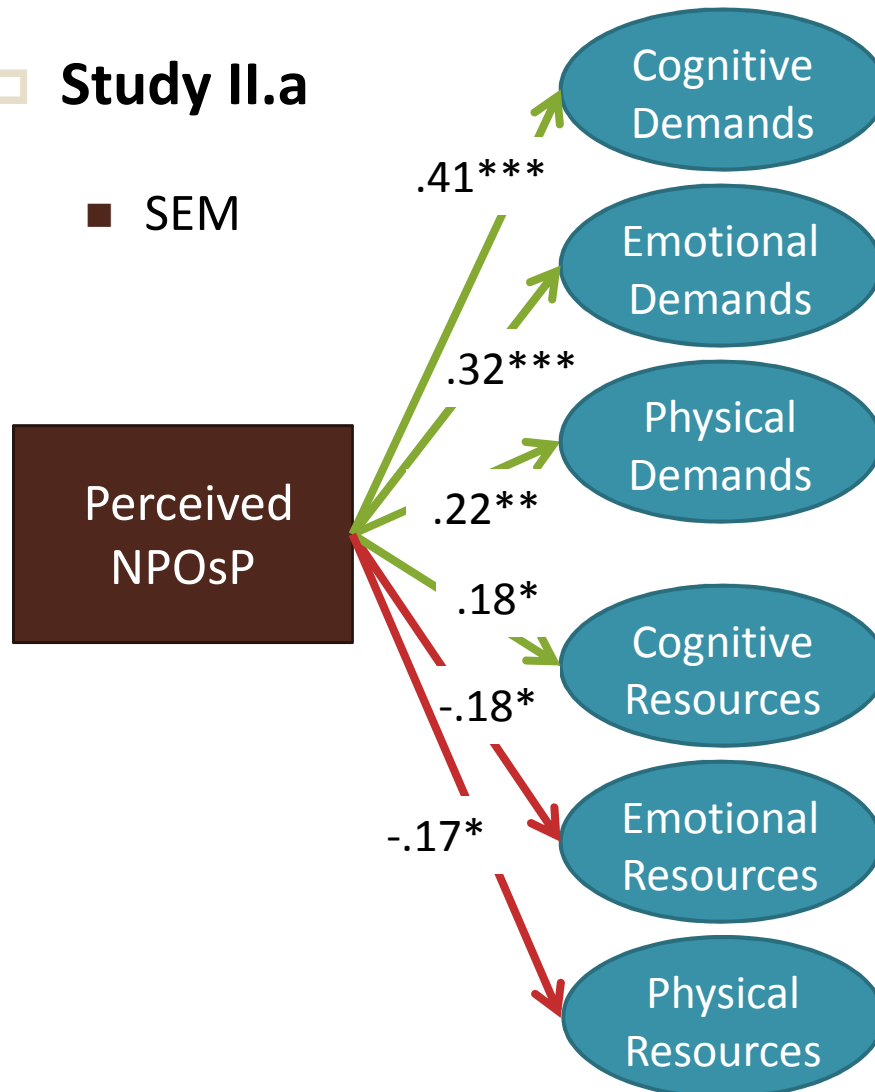
■ Measures

- Perceived NPOsP: 14 items (Vantilborgh, in progress) $\alpha = .67$
- Work demands: 9 items - $\alpha = .74; .62; .89$ and work resources: 9 items - $\alpha = .73; .81; .82$
(adapted from van de Ven et al., 2008)
- Organization-based self-esteem (OBSE): 10 items (Pierce, Garner, Cummings, & Dunham, 1989)
 $\alpha = .92$
- Satisfaction in volunteering: 4 items (adapted from Eisenberger, Cummings, Armeli, Lynch, 1997) $\alpha = .85$
- Turnover intentions: 3 items (adapted from Jaros, 1997) $\alpha = .70$
- Control variables (e.g., age, gender, occupational status, years of experience, and hours/week)

