

Welcoming volunteers in(to) an organization takes more than a friendly face

Manager: 'Can you organize a training on hospitality for our volunteers?'

This question was the start of my PhD quest. Do volunteers need a training on hospitality? Is a friendly face enough? Or is there more to it? Often hospitality is seen as something 'easy', a marketing tool and, only important for people/volunteers in the workplace.

Volunteers have an essential role in creating a hospitable experience. However, an in-depth understanding of the role of volunteers is an under-researched area.

This research uses a multiple case study approach on volunteering and hospitality. The case studies are located in a museum, a library and a hospital. The literature and first case study (museum) provided the base and synthesizing concepts for the other two case studies on volunteers and hospitality.

Goals of the research:

- » To theorise hospitality and volunteers in non-hospitality organisations
- » To develop a conceptual model that does justice to the complexity and contextual nature of hospitality and volunteers in non-hospitality organisations.

How to engender foster and maintain hospitable behaviour by volunteers in non-hospitality organizations?

- » SQ1 How can we define hospitality, hospitable, hospitableness, volunteering and the context of non-hospitality organisations?
- » SQ2 What are the main synthesising concepts and similarities in recent literature?
- » SQ3 How do management define, perceive and experience hospitality in their organisation?
- » SQ4 How do volunteers define, perceive and experience hospitality in their organisation?
- » SQ5 What do volunteers need to be hospitable?

Intertwining hospitality and volunteers

Discipline	Concept	Volunteering	Hospitality
Sociological		(Serious) leisure <i>(Stebbins, 1996)</i>	Culture <i>(Pizam, 2020)</i>
Psychological		Motivation <i>(Wilson, 2000; Lockstone-Binney et al., 2010; Stamer et al., 2008)</i>	Attitude & Behavior <i>(Tasci & Semrad, 2016)</i>
Economic		Why & Value <i>(Holmes, 2003)</i>	Why & Value <i>(Lugosi, 2021)</i>

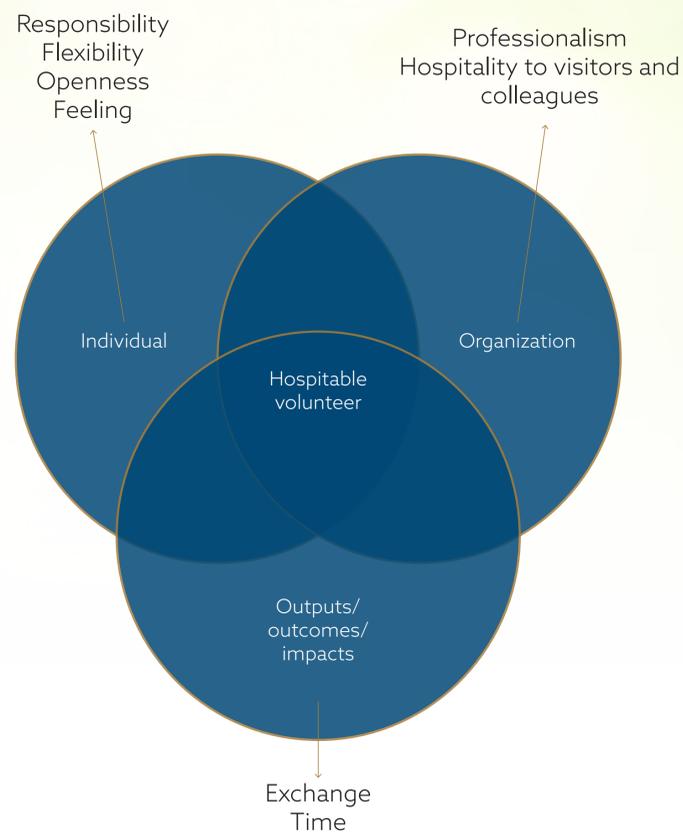


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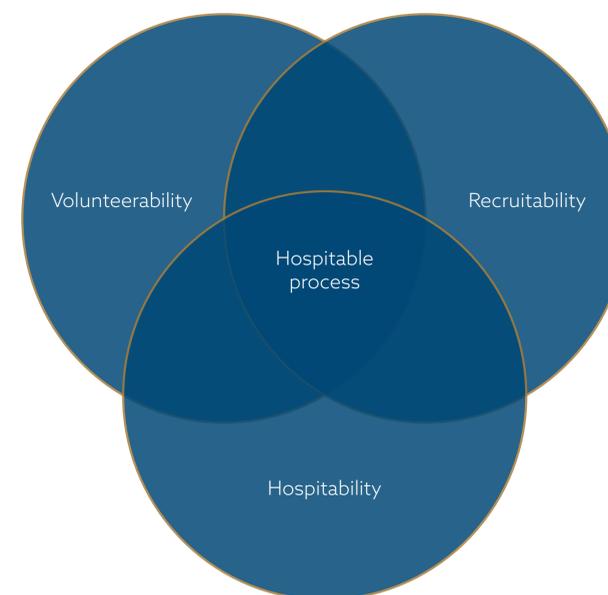


Case study 1: museum



Case study 2: library (work in progress)

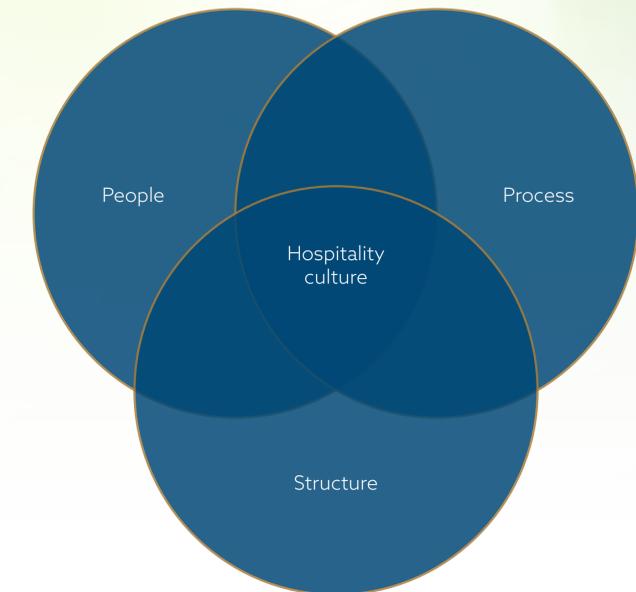
Volunteerability : willingness, capabilities, and availability
 Recruitability : accessibility, resources, and network.
 Hospitality :



Case study 3: hospital (work in progress)

Hospitality organizational culture: 'A system of shared norms, values, beliefs, traditions and, expectations whose ultimate goal is to provide exceptional service and memorable satisfactory experiences to all the organizations stakeholders'

(Pizam, 2020, p. 432)



Preliminary findings:

- » Hospitality is often confused with friendliness and service
- » Volunteers have a natural disposition to be hospitable
- » Volunteers are motivated to give a good experience.
- » What (in)hospitality looks like
- » Being a volunteer gives opportunities but also challenges
- » Management needs to guard against treating volunteering as 'cheap labour' and instead see volunteers as 'frequent visitors'.
- » Hospitality is about attitude and behaviour not only by volunteers but also management/staff -> internal hospitality
- » Volunteers need to know what hospitality is in the context of the organization. An ongoing focus is needed on:
 - » Training
 - » Guidance
 - » Process
 - » Facilities/environment

Volunteers need hospitality to be hospitable

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