

# Why do participants in voluntary organizations leave? Exploring the relationship between value congruence and length of stay

Jennifer Ihm<sup>1</sup>  | Young Min Baek<sup>2</sup>

<sup>1</sup>School of Media and Communication, Kwangwoon University, Seoul, South Korea

<sup>2</sup>College of Communication, Yonsei University, Seoul, South Korea

## Correspondence

Young Min Baek, College of Communication, Yonsei University, Seoul, South Korea.  
Email: ymbaek@yonsei.ac.kr

## Funding information

The first author disclosed receipt of the following financial support for the research, authorship, and/or publication of this article: This article has been conducted by the Research Grant of Kwangwoon University in 2020.

## Abstract

Recognizing the importance of values and the specific characteristics of participants and situations in voluntary organizations, we examine how value congruence—the fit or compatibility of values between participants and the organization, or among participants—interacts with personal and situational factors to predict participants' length of stay in their organizations. Introducing the case of a voluntary organization that offers shared housing, we measure value congruence through textual similarity in the self-introduction documents of 49 participants and the organization's mission statement. This approach differs from the self-reported measures based on participants' perceptions or recalled interactions used in previous studies. In line with expectation-disconfirmation theory, participants with the strongest beliefs in organizational values had shorter lengths of stay. The amount of intraorganizational communication also moderated the relationship between value congruence and length of stay. This study provides theoretical and methodological implications for nonprofit management by considering personal and situational factors and evaluating value congruence by textual similarity.

## KEYWORDS

length of stay in voluntary organization, natural language processing, textual similarity, value congruence

## 1 | INTRODUCTION

The question of why participants<sup>1</sup> stay in or leave their voluntary organizations<sup>2</sup> has inspired significant research on the nonprofit sector, which suffers from a high rate of participant departure (Kang, Huh, Cho, & Auh, 2015; Meisenbach, Rick, & Brandhorst, 2019; Walk, Zhang, & Littlepage, 2019). Voluntary organizations are sustained by competent and committed volunteers and employees, so high turnover among these participants threatens the organization's efficiency and productivity as well as the quality, consistency, and stability of its services (Kang et al., 2015). Specifically, in membership associations, a type of voluntary organization where participants come together for mutual benefits and common goals without financial remuneration (Tschorhart & Gazley, 2014), participants' departures may ruin the community in the organization, decrease benefits, and impede the accomplishment of goals (e.g., Esparza, Walker, & Rossman, 2014). Research on the causes of departures from these organizations has shown the influence of both individual (e.g., gender and age, Kang et al., 2015; self-efficacy, Ripamonti, Pasquarelli, Ravasi, & Sala, 2016) and organizational factors (e.g., organizational support, Alfes, Shantz, & Bailey, 2016; openness to feedback, Garner & Garner, 2011).

However, more research is necessary to take account of the specificity of the voluntary context beyond the individual and organizational factors discussed in previous studies. First, many participants join voluntary organizations more because of the opportunities to pursue their values than for practical reasons (Moynihan & Pandey, 2007). They place a higher importance on values than do employees in corporations (Stride & Higgs, 2014), and they may be even more concerned about how they can realize their values through the organization's values and whether other participants will cooperate in pursuit of these values. As a result, value congruence, or the fit or compatibility of values, between participants and the organization or among participants (Kristof, 1996) may play crucial roles in participants' length of stay in voluntary organizations. Second, most studies on value congruence have centered on corporate contexts and found that value congruence increases participants' length of stay (Edwards & Cable, 2009; Kristof, 1996; Kristof-Brown, Zimmerman, & Johnson, 2005; Meglino, Ravlin, & Adkins, 1989). In voluntary organizations, the specificity of participants and situations may differentiate the positive effect of value congruence on participants' length of stay.

Therefore, this study directs attention to the values of a participant, the organization, and the other participants and examines how value congruence may influence participants' length of stay in voluntary organizations and how personal (i.e., beliefs in organizational values hypothesized by expectation-disconfirmation theory) and situational factors (i.e., intraorganizational communication hypothesized by social penetration theory) specific to voluntary organizations moderate the influence of value congruence on participants' length of stay. This study introduces a new way to evaluate value congruence by examining the textual similarity of actual statements used by participants and organizations, an alternative measure to previous instruments, which examined only one of two parties' perception of the value congruence or compared self-reported responses of two parties (Kristof, 1996; Kristof-Brown et al., 2005; Vveinhardt & Gulbovaité, 2015). This study offers new theoretical and methodological directions to the nonprofit management scholarship by paying attention to the personal and situational factors in value congruence in voluntary organizations.

## 2 | PREDICTING LENGTH OF STAY IN A VOLUNTARY ORGANIZATION BY VALUE CONGRUENCE

This section explains how two dimensions of value congruence – that between participants and the organization and that between participants and other participants – may predict length of

stay in voluntary organizations and attempts to provide novel perspectives by considering the effect of personal and situational factors specific to voluntary organizations.

## 2.1 | Value congruence with the organization and other participants

Previous research has mostly explained that varied types of value congruence positively influence participants' stay in the organization. First, previous studies found that *participant-organization value congruence*—participants' value fit, or compatibility with the organization—is an important predictor of participants' stay in an organization (Kristof, 1996). Research on corporations suggests that participant-organization value congruence increases participants' sense of belonging to, satisfaction with, and trust in the organization; in this way, value congruence encourages participants' staying in the organization even during organizational changes and challenges (Edwards & Cable, 2009; Englert, Thaler, & Helmig, 2019; Kristof-Brown et al., 2005; Meglino et al., 1989).

While only a few studies have discussed value congruence in voluntary organizations, they have concurred with the findings from the corporate contexts. Van Vianen, Nijstad, and Voskuijl (2008) explained that participant-organization value congruence plays an important role in participants' stay by increasing commitment to and satisfaction with their voluntary organization. Moynihan and Pandey (2007) also found that participants were more attracted to and less likely to exit voluntary organizations when participant-organization value congruence was higher.

Second, research shows that *between-participants value congruence*—participants' value fit, or compatibility with other participants—positively predicts their length of stay in their organizations (Kristof, 1996). Previous studies on voluntary organizations have not directly discussed between-participants value congruence, but they suggest that participants affect one another's length of stay. Participants' broader social surroundings are significant predictors of their commitment to voluntary organizations (Gazley, 2013; Penner, 2002), and social surroundings within the organizations also play an important role in participants' length of stay because they attenuate the impact of negative experiences in the organizations and provide support (Moynihan & Pandey, 2007).

Studies on corporations directly addressed that between-participants value congruence positively affect participants' length of stay (Edwards & Cable, 2009; Kristof-Brown et al., 2005; Meglino et al., 1989). While their context was not voluntary organizations, they explained relationship dynamics applicable to general organizational contexts. They found that between-participants value congruence facilitates conversation among participants and helps them predict each other's behaviors stemming from their similar values; this mechanism decreases relationship conflicts and aids reconciliation during conflicts (Edwards & Cable, 2009; Meglino et al., 1989). It also increases participants' satisfaction with and commitment to the organization and lowers their intentions to leave the organization (Kristof-Brown et al., 2005).

