Article

How Satisfaction Lead to Volunteer Role Identity? Revisiting Identity Salience applied to Volunteer Research

Álvaro Benito-Ballesteros [ID], Fernando Chacón [ID] and Iria Osa-Subtil [ID]

Universidad Complutense de Madrid, Spain

Abstract

Many studies have considered satisfaction as a necessary precursor for developing volunteer role identity (VRI). However, the mechanism involved in that relationship and whether diverse types of satisfaction from volunteering literature are part of this relationship remain unclear. We propose that satisfaction may promote the development of VRI by augmenting the identity saliency of the volunteer role. To address identity salience, we adopt a dual-concept approach, measuring the identity importance and identity invocation of the volunteer role. To investigate the hypothesis, we performed multiple general lineal mediation models employing identity importance and identity invocation as simultaneous mediators of the satisfaction-VRI relationship. A sample of 227 volunteers from different organizations completed an online questionnaire remotely. The results indicate that task satisfaction and motivational satisfaction, but not organizational satisfaction, significantly predict volunteer role identity—both directly and indirectly through the mediating roles of identity importance and identity invocation. Future work may continue investigating the paths through which satisfaction and other factors may promote volunteer role identity.

Keywords: identity salience; volunteer research; volunteer role identity; volunteer satisfaction

(Received: 22 September 2023; revised: 04 May 2024; accepted: 06 May 2024)

Satisfaction, Identity Salience, and Volunteer Role Identity
Psychology research concerning non-profit sector organizations frequently directs its attention to the psychology and permanence of their volunteers, as volunteers are indispensable members of NGOs and other unions to keep their prosocial actions alive. Volunteers invest considerable amounts of energy and time into these prosocial actions theoretically unrewarded. Literature has shown that volunteers have different reasons to engage in prosocial actions (e.g., Clary et al., 1996; Chacón et al., 2010; Günter & Wehner, 2015; Planalp & Trost, 2009; Vecina Jiménez et al., 2010).

When people are performing a role like a volunteer for enough time, and under the right circumstances, they may internalize the role they perform as part of their self-identity (Penner, 2002). Many of the studies in this field have focused on understanding the development and consequences of what is known as volunteer role identity (VRI) and have successfully found different factors that enhance it (e.g., Finkelstein, 2008; Grube & Piliavin, 2000; Güntert & Wehner, 2015; Marta et al., 2014; Moen et al., 2000). One of the main functions of role identity is its ability to guide future behavior (Finkelstein, 2008).

Thus, interest in VRI has been growing in recent decades to understand its origin, development, and its function on the permanence of volunteers in their organizations (e.g., Thoits, 2021; van Ingen & Wilson, 2017; Wakefield et al., 2021; Zlobina et al., 2021).

According to the literature, volunteers who strongly identify with their role as volunteers should spend more time volunteering and should be the ones who remain in the volunteer task over time. For instance, Finkelstein (2008) found that VRI correlated with time devoted to volunteering at 3 and 12 months, and Finkelstein et al. (2005) confirmed that VRI predicted time spent volunteering and length of service. These results suggested that the stronger the role identification is, the more likely the subject is to perform the behavior related to that role (Callero, 1985). Another possibility might be that the more time an individual dedicates to a behavior, the more salient the role becomes (Thoits, 2012). Besides, Chacón et al., (2007) showed in their prospective study that VRI was what better explained sustained volunteerism. However, VRI may need some indispensable conditions to arise, such as satisfaction with different aspects of volunteering.

Literature shows consistent evidence of the positive relationship between satisfaction and identity, and some authors consider satisfaction as one of the principal and necessary precursors of volunteer role identity and, in turn, permanence (e.g., Hyde et al., 2016; Love, 2009). An explanation for that may be that satisfaction with the different dimensions of volunteering increment the centrality, probability of invoking the role, and, lastly, the importance of the volunteer role identity, leading to a higher identification along time. That is, satisfaction may augment and promote volunteer role identity through incrementing its saliency.

Corresponding author: Correspondence concerning this article should be addressed to Álvaro Benito Ballesteros. Universidad Complutense. Facultad de Psicología. Departamento de Psicología Social, del Trabajo y Diferencial. Campus de Somosaguas, Pozuelo de Alarcón. 28223 Madrid (Spain). E-mail: alvbenit@ucm.es

Identity Salience

Individuals hold multiple role identities simultaneously (See Stets & Burke, 2000). While one individual may identify with the volunteer role, other sociocultural roles could be a source of self-identity too. These identities would guide our behavior, at least when they are active, using the sociocultural information that each role contains (Stryker & Burke, 2000). However, how multiple role identities organize and how this organization affects their ability to influence behavior remains unclear.

Theorists argued that the organization of multiple role identities could respond to their relative salience to the individual (Callero, 1985; McCall & Simmons, 1978). Identity salience has received a great deal of attention in literature because the more salient a role is, the more motivated we should be to perform it (Thoits, 2013). Nevertheless, the conceptualization of salience has varied across the recent decades and research (Morris, 2013; Thoits, 2013; see Table 1). One of the aims of this paper is to help clarify the concept overlapping that exists in terms of salience identity.

The different definitions of identity salience encompass both personal and social aspects. For example, Turner (1978, cited in Thoits, 2013) proposes that individuals identify with social roles that elevate their self-regard, consequently enhancing the salience of those roles. Turner also states that individuals identify with roles that hold significant interactions with others. These respects suggest that identity salience involves both personal and social dimensions, which, while inherently correlated, can be distinguished.

