

VOLUNTEERS TRUST IN ORGANIZATIONAL MISSION, LEADERSHIP AND ACTIVITIES EFFICIENCY

Nemțeanu (Sana) Marcela Sefora

Babeş Bolyai University, Faculty of Economic Sciences and Business Administration, Marketing Department, Cluj-Napoca, Romania
seforasana@gmail.com

Tarcza Teodora Mihaela

University of Oradea, Faculty of Economic Sciences, Management and Marketing department, Oradea, Romania
ttarcza@uoradea.ro

Abstract: *Sustained volunteering represents an aim difficult to achieve in the context of non-profit organizations at a global level. Limited financial and human resources and lack of activity continuity results in high rates of turnovers among volunteers. Definitions given to volunteering underline its non-obligatory nature. Volunteers offer their service freely with no monetary return in exchange fact that leads to lack of commitment and need for complex and interdisciplinary approaches in determining principal factors influencing sustained volunteering. Literature reviews results show that organizational commitment is one important predictor of sustained volunteering. In order to achieve organizational commitment we consider trust as an important factor of influence. Trust is a concept that did not gain much attention in non-profit marketing research, but still different researchers attract the attention on the importance of the positive image, of the value fit between Volunteer's personal values and values incorporated in organizational mission and identification. Trust in organizational leadership is also important in long term volunteer involvement. Negative experiences with supervisors and board of administration have been found as leading to low satisfaction, low commitment and turnover. On the other side positive experiences with leadership leads to high levels of satisfaction and commitment to deliver qualitative services to the beneficiaries. Also studies show the importance of the perceived efficiency of the activities that volunteers do. Most of the time volunteers need to know they brought real contribution to disadvantaged categories, or they added value to the organizational success. Volunteers evaluate the opportunity of involvement and cost opportunity from the perspective of the real benefit resulted by their activities. When volunteers do not trust their activities were effective they will manifest reduced organizational commitment. Statistical analysis was made using Correlation Analysis, conducted through SPSS21 program. Results reveal that trust in the mission is influenced in a greater measure by trust in the activities effectiveness than trust in the leadership but both variables are correlated direct and positive to the trust in the mission. Theoretical implications of this study brings in the light the salience of trust influence analysis in determining sustained volunteering but also it underlines the importance of internal marketing orientation on building trust in three major directions.*

Keywords: Mission Trust, Organizational Commitment, Internal marketing, Activity Efficiency, Volunteers, Leadership.

JEL Codes: M31, L30.

1. Introduction

Volunteers are a valuable resource of non-profit organizations activity and an important part of civil society development (Coita, 2008). Volunteer's retention is a necessary condition to non-profit organization sustainability. Volunteering is defined as a work that a person performs without expecting to a reward and that creates social results that in other conditions would demand the work of an employee (Freeman, 2014). Other authors (Wilson and Janoski, 1995) see volunteering as a set of activities to which people engage, in general, without expecting to a payment in exchange, in order to meet the needs of other persons.

According to GHK Consulting (2010) Report, Romania presents a low participation rate in voluntary activities. Still non-profit has an increasing trend and were this category of organizations are, real social improvement is known. The percent of volunteer participation in 12,7, with a number of 1,7 mil. of citizens. Volunteerism is an important category in Romanian non-profit sector, but still more steps are to be made for improving processes of information collecting (Topor and Boroiu, 2011).

Sustained involvement of the volunteers demand favourable involvement opportunity (Săveanu, 2014) and cost opportunity (Perrino, 1998) but also it demands an approach of the volunteer as a consumer (Andreasen and Kotler, 2003; Randle and Dolnicar, 2009). A problem non-profit management often encounters is the lack of commitment of the volunteers (Coita, 2008). Between volunteer and organization a social exchange takes place (Arnett et al., 2003). The object of exchange is the volunteer activity itself. As the consumer have to trust to buy a product so the volunteer have to trust the organization mission, leadership and effectiveness of activities in order to offer the times that could be used in other ways. With other words volunteer must trust that the purpose he is involved for brings a real contribution to a cause and it is worth time, money and energy spending.

