

志愿精神、领导风格及人力资源管理绩效：针对 海外中文学校管理实践的若干思考

Volunteerism, Leadership Styles, and HRM Outcome in Heritage Chinese Schools: From the Perspective of Strategic Organization Study

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Challenges to Volunteer-run Organizations

Tension between volunteering work and professionalism

- Altruistic but Exhausted
- Applicable of Management Principles?

Challenge of managing volunteer-run organizations

- Discontinuous in Competency Development
- Team: Talent Retention
- Leadership: Serendipity
- Lack of Succession Plan

disruption

Volunteerism & Professionalism

	drive	norms	process	system	aspired outcomes
Volunteerism	altruism	value	energy	limited accountability	transience
Professionalism	expertise	consistence	disinterest	mechanics	rationality



A New Typology

Volunteering School Engagement Activities

Peripheral Activities 辅助

Professional Activities 核心

Initial
Background
&
Professional
Experience

Non-
Discipline-
Based
Capability

Participating
Volunteerism
志愿参与

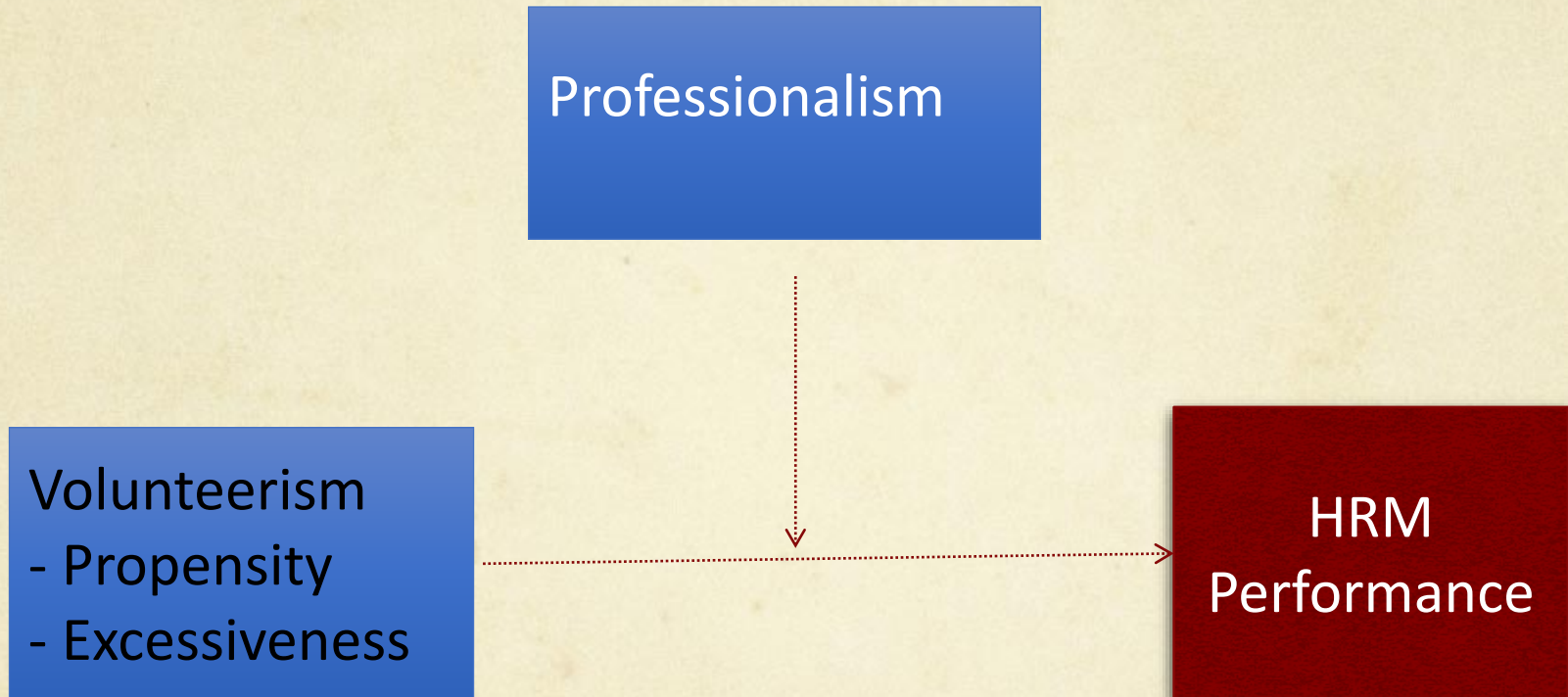
Emerging
Professionalism
专业养成

Discipline-
based
Expertise

Enriching
Volunteerism
志愿提升

Practicing
Professionalism
专业实践

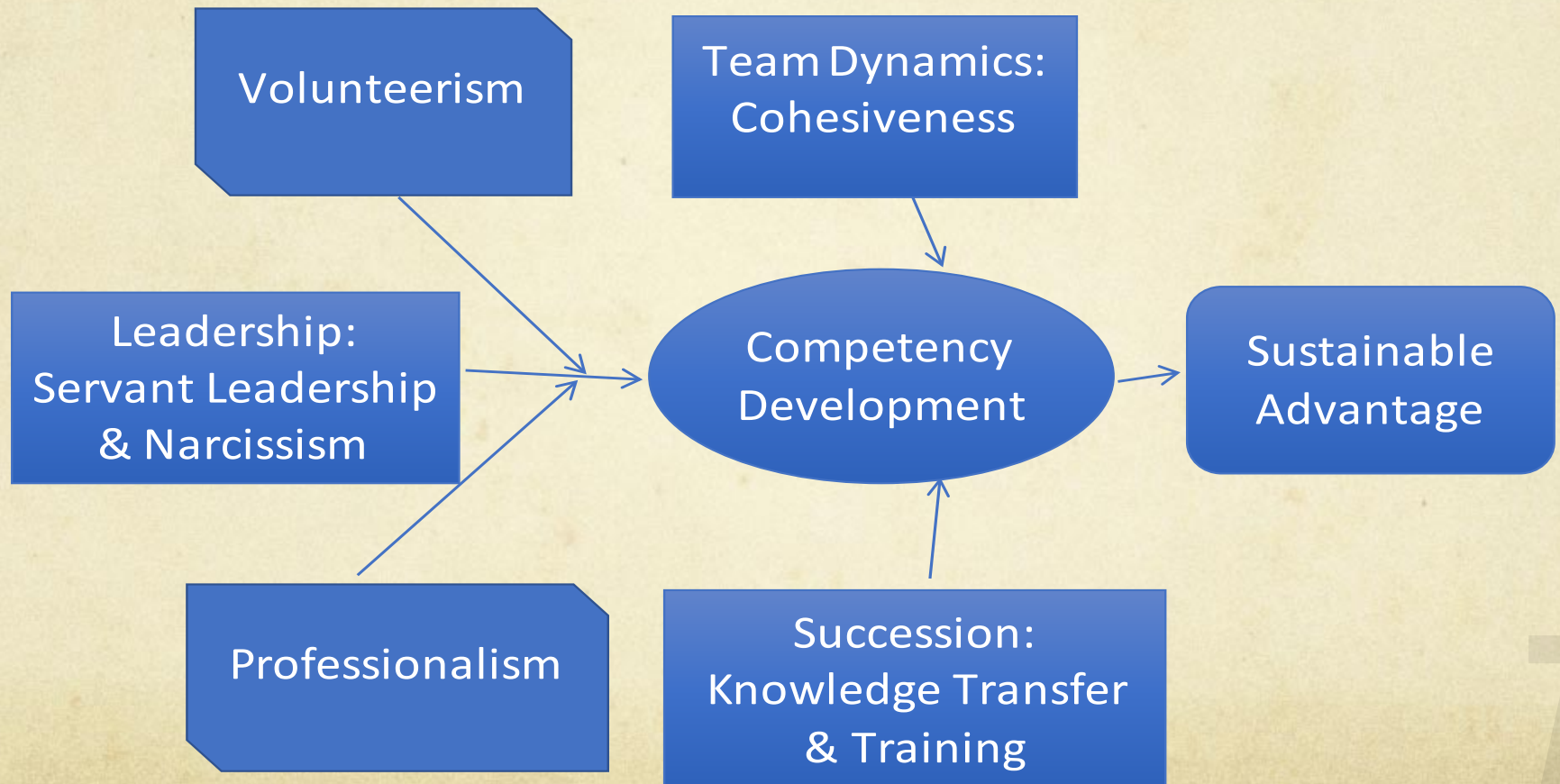
Study 1: Effects on HRM



Hypothesized Relationship

Hypothesized Relationship	HRM Outcomes				
	Job Satisfaction	Turnover	Burnout	Psychological Stress	Emotional Dissonance
Volunteerism-Propensity	Positive	Negative	Negative	Negative	Negative
Volunteerism-Excessiveness	Negative	Positive	Positive	Positive	Positive