In our exploration of identity salience, we adopt a dual-concept approach. First, we utilize the concept of *identity importance* (Marcussen et al., 2004), which exclusively captures the subjective significance of a given identity role. Considering the diverse conceptualizations mentioned earlier, we further differentiate between personal and social importance. Second, we evaluate what may be more proximal to *identity invocation* – the location of a given role identity among others in terms of importance or centrality (as per Thoits, 1992, "salience hierarchy"). This aspect may be more associated with the individual's propensity to evoke a particular role. To comprehensively address role identity salience, we advocate for the inclusion of both measures in our study. This approach aligns with the diverse perspectives on identity salience.

Satisfaction

Beyond its mixed conceptualizations, there is a compelling reason to posit that identity salience is closely related to satisfaction. As mentioned earlier, Turner asserted that individuals align themselves with social roles that elevate their self-regard and yield rewards. Consequently, we expect satisfaction to correspond to increased saliency of a role. Considering the multifaceted meanings of salience in the literature, it seems that satisfaction augments rewards, availability, and readiness to perform a given role. In other words, satisfaction reinforces the identity salience of a particular role.

Satisfaction is an essential variable in the study of sustained volunteering, not only due to its association with length of volunteering but also as a deemed prerequisite for volunteer role identity (Bang, 2015; Benevene et al., 2018; Gonzalez, 2010; Greenslade & White, 2005; Jamison, 2003; Shen, 2013). We argue that satisfaction could serve as a precursor to Volunteer Role Identity by heightening the salience of the volunteer role. This would imply that the impact of satisfaction on volunteer role identity may be partially explained by the elevated identity salience resulting from sustained satisfaction.

In performing a volunteer role, satisfaction encompasses diverse rewards, such as enhancing self-regard, boosting self-esteem, and strengthening social connections (See Thoits, 2013). These rewards render the volunteer role more readily invoked, valuable, and ultimately more central to one's self-concept. Consequently, we argue that satisfaction can concurrently enhance both the identity importance of volunteer role identity and identity invocation (the relative importance of Volunteer role identity compared to other roles). In summary, we propose that sustained satisfaction in the role of a volunteer intensifies the importance and invocation of volunteer role identity, ultimately fostering a greater identification with the volunteer role.

This Study

The objective of this study is to investigate the nuanced relationship between satisfaction, identity salience, and volunteer role identity (VRI). Specifically, we aim to explore how sustained satisfaction in the role of a volunteer contributes to the heightened salience of the volunteer identity. By investigating the dual dimensions of identity salience—namely, identity importance and identity invocation—we seek to understand how satisfaction influences the subjective significance of the volunteer role and its relative importance compared to other roles in an individual's self-concept. Through this comprehensive analysis, we aim to provide insights into the mechanisms through which satisfaction may serve as a precursor to the development and reinforcement of volunteer role identity.

We expect that (a) satisfaction will predict VRI, (b) satisfaction will predict identity importance and identity invocation, and (c) that identity importance and identity invocation will partially mediate the relationship between satisfaction and VRI (see Figure 1).

Method

Sample and Procedure

Two hundred and twenty-seven Spanish volunteers from NGOs from different areas (social assistance, ecology, sports, civil protection, etc.) completed the questionnaire. Women represented 64% of the sample, and the average age of the complete sample was 48.8 (SD = 15.9). Regarding employment, 55% of the sample were working or actively looking for a job at that time of the study. Regarding the marital status, 54% of the respondents were married or lived with their partner and 58% of the sample had one or more children. The average length of service of the sample was five years (SD = 7.9). The average time dedicated per week to volunteering was over five hours (SD = 6.99).

Table 1. Main Variables Associated with the Different Conceptualizations of Identity Salience

Author	Definition of Identity Salience
Rosenberg, 1979	Importance of a given identity over other simultaneous role identities.
McCall & Simmons, 1978	Consideration of the rewards associated with performing a role.
Stryker, 1980	Emphasis on social ties linked to a particular role.
Thoits, 1992	Hierarchical organization of multiple role identities based on their importance to the self.
Ervin & Stryker, 2001	Emphasis on social ties linked to a particular role.
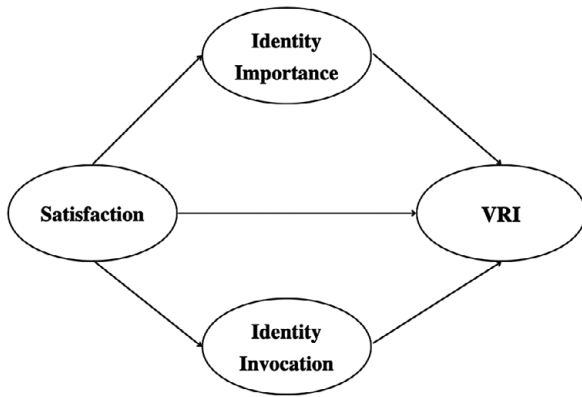
Figure 1. Proposed Double Mediation Model.
Note. Salience identity would encompass both identity importance and identity invocation.

As a criterion for inclusion, the volunteer activity had to be continuous and not sporadic, with at least one voluntary action every fifteen days. To recruit the participants, we employed the snowball sampling technique. We contacted the organizations by email or telephone to gain access to their volunteers. Also, we posted an online advertisement on social networks to recruit participants. Participants answered a 15-minute questionnaire in digital format (remotely) and previously accepted informed consent about their participation. The deontology committee of the Complutense University of Madrid approved the relevant ethical aspects of the study. Participants did not receive any compensation for completing the questionnaire.

