

Making organizations meaningful: What's volunteering got to do with it?

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September, 2016





- Making organizations more meaningful:
What's 'volunteering' got to do with this?
- Conceptualize
 - Combining management with volunteering literatures



Theme: Making Organizations Meaningful

- “Meaningfulness at *micro levels* ... engaging employees in work so as to maximize human potential”
- Q: How can employees (paid and unpaid) make their organizations meaningful, to themselves and to others ?

Meaningful Organizations

- Large extant literature **on employee satisfaction** and **wellbeing** and its relationship to making organizations more **meaningful**...
- Two concepts from the management literature:
 1. Job Crafting :
 2. Organizational Citizenship behavior (OCB):



Job Crafting

- “.... job crafting ... an important process through which employees cultivate **meaningfulness**, and in so doing, **create valuable outcomes for themselves and their organizations.**”
 - undertaken by employees to ‘craft’ their jobs to better suit their **values, strengths** and passion
 - Amy Wrzesniewski & Jane E. Dutton
 - What is it?



Job Crafting:

Who is more likely to to reframe/revision/reconfigure their work in this way ?

•Some of the individual level factors predicting job crafting:

- cognitive ability
- self-image
- perceived level of control
- readiness to change, proactive ...

➤ Employees who see their jobs as a **'calling'** –
➤ (Wrzesniewski et al., 1997)

•'Calling' jobs focus on enjoyment of fulfilling, socially useful work ... **a service for the 'other'**



What Motivates Job Crafting?

CONTROL: The need for control or mastery...the desire to make part of their work their own.

- Motivated to exert some **control over the work** environment ..to achieve some control over their lives

2. **SELF-ESTEEM:** To create positive images of “work” for themselves and others... ..to make work ‘attractive’.

- Motivated to secure **positive perceptions** of who they are... as identified by their work

3. **BELONGING:** To establish connections that address the needs of belonging or connectedness.

- Motivated to feel more connected to the organization and /or to others in the organization

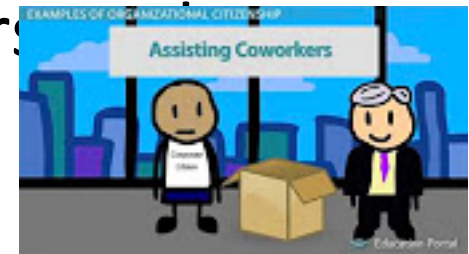
BELONGING:

CONTROL:

SELF-ESTEEM:

Organizational Citizenship Behaviors

- OCB- “individual behavior that is **discretionary**, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.the behavior is rather a matter of **personal choice**, such that its omission is not generally underpunishable”. (Organ, 1988)



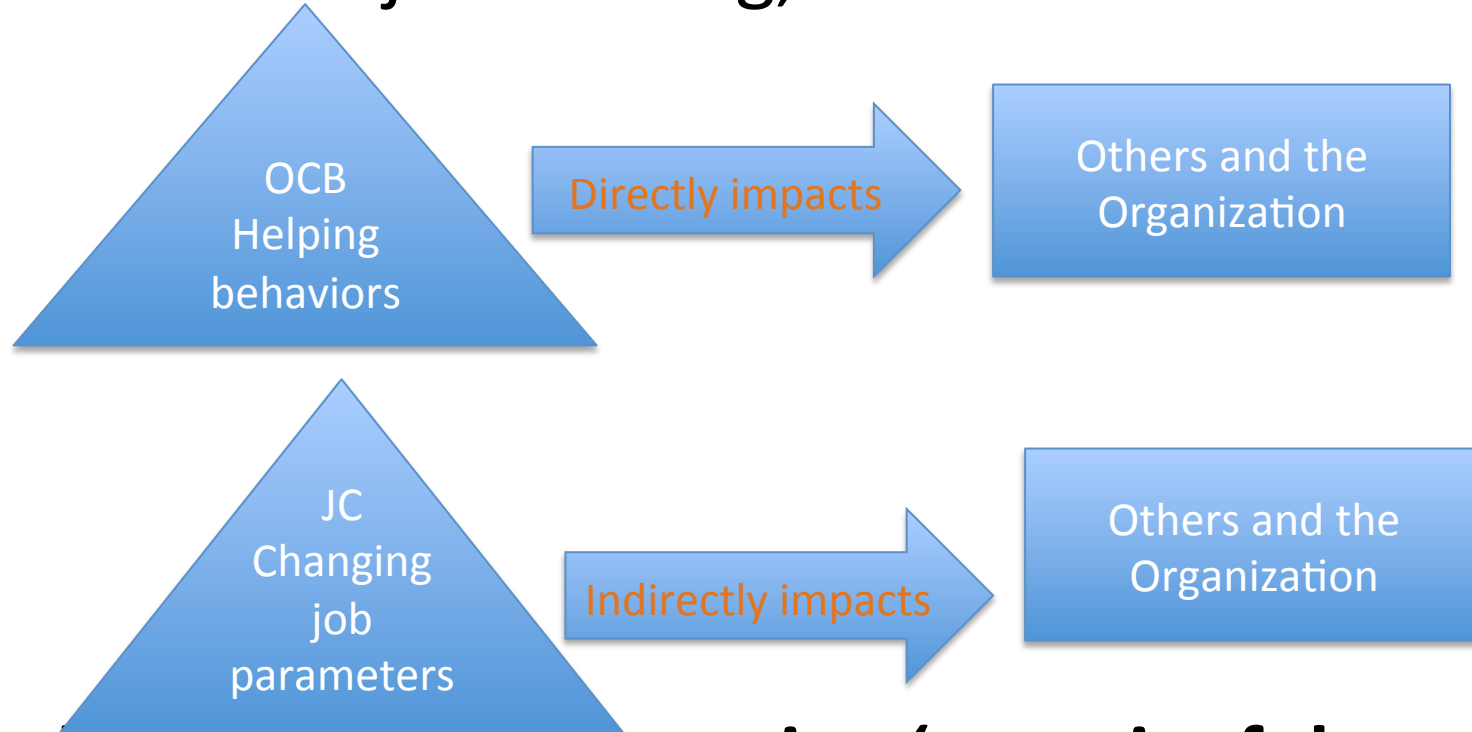
➤ “ form of **‘helping behavior’**”