## 2.2 | Personal and situational factors in value congruence

The previous section explained that prior studies have suggested a positive relationship between value congruence and participants' length stay. However, these studies have rarely accounted for personal and situational factors that may intervene and differentiate the effect of value

congruence (Schneider, 1987). A conceptual study suggests that personal differences (e.g., openness to influence) and situational factors (e.g., intensity of socialization process) may moderate the influence of value congruence and generate different behavioral and organizational outcomes, including participants' departure (Chatman, 1989). Further, voluntary organizations consist of participants and situations different from those in the profit-seeking corporations on which previous studies have mostly focused. Therefore, this section attempts to fill the gap in scholarship by taking account of personal and situational factors specific to voluntary organizations and examines how these factors may moderate the positive effect of value congruence on participants' length of stay.

### 2.2.1 | Participants' strong beliefs in organizational values

Most past research on value congruence and length of stay focused on corporations (Holtom, Mitchell, Lee, & Eberly, 2008), where employees leave their jobs to further their careers or for better salaries (Chiaburu & Harrison, 2008; Mossholder, Settoon, & Henagan, 2005; Seibert, Wang, & Courtright, 2011). However, participants in voluntary organizations choose the organizations (and the lifestyle, in this study) to pursue their values. Voluntary organizations, including the organization in this study, are likely to consist of participants who place a higher importance on the organizational values than paid employees do (Stride & Higgs, 2014). As a result, voluntary organizations may be particularly likely to attract participants who have an extremely high level of beliefs in the organizational values in comparison to other types of organizations. This fact about voluntary organizations calls for consideration of participants with extremely strong beliefs in the organizational values (a personal factor), which may have a different impact than the positive, linear effect of value congruence on length of stay.

*Expectation-disconfirmation theory* explains that when individuals anticipate certain attributes or characteristics of an object, they evaluate the object based on their evaluation of its actual performance (Brown, Venkatesh, & Goyal, 2014; Oliver, 1977). When the object outperforms the individuals' original expectations, the disconfirmation is positive, and the individuals' satisfaction increases. The higher the expectations, the lower the possibility that the individuals perceive the object matches or outperforms their expectations. The discrepancy between the individuals' expectation of the object and the subsequent evaluation of it may induce dissatisfaction and influence their future behaviors.

Applying expectation-disconfirmation theory, an *extremely* high level of participant-organization value congruence may represent that the participant strictly follows and strongly pursues what the organization values; the participant's expectations of the organization's realization of its values may be so high that the organization's actual performance is likely to disappoint the participant. The discrepancy between the expectation and the subsequent evaluation of the organizational performance may increase the participant's intention to leave the organization.

Newton and Mazur's (2016) study also suggests that participants' strong beliefs in organizational values may explain such departures. They reported that *volunteers* in nonprofit organizations who placed a high importance on the values which the nonprofit organizations also pursued were less likely to be satisfied with current organizational practices and more likely to stop volunteering; their expectation may have been beyond the organization's realization of its values. On the other hand, the level of affiliation to the organization's values did not matter for nonprofit *employees'* job satisfaction or intention to leave because employees did not have as high expectations for the organization.

We suspect that there are participants in voluntary organizations who have extremely strong beliefs in organizational values. This may be represented by extremely high participant-organization value congruence, which may cause them to be likelier than other participants to be disappointed with the organization. Participants' intention to stay in the organization may increase when their value congruence with the organization increases up to a moderate level (Edwards & Cable, 2009; Kristof, 1996; Kristof-Brown et al., 2005; Meglino et al., 1989), but their intention may decrease when the value congruence exceeds the optimal point. Therefore, we hypothesize:

**H1** *There is an inverted U-shaped, curvilinear relationship between the participant-organization value congruence and participants' stay in voluntary organizations.*

### 2.3 | Amount of Intraorganizational communication

The majority of communication among employees in corporations may consist of practical talks such as technical information about tasks. By contrast, having gathered to pursue their common values (Moynihan & Pandey, 2007), participants in voluntary organizations may have more opportunities or greater inclination to discuss their values or organizational values. These facts call for reconsideration of the influence of intraorganizational communication on the positive, linear relationship between value congruence and participants' length of stay in voluntary organizations.

*Social penetration theory* explains that during the development of interpersonal relationships, social penetration occurs in two related dimensions: breadth of penetration (i.e., the amount of communication per unit time) and depth of penetration (i.e., the degree of intimacy of interaction, Altman & Taylor, 1973). As the amount of communication increases, individuals also increase their self-disclosure to deeper and more intimate levels (Carpenter & Greene, 2016; Mangus, Bock, Jones, & Folse, 2020). This theory may be applied to explain how intraorganizational communication (a situational factor) influences value congruence and participants' length of stay. When participants are in voluntary organizations with a small amount of communication (i.e., which have infrequent exchange of information and expression or few cooperative activities), they may not have enough opportunities to reveal themselves and their values or their thoughts on organizational values. As a result, they may not be able to form perceptions about organizational values or other participants' values (Feeley & Barnett, 1997). Therefore, participants' value congruence with the organization or other participants may not strongly influence their stay in voluntary organizations.

On the other hand, in organizations with a great amount of communication (i.e., which have frequent exchange of information and expression or many mutual activities), participants may have more opportunities to perceive the values of the organization and other participants. When participants have a high level of value congruence, the great amount of intraorganizational communication may allow them to realize the high similarity and may increase the positive effect of value congruence on participants' stay in the organization. Specifically, a clearer perception of value congruence among participants strengthens their relationships and may develop into useful resources and emotional support for the participants (Sortheix & Lönnqvist, 2015). These relationships may empower the participants, create a more pleasant organizational environment, and ultimately reduce intention to leave (Seibert et al., 2011).

When participants have a low level of value congruence, a great amount of intraorganizational communication may offer more opportunities to become aware of the dissimilarity. Such communication context may increase the negative effect of value incongruence on participants' stay in the organization. A greater awareness of the dissimilarity among individuals may additionally result in discordance and conflict among them, decrease participants' likelihood of forming social relationships with other participants (Sortheix & Lönnqvist, 2015), and eventually induce participants to leave the organization (Mossholder et al., 2005). This suggests that the situational factor (i.e., the amount of intraorganizational communication) may moderate the relationship between value congruence and participants' stay in the organization. Therefore, we hypothesize:

**H2-1** *The amount of intraorganizational communication may moderate the relationship between the participant-organization value congruence and participants' stay in voluntary organizations.*

**H2-2** *The amount of intraorganizational communication may moderate the relationship between the between-participants value congruence and participants' stay in voluntary organizations.*

So far, this section has explained the effect of personal and situational factors in value congruence and length of stay in voluntary organizations. This section suggests that organizational values may differ from how the values are realized in the voluntary organization or perceived by participants. Further, because participants perceive others' values via communication, they may not encounter every value others hold. In other words, measuring the concept of value congruence requires a meticulous examination of which organizational values are officially declared and which are actually realized, or which participants' values are presented during communication and which are not. In order to capture such nuances, this study quantifies value congruence through two measures relying on computerized text analysis of value-related words that both participants and organizations actually use to describe their values. The next section explains the study method, including how we operationalized and measured value congruence.

### 3 | METHODS

#### 3.1 | Study context

The context of this research is a voluntary organization in Seoul, Korea that has provided shared housing for nonprofit professionals since its foundation in 2014. The organization is composed of participants who are in their 20s and 30s and work in the third sector (e.g., community organizations, nongovernmental organizations, and nonprofit organizations, Shumate, Atouba, Cooper, & Pilny, 2014). The main purpose of this organization is for participants to share housing with those who have similar values and create synergy with them to generate social impact. The participants share amenities with housemates (i.e., kitchen and laundry facilities) while simultaneously having private domains (i.e., bedroom and bathroom). They participate in regular meetings to discuss social values (a) to volunteer for the local community and (b) pursue common missions to contribute to the society more broadly.