Studies

□ Study II.a

■ SEM



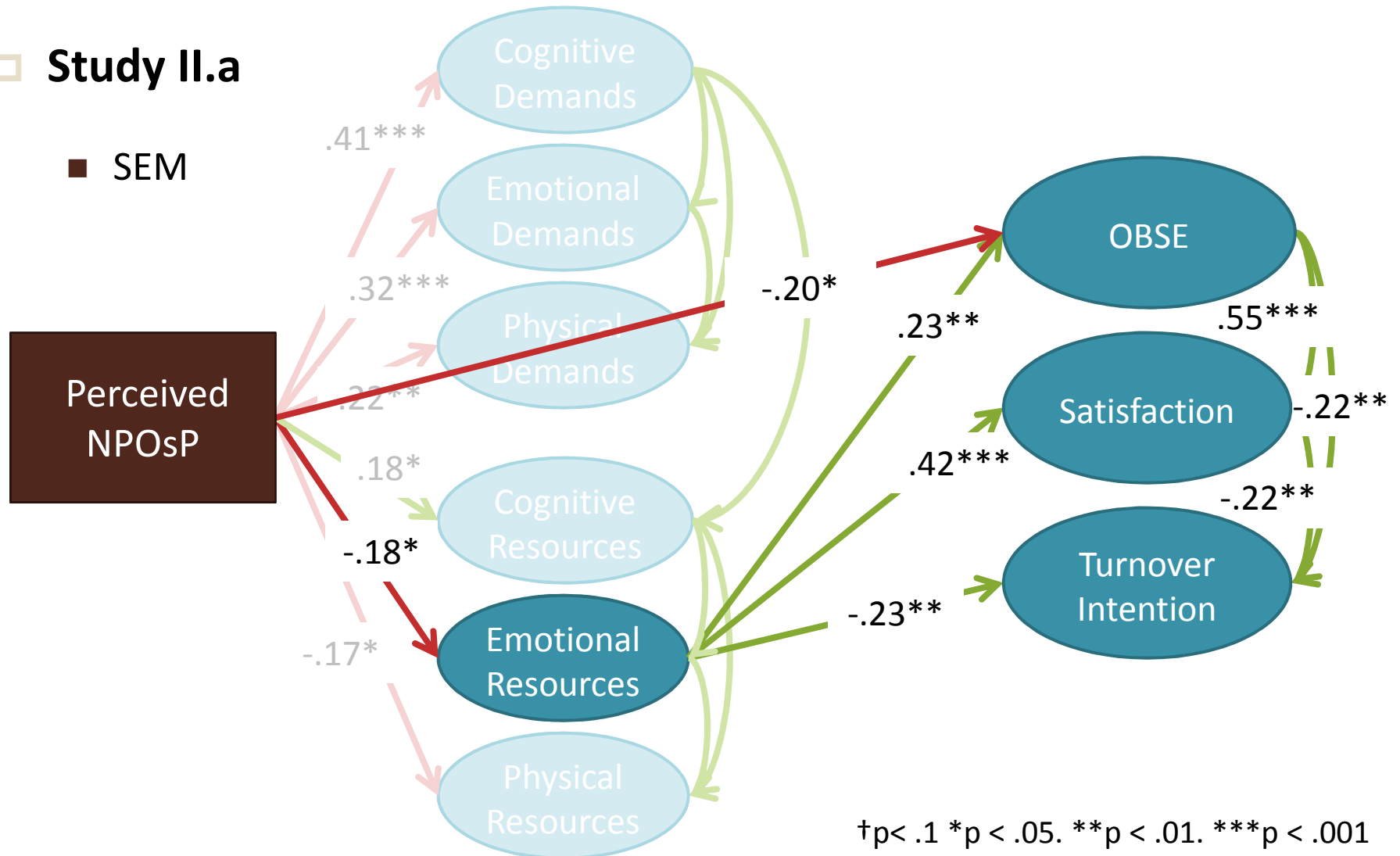
†p < .1 *p < .05. **p < .01. ***p < .001

Studies

Final model: $\chi^2(41) = 43.23$;
 RMSEA = .021; CFI = .99; SRMR = .051

Study II.a

SEM



†p < .1 *p < .05. **p < .01. ***p < .001

Discussion and agenda (2015-2016)

□ Main results

- Study I.a : Stereotypes
 - Volunteers are perceived as warmer and less competent than paid workers
- Study I.b : NPOs professionalization and stereotypes
 - Perceived NPOsP is negatively related to volunteers' self-perception of competence and warmth

□ Ongoing studies

- Study I.c : Professionalisation, stereotypes and consequences
 - 623 volunteers and 599 paid workers from a NPO
 - Paper-pencil questionnaire
 - Analyses are in progress

Discussion and agenda (2015-2016)

□ Main results

- Study II.a : NPOs professionalization and working conditions
 - Perceived NPOsP is related to:
 - an increase in demands (cognitive, emotional and physical)
 - an increase in cognitive but a decrease in emotional and physical resources
 - direct lower OBSE
 - Only emotional resources mediate the relationships between perceived NPOsP and outcomes

□ Ongoing studies

- Study II.b : NPOs professionalization, working conditions and mediation processes
 - Volunteers and paid workers from various NPOs
 - Paper and pencil questionnaire
 - Data collection is in progress

Agenda (2015-2016)

- **Future perspectives : experimental manipulations (2015-2016)**
 - Study I.d : What happens when the perceived competence is manipulated ?
 - DVs : intergroup relations and organizational consequences
 - Study I.e : What happens when the perceived professionalization is manipulated ?
 - DVs : stereotypes and intergroupe relations

Thank you for your attention



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