Mitchell and Taylor (2004) underline the importance of maintaining volunteers on long term not only of the recruitment. Authors mention the important role of organizational mission and internal marketing in volunteer retention. Recruiting new volunteers results in higher costs than maintaining active volunteers. Omoto and Snyder (2000) built the model o Volunteer Process which underlines the importance of antecedents with organizations effect on volunteer experience and later on, on the intention to stay with or to leave organization.

A predictor of intention to remain in the organizations is organizational commitment determined by trust of the volunteers in the mission, leadership and activities effectiveness. This predictor is considered vital by non-profit management that is in search of different methods to supplement their human resource in conditions of financial constraints (Salas 2008).

2. Theoretical Framework

Trust in the mission of the organization influences sustained volunteerism based needs fulfilment and values fit. Edgel (2001) analyse volunteers in a religious congregation. Author gives an example of a person volunteering for an activity that brings benefits to her children. This person may be a long term volunteer given to an emotional attachment to people with same values, members whom she trusts to make a real commitment but also because her needs are fulfilled.

According to Rozenboom (2006, p.28) the "source of power available to a leader is the trust that derives from faithfully serving followers". German (1997) underlines the importance of the respect for organizational leadership among stakeholders no matter the

category they belong to: volunteers, donators, members or other kind. According to Doyle (2006) leaders can build trust and their actions may impact the attachment of the volunteers. Lack of support from leadership (MacNeela, 2008) or different ethical and moral values (Wymer, 1996) may lead to a lack of trust in the mission, of organizational commitment or to turnover.

Activities of the organization influence positively or negatively sustained volunteerism. A greater attachment is built when person identifies with the activities of the organization (a person who has a member of the family having a certain disability is helped effectively by organization- s activities, feel he or she owns to be committed to the organization on long term) (Doyle, 2006). Negative employees attitude towards volunteers leads to reduced satisfaction and finally to turnover of the volunteers (MacNeela, 2008). Also negative experiences with beneficiaries (Bennett and Barkensjo, 2005), difficulty or discrepancies between expectances and the real tasks have a negative influence on trust on the mission. Wymer and Starnes (2001) mention an important variable in negative influence of sustained volunteering the discrepancy between expectations regarding organization s activities and reality of the tasks. Most of the times volunteers want to be involve in direct contact with beneficiaries, or they are motivated by seeing immediate results. The practice show that simple tasks are given to volunteers in order to diminish lack of instruction and the cost coming with trainings.

Mowday, Steers and Porter (1978) defined organizational commitment "as the relative strength of an individual's identification with and involvement in a particular organization". Doyle (2006) considers that volunteer work is an expression of agreement and trust in mission of an organization. Given to the fact that volunteer work is not constrained, a person who decides to work with no reward for achieving a purpose trusts and believe the purpose of the organization who benefits of that worked time.

High organizational commitment has a direct and positive influence on intention to remain among the volunteers but also it has a direct influence on intention to offer qualitative services to the beneficiaries (Bennett and Barkensjo, 2005). Mowday Steers and Porter (1978) consider organizational commitment of a great interest among organizations given to the fact it results in retention of the personnel, on loyalty, and a desirable behaviour with organization's clients.

Organizational commitment can be manifested in three ways as an: affective attachment, normative attachment or continuance attachment (Mowday et al., 1978, Kanning and Hill, 2012, Țânculescu, 2015). The level of attachment towards organizations is most times determined by the level of trust and identification the volunteer manifests toward the mission of organization. But also this feeling can grow given to a feeling of gratitude volunteer feels toward the benefit he had from the organization (Doyle, 2006).

The highest level of commitment is found to personnel who express affective attachment. They feel integrated into organizations and they identify with the values and trust mission, the effectiveness of activities and the leadership (Mowday et al., 1978; Doyle, 2006; Kanning and Hill, 2012). There are three aspects that results in affective attachments:

1. A high level of trust in the purpose and values of the organization and acceptance from all the members of the organization;
2. Good determination to offer support to organization;
3. Strong need to remain part of the organization (Mowday et al., 1982; Kanning and Hill, 2012).