We chose this organization because it exhibits two characteristics typical of voluntary organizations. First, pursuing values is important in this organization, much as it is in other

voluntary organizations (Moynihan & Pandey, 2007; Stride & Higgs, 2014). This characteristic distinguishes this organization from other shared housings (for example, Clark, Tuffin, Frewin, & Bowker, 2017). This characteristic may be also more apparent in this organization than in other voluntary organizations. Because participants in this organization live together to pursue a common mission, values may play more important roles in participants' length of stay and more participants may hold strong beliefs in their values than in other types of voluntary organizations. This difference may not be problematic for generalizability of this study's findings because participants in many voluntary organizations also place high importance on organizational values and their own values (e.g., hospice volunteers' self-definition based on prosocial values, Finkelstein, Penner, & Brannick, 2005; participants' identification with values of a community-serving voluntary organization, Tidwell, 2005). The higher probability of participants with extremely strong values instead may provide a favorable context to consider personal factors when explaining participants' length of stay in voluntary organizations.

Second, participants in this organization communicate about their values and organizational values, much as they would in other voluntary organizations (Kramer, Lewis, & Gossett, 2013). Because they live together, they may have more opportunities to communicate about values and to perceive others' values, which may increase the effect of communication on participants' length of stay more than in other voluntary organizations. However, participants in other voluntary organizations may have as many opportunities for, or regular opportunities with more focus on, communicating about their values (e.g., frequent, casual communication among community choir participants or regular, focused program meetings among youth organization volunteers, Kramer et al., 2013). Further, other voluntary organizations suffer from structural (e.g., hierarchies or structure of teams and departments) or functional (e.g., participants' role in the organization, such as finance and public relations departments) factors which may influence intraorganizational communication; such factors do not influence participants' communication in this organization. This organization is divided into two buildings, leading to two distinct communication situations without structural or functional effects. This situation may contribute to a more accurate examination of the role of intraorganizational communication.

### 3.2 | Sample

The sample for this study consisted of the self-introduction documents of the participants and the voluntary organization. When individuals apply to live in the housing, they submit application documents where they introduce themselves and describe their missions and values. These documents are reviewed by the organization's management committee<sup>3</sup> as the first round of the application process ( $M = 754.76$  words,  $SD = 533.54$ ; see Appendix A for example sentences from the documents). The management committee excludes only those whose values seem strongly at odds with the mission of the organization. Those accepted are informed and put on a list, then contacted when a vacancy occurs. If the applicant still wants to join at that time, a second application round occurs that consists of a casual interview with all of the participants of the organization and the management committee.

The management committee provided us with self-introduction documents of all of the housing's residents since it began almost four years earlier (i.e., October 2014 to June 2018).<sup>4</sup> This amounted to application materials from 50 participants who had lived there or continued to live there. The total corpus consisted of 37,738 words, 127 pages. The organization also

provided us with the participants' gender and age at the time of the application, their length of stay, and whether they lived in Building #1 or #2. One participant was omitted from the analysis because the participant's self-introduction document was missing. We obtained the organization's professed mission from its official website, which provides the mission statement of the voluntary organization as well as basic information (e.g., location, facilities, and rent). The organizational mission and objective consist of 501 words.

Additionally, the organization provided us online communication data among the participants of each building. Each building has an official social media chatroom where every participant in each building communicates. The communication subjects vary from facility problems to community events to daily lives. We also visited the buildings twice and discussed our findings with the management committee three times through face-to-face meetings and many times over the phone and email in order to acquire additional information about the context of the case and to triangulate our understanding of each building as we analyzed the data and came up with conclusions.

### **3.3 | Measuring value congruence through textual similarity**

#### **3.3.1 | Limitations of previous measures**

Previous studies have usually measured value congruence by asking participants directly whether they thought they fit with their counterparts in terms of varied types of values (i.e., subjective value congruence), or asking both parties to evaluate the importance of different values to them, and comparing their responses (objective value congruence; Kristof, 1996; Kristof-Brown et al., 2005; Vveinhardt & Gulbovaité, 2015). However, previous instruments have several limitations. First, they are self-reported measures based on the participants' perception or recalled interactions with the organization or colleagues (Kristof, 1996; Kristof-Brown et al., 2005; Vveinhardt & Gulbovaité, 2015). Self-reported measures are notorious for suffering from social desirability bias (Fisher, 1993). This weakness calls for unobtrusive measures to capture the actual value congruence between the two parties, not the uni-directional perception that springs from one of the parties or the comparison between the self-reported responses of the two parties.

#### **3.3.2 | Introduction of unobtrusive textual measures**

To avoid the methodological bias of self-reported measures and to capture diverse aspects of value congruence that fixed categories in survey questions might obscure, this study relies on analysis of actual words organizations and participants use. This study evaluates value congruence by analyzing the textual networks of words used during organizations' or participants' self-introduction to organizations or fellow participants and examines how value congruence reflected therein influences participants' tendency to stay or leave the organization.

A textual network focuses on the relationships among words or concepts based on shared meanings among communication partners (Doerfel & Barnett, 1999). Two nodes are connected in a textual network when two egos' uses of a concept overlap with each other (Shumate et al., 2013). Textual networks in this paper represent connections based on identical use of words during their self-introduction 1) between the voluntary organization and its participants and 2) among participants in the organization.

First, when an organization and a participant of the organization use the same words during their self-introduction, this reflects value congruence between the two parties (Kim, 2012). When they use a greater number of the same words, the ties between the two parties will be stronger in the textual networks, indicating a higher level of participant-organization value congruence. No shared terms or a small number of shared terms between the organization and a participant indicates that the two parties' values do not correspond with each other or only correspond to a small degree.

Second, central positions and a greater number of shared terms in textual networks of participants' values indicate that the participants share values with many fellow participants. Participants who express values different from those of many other participants will be located at the periphery of the textual networks, having a small number of ties with other participants. Therefore, this study analyzes the textual networks of values 1) expressed by the organization and the participants and 2) values every participant expressed, and examines the effect of value congruence on length of stay in voluntary organizations.

### 3.3.3 | Measurement process

This study measured value congruence by calculating similarity between self-introduction of both participants and the organization. First, every participant's value was extracted from his or her self-introduction documents, which were submitted when s/he applied ( $N = 49$ ). Second, the organizational value was mined from its introduction posted on its official website. The words in those 50 documents (i.e., 49 participants' and one organizational self-introduction document) were lemmatized (e.g., changing plural form to singular and unifying various forms of verbs into the present tense), and punctuation marks (e.g., !, ?), numbers (e.g., 0, 1, ...), special characters (e.g., \$, &), and stop-words lacking substantial meanings, such as articles, prepositions, or conjunctions were removed following standard text-mining procedures (Manning, Raghavan, & Schütze, 2008). Using the preprocessed documents, we constructed a document-term matrix (DTM) in which each document is in rows (50 documents) and each word is in columns (2,795 words).

