



Vrije Universiteit Brussel

On the relational disequilibrium between paid and voluntary employees in non-profit organizations and social enterprises.

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Work and
Organizational
Psychology



Model overview

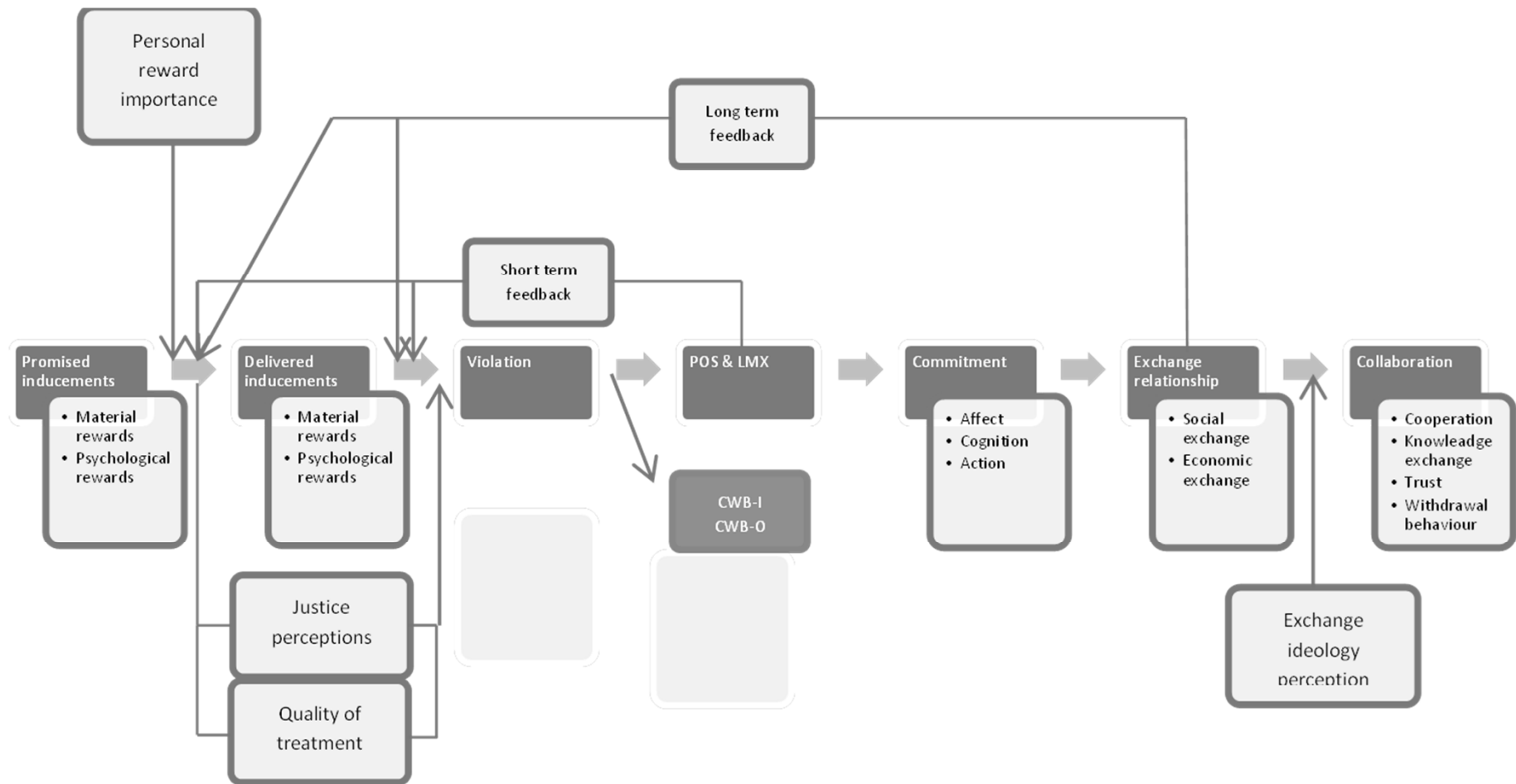
- Social exchange as theoretical framework for understanding relationships between individuals and their organization (Coyle-Shapiro & Conway, 2005).
 - Social exchange (Blau, 1964)
 - Norm of reciprocity (Blau, 1964; Gouldner, 1960)
- Psychological contract (Rousseau, 1989), perceived organizational support (Eisenberger, Huntington, Hutchison, & Sowa, 1986) and leader member exchange (Graen & Uhl-Bien, 1995) → underlying norm of reciprocity → integrate frameworks ?!



