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The Importance of the Service Encounter in Influencing Identity Salience and Volunteering Behavior in the Cultural Sector
--Manuscript Draft--

1. Introduction

The question of how to effectively engage volunteers is of central importance for non-profit organizations, because volunteering is a supporting behavior that is vital for their success and longevity (Bussell & Forbes, 2007; Matsuba, Hart & Atkins, 2007; Laverie & McDonald, 2007). Identity salience has been found to increase volunteering behavior (e.g., Chenhall, Hall & Smith, 2015; Finkelstein, Penner & Brannick, 2005; Kuhns & Ramirez-Valles, 2015; Laverie & McDonald, 2007; Matsuba et al., 2007; O'Toole & Grey, 2015). It has also been linked to a number of other positive outcomes including increased promoting behavior (word of mouth) and financial donations (Arnett, German & Hunt, 2003; Winterich, Zhang & Mittal, 2012; Camarero & Garrido, 2014; Neary 2017, Park & Campbell 2018). Thus there are potential benefits for non-profit organizations from increasing identity salience among their key target segments (customers, donors and volunteers).

While a number of studies have investigated the importance of identity-salience and its close counterpart identification in the non-profit sector, much less research has focused on understanding the antecedents of identity salience in this context. Studies such as Arnett et al. (2003), Bhattacharya, Rao & Glynn (1995), Boenigk & Helmig (2013) and Mael & Ashforth (1992) empirically examined a number of antecedents of identity salience or identification. However, all drew on existing literature to justify their selection of antecedents to investigate, and consequently there is substantial variation in the antecedents chosen and their significance (see Table 1). Also, none conducted any qualitative research to determine whether they had selected the factors that most influence identity salience among volunteers. While many other studies have been conducted on the drivers or organizational identification in the for-profit context (e.g. Mael & Ashforth, 1992; Marin, Ruiz & Rubio, 2008; Riketta, 2005; Wegge, Van Dick, Fisher, Wecking & Moltzen, 2006; Xenikou, 2014), the motivations for identity salience are anticipated to be quite different among volunteers, where non-pecuniary motivations are likely to be more influential.

This research is an investigation of the role of identity salience in volunteering behavior, in the context of regional art galleries. This context is unique for a number of reasons. Firstly, regional gallery membership constitutes a full choice membership (Bhattacharya 1998; Gruen 2000). That is, in a regional gallery context, individuals pay a fee to have a relationship with the gallery, although they can enjoy the benefits of the gallery without such a membership. This means that, the benefit of membership is the relationship between the gallery and members, and the intangible rewards that relationship provides. The partnership between members' and the gallery is a form of co-production (Verschuere, Brandsen, & Pestoff 2012) and is vital for the survival of both groups. Members provide a small stable source of revenue in the form of memberships (Bhattacharya 1998), they raise funds for the gallery to be used in acquisitions and commissions, in addition they create awareness of exhibitions and artists (e.g., through studio tours and artist talks). Further they provide a volunteer work force, some working as gallery guides and researchers, others helping at gallery functions and fundraising activities. The success of the relationship between the gallery and their members is vital for the membership group and the gallery. This study investigates how personal motivations (e.g. interest in art (domain) and social responsibility), the service encounter (e.g. frequency and experience quality, visibility and social exclusion (elitism)) and the organizational brand (organizational prestige) influence identity salience among

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these volunteers, and how that that in turn influences volunteering behavior. This research is guided by the question: What reinforces the salience of the volunteer role/identity?

This paper includes an examination of the importance of factors that have previously been found to be significant in the literature in explaining identity salience; in addition several factors are identified as potentially significant in explaining organizational identification from our qualitative research. Secondly, further evidence is presented of the important contribution of identity salience to volunteering outcomes. Through a literature review and in-depth interviews, a conceptual framework is developed and a number of hypotheses are proposed. This model is then tested using the results from a quantitative survey. Before presenting the conceptual model, the differences between identity salience and identification are examined.

