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HAZARDSCRC

End-Users:



SUSTAINABLE VOLUNTEERING

Improving the Retention and
Engagement of Volunteers
in Emergency Service Agencies

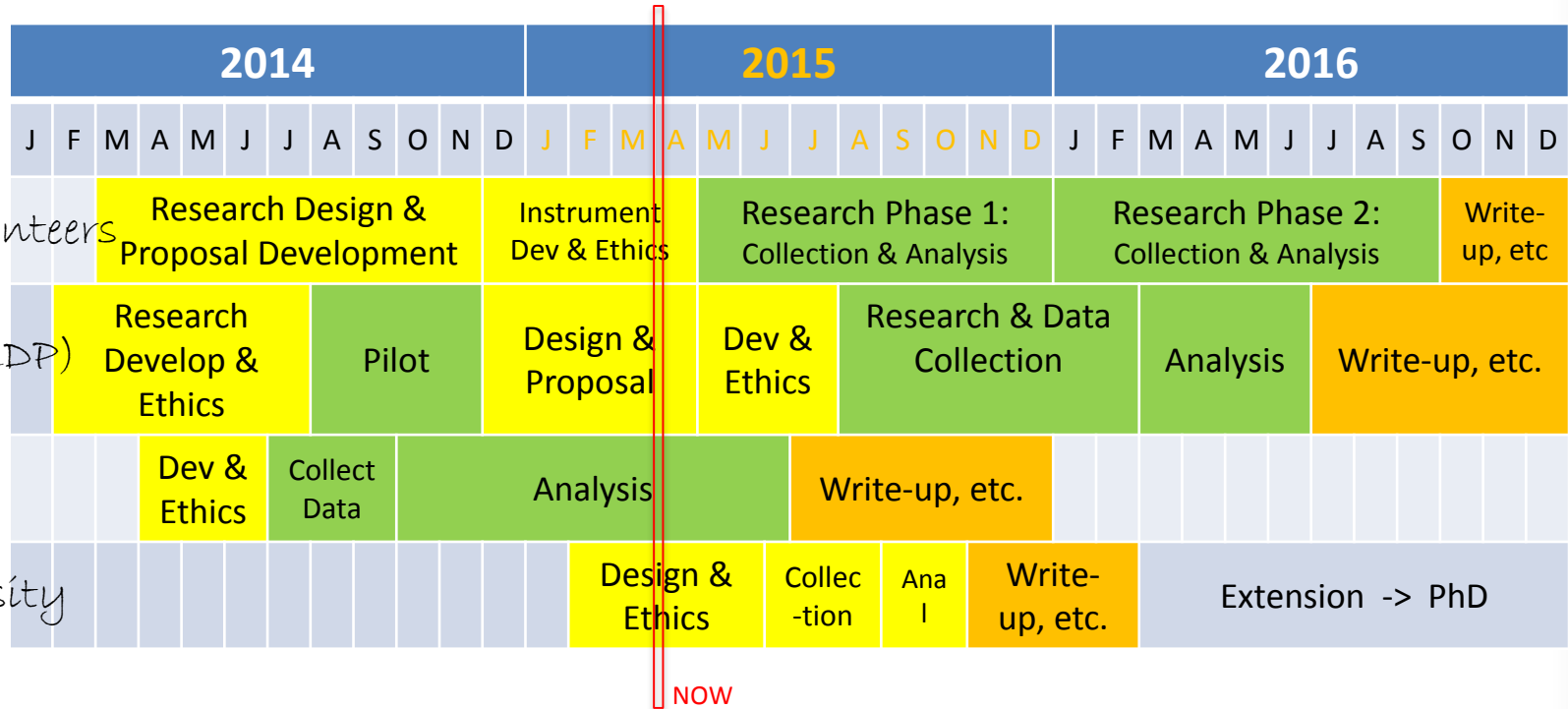
**Michael Jones, Andrew Sense,
Bill Calcutt, Nicholai Popov, Valerie He**
Faculty of Business, University of Wollongong, NSW



