

8th Annual ARNOVA-Asia Conference
June 21-22, 2024 | Yonsei University, Seoul, South Korea

Crisis Response of Volunteer Involving Organizations in Korea during the Pandemic

Jin Kyung Jung
Professor
Kwangwoon University

whitenap@kw.ac.kr

Yuna Kim
Professor
Yuhan University

ynkim00@yuhan.ac.kr



Contents

Introduction

Method

Results

Conclusion

References



Introduction

- Most nonprofits experienced a decrease in funding, changes in services, and loss of volunteers during the COVID-19 pandemic (Stewart et al., 2021; Newby & Branyon, 2021).
- **The pandemic was particularly devastating for VIOs that rely heavily on volunteers.**
- Changes in volunteering in South Korea from 2019 before the pandemic to the end of 2022
 - Participation rate: decreased from 16.1% to 8.4% (Korea Statistic, 2023)
 - The number of volunteer-run organizations: decreased from 33,869 to 19,093
 - The number of organizations where volunteers work: decreased from 52,582 to 46,313 (Korea Volunteer Center, 2023).
- ✓ **This study is first to explore the crisis experiences of Korean VIOs due to the pandemic (in terms of budget, staff, service, and volunteers)**



Volunteer involving organizations (VIOs) are organizations that engage volunteers, including volunteer centers, volunteer-run organizations, organizations where volunteers work such as social service agency, hospital, public agency, etc.



Introduction

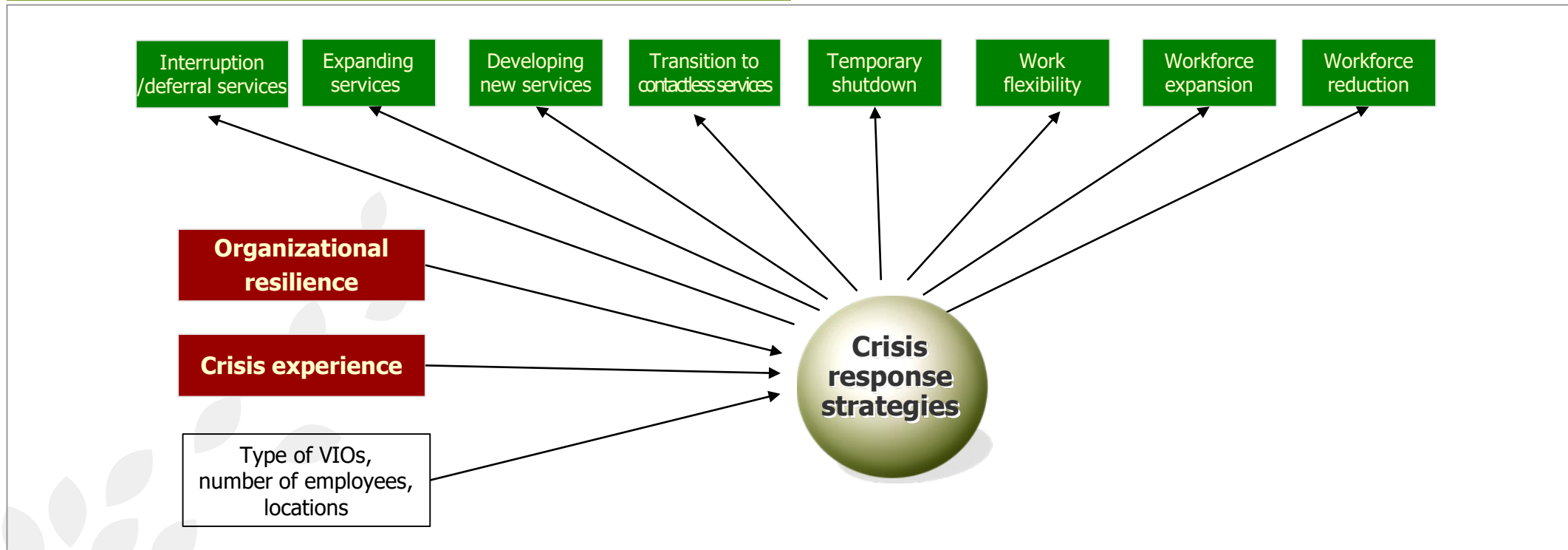
- Different organizational responses to the COVID-19 crisis
 - Volunteering had to be completely halted, while finding new ways to work through the crisis.
 - Organizations that were reluctant to respond or slow to respond waited for other organizations to succeed; Organizations that were proactive responded quickly (Winton et al., 2021).
 - Strategic responses of nonprofits to the COVID-19 crisis (Wenzel et al., 2021; Fuller et al., 2023): Retrenchment, Persevering, and Innovating; that is, Reducing activities (products, staff), Focusing on core competences, and Finding new ways to deliver on their mission.
- ✓ **This study classifies the COVID-19 crisis response strategies of Korean VIOs based on the different actions they implemented during the pandemic.**
- The COVID-19 crisis required organizations to use resources creatively and identify alternative solutions to maintain functionality during the pandemic.
 - The ability of organizations to respond productively to disruptive change and transform challenges into opportunities, i.e., resilience, is required (Stötzer et al., 2022).
- ✓ **This study analyzes how organizational resilience and crisis experience influenced crisis response among VIOs.**