We performed an A priori power analysis in GPOWER (Erdfelder et al., 1996) to determine if the sample was adequate in terms of power to calculate the analyses. We assumed a short-to-medium effect size, a power of .95, and two predictors (in the case of multiple regressions) and three predictors (in the case of the double mediation models). The power analysis determined a minimum of 81 to 90 sample size, which was accomplished in this study.

Measures

Sociodemographic variables. We assessed the sociodemographic variables such as age, sex, study level, work situation, marital status, and number of children.

Volunteer dedication. We assessed the previous time volunteering (Finkelstein et al., 2005; Wakefield et al., 2022), the time devoted to volunteering last week (van Ingen & Wilson, 2017), and the weekly time devoted to other duties to address volunteering dedication.

Satisfaction. We employed the Volunteer Satisfaction Index (Vecina Jiménez et al., 2009), which assesses three subscales Likert-type from *totally unsatisfied* (1) to *completely satisfied* (7). Task satisfaction includes four items (e.g., "The tasks I usually do have clear and well-defined objectives"). Satisfaction with motives includes six items based on Clary et al. (1998) (e.g., "The tasks I usually do as a volunteer let me establish social relationships with different people"). Lastly, satisfaction with the organization includes six items (e.g., "I am satisfied with the interest showed by the organization to take into account my preferences, abilities, and capacities to select the available volunteering positions"). In the present study, the coefficients of Mcdonald's Omega for each scale were .84 (Task Satisfaction), .84 (Satisfaction with motives), and .94 (Satisfaction with the organization).

Volunteer Role identity. To assess the VRI we employed a set of items originally designed by Callero et al. (1987) and adapted to Spanish volunteers by Dávila de León et al. (2005). The scale includes five Likert-type items from *totally disagree* (1) to *totally agree* (10) (e.g., "Volunteering is an important part of who I am"). The coefficient of McDonald's Omega for this scale was .73.

Identity Salience. Given the diversity in concepts and definitions related to identity salience, it becomes apparent that a thorough investigation demands an exploration of two sub-concepts. By examining the identity importance, we can capture the nuanced significance of an individual's connection to the volunteer role. Simultaneously, utilizing a ranking measure for identity invocation, as advised by Thoits, ensures a more unbiased and accurate assessment of the role's relative importance in comparison to other concurrent roles. This dual approach allows for a more subtle and comprehensive understanding, acknowledging the multifaceted nature of identity salience in the context of volunteer role identity.

Firstly, we measured the *social and personal importance* of volunteering, employing a rating method as described by Marcussen et al. (2004) and Martire et al. (2000). This understanding of identity salience involved participants providing a rating on a Likert-type scale, ranging from *minimum importance* (1) to *maximum importance* (7), for both the social and personal aspects of volunteering. Before rating, participants could read the following explanation: "Volunteering is an activity that involves benefits and affects our personal and social life. Next, please select the importance level that being a volunteer means to your social/personal life." We term this measure as *identity importance*.

Secondly, we utilized a ranking measure involving participants placing a specific role, such as volunteering, among their currently active roles. Following Thoits's (2012) guidance and to minimize bias, we implemented a free-response ranking measure for what we term *identity invocation*. In this process, participants had to freely list five role identities and assess the importance of each. Subsequently, participants had to position the volunteer identity among these roles to establish a ranking measure. A higher score in identity invocation meant a higher position of volunteer role identity among the other roles.

Data Analysis

We employed SPSS (version 23.0) and JAMOVI (version 1.0.7.0) to conduct the analysis. Prior to analyzing, we examined the data for outliers, missing values, and assumptions of multivariate analyses. While no significant outliers were detected, we observed some non-pattern missing data classified into two types. First were random omissions to items without a pattern (less than 2% of respondents). Second were participants who did not finish the questionnaire completely (29% of respondents missed at least one response). To control these missing values and utilize real cases, we applied listwise deletion in all the analyses. We also performed a sensitivity analysis of double mediation models employing the missing data estimation approach FIML, acknowledged for proving unbiased estimates for random missing data (Enders & Bandalos, 2001).

We describe quantitative variables using means and standard deviations. We employed linear correlations to assess bivariate relationships. We employed multiple linear regression to assess hypothesis (a) every dimension of satisfaction will independently predict volunteer role identity, and (b) every dimension of satisfaction will predict identity importance and identity invocation. Lastly, we performed two General Lineal Mediation Models to test hypothesis (c) identity importance and identity invocation will both

Table 2. Correlations between Age, Volunteer Dedication Variables, Satisfaction Dimensions, Identity Invocation, Identity Importance, and Volunteer Role Identity