An Australian Government Initiative



PROJECT TIMELINE



- Preparation
- Collection/Analysis
- Reporting

VALUING VOLUNTEERS

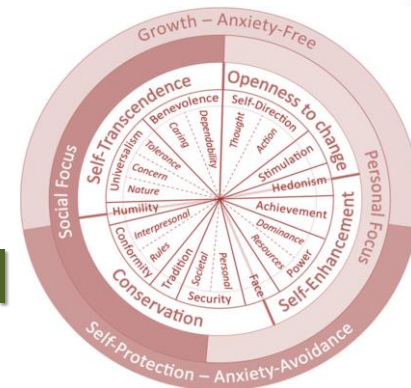
Bill Calcutt, Michael Jones & Andrew Sense

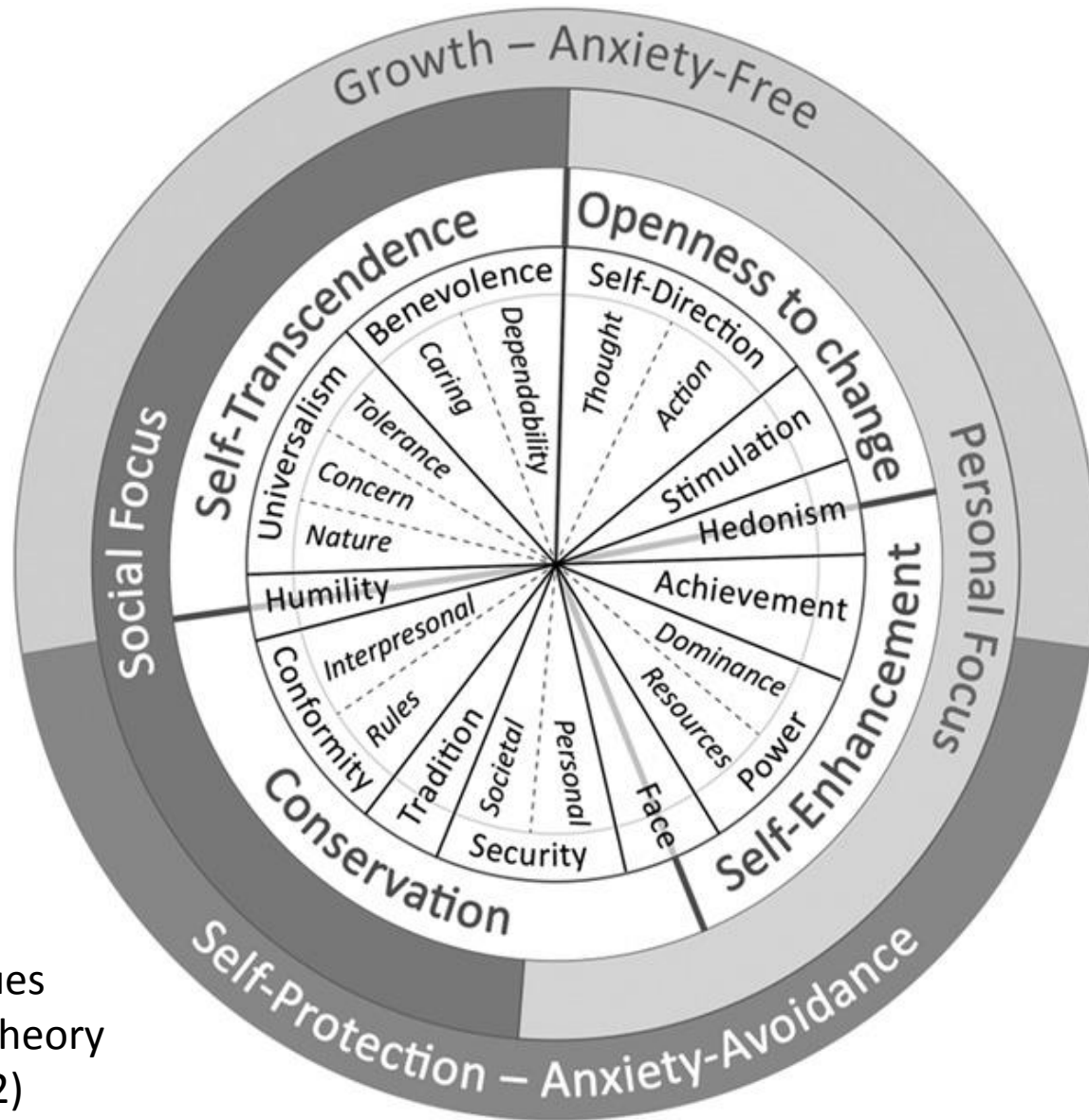
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VALUING VOLUNTEERS