Method



The Beautiful Foundation

Research model



Research purpose: Analysis of the impact of organizational resilience and crisis experience on crisis response strategies among VIOs.



Method

Variables and measurement

Variables		Measure
Dependent variables	Crisis responses	<ul style="list-style-type: none"> A list of eight crisis responses was developed based on the studies on the COVID-19 response experience of Korean social welfare facilities. (1) service interruption or deferral: yes (1), no (0) (2) expanding services: yes (1), no (0) (3) developing new services: yes (1), no (0) (4) transition to contactless services: yes (1), no (0) (5) temporary shutdown: yes (1), no (0) (6) work flexibility: yes (1), no (0) (7) workforce expansion: yes (1), no (0) (8) workforce reduction: yes (1), no (0)
Variables		Measure
Independent variables	Organizational resilience	Nine items from Kantur and Say (2015) / range = 1 (not at all) ~ 5 (very)
	Crisis experience	Eight items from Plaisance (2021) and Lachance (2021) / range = 1 (not at all) ~ 5 (very)
	Type of VIOs	Volunteer center = 1 (ref.), organizations where volunteers work (2)
	Number of employees	Number of employees
	Location	Metropolitan = 1 (ref.), Small to mid-size city = 2, Rural=3



Method

Data

- Raw data from 374 VIOs collected for a research project funded by Korea Volunteer Center in August 2022 (Jung et al., 2022).

Analysis

Step 1 : Latent class analysis (LCA)

LCA was performed using MPLUS 8.2 software. **LCA uses an iterative approach that estimates a succession of models to identify the model with the best fit to the data.** Prespecified fit statistics were used for class enumeration, including Akaike information criterion (AIC), Bayesian information criterion (BIC), sample size-adjusted BIC (SSBIC), and substantive interpretability of the classes. The lowest AIC, BIC, and SSBIC scores indicate better model fit (Muthén & Muthén, 2007).

To evaluate class solutions, the average posterior probabilities and entropy were evaluated.

Entropy describes the classification or separation of the classes and ranges from zero to one, with higher scores indicating better class separation (Nylund et al., 2007).

Step 2 : Logistic regression

After identifying the model with the best class solution, class membership was assigned based on the posterior probabilities of each organization's most probable class membership.

Logistic regression was used to analyze the impact of organizational resilience and crisis experience on crisis response strategies (type of Class) among VIOs.



Results

Organizational description (n=374)

	Classification	N	%
Type of VIOs	Volunteer center	127	34.0
	Organizations where volunteer work	247	66.0
Location	Metropolitan	184	49.2
	Small and medium city	128	34.2
	Rural	62	16.6
Number of employees	10 and under	245	65.9
	11–20	64	17.2
	21–30	22	5.9
	31–40	15	4.0
	41 and over	26	7.0
	Type of Entity	Public agency	38
Social welfare corporation		90	24.1
Incorporation/Foundation		50	13.4
Private organization		114	30.5
Religious corporation		72	19.3
Etc.		10	2.7



Results

Descriptive analysis of the main variables

Crisis responses

Classification	Yes	No	Classification	Yes	No
	N(%)	N(%)		N(%)	N(%)
Service interrupt/deferral	352(94.1)	22(5.9)	Temporary shutdown	144(38.5)	230(61.5)
Expanding services	113(30.2)	261(69.8)	Work flexibility	179(47.9)	195(52.1)
Developing new services	268(71.7)	106(28.3)	Workforce expansion	60(16.0)	314(84.0)
Transition to contactless/online	313(83.7)	61(16.3)	Workforce reduction	39(10.4)	335(89.6)

Classification	Mean	SD	Max.	Min.
Organizational resilience	3.79	0.66	5	1
Crisis experience	3.33	0.72	5	1