		Past time Vol. [a]	Weekly time Vol. [b]	Time other duties [b]	Age	Id. Importance	Id. Invocation	Organizational Satisfaction	Motives Satisfaction.	Task Satisfaction.	VRI
Time variables Past time volunteering [a]	R Pearson (gl)										
	IC 95% U.										
	IC 95% L.										
Weekly time volunteering [b]	R Pearson (gl)	.163* (209)									
	IC 95% U.	.291									
	IC 95% L.	.028									
Weekly time other duties [b]	R Pearson (gl)	.092	.034								
		(141)	(142)								
	IC 95% U.	.252	.197								
	IC 95% L.	−.073	−.130								
Age	R Pearson (gl)	.163*	−.006	.093							
		(204)	(213)	(142)							
	IC 95% U.	.293	.128	.253							
	IC 95% L.	.027	−.140	−.072							
Id. Importance	R Pearson (gl)	.029	−.058	.039	−.099						
		(204)	(205)	(142)	(207)						
	IC 95% U.	.165	.079	.201	.037						
	IC 95% L.	−.108	−.193	−.125	−.231						
Id. Invocation	R Pearson (gl)	−.097	−.134	−.068	−.108	−.138					
	(156)	(156)	(157)	(142)	(157)	(157)					
	IC 95% U.	.060	.022	.096	.048	.019					
	IC 95% L.	−.250	−.284	−.229	−.259	−.287					
Organizational Satisfaction	R Pearson (gl)	−.187***	−.071	−.041	−.035	.350***	−.063				
		(205)	(206)	(142)	(258)	(207)	(157)				
	IC 95% U.	−.052	.066	.124	.101	.464	.094				
	IC 95% L.	−.315	−.205	−.203	−.170	.225	−.217				

(*Continued*)

Álvaro Benito-Ballesteros, Fernando Chacón, Iria Osa-Subtil

Table 2. (Continued)

		Past time Vol. [a]	Weekly time Vol. [b]	Time other duties [b]	Age	Id. Importance	Id. Invocation	Organizational Satisfaction	Motives Satisfaction.	Task Satisfaction.	VRI
Motives Satisfaction	R Pearson	.079	–.008	.100	–.074	.447***	–.217**	.603***			
	(gl)	(205)	(206)	(142)	(208)	(207)	(157)	(208)			
	IC 95% U.	.213	.128	.259	.062	.549	–.064	.683			
	IC 95% L.	–.058	–.144	–.065	–.208	.331	–.361	.509			
Task Satisfaction	R Pearson (gl)	–.052	–.114	.170*	.052	.441***	–.221**	.627***	.628*** (208)		
	(gl)	(205)	(206)	(142)	(208)	(207)	(157)	(208)			
	IC 95% U.	–.052	.023	.325	.186	.545	–.068	.703	.703		
	IC 95% L.	–.052	–.246	.007	–.084	.325	–.364	.537	.538		
Volunteer Role Identity (VRI)	R Pearson (gl)	.175	.024	.102	.114	.399***	–.326***	.316***	.545***	.470***	
	(gl)	(188)	(179)	(142)	(181)	(181)	(157)	(181)	(181)	(181)	
	IC 95% U.	.309	.169	.225	.255	.514	–.180	.440	.639	.576	
	IC 95% L.	.033	–.123	.261	–.032	.269	–.459	.179	.434	.349	

Note. [a] Measured in days. [b] Measured in hours per week.
* $p <.05$. ** $p <.01$. *** $p <.001$.

simultaneously mediate the positive relationship between satisfaction and volunteer role identity.

Results

Firstly, we investigated any gender differences exploratorily, but analyses did not reveal any significant differences between men and women regarding any type of satisfaction, volunteer role identity, identity importance, and identity invocation. Those participants who were employed or actively looking for a job showed lower levels of satisfaction with the task, $t(181) = 2.601$, $p =.01$; and VRI, $t(208) = 2.510$, $p =.013$, than their counterparts. Having children and marital status did not reveal any significant association with the satisfaction-identity variables. Table 2 shows correlations for the key variables (Satisfaction types, personal importance, social importance, identity invocation, and VRI) and volunteer dedication indicators.

Regarding hypothesis (a) we tested if every type of satisfaction could predict VRI independently. We executed a linear regression model for each type of satisfaction introducing the past-time volunteering variable in the first step to control its effect, and the satisfaction dimension in the second step. As Table 3 shows, all types of satisfaction significantly predicted VRI.

Then, we executed linear regression models to test whether satisfaction could predict identity importance and identity invocation. Satisfaction with the task significantly predicted identity importance ($p <.001$, β =.441), and identity invocation ($p =.005$, β =.221). Satisfaction with the motives was also a significant predictor of identity importance ($p <.001$, β =.447), and identity invocation ($p =.006$, β =.217). Lastly, satisfaction with the organization predicted identity importance ($p <.001$, β =.350) but was unable to predict identity invocation.

Lastly, we performed two multiple general lineal mediation models to test hypothesis (c), whether identity importance and identity invocation would mediate the relationship between satisfaction and VRI. We previously checked whether identity importance and identity invocation could simultaneously predict VRI. We found significant path estimates for identity importance ($p <.001$, β =.34) and identity invocation ($p <.001$, β =.280) with VRI. We did not execute a model with organizational satisfaction as a predictor because it was uncorrelated with identity invocation $r(159) = –.063$, $p =.43$. We end up with two possible models, one with task satisfaction and another with satisfaction with motives as predictors.

Figures 2 and 3 and Tables 4 and 5 showed that results for both models were significant. The first model proposed a double mediation of Identity Importance and Identity Invocation for the relationship between task satisfaction and VRI, which was significant. The second model remains identical, but the original predictor, which this time was satisfaction with motives. This second model was also significant. All direct and indirect paths of both models were significant.

Discussion

Our main hypothesis was that the path that leads from satisfaction to role identification should be at least partially explained by an increment in the identity saliency aspects, identity importance and identity invocation. As we expected, task satisfaction and satisfaction with motives to volunteer were related to the identity importance, the identity invocation, and VRI. Satisfaction with the organization showed a relationship with identity importance and VRI but did not show any association with the identity invocation.