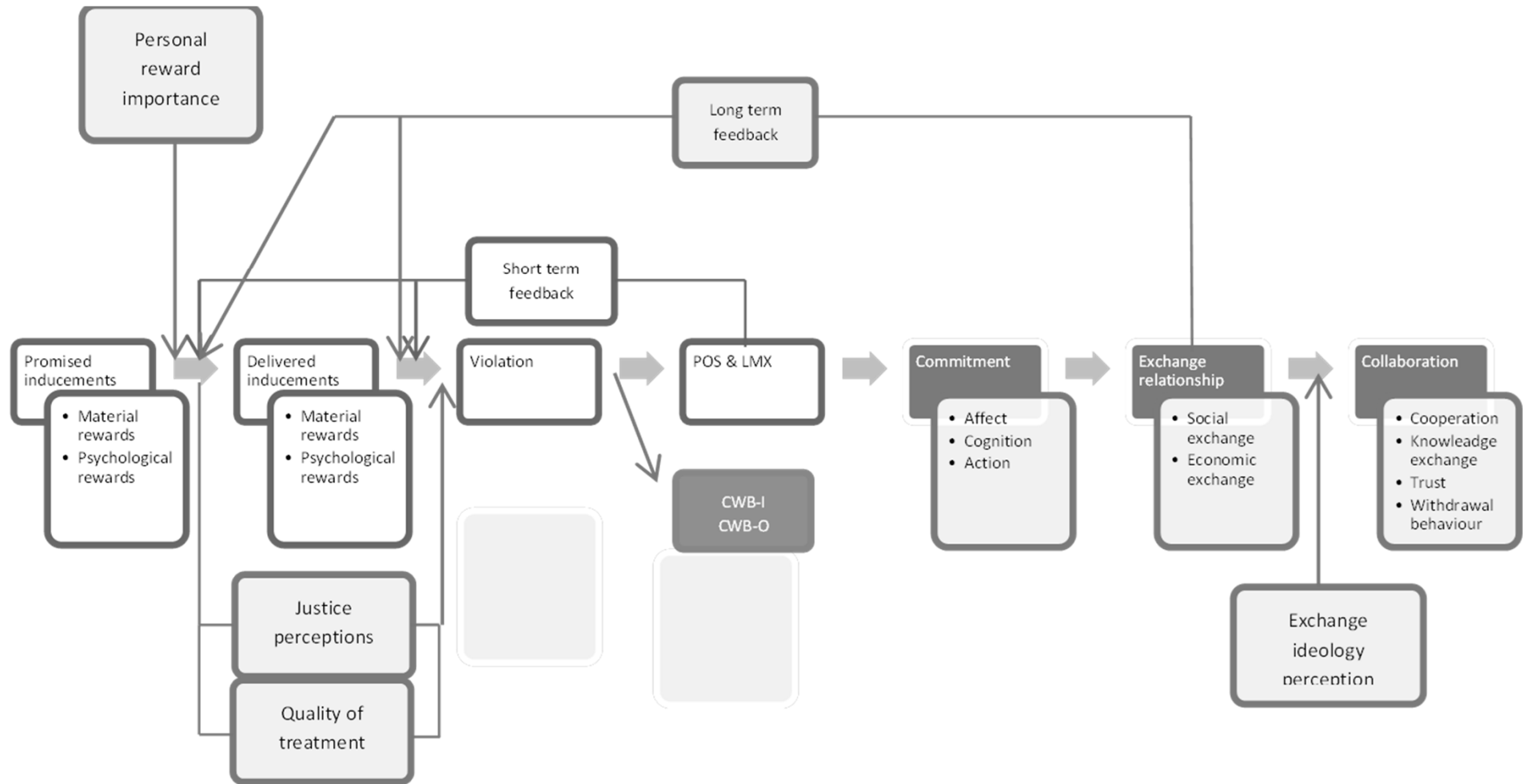
Model overview

- Influential factors in the evaluation of the relationship with the organization
 - Personal preference bestowed on promised inducements (Lester & Kickul, 2001)
 - Quality of decision (distributive and procedural justice) and quality of treatment (social atmosphere) (Blader & Tyler, 2003)
 - **Status characteristics theory** (Berger & Zelditch, 1993)
 - **Four sets of reciprocal relationships**
 1. POS and LMX \leftrightarrow psychological contract breach
 2. POS and LMX \leftrightarrow violation
 3. Exchange relationships \leftrightarrow psychological contract breach
 4. Exchange relationships \leftrightarrow violation

Model overview



Model overview – study 1





Introduction

- Social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960) → understanding employer-employee relationship
- Operationalization of employer-employee relationship →
Psychological contract theory (Rousseau, 1989) and Perceived Organizational Support theory (POS; Eisenberger, Huntington, Hutchison, & Sowa, 1986)
 - Organizational level of social exchange → interpersonal level?
 - Leader-Member Exchange (LMX; Graen & Uhl-Bien, 1995)



Introduction

- Integration of three frameworks → a more comprehensive understanding of employer-employee relationship
- Resolve the ambiguity surrounding the integration by investigating dynamic relationships between the frameworks



PC → violation → POS/LMX

- Psychological contract breach → violation (Morrison & Robinson, 1997).
 - Intensity of violation is related to unmet promised inducements and general beliefs about quality of treatment (Rousseau, 1989).
 - Perception of breach → erode feelings of being valued
 - Breach → unwillingness to invest in relationship (Rhoades & Eisenberger, 2002) → inconsistent with trust → low POS or LMX.
- Psychological contract breach will positively predict violation which in turn will negatively predict employees perception of POS and LMX



Proposed reciprocal relation

- Morrison and Robinson (1997) suggest two sets of reciprocal relationships.
 1. POS and LMX (T-1) → psychological contract breach (T)



First reciprocal relationship (POS)