Based on the DTM, we calculated both cosine and Jaccard similarity coefficients between a pair of documents (i.e.,  $50 \times 50$  matrix) and adapted them as indices for textual similarity. Cosine similarity coefficient measures the angle between two vectors (here, documents) comprising a set of words; the Jaccard similarity coefficient is the proportion of the number of common words to the number of unique words in a pair of documents, as shown in the formula.

$$\text{Jaccard}(d_i, d_j) = \frac{d_i \cap d_j}{d_i \cup d_j}$$

where  $d_i$  is the  $i$ th document and  $d_j$  is the  $j$ th document ( $i, j = 1, 2, 3, \dots, 50$ ). In other words, the higher cosine or Jaccard coefficient between two documents, the more similar they are. Because two similarity coefficients were highly interrelated ( $r = .90, p < .001$ ), this study standardized them and took their average value.

First, participant-organization value congruence (i.e., a participant's textual similarity with the organization) is measured using the averaged value of two similarity coefficients between the participant's self-introduction and that of the organization ( $M = .00, SD = .91$ , ranging  $-2.82$  to  $1.77$ ). The higher this measure, the higher participant-organization value congruence. Second, we measured between-participants value congruence (i.e., a participant's textual similarity with other

participants) using the averaged value of two similarity coefficients between the participant's self-introduction and those provided by all other participants ( $M = .09$ ,  $SD = .73$ , ranging  $-2.27$  to  $1.18$ ). Preprocessing the documents was achieved using “stringr” (version 1.3.1) and “tidytext” (version 0.7–4) packages in *R*, an open-source statistical language; and similarity coefficients between documents were calculated using “text2vec” package (version 0.5.1) in *R*.

### 3.4 | Other measures

#### 3.4.1 | Length of stay

While previous studies mostly measured the *intention* to leave the organization (Holtom et al., 2008), this study measured the participants' actual length of stay in the organization ( $M = 495.88$  days,  $SD = 303.50$ ). Specifically, because the self-introduction texts were gathered at the point when the participants applied for living, this study encompasses the time from the participants' application to their departure, instead of cross-sectional data as in most prior research (Kristof-Brown et al., 2005).

#### 3.4.2 | Intraorganizational communication situation

The housing consists of two physically separated buildings. We distinguished the buildings by a dummy variable to account for the different amount of communication in each building (0: Building #1, 1: Building #2). According to the communication data, the chatroom of Building #1 was less active than Building #2 as the average number of words found in online chatting was substantially different (for Building #1,  $M = 49.52$ ,  $SD = 56.27$ ; for Building #2,  $M = 520.37$ ,  $SD = 785.01$ ,  $t[48] = 3.35$ ,  $p = .002$ , Cohen's  $d = .98$ ). Both buildings have a communal area where the participants can gather to converse or eat together. The managing committee explained that residents used the communal area in Building #2 “very frequently” but that gathering was rare in Building #1. The managers also explained that if they needed residents of Building #1 to meet to discuss important business, they had to make a much greater effort to achieve it. By contrast in Building #2, “casual meetings happen so frequently that they did not have to make as many efforts to hold meetings.”<sup>5</sup>

#### 3.4.3 | Socio-demographics

Both gender and age of participants were statistically controlled. Educational achievement and disposable income in the sample were not included because they are nearly undistinguishable within the sample (i.e., all hold a BA degree, and their monthly income level was not stable, as they were working in or owned start-up businesses or small nonprofit organizations). The race was the same across participants, so we did not control for that factor. The gender ratio is nearly equal (25 men and 24 women), and the average age was 30.69 ( $SD = 4.60$ , ranging 20–39).

### 3.5 | Statistical model

To find empirical answers for our research questions, we relied on Cox proportional hazard (PH) models (Cox, 1975). Because value congruence measures (i.e., participant-organization

and between-participants value congruence) are substantially interrelated ( $r = .60, p < .001$ ), this study examines the relationship between two measures of value congruence and the length of stay by constructing several Cox PH models where the effects of two value congruence measures on the length of stay were estimated both *separately* and *simultaneously*. Additionally, we attempted to prefer a more parsimonious model by relying on a log-likelihood ratio (*LR*) test to choose one from the competing models. In total, four Cox PH models were executed: (1) Model 1 estimating the effect of participant-organization value congruence and its interaction effect with the communication situation; (2) Model 2 estimating the effect of between-participants value congruence and its interaction effect with the communication situation; (3) Model 3 combining both Model 1 and Model 2; and (4) Model 4 excluding the nonsignificant interaction effect between participant-organization value congruence and the communication situation from Model 3. Cox PH models (including other data analyses) were estimated using “survival” package (version 2.42–3) in *R*.

## 4 | RESULTS

Results estimating four Cox PH models are provided in Table 1. As shown in the bottom of Table 1, *LR* tests reveal that Model 3 explains our data better than Model 1 ( $LR \chi^2(4) = 9.54, p = .048$ ) or Model 2 ( $LR \chi^2(4) = 15.45, p = .004$ ), but its explanatory power is equivalent to Model 4, which is more parsimonious ( $LR \chi^2(4) = 4.91, p = .09$ ). In other words, among the four Cox PH models, Model 4 is the best, and thus our interpretations solely relied on estimates reported in Model 4.

Regarding H1, our findings show that the relationship between participant-organization value congruence and participants' length of stay is curvilinear ( $b_{VC-organization[squared]} = .65, p < .01$ ). Figure 1 depicts the curvilinear relationship between participant-organization value congruence and the length of stay. As it shows, participants whose values are either highly similar to (i.e., purple line) or highly dissimilar from those of the organization (i.e., red line) are more likely to leave the community earlier than those whose value congruence is moderate (i.e., yellow-green, green, or blue line). Regarding H2-1, the relationship does not vary significantly between the two communication contexts (i.e., the two buildings); the communication contexts have no influence on the effect of value congruence between “me” and the “organization” on the length of stay.

Regarding H2-2, our findings demonstrate that the relationship between between-participants value congruence and participants' length of stay differs, depending on the communication situation ( $b_{Context*VC-between} = -5.77, p < .001$ ). The relationship between between-participants value congruence and the length of stay in the two contexts is visualized in Figure 2. As reported in Table 1, among the participants living in Building #1 where there was less communication, there was no statistically significant relationship between textual similarity with other participants and participants' length of stay. However, among the participants living in Building #2 where the amount of communication was greater than Building #1, participants with low value congruence with other participants (i.e., red or yellow-green line) leave the organization earlier than those with higher value congruence (i.e., purple, blue, or green line). This result also corresponds with an incident the managing committee described. The greater amount of communication in Building #2 in comparison to Building #1 provided more opportunities for participants to recognize value incongruence among themselves and intensified their conflicts, leading many participants to leave the organization simultaneously.

**TABLE 1** Cox proportional hazard models predicting the hazard ratio for departure

	Model 1	Model 2	Model 3	Model 4
Gender (female = 1)	-1.54** (0.53)	-0.94* (0.47)	-1.63** (0.60)	-1.53** (0.54)
Age	0.00 (0.06)	-0.03 (0.06)	0.03 (0.08)	0.01 (0.07)
Communication context (building #2 = 1)	-0.89 (0.94)	0.62 (0.78)	-0.28 (1.37)	1.10 (0.82)
Participant-organization value congruence (VC-organization)	0.43 (0.33)		0.40 (0.40)	0.78* (0.34)
VC-organization (squared term)	0.48** (0.18)		0.55* (0.25)	0.65** (0.23)
Between-participants value congruence (VC-between)		0.40 (0.46)	0.81 (0.60)	0.68 (0.57)
VC-between (squared term)		0.56 (0.29)	0.39 (0.33)	0.45 (0.35)
Interaction terms				
Context * VC-organization	-0.33(0.48)		1.40 (0.85)	
Context * VC-organization (squared term)	1.62** (0.63)		1.03 (0.78)	
Context * VC-between		-4.92** (1.53)	-7.56* (2.99)	-5.77*** (1.66)
Context * VC-between (squared term)		4.06 (2.09)	5.05 (3.28)	3.90 (2.17)
Goodness-of-fit indexes				
McFadden's pseudo- $R^2$	0.17	0.13	0.24	0.20
Log-likelihood $\chi^2$ (df)	25.40*** (7)	19.49** (7)	34.94*** (11)	30.03*** (9)
Log-likelihood ratio $\chi^2$ (df) against model 3	9.54* (4)	15.45** (4)		4.91 (2)

Note: N = 49.