Table 3. Descriptives of Satisfaction Dimensions and Lineal Regression Model for Each Type of Satisfaction predicting Volunteer Role Identity (VRI)

Predictor	M (SD)	Estimate	SE	t	p	Stand. Estimate	Adjust. R²
Intercept		10.90	3.828	2.85	.005		
Past time volunteering	5.50 (7.9)	5.70e–4	1.87e–4	3.05	.003	0.201	
Task Satisfaction	6.05 (0.93)	4.12	0.619	6.66	< .001	0.439	.220
Intercept		12.05	3.071	3.92	< .001		
Past time volunteering	5.50 (7.9)	4.24e–4	1.80e–4	2.36	.019	0.150	
Satisfaction with motives	5.86 (1.06)	4.10	0.514	7.98	< .001	0.505	.282
Intercept		23.23	2.895	8.02	< .001		
Past time volunteering	5.50 (7.9)	7.05e–4	2.01e–4	3.51	< .001	0.249	
Organizational Satisfaction	5.73 (1.29)	2.17	0.476	4.55	< .001	0.322	.127

Note. N = 192; M (SD) = Mean (Standard deviation); SE = Standard error; Past time volunteering measured in years.
All regression models were significant p <.001.
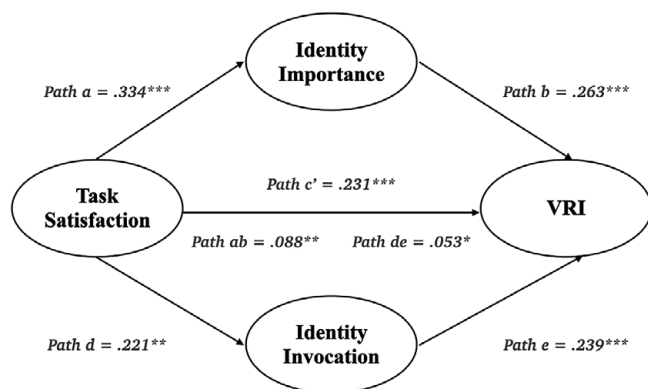
Figure 2. Standard Estimates for the Double Mediation Model of Personal Identity Importance and Identity Invocation in the Relationship between Task Satisfaction and Volunteer Role Identity (VRI).
Note. *p <.05. **p <.01. *** p <.001.
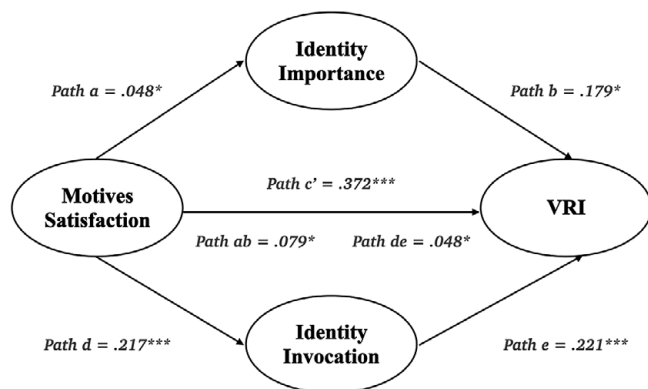
Figure 3. Standard Estimates for the Double Mediation Model of Personal Identity Importance and Identity Invocation in the Relationship between Satisfaction with Motives and Volunteer Role Identity (VRI)
Note. *p <.05. **p <.01. *** p <.001.

Regarding the double mediation models analysis, the results emphasize the complex relationship between satisfaction, identity importance, identity invocation, and the development of volunteer role identity (VRI). The results show a notable direct and indirect predictive influence of satisfaction with the task and motives on volunteer role identity. This fact suggests that individuals who obtain satisfaction from the tasks performed and the underlying motives behind their volunteer activity may develop a stronger connection to the volunteer role.

This novel investigation of identity salience as a mediating mechanism sheds light on the underlying processes. The data suggests that satisfaction plays a dual role in influencing volunteer role identity through identity importance and identity invocation. Specifically, satisfaction strengthens the subjective importance of the volunteer role in an individual's self-concept, as indicated by identity importance. At the same time, satisfaction reinforces the relative significance of volunteer role identity when compared to other identities, as indicated by identity invocation. This dual influence suggests that the impact of satisfaction on volunteer role identity is not only personal but also extends to the role's status among an individual's multiple roles.

The distinct measures employed for identity salience – one focusing on rating the importance of identity and the other on ranking measures for identity invocation – have proven valuable in providing a deep comprehension of the process addressed in this study. By examining both the individual's subjective evaluation of the importance of volunteering and their placement of the volunteer role among other important roles, we capture the complexity of identity salience in influencing volunteer role identity.

One possible explanation for our results is that engaging in a specific role is associated with internal and external rewards, fostering an enhanced sense of self-reward (Turner, 1978). This positive connection is established through the experience of satisfaction while performing the role. Furthermore, it would be possible that this positive association not only amplifies interpersonal connections related to the role but also makes the role more accessible and readily chosen, even in situations where individuals have the freedom to make their choices. In essence, the reinforcement of role driven by satisfaction would lead to an augmented significance of the role in the behavior, transforming it into an integral component of the self-concept. These findings align with prior research that underscores the interconnectedness of satisfaction, rewards, and the consolidation of role identity (Finkelstein et al., 2005; Piliavin et al., 2002).