- POS signals preference for relational exchange (Rhoades, Eisenberger and Armeli, 2001) → feelings of being valued (supportive relationship)
→ lower vigilance to monitor and hence perceive breach
- High levels of POS (T-1) heighten the threshold to perceive breach (T), while low levels of POS (T-1) lower the threshold to perceive breach (T)
- Similar effect for paid workers and volunteers



First reciprocal relationship (LMX)

- Higher quality of LMX (Graen & Cashman, 1975) → increased interpersonal trust → close interpersonal relationship → less monitoring of exchange
- High levels of LMX (T-1) heighten the threshold to perceive breach (T), while low levels of LMX (T-1) lower the threshold to perceive breach (T)



First reciprocal relationship

- Differentiating volunteers and paid workers
 - More affected by intrinsic rewards of social relationship (Boezeman & Ellemers, 2007)
 - Social relationships/need for relatedness of central importance to volunteers (Boezeman & Ellemers, 2007)
 - Secure and respectful relationships with coordinator as motivator for volunteers (Galindo-Kuhn & Guzley, 2001)
- Relationships postulated in hypothesis three are significantly larger for volunteers compared to paid workers



Proposed reciprocal relation

- Morrison and Robinson (1997) suggest two sets of reciprocal relationships.
 1. POS and LMX (T-1) → psychological contract breach (T)
 2. POS and LMX (T-1) → violation (T)



Second reciprocal relationship (POS)

- Affective and emotional evaluation of breach (i.e. violation) made in the context of a social contract entailing beliefs of good faith and reciprocity (Homans, 1961)
 - Social contract = backdrop for interpretation
 - Contradicting evidence → violation (Frijda, 1988)
- High levels of POS (T-1) increase feelings of violation (T) in times of breach
- Similar effect for paid workers and volunteers



Second reciprocal relationship (LMX)

- High levels of LMX (T-1) increase feelings of violation (T) in times of breach

- Differentiating volunteers and paid workers
 - Breach violates the central importance of secure and respectful relationships to volunteers (Boezeman & Ellemers, 2007; Galindo-Kuhn & Guzley, 2001)