	Negative	Positive	Positive	Positive	Positive
	Negative	Positive	Positive	Positive	Positive
	Negative	Positive	Positive	Positive	Positive
Professionalism as a Moderator	More Positive Less Negative	More Negative/ Less Positive (Suppressing negative outcomes)			

Study 2: Managing Volunteer-run Organizations



Hypothesized Relationship

Hypothesized Relationship	Sustainable Competitiveness
Team Cohesiveness	Positive
Planned Succession	Positive
Narcissism	Negative
Servant Leadership	Positive
Volunteerism- Propensity as a moderator	More Positive/Less Negative
Volunteerism-Excessiveness as a moderator	Less Positive/More Negative
Professionalism as a Moderator	More Positive/Less Negative

Duality of Volunteerism & Professionalism

Volunteering School Engagement Activities

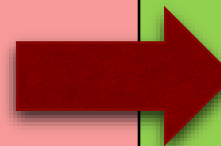
Peripheral Activities

Professional Activities

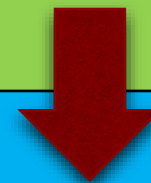
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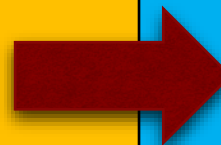


Emerging
Professionalism
专业养成



Discipline-
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志愿提升



Practicing
Professionalism
专业实践

Conclusion

- Volunteer-run, not-profit Chinese Schools
 - ✓ Transient, Fluid Organization
 - ✓ Constant Change: Succession
- Leveraging Volunteerism
 - ✓ Talent Pool
 - ✓ Socialization
 - ✓ Team Building
- Promoting Professionalism
 - ✓ Servant Leadership
 - ✓ Planned Succession
 - ✓ Competency Development, Maintenance, and Renewal
- Sustainable Competitive Advantage