Results

Crisis experience during COVID-19

Classification	Mean	SD	Max.	Min.
Difficulty with budget	2.82	1.18	5	1
Difficulty in retaining employees	2.46	1.19	5	1
Volunteers leaving	3.56	1.08	5	1
Difficulty in changing service delivery	3.59	1.09	5	1
Difficulty in providing in-person services despite the risk of infection	3.59	1.12	5	1
Difficulty in accessing community resources or support networks	3.50	1.05	5	1
Inability to volunteering despite the need for beneficiary	3.58	0.98	5	1
Difficulty with quarantine operations	3.55	1.09	5	1

Results



The Beautiful Foundation

Latent Class Analysis



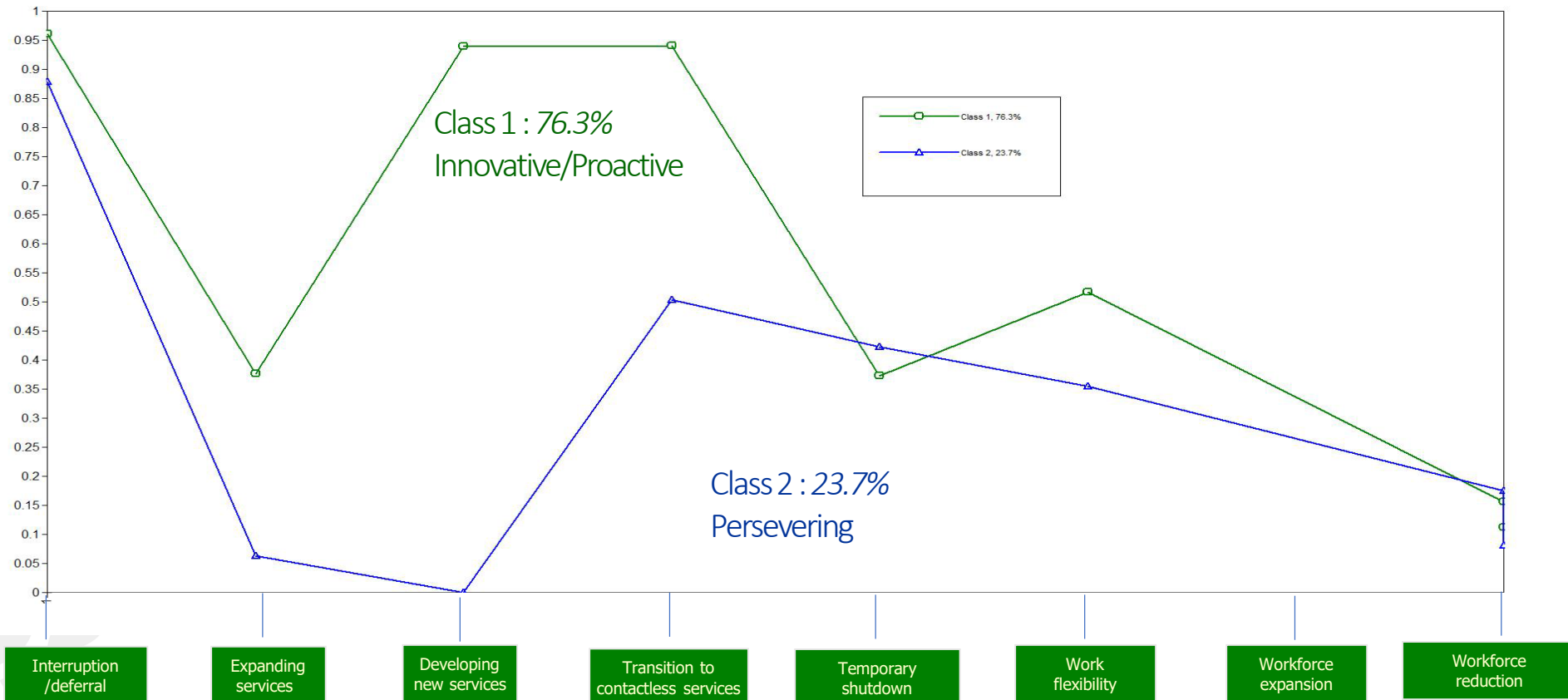
LCA: VIOs' crisis response strategies to COVID-19

Results



	AIC	BIC	SSBIC	Entropy
2 classes	2922.009	2988.722	2934.786	0.864
3 classes	2911.829	3013.86	2931.369	0.715
4 classes	2907.670	3045.019	2933.974	0.774