Normative attachment in contrast does not correspond to the commitment felt at individual

level of the members of the organization, but it is rather a result of moral and ethical obligations (Meyer et al., 2002, Kanning and Hill, 2012). Continuance attachment results from the motivation of avoiding costs regarding changing the place of activity (Meyer et al., 2002).

Given the nature of voluntary work we believe that normative and continuance attachment are not usually met in this activity, but rather are exceptions and should be considered specific to the context this kind of attachments developed. Only affective attachment could be considered suitable for volunteer activity. In consequence, trust is a main condition that results in organizational commitment.

Figure 1. Model of trust at the level of mission, leadership and activities efficiency

Source: Figure made by author.

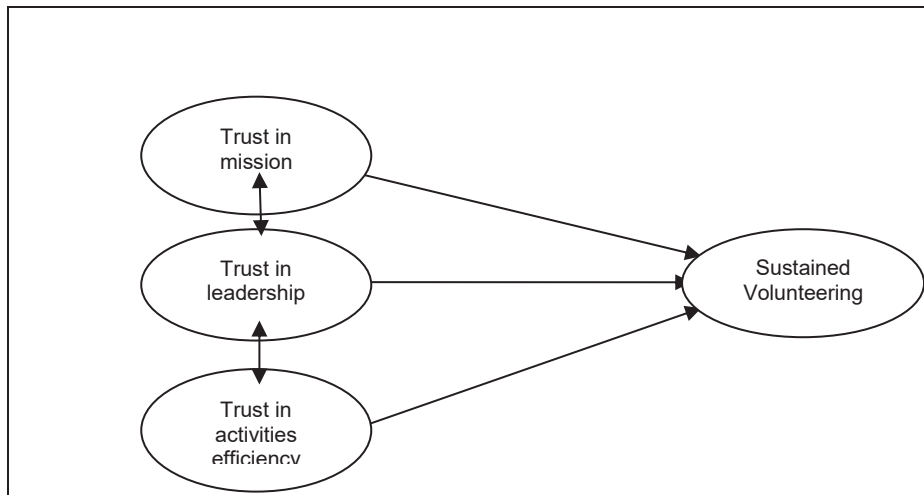


Figure 1 represents a model of trust influence on sustained volunteering among volunteers. Trust regarding organizational mission leads to better service delivery satisfaction and organizational commitment among volunteers which lead to intention to remain into organization according to Bennett and Barkensjo (2005). Constant support from leadership leads to trust in organizational management and also to perceived commitment and no intention to leave according to the same authors. Also a leadership that deserves respect and reflects the organizational values have positive influence in increasing support from volunteers, donors, members and other kind of stakeholders (German, 1997).

Rewarding according to performance and contribution is motivating volunteers. Even if in the case of voluntaries no monetary reward is expected, perceived social benefit brought to a cause moderating perceived cost opportunity (Handy, et al., 2000). Trust in the activity efficiency is a result of reward based on performance and contribution.

3. Research design

The objective of research is to identify the level of correlation between the three types of trust. Correlation Analyse is used based on Kandhall s tau B coefficient using SPSS21 program.

Items were constructed based on 7 point Likert Scale and data was collected using online and face to face surveys.

The character of research is exploratory and quantitative. Data was collected from

volunteers active in non-profit organizations from 79 localities in Romania. Database limitation is that it does not represent proportional geographical, age, sex and occupational distribution.

3.a. Database features

Data for analyse was collected from volunteers in 112 non-profit social organizations with activities in child protection, disabilities treatments, elders assistance, migrants, prison convicted and disadvantaged communities social integration. Data was collected online and face to face on a period of five months between December 2015 - April 2016. A number of 200 volunteers responded to the questionnaire with ages between 14 and 65 years. The majority of 80,5 percent are women. A percent of 70,5 of the volunteers have bachelor studies or are in course of studying.

Data collected for trust analysis contained three items: one for trust in the mission, one for trust in the activities utility and one for trust in the leadership.