Regarding satisfaction with the organization, we did not find a relationship to identity invocation, so we could not perform the proposed mediation model which included both identity importance and identity invocation. We think that organizational satisfaction may be perceived as more contextual-based than

Table 4. Double Mediation Model of Personal Identity Importance and Identity Invocation in the Relationship between Satisfaction with the Task and Volunteer Role Identity (VRI)

Effect	Estimate	SE	95% CI		β	z	p
			LL	UL			
Task Satisfaction ⇒ Id. Importance ⇒ VRI	0.887	0.3150	0.2696	1.505	0.0878	2.82	.005
Task Satisfaction ⇒ Id. Invocation⇒ VRI	0.535	0.2439	0.0569	1.013	0.0529	2.19	.028
Task Satisfaction ⇒ Id. Importance	0.325	0.0728	0.1826	0.468	0.3340	4.47	< .001
Id. Importance ⇒ VRI	2.728	0.7521	1.2535	4.202	0.2628	3.63	< .001
Task Satisfaction ⇒ Id. Invocation	0.395	0.1380	−0.6653	0.124	0.2213	2.86	.004
Id. Invocation ⇒ VRI	1.355	0.3967	−2.1323	0.577	0.2392	3.42	< .001
Task Satisfaction ⇒ VRI[d]	2.333	0.7438	0.8755	3.791	0.2309	3.14	.002
Task Satisfaction ⇒ VRI[t]	4.127	0.5744	3.0010	5.253	0.4701	7.18	< .001

Note. [d] Direct effect. [t] Total effect.

Table 5. Double Mediation Model of Personal Identity Importance and Identity Invocation in the Relationship between Satisfaction with Motives and Volunteer Role Identity (VRI)

Effect	Estimate	SE	95% CI		β	z	p
			LL	UL			
Motives Satisfaction ⇒ Id. Importance ⇒ VRI	0.671	0.2928	0.0968	12.445	0.0786	2.29	.022
Motives Satisfaction ⇒ Id. Invocation ⇒ VRI	0.409	0.1914	0.0341	0.7843	0.0480	2.14	.032
Motives Satisfaction ⇒ Id. Importance	0.361	0.0586	0.2458	0.4753	0.4387	6.16	< .001
Id. Importance ⇒ VRI	1.860	0.7538	0.3828	33.376	0.1792	2.47	.014
Motives Satisfaction ⇒ Id. Invocation	0.327	0.1166	−0.5553	−0.0983	0.2170	2.80	.005
Id. Invocation ⇒ VRI	1.252	0.3787	−19.943	−0.5099	0.2211	3.31	< .001
Motives Satisfaction ⇒ VRI[d]	3.172	0.6285	19.400	44.038	0.3719	5.05	< .001
Motives Satisfaction ⇒ VRI[t]	4.261	0.4860	33.082	52.132	0.5449	8.77	< .001

Note. [d] Direct effect. [t] Total effect.

satisfaction with the task or motives. One may think that, for example, volunteering in another organization may definitively change their satisfaction with organizational aspects of volunteering as management style or leadership. However, it may not greatly vary the satisfaction with the volunteer task or motives to volunteer. In this sense, organizational satisfaction may be important to the personal and social importance of a given role when the role is assessed alone, but it may not be an essential variable when we mentally compare the role with other simultaneous role identities in a hierarchy.

Firstly, the cross-sectional nature of our study design restricts our ability to establish causality (Thoits, 2013). Although we can identify associations between variables, we cannot definitively infer the direction of influence. Future research employing longitudinal or experimental designs could provide more robust evidence regarding the causal relationships among satisfaction, identity salience, and VRI.

It is important to note that existing literature generally supports the notion that satisfaction precedes the development of role identity requiring time spent performing a role. While the design of this study does not allow for a conclusive determination of directionality, we align with the prevailing understanding in the literature that satisfaction likely plays a key role preceding the formation of volunteer role identity (e.g., Marta & Pozzi, 2008; Thoits, 2013;

van Ingen & Wilson, 2017). Yet future research with more temporally sensitive designs would offer a clearer perspective on the causal dynamics involved.

Another aspect that requires consideration is that we assessed personal and social importance using only one item each. While we believe this may not have substantially impacted the results, these items necessitate careful consideration. We considered that asking directly for the personal or social importance of the volunteer role identity would overlap with the VRI assessment. In fact, one of the VRI items probed whether being a volunteer was perceived as an important part of the self. We reasoned that inquiring about the personal and social importance of being a volunteer (along with its implications) would better capture the role importance rather than the identification. However, we acknowledge that the operationalization of identity salience remains an aspect that requires continued attention and refinement. Future research may benefit from a more nuanced and comprehensive approach to measuring identity salience to enhance the precision of these findings.

This study emphasizes the role of identity salience in bridging the relationship between satisfaction with volunteer actions and the development of volunteer role identity. The results suggest that identity importance and identity invocation independently contribute to this process of role identification. Our findings align with

the notion that role identification takes time to develop. During this period, satisfaction may enhance the salience of the role, making it more prominent within the self-identity of the individual.