\* $p < .05$ .

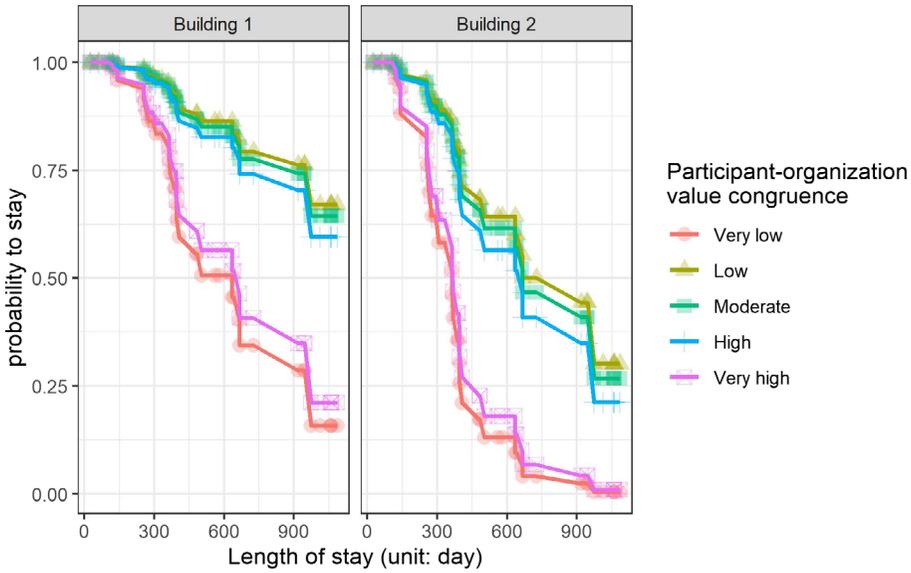
\*\* $p < .01$ .

\*\*\* $p < .001$ .

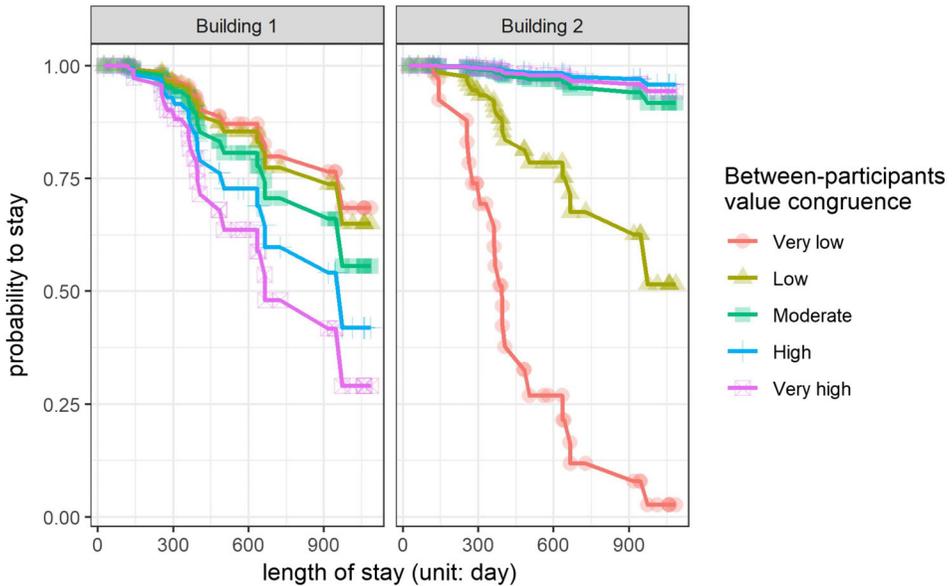
To sum up, we succeeded in obtaining two valuable findings. First, if participants' value either was congruent or incongruent to an extreme degree with the value of the voluntary organization, they were more likely to leave the organization early. However, the effect of value congruence with the organization was free from the communication context where the participants lived. Second, the communication context moderated the relationship between between-participants value congruence and participants' length of stay in the housing. In Building #2, the relationship was more augmented than in Building #1 with a less amount of communication.

## 5 | DISCUSSION

This study focused on a specific type of voluntary organization and examined why participants stay in or leave the organization by taking account of personal and situational factors in value congruence and by evaluating textual similarities in expressions of values. Regarding H1, our findings suggest that participants stayed longer in the organization when their value



**FIGURE 1** Changing pattern of probability to stay among participants with different levels of participant-organization value congruence. *Note.* Probability calculated based on Model 4 in Table 1 after controlling the other predictors' effects on the length of stay. Levels of value congruence based on 10th, 25th, 50th, 75th, and 90th percentiles



**FIGURE 2** Changing pattern of probability to stay among participants with different levels of between-participants value congruence. *Note.* Probability calculated based on Model 4 in Table 1 after controlling the other predictors' effects on the length of stay. Levels of value congruence based on 10th, 25th, 50th, 75th, and 90th percentiles

congruence with the organization increased, but when the congruence reached an extremely high level, their intention to stay decreased. An extremely high level of participant-organization value congruence may represent a high possibility of disappointment in organizational performance, leading to participants' departures from the organizations (Brown et al., 2014; Oliver, 1977). These cases may occur more often in voluntary organizations where participants are highly value-driven because they think that pursuing values is critical for their identities and compromising or changing their values is unacceptable.

Regarding H2-1, the amount of intraorganizational communication did not moderate the effect of participant-organization value congruence on participants' stay in the organization. This result differs from previous research on the significant role of communication in perceiving organizational values or even deciding whether to leave the organization (Feeley & Barnett, 1997; Feeley, Hwang, & Barnett, 2008). The inconsistencies suggest that situational factors such as the organizational communication context may not always influence the value congruence in the same way; personal factors (i.e., participants' strong beliefs in organizational values) may intervene and have a stronger influence. This finding also provides further theoretical directions for future research on how and when personal and situational factors interplay and influence the value congruence.

The amount of communication *did* moderate the effect of between-participants value congruence and participants' length of stay in the organization (H2-2). When the amount of communication increases, participants may also increase to reveal themselves to deeper and more intimate levels (Carpenter & Greene, 2016). This mechanism may provide more opportunities to disclose their own values and realize others' values, leading them to perceive the degree of between-participants value congruence more clearly.

This result provides a novel understanding of the role of communication among participants in voluntary organizational research. Most research on corporations has interpreted communication as a positive, direct predictor of participants' stay in organizations (Feeley et al., 2008; Feeley & Barnett, 1997; Mossholder et al., 2005) by allowing participants to share support and opinions. In contrast to previous research, this study suggests that in value-driven, voluntary organizations, communication context may act as a moderating factor that increases social penetration and self-disclosure among participants (Carpenter & Greene, 2016; Mangus et al., 2020) and contributes to a clear perception of similar values with other participants. Our findings shed light on the different aspects of communication as a situational factor in value congruence in voluntary organizations.