3.b. Results

Table 1 presents the results of Correlation Analysis between trust in the mission, activities and leadership. We find direct and positive correlations between the three categories. According to the results trust in activities efficiency is more correlated to trust in the organizational mission than trust in the leadership. The results comes to confirm Wymer and Starnes (2001), Doyle (2006), Bennett and Barkensjo (2005). The nature of activities, the measure volunteers interact directly to the beneficiaries, the manner they are able to see results of their involvement influences their trust in the mission they support.

Table1. Correlations between trust of volunteers in mission, activities and leadership

			Trust Mission	Trust Activities	Trust Leadership
Trust Mission	Correlation Coefficient		1,000	,700**	,636**
	Sig. (2-tailed)		.	,000	,000
	N		200	200	200
Trust activities	Correlation Coefficient		,700**	1,000	,685**
	Sig. (2-tailed)		,000	.	,000
	N		200	200	200
Trust Leadership	Correlation Coefficient		,636**	,685**	1,000
	Sig. (2-tailed)		,000	,000	.
	N		200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Table made by author as a result of Correlation Analysis completed through SPSS21 program

The impact of trust in the leadership is also important and direct. Supervisors or organizational management may influent positive or negative volunteers intention to remain with the organization (MacNeela, 2008).

4.Theoretical and managerial implications

Theoretical main value of this research is in the fact it proposes three trust variables to be tested in volunteering analysis. Trust has gained little interest in volunteerism research. Empirical results that trust in mission is more tied to trust in activities effectiveness, than to trust in leadership.

The second theoretical value is adapting trust concepts to social non-profit volunteering Romanian context.

Managerial implications underline the necessity to improve activities efficiency in order to increase mission trust. Values and purpose as components of the mission are mandatory in establishing every organizational marketing strategy. A consistent internal promoting policy has to align activities to accomplish in an efficient manner the organizational objectives in order to increase trust in such a way volunteers would be able to measure and to quantify results of their activity. Perceived good results, good responses from the beneficiaries have a positive and direct influence on mission trust. On the other side, negative experiences with beneficiaries, or lack of abilities in conducting efficient activities lead volunteers to lack of commitment and finally to turnover.

Another responsibility of non-profit management is promoting activities in a way volunteers should perceive it as effective, diminish discrepancies between expectations and the main tasks.

Leadership approach to volunteers is also directly influencing trust in the mission. Negative experiences may lead to turnover and lack of trust, on the other side support and personal example, performance and respectable values of the leaders lead to increased commitment and sustained volunteering.

Non-profit organizations have a valuable and specific human resource: volunteers. In order to maintain sustained volunteering non-profit management has to maintain an internal marketing policy oriented on consolidating a trustable mission, trustable leadership and effective activities.

References

- Andreasen A., Kotler P., (2003), Strategic Marketing for Nonprofit Organizations, Pearson Education, Inc., ISBN 0-13-122792
- Arnett, D. B., German, S. D., și Hunt, S. D. (2003). The identity salience model of relationship marketing success: The case of nonprofit marketing. *Journal of Marketing*, 67(2), 89-105.
- Bennett R., Barkensjo A., (2005) Internal Marketing, Negative Experiences, and Volunteer's Commitment to Providing High-Quality Services in a UK Helping and Caring Charitable Organization *Voluntas: International Journal of Voluntary and Nonprofit Organizations* Vol. 16, No. 3, September DOI: 10.1007/s11266-005-7724-0
- Coita, D., C., (2008), Marketingul organizațiilor nonprofit, Editura Academiei Române, București, ISBN 978-973-27-1750.
- Doyle, S. (2006). The role of organizational citizenship behavior in volunteer organizations (Order No. 3207611). Available from ProQuest Central. (304912689). Accesată la pagina <http://search.proquest.com/docview/304912689?accountid=15533>.
- Freeman, R. B. (1997). Working for nothing: The supply of volunteer labor. *Journal of Labor Economics*, 15(1), S140-S166. Accesată la pagina <http://search.proquest.com/docview/204624362?accountid=15533>.
- German, D., Steven. (1997). Nonprofit relationship marketing: The role of identification, Texas Tech University.
- GHK Consulting (2010a) Volunteering in the European Union. A Final Report submitted by GHK for the Educational, Audiovisual și Culture Executive Agency (EAC-EA), Directorate General Education și Culture (DG EAC), 17 February 2010 <http://www.eyv2011.eu/funding-opportunities/item/43-volunteering-in-the-european-union-ghk-eac-ea-dg-eac-2010> accesat în 14 aprilie 2015