References

Bang, H. (2015). Volunteer age, job satisfaction, and intention to stay: A case of nonprofit sport organizations. *Leadership & Organization Development Journal*, **36**(2), 161–176. http://doi.org/10.1108/LODJ-04-2013-0052

Benevene, P., **Dal Corso, L.**, **De Carlo, A.**, **Falco, A.**, **Carluccio, F.**, & **Vecina, M. L.** (2018). Ethical leadership as antecedent of job satisfaction, affective organizational commitment and intention to stay among volunteers of nonprofit organizations. *Frontiers in Psychology*, **9**, Article 2069. https://doi.org/10.3389/fpsyg.2018.02069

Callero, P. L. (1985). Role-identity salience. *Social Psychology Quarterly*, **48**, 203–215. http://doi.org/10.2307/3033681

Callero, P. L., **Howard, J. A.**, & **Piliavin, J. A.** (1987). Helping behavior as role behavior: Disclosing social structure and history in the analysis of prosocial action. *Social Psychology Quarterly*, **50**(3), 247–256. https://doi.org/10.2307/2786825

Chacón, F., **Pérez, T.**, **Flores, J.**, & **Vecina, M. L.** (2010). Motivos del voluntariado: Categorización de las motivaciones de los voluntarios mediante pregunta abierta [Volunteer motives: Categorization of volunteer motivations through open-ended questions]. *Psychosocial Intervention*, **19**(3), 213–222. http://doi.org/10.5093/in2010v19n3a2

Chacón, F., **Vecina, M. L.**, & **Dávila, M. C.** (2007). The thee-stage model of volunteers' duration of service. *Social Behavior and Personality: An International Journal*, **35**(5), 627–642. https://doi.org/10.2224/sbp.2007.35.5.627

Clary, E. G., **Snyder, M.**, **Ridge, R. D.**, **Copeland, J.**, **Stukas, A. A.**, **Haugen, J.**, & **Miene, P.** (1998). Understanding and assessing the motivations of volunteers: A functional approach. *Journal of Personality and Social Psychology*, **74**(6), 1516–1530. http://doi.org/10.1037/0022-3514.74.6.1516

Clary, E. G., **Snyder, M.**, & **Stukas, A. A.** (1996). Volunteers' motivations: Findings from a national survey. *Nonprofit and Voluntary Sector Quarterly*, **25**(4), 485–505. http://doi.org/10.1177/0899764096254006

Dávila de León, M. C., **Chacón Fuertes, F.**, & **Vecina Jiménez, M. L.** (2005). El modelo de la identidad de rol de voluntario: Análisis de sus componentes básicos en una muestra de voluntarios [The volunteer role identity model: Analysis of its fundamental components in a volunteer sample]. *Revista de Psicología General y Aplicada*, **58**(4), 523–524. https://psycnet.apa.org/record/2006-04497-005

Enders, C. K., & **Bandalos, D. L.** (2001). The relative performance of full information maximum likelihood estimation for missing data in structural equation models. *Structural Equation Modeling*, **8**(3), 430–457.

Erdfelder, E., **Faul, F.** & **Buchner, A.** (1996). GPOWER: A general power analysis program. *Behavior Research Methods, Instruments, & Computers*, **28**, 1–11. https://doi.org/10.3758/BF03203630

Ervin, L. H., & **Stryker, S.** (2001). Theorizing the relationship between self-esteem and identity. In T. J. Owens, S. Stryker, & N. Goodman (Eds.), *Extending self-esteem theory and research: Sociological and psychological currents* (pp. 29–55). Cambridge University Press. http://doi.org/10.1017/CBO9780511527739.003

Finkelstein, M. A. (2008). Predictors of volunteer time: The changing contributions of motive fulfillment and role identity. *Social Behavior and Personality: An International Journal*, **36**(10), 1353–1363. http://doi.org/10.2224/sbp.2008.36.10.1353

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. http://doi.org/10.2224/sbp.2005.33.4.403

Gonzalez, K. (2010). *Volunteer motivations and satisfaction in a tutoring program: Implications for recruitment and retention* (ED 525128) [Doctoral dissertation, Pace University] ERIC. https://eric.ed.gov/?id=ED525128

Greenslade, J. H., & **White, K. M.** (2005). The prediction of above-average participation in volunteerism: A test of the theory of planned behavior and the volunteers functions inventory in older Australian adults. *The Journal of Social Psychology*, **145**(2), 155–172. http://doi.org/10.3200/SOCP.145.2.155-172

Grube, J. A., & **Piliavin, J. A.** (2000). Role identity, organizational experiences, and volunteer performance. *Personality and Social Psychology Bulletin*, **26**(9), 1108–1119. http://doi.org/10.1177/01461672002611007

Güntert, S. T., & **Wehner, T.** (2015). The impact of self-determined motivation on volunteer role identities: A cross-lagged panel study. *Personality and Individual Differences*, **78**, 14–18. http://doi.org/10.1016/j.paid.2015.01.017

Hyde, M. K., **Dunn, J.**, **Bax, C.**, & **Chambers, S. K.** (2016). Episodic volunteering and retention: An integrated theoretical approach. *Nonprofit and Voluntary Sector Quarterly*, **45**(1), 45–63. http://doi.org/10.1177/0899764014558934

Jamison, I. B. (2003). Turnover and retention among volunteers in human service agencies. *Review of Public Personnel Administration*, **23**(2), 114–132. http://doi.org/10.1177/0734371X03023002003

Love, G. W. (2009). *Relationship among volunteer motivations, festival context factors, and retention of festival volunteers in the southwest* (Publication No. 3365605) [Doctoral dissertation, University of Phoenix]. ProQuest Dissertation and Theses Global. https://www.proquest.com/docview/305123725?sourcetype=Dissertations%20&%20Theses

Marcussen, K., **Ritter, C.**, & **Safron, D. J.** (2004). The role of identity salience and commitment in the stress process. *Sociological Perspectives*, **47**(3), 289–312. http://doi.org/10.1525/sop.2004.47.3.289