Previous studies have mostly focused on individual (Kang et al., 2015; Ripamonti et al., 2016) and organizational factors (Alfes et al., 2016; Garner & Garner, 2011) to answer the question of why participants stay in or leave their voluntary organizations. This study fills the research gap by considering the specific context of voluntary organizations where pursuing values is important (Moynihan & Pandey, 2007; Stride & Higgs, 2014) and focuses on value congruence. Most research on value congruence also suggests a positive, linear relationship between value congruence and participants' length of stay, mostly in the corporate context (Edwards & Cable, 2009; Kristof, 1996; Kristof-Brown et al., 2005; Meglino et al., 1989; Newton & Mazur, 2016). However, this study takes account of the specificity of 1) participants in voluntary organizations, some of whom may have extremely high expectations of and devotion to the organizational values and 2) situations in voluntary organizations where participants actively communicate about values. In this way, this study uniquely found that value congruence may not only play a positive role in participants' stay in voluntary organizations. By considering the specificity of the voluntary context, this study answers the question of why

participants, specifically those with strong beliefs in values, leave voluntary organizations and why participants in different communication situations show different patterns of leaving, which previous research on value congruence cannot answer (Kristof, 1996; Newton & Mazur, 2016). As a result, this study provides new insights into understanding value congruence in the voluntary organizational research.

We introduced a case study of a voluntary organization based on shared housing and explained the dynamic process of participant change and continuity in the organization. Previous studies posited that there may be an optimal *proportion* of participants with high and low levels of participant-organization value congruence that increases diversity and decreases inertia in the organization (Chatman, 1989; Vogel, Rodell, & Lynch, 2016). Instead of an optimal *proportion* among participants, however, voluntary organizations may sustain upon similar participants with a moderate *level* of participant-organization value congruence as participants whose values are incongruent with their organizations or congruent to an extremely high level leave the organization. Given this, and the effect of the between-participants value congruence, participants whose values are congruent to a moderate level may become more typical in the organization (Popielarz & McPherson, 1995) and, ironically, come to dominate the value-driven, voluntary organizations. This case may serve as an interesting example where an equilibrium level of participant-organization value congruence is accomplished in its own way when participants are highly value-driven beyond economic and practical factors.

## 6 | CONCLUSION

This study examined why participants stay in or leave voluntary organizations by taking account of personal and situational factors in value congruence and analyzing actual text data. This study has several limitations. First, despite the use of an unobtrusive measure of value congruence, this study relies on both cosine and Jaccard similarity coefficients, which are calculated on observed words, rather than latent words. For example, both “collaboration” and “cooperation” could represent the same value (i.e., harmony in a group), but different words representing the same value cannot be adequately quantified in both cosine and Jaccard similarity coefficients. While some text-mining techniques have extracted latent themes in texts (e.g., the latent Dirichlet allocation model or structural topic model), they demand researchers’ subjective judgment which could suffer from biased classification of textual documents. Although our study used a more objective textual analytic technique, it would be valuable for future studies to extract latent thematic analyses to capture underlying value in documents.

Second, our computerized textual analytic approach cannot exclude the possibility that the same terms or words can be differently understood between participants and organizations. There are some symbolic terms in our corpus (e.g., “[social] good,” “sacrifice,” “innovation,” “[social] change,” “ideal,” etc.) that are frequently used but not explicitly defined. In other words, even if a word or term is adopted between two participants, they may use the same term with different semantic meanings. Thus, the textual similarity score between the participants may not be equated with the semantic agreement between them. Even if our approach is free from the human subjectivity problem usually observed in manual coding, it is undeniable that it cannot successfully decode subtle differences in contextual or latent meanings between two documents.

Third, this study did not take into account other factors that may influence participants’ departure, such as economic or practical reasons (e.g., marriage or worksite relocation). Specifically, participants in this organization are young and early in their careers and this may increase the effect of economic and practical factors on their decisions to stay and the duration of

their stays. Considering other reasons beyond value congruence might paint a more complete picture of their reasons for leaving the organization. Fourth, we did not ask about participants' positions and tenure in their organizations. However, because the focal organization admits only people preparing to create an organization or who are very early in their careers, differences in their tenure or positions are likely negligible. Fifth, there is a possibility that participants attempted to perform alignment with the organizational values listed on the website in their application materials to gain acceptance. However, testimonials from the management committee corresponded with our findings; they said that participants who are "extremely stubborn in pursuing their values" had "troubles" in the organization and "left early." Future studies might use interviews to ascertain participants' (changes in) values and thereby offer more diverse views of participant-organization value congruence and their influence on length of stay.

Finally, this study was based on a single voluntary organization, specifically on one type of voluntary organization, a membership association. Further, this organization is not a typical membership association since participants are tied into the organization by the accommodation provided for them. Although we chose this organization for its specific characteristics, studies on other voluntary organizations where participants do not live together to pursue a common mission, or other types of organizations where employees and organizations maintain and communicate about values of productivity and profitability rather than social causes, may provide different perspectives on value congruence and length of stay in organizations.

Additionally, the management committee reported a few examples of interorganizational collaboration among participants' work organizations that resulted from interpersonal relationships in the focal organization. While previous research has discussed how employee volunteering may have positive impacts on both voluntary and work organizations (e.g., more commitment to both organizations, Rodell, Breitsohl, Schröder, & Keating, 2016), future research may extend previous research by revealing how volunteers may take more action to create synergy from their multiple voluntary affiliations (Ihm, 2017).

This study contributes to nonprofit management scholarship in three ways. First, it contributes to the nonprofit scholarship by explaining the complex mechanisms of participants' departures from voluntary organizations from a novel perspective. While many studies have examined why participants stay in or leave voluntary organizations (Alfes et al., 2016; Garner & Garner, 2011; Kang et al., 2015; Ripamonti et al., 2016), few have addressed the role of values despite their importance in voluntary organizations. Further, previous studies have only found the positive role of value congruence in participants' departure, mostly in the corporate context (Kristof, 1996; Meglino et al., 1989). This research fills this gap by incorporating a specific voluntary context into value congruence research and elucidates the nuanced mechanisms of participants' departures from voluntary organizations, which the positive role of value congruence alone cannot explain. In this way, this paper infuses a broader theoretical perspective into the nonprofit and value congruence literature and provides new direction to the nonprofit management scholarship.

Second, by combining the concepts and measures of textual similarity, this study enriches the understandings of value congruence and provides future directions for nonprofit organizational research. This study offers a new way to operationalize and evaluate value congruence by identical words shared among the participants and the voluntary organization. In this way, it extends the theoretical meaning of value congruence as a semantic relationship in voluntary organizations and offers novel directions to conduct nonprofit research on value congruence based on textual similarity.

Finally, from a practical perspective, this paper provides important information for the maintenance and management of voluntary organizations. People's values do not change easily

(Rokeach, 1973). To prevent highly value-driven individuals from leaving voluntary organizations, practitioners may present the organization's mission statement concretely and realistically so that potential participants have a clear grasp of how the organization will actualize its values. Further, instead of examining participants' values by surveys as in prior studies, practitioners may use actual text data to predict and prevent participants' leaving the organization. Organizations may also utilize such data and plan careful human resource policies to assign tailored tasks to participants or divide them into teams based on the degree of their value congruence with the organization or other participants. Understanding how communication contexts influence the salient perception of value congruence may also offer practitioners tools to manage value congruence among participants. For instance, organizations may provide various communication opportunities for potential participants to "voice" their values before they "exit" (Hirschman, 1970). Taking advantage of communication technologies such as online chatrooms may be also helpful.