- Relationships postulated in hypothesis six are significantly larger for volunteers compared to paid workers

Proposed model

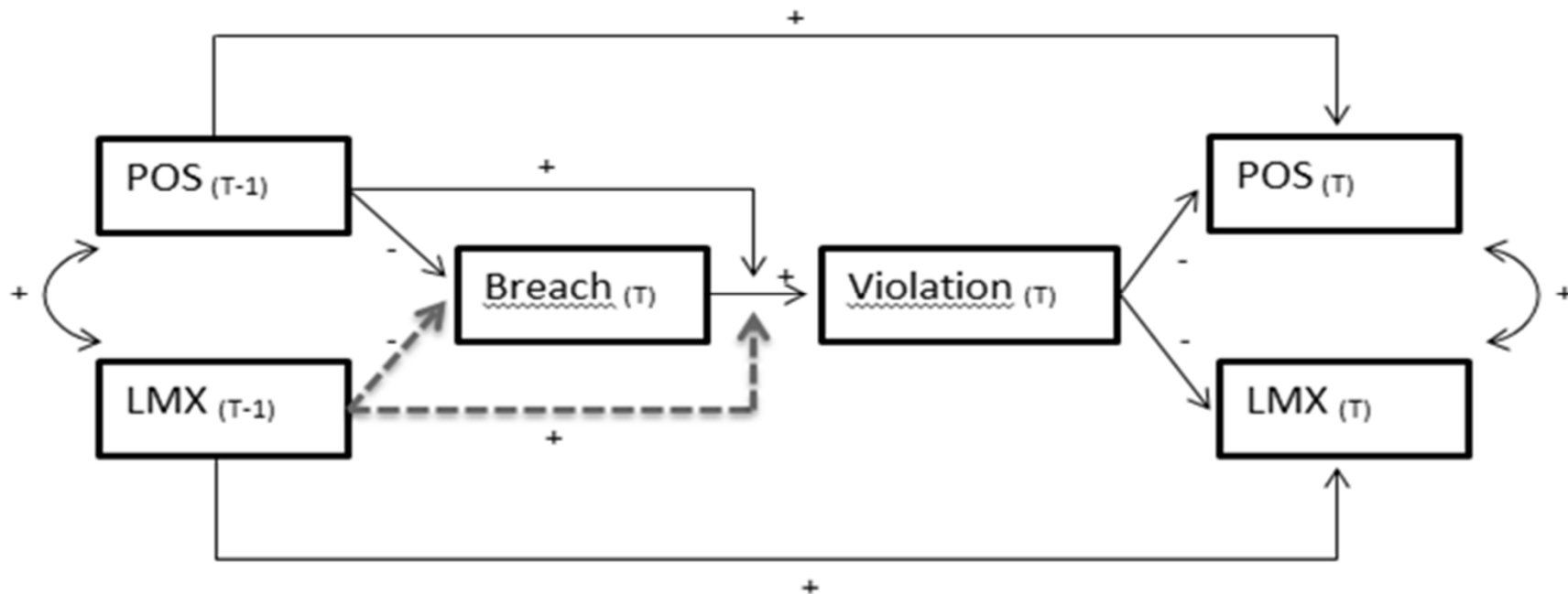


Figure 2

Expected reciprocal relationships between POS, LMX, psychological contract and violation.