Marta, E., **Manzi, C.**, **Pozzi, M.**, & **Vignoles, V. L.** (2014). Identity and the theory of planned behavior: Predicting maintenance of volunteering after three years. *The Journal of Social Psychology*, **154**(3), 198–207. http://doi.org/10.1080/00224545.2014.881769

Marta, E., & **Pozzi, M.** (2008). Young people and volunteerism: A model of sustained volunteerism during the transition to adulthood. *Journal of Adult Development*, **15**(1), 35–46. https://doi.org/10.1007/s10804-007-9033-4

Martire, L. M., **Stephens, M. A. P.**, & **Townsend, A. L.** (2000). Centrality of women's multiple roles: Beneficial and detrimental consequences for psychological well-being. *Psychology and Aging*, **15**(1), 148–156. http://doi.org/10.1037/0882-7974.15.1.148

McCall, G. J., & **Simmons, J. L.** (1978). *Identities and interactions*. Free Press.

Moen, P., **Erickson, M. A.**, & **Dempster-McClain, D.** (2000). Social role identities among older adults in a continuing care retirement community. *Research on Aging*, **22**(5), 559–579. http://doi.org/10.1177/0164027500225005

Morris, R. C. (2013). Identity salience and identity importance in identity theory. *Current Research in Social Psychology*, **21**(8), 23–36.

Penner, L. A. (2002). Dispositional and organizational influences on sustained volunteerism: An interactionist perspective. *Journal of Social Issues*, **58**(3), 447–467. http://doi.org/10.1111/1540-4560.00270

Piliavin, J. A., **Grube, J. A.**, & **Callero, P. L.** (2002). Role as resource for action in public service. *Journal of Social Issues*, **58**(3), 469–485. http://doi.org/10.1111/0022-4537.t01-1-00027

Planalp, S., & **Trost, M.** (2009). Reasons for starting and continuing to volunteer for hospice. *American Journal of Hospice and Palliative Medicine*, **26**(4), 288–294. http://doi.org/10.1177/1049909109333929

Rosenberg, M. (1979). *Conceiving the Self*. BasicBooks.

Shen, M.-C. (2013). *A study of examining motivation, job satisfaction, and intention to continue volunteering of the volunteers of the 2011 Fubon Taipei marathon running sporting event in Taiwan*. United States Sports Academy.

Stets, J. E., & **Burke, P. J.** (2000). Identity theory and social identity theory. *Social Psychology Quarterly*, **63**, 224–237. http://doi.org/10.2307/2695870

Stryker, S. (1980). *Symbolic interactionism: A social structural version*. Benjamin/Cummings Pub. Co.

Stryker, S., & **Burke, P. J.** (2000). The past, present, and future of an identity theory. *Social Psychology Quarterly*, **63**(4), 284–297. http://doi.org/10.2307/2695840

Thoits, P. A. (1992). Identity structures and psychological well-being: Gender and marital status comparisons. *Social Psychology Quarterly*, **55**, 236–256. http://doi.org/10.2307/2786794

Thoits, P. A. (2012). Role-identity salience, purpose and meaning in life, and well-being among volunteers. *Social Psychology Quarterly*, **75**(4), 360–384. https://doi.org/10.1177/0190272512459662

Thoits, P. A. (2013). Volunteer identity salience, role enactment, and well-being: Comparisons of three salience constructs. *Social Psychology Quarterly*, **76**(4), 373–398. http://doi.org/10.1177/0190272513498397

Thoits, P. A. (2021). Motivations for peer-support volunteering: Social identities and role-identities as sources of motivation. *Nonprofit and Voluntary Sector Quarterly*, **50**(4), 797–815. http://doi.org/10.1177/0899764020983897

Turner, R. H. (1978). The role and the person. *American Journal of Sociology*, **84**(1), 1–23. http://doi.org/10.1086/226738

van Ingen, E., & **Wilson, J.** (2017). I volunteer, therefore I am? Factors affecting volunteer role identity. *Nonprofit and Voluntary Sector Quarterly*, **46**(1), 29–46. http://doi.org/10.1177/0899764016659765

Vecina Jiménez, M. L, **Chacón Fuertes, F.**, & **Sueiro Abad, M. J.** (2009). Satisfacción en el voluntariado: Estructura interna y relación con la permanencia en las organizaciones [Volunteer satisfaction: Internal structure and its relationship with retention in organizations]. *Psicothema*, **21**(1), 112–117.

Vecina Jiménez, M. L., **Chacón Fuertes, F.**, & **Sueiro Abad, M. J.** (2010). Differences and similarities among volunteers who drop out during the first year and volunteers who continue after eight years. *The Spanish Journal of Psychology*, **13**(1), 343–352. https://doi.org/10.1017/S1138741600003905

Wakefield, J. R. H., **Bowe, M.**, & **Kellezi, B.** (2022). Who helps and why? A longitudinal exploration of volunteer role identity, between-group closeness, and community identification as predictors of coordinated helping during the COVID-19 pandemic. *British Journal of Social Psychology*, **61**(3), 907–923. http://doi.org/10.1111/bjso.12523

Zlobina, A., **Dávila, M. C.**, & **Mitina, O. V.** (2021). Am I an activist, a volunteer, both, or neither? A study of role-identity profiles and their correlates among citizens engaged with equality and social justice issues. *Journal of Community & Applied Social Psychology*, **31**(2), 155–170. http://doi.org/10.1002/casp.2491