This study investigates why participants stay in or leave voluntary organizations from a unique perspective by taking account of personal and situational factors in value congruence and analyzing actual text data. The study reveals how values may play essential roles in joining, staying in, and leaving voluntary organizations and provides a comprehensive understanding of how participants and situations may mitigate the individual and organizational consequences associated with value congruence in voluntary organizations. Instead of simply "fitting" participants with the organization or other participants, our results suggest that organizations should take a more nuanced approach in order to create lasting communities and ensure voluntary organizations benefit from teamwork by participants who stay a long time.

## ACKNOWLEDGEMENTS

We appreciate the editor and three anonymous reviewers who gave us insightful and productive comments on this work. We also gratefully acknowledge the feedback from Wooseok Jung. We appreciate every member of the organization and the management committee for their help.

## ORCID

Jennifer Ihm  <https://orcid.org/0000-0001-7039-4162>

## ENDNOTES

- <sup>1</sup> "Participants" are individuals who comprise and engage in the focal organizations.
- <sup>2</sup> "Voluntary organization" is a generic term that generally refers to nonprofit, nongovernmental, or third sector organizations (Salamon & Anheier, 1997). In this paper, we define a voluntary organization as an organization that participants can join voluntarily and do voluntary work for society.
- <sup>3</sup> The management committee consists of three participants from another nonprofit organization that provides financial support to the focal organization. While the committee helps the focal organization's mission adherence as a third party, it does not make specific demands on the residents in the shared housing.
- <sup>4</sup> From the beginning, the management committee informed the participants that their data could be analyzed and used for research purposes, to which the participants agreed. The management committee anonymized and provided both the online chatroom and self-introduction data.
- <sup>5</sup> The management committee mentioned that the activeness of communication and the frequency of casual gatherings differed between the two buildings, and the chatroom data corresponded with this difference. However, we acknowledge that differentiating a building may not directly measure the activeness of communication. Measuring a building may include other components, such as its physical space or its participants' characteristics.

## REFERENCES

- Alfes, K., Shantz, A., & Bailey, C. (2016). Enhancing volunteer engagement to achieve desirable outcomes: What can non-profit employers do? *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 27(2), 595–617. <https://doi.org/10.1007/s11266-015-9601-3>
- Altman, I., & Taylor, D. A. (1973). *Social penetration: The development of interpersonal relationships*. Rinehart & Winston: Holt, England.
- Brown, S. A., Venkatesh, V., & Goyal, S. (2014). Expectation confirmation in information systems research: A test of six competing models. *MIS Quarterly*, 38(3), 729–756.
- Carpenter, A., & Greene, K. (2016). Social penetration theory. In C. R. Berger, M. E. Roloff, S. R. Wilson, J. P. Dillard, J. Caughlin, & D. Solomon (Eds.), *The International Encyclopedia of Interpersonal communication* (pp. 1–4). Hoboken, NJ: John Wiley & Sons, Inc.
- Chatman, J. A. (1989). Improving interactional organizational research: A model of person– Organization fit. *Academy of Management Review*, 14(3), 333–349. <https://doi.org/10.5465/amr.1989.4279063>
- Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology*, 93(5), 1082–1103. <https://doi.org/10.1037/0021-9010.93.5.1082>
- Clark, V., Tuffin, K., Frewin, K., & Bowker, N. (2017). Shared housing among young adults: Avoiding complications in domestic relationships. *Journal of Youth Studies*, 20(9), 1191–1207. <https://doi.org/10.1080/13676261.2017.1316834>
- Cox, D. R. (1975). Partial likelihood. *Biometrika*, 62(2), 269–276.
- Doerfel, M. L., & Barnett, G. A. (1999). A semantic textual network analysis of the international communication association. *Human Communication Research*, 25(4), 589–603. <https://doi.org/10.1111/j.1468-2958.1999.tb00463.x>
- Edwards, J. R., & Cable, D. M. (2009). The value of value congruence. *Journal of Applied Psychology*, 94(3), 654–677. <https://doi.org/10.1037/a0014891>
- Englert, B., Thaler, J., & Helmig, B. (2019). Fit themes in volunteering: How do volunteers perceive person–environment fit? *Nonprofit and Voluntary Sector Quarterly*, 49, 336–356. <https://doi.org/10.1177/0899764019872005>
- Esparza, N., Walker, E. T., & Rossman, G. (2014). Trade associations and the legitimation of entrepreneurial movements: Collective action in the emerging gourmet food truck industry. *Nonprofit and Voluntary Sector Quarterly*, 43(2\_suppl), 143S–162S. <https://doi.org/10.1177/0899764013512723>
- Feeley, T. H., & Barnett, G. A. (1997). Predicting employee turnover from communication networks. *Human Communication Research*, 23(3), 370–387. <https://doi.org/10.1111/j.1468-2958.1997.tb00401.x>
- Feeley, T. H., Hwang, J., & Barnett, G. A. (2008). Predicting employee turnover from friendship networks. *Journal of Applied Communication Research*, 36(1), 56–73. <https://doi.org/10.1080/00909880701799790>
- Finkelstein, M. A., Penner, L. A., & Brannick, M. T. (2005). Motive, role identity, and prosocial personality as predictors of volunteer activity. *Social Behavior and Personality: An International Journal*, 33(4), 403–418. <https://doi.org/10.2224/sbp.2005.33.4.403>
- Fisher, R. J. (1993). Social desirability bias and the validity of indirect questioning. *Journal of Consumer Research*, 20(2), 303–315. <https://doi.org/10.1086/209351>
- Garner, J. T., & Garner, L. T. (2011). Volunteering an opinion: Organizational voice and volunteer retention in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly*, 40(5), 813–828. <https://doi.org/10.1177/0899764010366181>
- Gazley, B. (2013). Predicting a volunteer's future intentions in professional associations: A test of the Penner model. *Nonprofit and Voluntary Sector Quarterly*, 42(6), 1245–1267. <https://doi.org/10.1177/0899764012453207>
- Hirschman, A. O. (1970). *Exit, voice, and loyalty: Responses to decline in firms, organizations, and states*. Cambridge, MA: Harvard University Press.
- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, 2(1), 231–274. <https://doi.org/10.1080/19416520802211552>
- Ihm, J. (2017). Classifying and relating different types of online and offline volunteering. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 28(1), 400–419. <https://doi.org/10.1007/s11266-016-9826-9>