- related to **‘altruism’** **‘individual initiative’** , **‘volunteering’** to take on extra responsibilities

– Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). *Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. Journal of management, 26(3), 513-563.*

OCB and Job Crafting

- Related to job crafting, but a difference:



Both could end up creating 'meaningfulness' for the employee with positive outcomes employer



What Motivates Organizational Citizenship Behavior?



- Social exchange relationship between the employee and the organization
- Motivated by a form of **reciprocity** (Organ, 1988)

Intrinsic Motives:

1. Helping others (**altruistic/social**)
2. Helping the organization (**reciprocity**)

Extrinsic motives:

1. To create a positive impression (**approval**)
 2. To establish a favorable account for the future relationship (**career related**)
 3. To receive tangible or intangible rewards or benefits (**career related**)
 4. To protect against shortcomings / failures (**protective /career**)
- *Influenced by employee's trust in the organization and degree of organizational commitment to employee*

- (Moorman, Blakely, & Niehoff, 1998).

Job Crafting/Organizational Citizenship Behavior

- Both **costly** behaviors to the employee to undertake
 - Both may have **benefits** to the employer (and employee)
 - Q: Which type of employee is most likely to undertake such personally costly behaviors?
- In hiring decisions.....Who to hire?

- Volunteering: generally considered an **discretionary, altruistic** activity where an individual provides services for **no financial gain** through an organization. service that is often intended to promote the **welfare of others**

➤ **Meaningfulness** is a primary driver of volunteering behavior

MTV – multidimensional: **altruistic and egoistic** motives:

- to **help others**, to **reciprocate**, to make **social connections**, actualize values (**create meaning**)
increase **self-esteem**

Volunteer Functions Inventory (VFI). Clary et al. (1998)



- Six psychological functions served by volunteerism
- 1. Values- to help others
- 2. Understanding- to explore their own strengths and expand their understanding of the cause, other volunteers, and the organization
- 3. Social- to increase social interactions, strengthen existing relationships, and to gain others approval
- 4. Career. -to gain career related experiences and to increase job prospects.
- 5. Protective. to “work through [their] own personal problems” and “a good escape”
- 6. Enhancement: to make themselves feel more important and needed...increases my self-esteem”

Volunteer motivations [Discretionary activity ...control of leisure time]	Job crafting Motivations [work as a calling...]	OCB Motivations [going the extra mile- through discretionary activities]
To help others Help the cause -reciprocity	Exert some control over the work environment	To help others
Expand understanding of self and cause Explore own strengths	Self-esteem	Reciprocity to organization
To increase social connections & approval	Social connections with others...belonging or connectedness	Social
To gain career experiences	To use own strengths	Career- related
Protective: To “work through [their] own personal problems” and “a good escape”		Protective against mistakes (current and future)
Increases my self-esteem		



QUESTIONS

- Given significant ***overlap of motivations***....