Hypotheses

Design

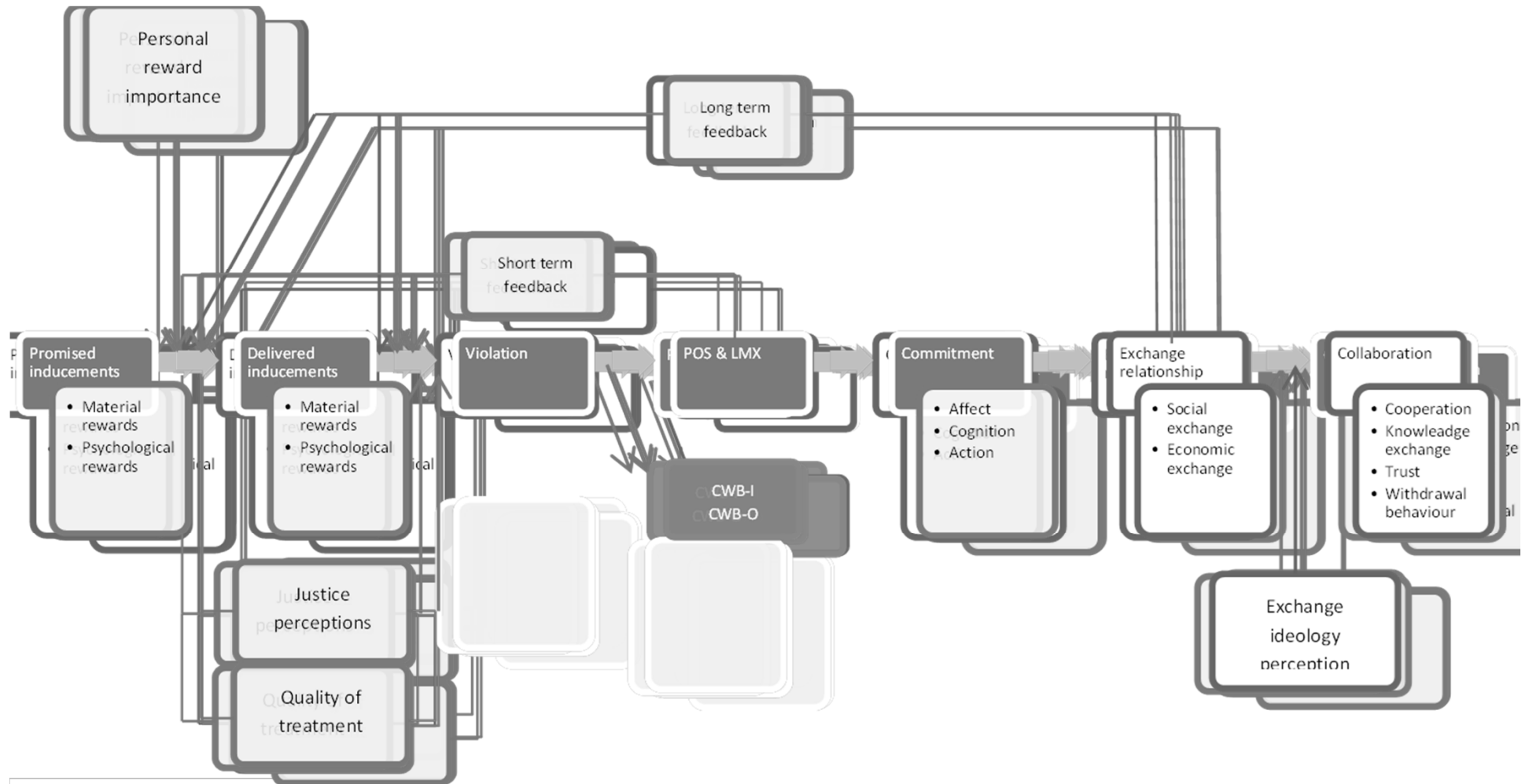
- Weekly diary study

Hypotheses

- Psychological contract breach will positively predict violation, which in turn will negatively predict employee perceptions of POS and LMX
- High levels of POS (T-1) heightens the threshold to perceived psychological contract breach (T) while low levels of POS (T-1) reduces the threshold to perceived psychological contract breach (T)
 - this effect is assumed to be similar among paid workers and volunteers

- High levels of LMX (T-1) heightens the threshold to perceived psychological contract breach (T) while low levels of LMX (T-1) reduces the threshold to perceived psychological contract breach (T)
 - this effect is assumed to be significantly stronger among volunteers compared to paid workers
- High levels of POS (T-1) increase feelings of violation (T) in times of breach
 - this effect is assumed to be similar among paid workers and volunteers
- High levels of LMX (T1) increase feelings of violation (T) in times of breach
 - this effect is assumed to be significantly stronger among volunteers compared to paid workers

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Thank you

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