- Kang, C., Huh, S., Cho, S., & Auh, E. Y. (2015). Turnover and retention in nonprofit employment: The Korean college graduates' experience. *Nonprofit and Voluntary Sector Quarterly*, 44(4), 641–664. <https://doi.org/10.1177/0899764014553032>
- Kim, J. H. (2012). A hyperlink and semantic network analysis of the triple helix (university-government-industry): The interorganizational communication structure of nanotechnology. *Journal of Computer-Mediated Communication*, 17(2), 152–170. <https://doi.org/10.1111/j.1083-6101.2011.01564.x>
- Kramer, M. W., & Gossett, L. M. (2013). *Volunteering and communication: Studies from multiple contexts*. New York, NY: Peter Lang.
- Kristof, A. L. (1996). Person–organization fit: An integrative review of its conceptualizations, measurements, and implications. *Personnel Psychology*, 49(1), 1–49. <https://doi.org/10.1111/j.1744-6570.1996.tb01790.x>
- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58(2), 281–342. <https://doi.org/10.1111/j.1744-6570.2005.00672.x>
- Mangus, S. M., Bock, D. E., Jones, E., & Folse, J. A. G. (2020). Examining the effects of mutual information sharing and relationship empathy: A social penetration theory perspective. *Journal of Business Research*, 109, 375–384. <https://doi.org/10.1016/j.jbusres.2019.12.019>
- Manning, C. D., Raghavan, P., & Schütze, H. (2008). *Introduction to information retrieval*. Cambridge, England: Cambridge University Press.
- Meglino, B. M., Ravlin, E. C., & Adkins, C. L. (1989). A work values approach to corporate culture: A field test of the value congruence process and its relationship to individual outcomes. *Journal of Applied Psychology*, 74(3), 424–432. <https://doi.org/10.1037/0021-9010.74.3.424>
- Meisenbach, R. J., Rick, J. M., & Brandhorst, J. K. (2019). Managing occupational identity threats and job turnover: How former and current fundraisers manage moments of stigmatized identities. *Nonprofit Management and Leadership*, 29(3), 383–399. <https://doi.org/10.1002/nml.21332>
- Mossholder, K. W., Settoon, R. P., & Henagan, S. C. (2005). A relational perspective on turnover: Examining structural, attitudinal, and behavioral predictors. *Academy of Management Journal*, 48(4), 607–618. <https://doi.org/10.5465/amj.2005.17843941>
- Moynihan, D. P., & Pandey, S. K. (2007). The ties that bind: Social networks, person-organization value fit, and turnover intention. *Journal of Public Administration Research and Theory*, 18(2), 205–227. <https://doi.org/10.1093/jopart/mum013>
- Newton, C. J., & Mazur, A. K. (2016). Value congruence and job-related attitudes in a nonprofit organization: A competing values approach. *The International Journal of Human Resource Management*, 27(10), 1013–1033. <https://doi.org/10.1080/09585192.2015.1053962>
- Oliver, R. L. (1977). Effect of expectation and disconfirmation on postexposure product evaluations: An alternative interpretation. *Journal of Applied Psychology*, 62(4), 480–486. <https://doi.org/10.1037/0021-9010.62.4.480>
- Penner, L. (2002). Dispositional and organizational influences on sustained volunteerism: An interactionist perspective. *Journal of Social Issues*, 58(3), 447–457. <https://doi.org/10.1111/1540-4560.00270>
- Popielarz, P. A., & McPherson, J. M. (1995). On the edge or in between: Niche position, niche overlap, and the duration of voluntary association participantships. *American Journal of Sociology*, 101(3), 698–720. <https://doi.org/10.1086/230757>
- Ripamonti, C. A., Pasquarelli, L., Ravasi, S., & Sala, F. C. (2016). Dropout of hospital volunteers in Italy. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 28(1), 44–68. <https://doi.org/10.1007/s11266-016-9769-1>
- Rodell, J. B., Breitsohl, H., Schröder, M., & Keating, D. J. (2016). Employee volunteering: A review and framework for future research. *Journal of Management*, 42(1), 55–84. <https://doi.org/10.1177/0149206315614374>
- Rokeach, M. (1973). *The nature of human values*. New York, NY: Free Press.
- Salamon, L. M., & Anheier, H. K. (1997). *Defining the nonprofit sector: A cross-national analysis*. Manchester, England: Manchester University Press.
- Schneider, B. (1987). The people make the place. *Personnel Psychology*, 40(3), 437–453. <https://doi.org/10.1111/j.1744-6570.1987.tb00609.x>
- Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *Journal of Applied Psychology*, 96(5), 981–1003. <https://doi.org/10.1037/a0022676>

- Shumate, M., Atouba, Y., Cooper, K. R., & Pilny, A. (2014). Two paths diverged: Examining the antecedents to social entrepreneurship. *Management Communication Quarterly*, 28(3), 404–421. <https://doi.org/10.1177/0893318914538561>
- Shumate, M., Pilny, A., Catouba, Y., Kim, J., Pena-y-Lillo, M., Rcooper, K., ... Yang, S. (2013). A taxonomy of communication networks. *Annals of the International Communication Association*, 37(1), 95–123. <https://doi.org/10.1080/23808985.2013.11679147>
- Sortheix, F. M., & Lönnqvist, J. E. (2015). Person-group value congruence and subjective well-being in students from Argentina, Bulgaria and Finland: The role of interpersonal relationships. *Journal of Community & Applied Social Psychology*, 25(1), 34–48. <https://doi.org/10.1002/casp.2193>
- Stride, H., & Higgs, M. (2014). An investigation into the relationship between values and commitment: A study of staff in the UK charity sector. *Nonprofit and Voluntary Sector Quarterly*, 43(3), 455–479. <https://doi.org/10.1177/0899764012472066>
- Tidwell, M. V. (2005). A social identity model of prosocial behaviors within nonprofit organizations. *Nonprofit Management and Leadership*, 15, 449–467. <https://doi.org/10.1002/nml.82>
- Tschirhart, M., & Gazley, B. (2014). Advancing scholarship on participantship associations: New research and next steps. *Nonprofit and Voluntary Sector Quarterly*, 43(2\_suppl), 3S–17S. <https://doi.org/10.1177/0899764013517052>
- Van Vianen, A. E. M., Nijstad, B. A., & Voskuil, O. F. (2008). A person-environment fit approach to volunteerism: Volunteer personality fit and culture fit as predictors of affective outcomes. *Basic and Applied Social Psychology*, 30(2), 153–166. <https://doi.org/10.1080/01973530802209194>
- Vogel, R. M., Rodell, J. B., & Lynch, J. W. (2016). Engaged and productive misfits: How job crafting and leisure activity mitigate the negative effects of value incongruence. *Academy of Management Journal*, 59(5), 1561–1584. <https://doi.org/10.5465/amj.2014.0850>
- Vveinhardt, J., & Gulbovaitė, E. (2015). Expert evaluation of diagnostic instrument for personal and organizational value congruence. *Journal of Business Ethics*, 136(3), 481–501. <https://doi.org/10.1007/s10551-014-2527-7>
- Walk, M., Zhang, R., & Littlepage, L. (2019). “Don’t you want to stay?” the impact of training and recognition as human resource practices on volunteer turnover. *Nonprofit Management and Leadership*, 29(4), 509–527. <https://doi.org/10.1002/nml.21344>

## AUTHOR BIOGRAPHIES

**Jennifer Ihm** (PhD School of Communication, Northwestern University) is an assistant professor in School of Media and Communication at Kwangwoon University in Seoul, South Korea. She uses a network approach to understand the relationship between nonprofit organizations and stakeholders.

**Young Min Baek** (PhD Annenberg School for Communication, University of Pennsylvania; MA Seoul National University) is an associate professor at the College of Communication, Yonsei University in Seoul, South Korea. His research interests are social movement, textual mining and quantitative social scientific methods.

## SUPPORTING INFORMATION

Additional supporting information may be found online in the Supporting Information section at the end of this article.

**How to cite this article:** Ihm J, Baek YM. Why do participants in voluntary organizations leave? Exploring the relationship between value congruence and length of stay. *Nonprofit Management and Leadership*. 2020;1–20. <https://doi.org/10.1002/nml.21442>