Bill Calcutt, Michael Jones & Andrew Sense

- 1) This research aims to understand the **primary motives** for volunteering in emergency services in Australia & to explore the main reasons for **volunteer turnover**
- 2) Uses a well-established values evaluation framework, to identify **distinctive personal & shared values** that motivate volunteer participation in emergency services & to evaluate the importance of individual, group and organisational **values alignment** for volunteer commitment & retention





Circular motivational continuum of 19 values in the refined value theory (Schwartz et al., 2012)

What will we DISCOVER?

- The distinctive shared values of Australian emergency services volunteers.

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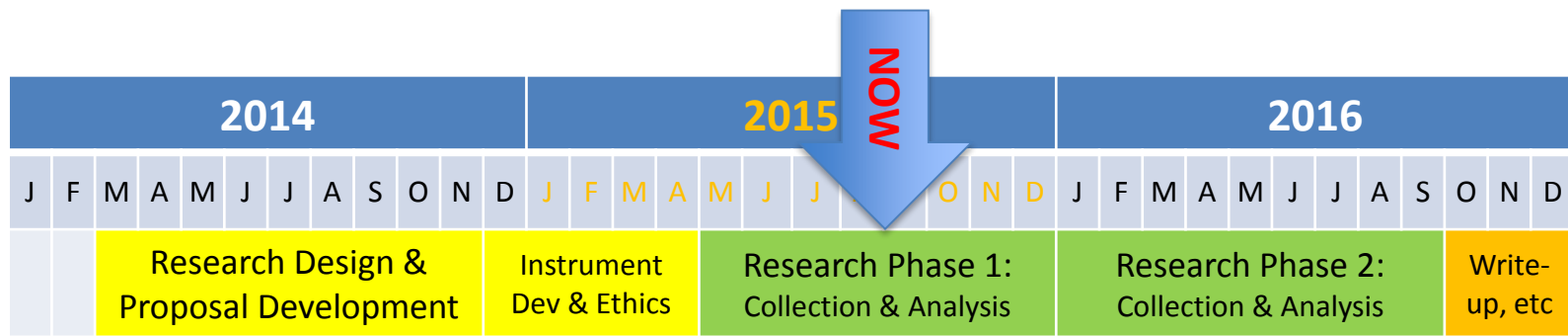
- The distinctive shared values of Australian emergency services volunteers.
- How these shared values impact volunteer expectations and commitment.

What will we DISCOVER?

- The distinctive shared values of Australian emergency services volunteers.
- How these shared values impact volunteer expectations and commitment.
- How we can create optimal alignment between the volunteer and the organisation – leading to:
 - Maximum satisfaction, commitment & retention

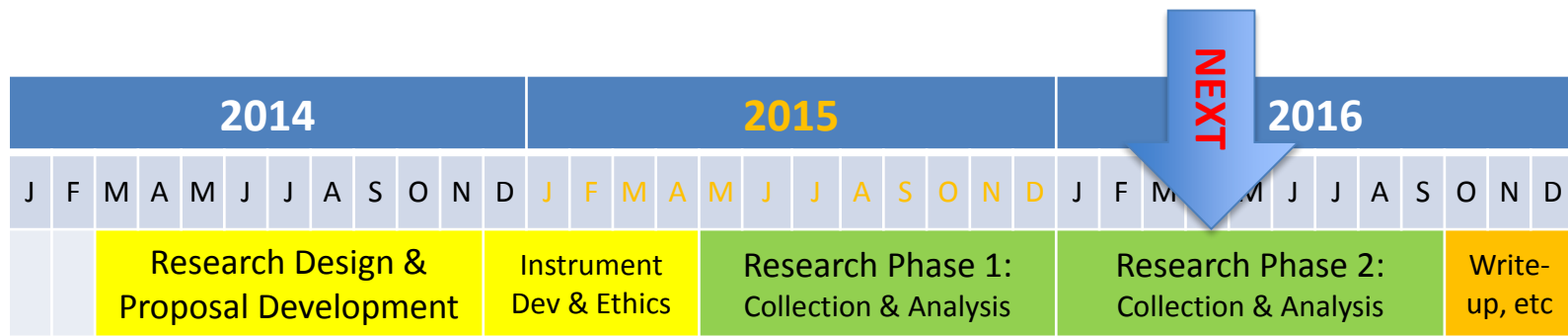
What's happening NOW?