Kaning U. P. and Hill A., (2012) Validation of the Organizational Commitment Questionnaire (OCQ) in six Languages *Journal of Business and Media Psychology* | ISSN 2191-5814 accesat la pagina: <http://journal-bmp.de/2013/12/validation-of-the-organizational-commitment-questionnaire-ocq-in-six-languages/?lang=en> în data de 12.12.2015

Macneela, P. (2008). The give and take of volunteering: Motives, benefits, and personal connections among irish volunteers. *Voluntas*, 19(2), 125-139. doi:<http://dx.doi.org/10.1007/s11266-008-9058-8>

Meyer, J. P., Stanley, D. J., Herscovitch, L. și Topolnytsky, L. (2002). Affective, continuance, și normative commitment to the organization: A meta-analysis of antecedents, correlates, și consequences. *Journal of Vocational Behavior*, 61, 20-52.

Mitchell, M. A., Taylor, S. (2004). Internal Marketing: Key to Successful Volunteer Programs. *Nonprofit World*, 22, 25-26. Articol accesat din baza de date ProQuest Central, <http://search.proquest.com/docview/221327614?accountid=15533>.

Mowday, R. T., Porter, L. W. and Steers, R. M. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. New York: Academic Press.

Mowday R., Steers R. and Porter M. L., (1978) *The Measurement of Organizational Commitment Progres Report* , Departament of Mangement, Graduate School of Management Eugene, Oregon, 97403.

Omoto and Snyder (2002) Considerations of Community The Context and Process of Volunteerism *American Behavioral Scientist*, vol. 45, no. 5 846-867, doi: 10.1177/0002764202045005007

Perrino, T. (1998). Volunteerism in community first aid squads: Factors involved in motivating și maintaining members (Order No. 9920183). Available from ProQuest Central. (304495892). Accesată la pagina <http://search.proquest.com/docview/304495892?accountid=15533>

Randle, M., and Dolnicar, S. (2009). Not just any volunteers: Segmenting the market to attract the high contributors. *Journal of Non-profit and Public Sector Marketing*, 21(3): 271.

Rosenbaum N., "The competitive Market Model: Emerging strategy for Nonprofits *The Nonprofit Executive*, Iulie 1984, pp. 4-5

Salas, G. R. (2008). Volunteer functions, satisfaction, commitment, și intention to leave government volunteering (Order No. 3338094). Teză de doctorat, ProQuest Central. (304835525). Accesată la pagina <http://search.proquest.com/docview/304835525?accountid=1553>

Săveanu T. G., (2014), "Forme de participare la viață comunității, complementaritate sau opoziție?" , Presa Universitară Cluj, ISBN: 978-973-595-662-2

Topor, R., și Boroiu, D. C. (2011). Nonprofit organizations between business și uncertainty. *Economics, Management și Financial Markets*, 6(1), 595-601.

Țânculescu (2015), Impactul factorilor de personalitate înțeleși în cheia teoriei celor cinci mari factori de personalitate asupra angajamentului organizațional, Rezumat Teză de doctorat Universitatea Babeș Bolyai, Facultatea de Psihologie și Științe ale Educației Catedra de Psihologie Clinică și Psihoterapie.

Wymer, W.,W. (1996) *Formal Volunteering as a Function of Values, Self-Esteem, Empathy și Facilitation*, UMI Microform 9635049.

Wilson, J., și Janoski, T. (1995). The contribution of religion to volunteer work. *Sociology of Religion*, 56(2), 137. Accesată la pagina <http://search.proquest.com/docview/216769476?accountid=15533>

Wymer W. W. și Starnes B. J. (2001) : "Conceptual Foundations and Practical Guidelines for Recruiting Volunteers to Serve in Local Nonprofit Organizations: Part I." *Journal of Nonprofit & Public Sector Marketing* (Best Business Books, an imprint of The Haworth Press, Inc.) Vol.9, No. 1/2, 2001, pp.63-96.