Result of LCA: Class 1 and Class 2





Results

Result of logistic analysis

Dependent variable class 1 : Innovative/Proactive
class 2 : Persevering

	B	SE	OR
Constant	-0.437	0.953	0.646
Organization where volunteers work (ref. volunteer center)	1.786	0.345	5.963***
Number of employees	0.001	0.001	1.001
Small and medium city (ref. metropolitan)	0.176	0.281	1.192
Rural (ref. metropolitan)	0.625	0.357	1.868
Organizational resilience	-0.452	0.185	0.637**
Crisis experience	-0.128	0.170	0.880
χ^2		42.063***	
Cox & Snell R ²		0.107	
-2Log Likelihood		384.876	

- ✓ **Volunteer beneficiary organizations were more likely to adopt Class 2 (persevering)**
- ✓ **The higher the organizational resilience, the more likely to adopt Class 1 (innovative/proactive)**



Conclusion

Implications

- ✓ VIOs in Korea responded to the Covid-19 crisis in an “innovative and proactive” way in general
 - Volunteer centers are more likely to be innovative and proactive than volunteer demand organizations
 - The more resilient an organization is, the more likely it is to be innovative and proactive
- ✓ The importance of the volunteer center's supportive role as a public organization in times of crisis
- ✓ The need for practices that promote organizational resilience in VIOs

Limitations

- ✓ Organizations that completely closed during the pandemic were not able to respond in this study
 - Difficulty to generalize the findings to all VIOs
- ✓ Inability to include financial aspects of VIOs' crisis response



References

- Fuller, R. P., Rice, R. E., & Pyle, A. (2023). U.S. Nonprofit Organizations Respond to the COVID-19 Crisis: The Influence of Communication, Crisis Experiences, Crisis Management, and Organizational Characteristics. *American Behavioral Scientist*, 0(0). <https://doi.org/10.1177/00027642231155380>
- Jung, J.K., Gu, J.Y, Kim, Y.N., & Lee, J. (2022). Research on the New Normal of Volunteering and Strategies for Action. Kwangwoon University & Korea Volunteer Center.
- Kantur, D., & Say, A. I. (2015). Measuring organizational resilience: A scale development. *Journal of Business Economics and Finance*, 4(3). 459-472.
- Lachance, E. L. (2021). COVID-19 and its impact on volunteering: Moving towards virtual volunteering. *Leisure Sciences*, 43(1-2), 104-110.
- Muthén, L. K., & Muthén, B. O. (2007). Mplus statistical software. Muthén & Muthén
- Muthén, L. K., & Muthén, B. O. (2012). Mplus user's guide (7th ed.). Muthén & Muthén
- Newby, K., & Branyon, B.(2021). Pivoting Services: Resilience in the face of disruptions in nonprofit organizations caused by Covid-19. *Journal of Public and Nonprofit Affairs*, 7(3), 443-460.
- Nylund, K. L., Asparouhov, T., & Muthén, B. O. (2007). Deciding on the number of classes in latent class analysis and growth mixture modeling: A Monte Carlo simulation study. *Structural Equation Modeling. A Multidisciplinary Journal*, 14(4), 535–569.
- Plaisance, G. (2021). French nonprofit organizations facing COVID-19 and lockdown: Maintaining a sociopolitical role in spite of the crisis of resource dependency. *Canadian Journal of Nonprofit and Social Economy Research*, 12(S1), 65-81.
- Rahi, K.(2019). Indicators to assess organizational resilience – a review of empirical literature. *International Journal of Disaster Resilience in the Built Environment*, 10(2/3), 85-98.
- Singh, S., Martins, An., & Tefera, O. (2022). Nonprofit organizational resilience: Proposing a conceptual adaptive capacity framework. *Acta Commercii*, 22(1), a1077.
- Stewart, M.J., Kuenzi, K., & Walk, M. (2021). Sates of COVID-19: Synthesis of state-level nonprofit reports on the impact of the COVID-19 pandemic. <https://uwm.edu/hbi/wpcontent/uploads/sites/435/2021/04/Synthesis-Report-of-State-COVID-Reports.pdf>
- Stötzer, S., Kaltenbrunner, K., Grüb, B., & Martin, S. (2022). Coping with COVID-19 – Which resilience mechanisms enabled Austrian nonprofit organizations to weather the pandemic storm?. *Schmalenbach Journal of Business Research*, 74, 497-535.
- Wenzel, M., Stanske, S., & Lieberman, M. B. (2021). Strategic responses to crisis. *Strategic Management Journal*, 42(2), 016–27.
- Windon, S. R., Robotham, D., & Echols, A. (2022). What Explained Nonprofit Organizations' Satisfaction with Volunteer Retention During the COVID-19 Pandemic?. *Journal of Human Sciences and Extension*, 10(1), 9.

Thank you!



The Beautiful Foundation



CHANGE *for* **ALL**
CONNECTION *to Change*