- PHASE 1 RESEARCH:
 - We are ready to release a 40-item survey (Values Survey) for distribution to Volunteers.
 - Paper or electronic
 - Looking for agency support and assistance.



What's happening NEXT?

- PHASE 2 RESEARCH:
 - Participative Action Research.
 - Implementation of findings from phase 1 to create and refine solutions



LEADERSHIP DEVELOPMENT PROGRAM

Nicholai Popov, Michael Jones & *Dominique Parrish*

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LEADERSHIP DEVELOPMENT PROGRAM

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- 1) LDP deviates from the traditional leadership program.
- 2) SDT proposes that human beings have **three basic psychological needs**: (1) autonomy, (2) competence, (3) relatedness. The satisfaction of all three needs will result in the highest quality of motivation (Graves & Luciano 2013).
- 3) Leaders can take an active role in satisfying these basic psychological needs in their organisational members (Deci, Connell & Ryan 1989).

MORE ABOUT THE THREE BASIC PSYCHOLOGICAL NEEDS

1) Needs satisfaction has long been central to work motivation theory, and is asserted to be among the most crucial elements in the area of work motivation and commitment among volunteers (Deci, Connell & Ryan 1989).



What we have FOUND?

- LDP Pilot run with Captains and Controllers from RFS & NSWSES.
- Experimental design found:
when volunteer's needs are satisfied (competence, relatedness and autonomy) and when their leaders adopt an autonomy supportive (vs controlling) approach, they will all be more satisfied with their volunteering job and are less likely to want to leave

What we have FOUND (subordinates)?

1. When volunteers three needs are being met they are more satisfied with their volunteering job.

There is a significant positive relationship between job satisfaction and fulfilment of the need for autonomy ($r=.77$, $p<.001$), relatedness ($r=.75$, $p<.001$) and competence ($r=.43$, $p<.01$).

What we have FOUND (subordinates)?

2. When volunteers three needs are being met they are less likely to want to leave.

Autonomy (the ability to exercise choice and make decisions) and **relatedness** (sense of belonging) have the strongest impact on volunteers intention to stay.

There is a significant negative relationship between turnover intention and fulfilment of the need for autonomy ($r = -.76$, $p < .001$), relatedness ($r = -.72$, $p < .001$) and competence ($r = -.29$, $p < .05$).

What we have FOUND (subordinates)?

3. **Volunteers whose leaders adopt autonomy supportive, rather than coercive/command and control, approaches to managing are more satisfied with their volunteer job.**

There is a significant positive relationship between managerial autonomy support and job satisfaction ($r=.59, p<.001$).

What we have FOUND (subordinates)?

4. Volunteers whose leaders adopt autonomy supportive, rather than coercive/command and control, approaches to managing are less likely to want to leave their volunteering job with the SES.

There is a significant negative relationship between managerial autonomy support and turnover intention ($r=.53$, $p<.001$).

What we have FOUND (leaders)?

1. After completing the program, leaders were more autonomy supportive and less controlling. This suggests that the program can successfully teach leaders to adopt more autonomy supportive approaches towards leading their volunteers. In doing so these leaders can now manage their unit/brigade in a way that better supports motivation, job satisfaction and retention of volunteers.

There was a significant increase in leaders overall ability to adopt autonomy supportive leadership approaches after completing the training $t(17) = -3.73, p < .01$. Following the training leaders are reporting significantly less controlling leadership approaches and significantly more autonomy supportive behaviours.

What will we DISCOVER?

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 - Impact on Social Capital & Organisational Citizenship Behaviour.