1. Is there a relationship between behaviors of 'organizational citizenship' and 'job crafting' of employee to his or her *private* volunteering?
2. Are employees who volunteer [*on their private time*] more likely to engage in job crafting, organizational citizenship behaviors at their work?

3. Are impacts of behaviors in one domain

(volunteering) transferable to other domains workplace
(family)?

Positive Externality: OCB and JC?

- As motivations for Volunteering and OCB and JC are overlapping
- Q: Are volunteers more likely
 - To undertake OCB ??
 - Do Job Crafting ??
- Why this might be so?
 - Volunteering → OCB and JC
- Is it likely that volunteering in the private domain provides certain desired benefits, that volunteers would like to see replicated in their work domains ?
 - If volunteering compensates for factors motivating JC will JC occur?
 - Is Volunteering a Compensatory activity? or one that has spill overs leading to JC
- **Benefits of volunteering:**
 - 'Warm glow' from engaging in prosocial behaviors
 - Tangible extrinsic rewards: approval of peers, social networks, favorable identity, reputation, career-related,...

VOLUNTEERING: POSITIVE EXTERNALITY ?

- When paid employees volunteer (*privately*), is there some indirect positive effects on their organizations?
 - Do they make their organizations more ‘meaningful’?
- Is there a **positive externality** of their volunteering that is reaped by the employer/other employees/and volunteer/family?
- Does volunteering by an employee result in :
 - An increase in skills & social networks for the employee
 - OCB: The willingness to go the extra mile by the employee
 - JC: Likelihood of employee to perceive jobs to be ‘calling’ ... helping others thereby create meaning...

Yes



ARE those who volunteer 'better' employees?

- Do employers know this...and look for employees who volunteer?
- Is volunteering a signal in the labor market that is valuable?
 - **Used for resume building ?**
- IF it has **only signaling value**why continue volunteering once you have the job ?
- Nearly 30% of American adults who are fulltime employees and 35% who work part-time volunteer (BLS, 2015)



GIVER'S GLOW & HELPER'S HIGH

Do volunteers discover the GIVER'S GLOW and HELPER'S HIGH

Empirical Findings: Research on volunteering suggests volunteers experience

- **higher happiness levels** (Thoits & Hewitt, 2001; Piliavin, 2003)
- **increases in life-satisfaction** (Meier and Stutzer (2008))

– **Neuroscience:** ...using functional MRI shows increase in **brain activity in regions responsible for pleasure and reward** when undertaking charitable donations \$ (Harbaugh, et al , 2007) ..time?

– Review of the experimental and empirical research shows that **giving** indeed causes **increased happiness** [and that happier people give more]- **a circular feedback exists** (Anik et al , 2009)

- Anik, L., Aknin, L. B., Norton, M. I., & Dunn, E. W. (2009). Feeling good about giving: The benefits (and costs) of self-interested charitable behavior. Harvard Business School Marketing Unit Working Paper, (10-012).10-012 (2009).

Volunteers:

- Q: Are volunteers ‘happy’, ‘satisfied’ and therefore ready to ‘give’ at their work domains?
- **Circular feedback through multiple domains**
 - Positive feelings elicited through volunteering might lead to an enrichment among domains.
- Multiple roles may not necessarily deplete individual’s resources
 - (Marks, 1977- theory of ‘expansion’ approach to human energy it may even create energy for use in that role or in other role performances)
- Do they develop a ‘giving muscle’ that like all muscles-
- Can we measure ‘flexing’ this ‘muscle’?
 - Frequency of volunteering
 - Intensity of volunteering
 - Tenure and type of volunteering



Positive Externalities of Volunteering

Q: Do the benefits of private volunteering accrue in multiple domains (workplace & family) in which the volunteer is engaged?

- Q: How are these benefits related to OCB and Job Crafting in the workplace
 - Thereby making more meaningful organizations?
- What does this mean for
 - Management: Hiring practices?
 - CSR: ‘Employer Supported Volunteering’ practices?
 - What might these benefits be in the family domain?
 - Is there a volunteer’s ‘high’?
 - Is there a ‘use it or lose it’ component?

Some initial evidence...

- **Q: Is volunteering is beneficial in the workplace ?**
- Rodell (2013) a positive indirect relationship between volunteering and job performance [task performance (+), **citizenship behavior (+)** and counterproductive behavior (-)] through job absorption.
 - Volunteering was **not** a job distraction
- Ramos et al (2015) consider the relationship between volunteering and health within the context of working life
- Volunteering was associated greater sense of **work**