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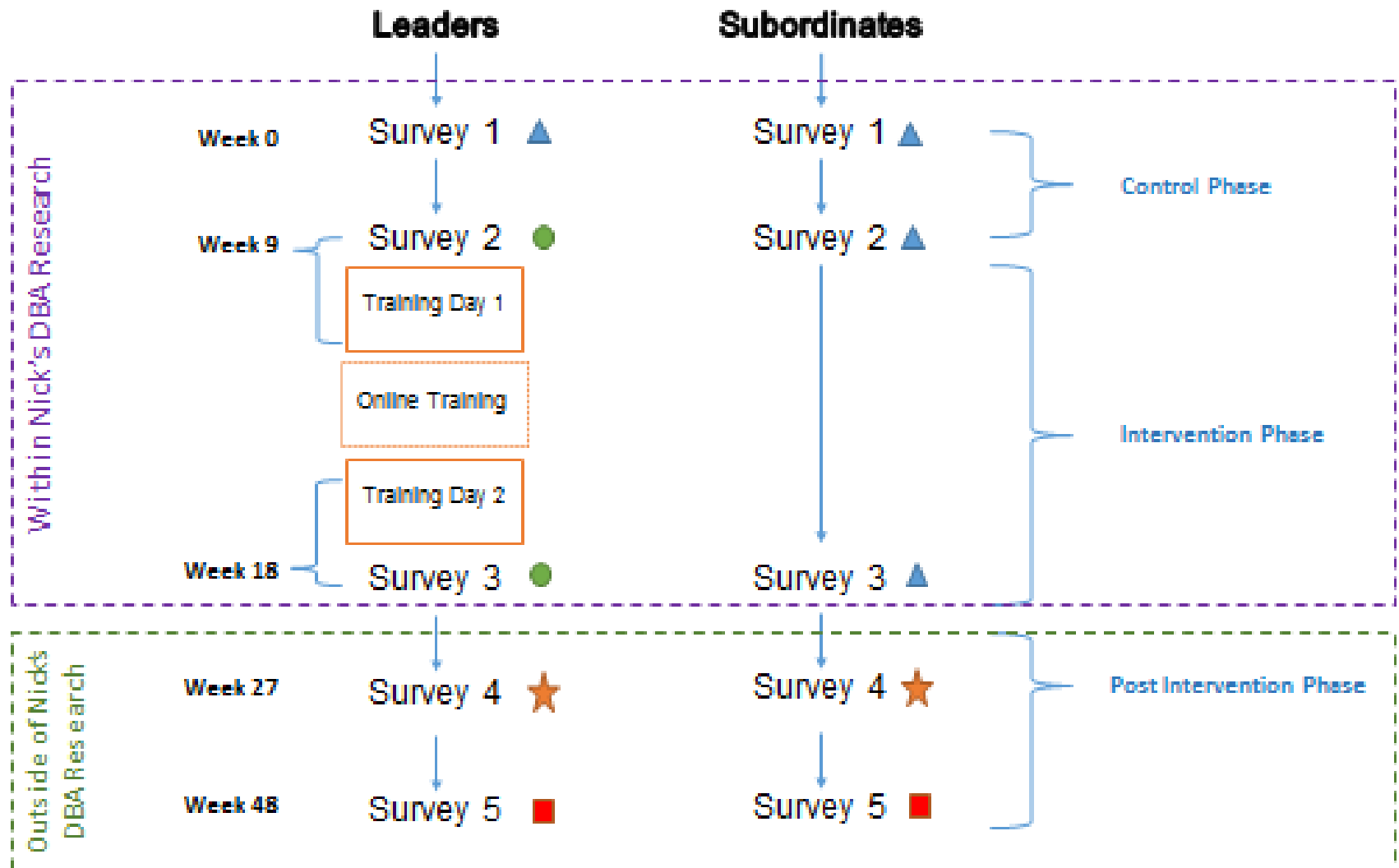
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 - Impact on Social Capital & Organisational Citizenship Behaviour.
 - Increase the integrity of paired data – trial new collection methods.
 - New understandings of longitudinal effects.
 - Larger sample will provide more generalisable outcomes.

What's happening NOW?

- Expanded focus across three regional areas of NSW
 - Funded by the NSW SES & UOW.





▲ Paper-based survey – sent through mail ● On-Line survey – in face-to-face mode ★ Phone Survey ■ Paper-based survey – in face-to-face mode

QUESTIONS ???

**THANKS
FOR
LISTENING**