Table 1: Significant Antecedents of Organizational Identification or Identity Salience in the Non-Profit Literature

	Mael & Ashforth 1992	Bhattacharya et al. 1995	Bang et al. 2014	Arnett et al. 2003	Finkelstein et al. 2005	Boenigk & Helmig 2013
	Identification			**Identity Salience**		
Contact Frequency		X		X		
Donor Orientation						X
Length of Membership/service	X	X			X	
Organizational Distinctiveness	X					
Organizational Prestige	X	X	X	X		
Participation				X		
Participation in Similar Organizations (-)		X				
Satisfaction	X	X		X		X
Sentimentality	X					

2. Identity Salience or Identification

Both identity salience (Callero, 1985) and identification (Mael & Ashforth, 1992) theory have been found to have a positive influence on behaviors such as participation, word of mouth (WOM) and financial donations in the non-profit context (Arnett et al., 2003). The purpose of this research is to investigate the mediating role of identity salience in another vital supporting behavior, volunteering. To do this it is first important to understand why identity salience

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2 and its counterpart identification influence behavior.

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Identity theory tells us that a person's sense of self is made up of multiple identities, each relating to the various social groups they interact with or play a role in (Stryker & Bourke, 2000; Callero, 1985). These identities are arranged in a hierarchy, in terms of their relative importance to a person's sense of self or self-definition (Arnett et al., 2003; Stryker & Bourke, 2000; Callero, 1985). The relative importance or salience of the identity is also related to the degree to which the identity influences behavior, as each identity has associated social expectations and therefore provides cues for behavior relative to the role (Stryker & Bourke, 2000; Callero, 1985). The more salient an identity is to a person's sense of self, the more likely they are to behave in accordance with the expectations of that role (Arnett et al., 2003; Stryker & Bourke, 2000). For this reason, identity salience is a useful construct to understand the behavior of an individual (Michalski & Helmig, 2008).

Developed in parallel to identity theory, identification emerged from social identity theory. Identification is "the degree to which a member defines him or herself by the same attributes that he or she believes define the organization" (Dutton, Dukerich & Harquail, 1994, p.239). Tajfel and Turner (1985) argued that a person's self-concept is made up of two distinct components: self-identity and social-identity. The self-identity refers to attributes unique to an individual (for example abilities, interests and body shape), while social-identity is related to the way an individual relates to the rest of the society in terms of the groups they are a member of (Tajfel & Turner, 1985). The more a person identifies with a group, the more likely they are to define themselves in terms of that group and in turn the goals of the group become their own goals. Consequently a person is then motivated to behave positively for the group. Accordingly, similar to identity theory, researchers in social identity theory have found that identification is related to members engaging in positive supporting behaviors in non-profit organizations (e.g. Bhattacharya *et al*., 1995; Bang, Lee & Swart, 2014; Cuba & Hummon, 1993; Deaux, Reid, Mizrahi & Cotting, 1999).

Conceptually the difference between identification (social identity theory) and identity salience (identity theory) have been examined in detail in the literature, in particular by Hogg, Terry and White (1995). Differences between two constructs include: a focus on the individual (identity salience) versus the group (identification), the relative importance of identities (identity salience) versus the role of one identity within a group (identification) and the degree of contextual responsiveness assigned to an identity (Hogg et al., 1995). Nevertheless, Hogg et al. (1995, p.266) conceded that "Both theories consider social behavior to be structured into meaningful sub-units that are subsumed by specific self-definitions (identities)". As Boenigk and Helmig (2013, p. 535) observed: "both theories assume that identification positively affects individual behavior" it is just that "identity theory argues that it results from identity salience, whereas social identity theory indicates that it derives from alignment with group norms". Indeed, if a person's most salient identity is the identity related to a particular membership (of interest), then these constructs are very closely aligned. The focus of this research is on identity salience, however to fully examine the antecedents of identity salience the paper also draws upon research related to identification.

2.1. Does Identity Salience influence volunteering behavior in art galleries?

In keeping with the expectations of identity theory and social identity theory, the evidence from the literature indicates that both identity salience and identification have a positive influence on volunteering behaviors in a range of contexts. For the purposes of this paper we define "volunteering as time willingly given for the common good and without financial gain" (Volunteering Australia 2015 p.2). Identification has been shown to have a positive association with volunteering behavior in contexts such as community services (Tidwell, 2005) and volunteering intentions at sports events (Bang et al., 2014). Similarly, identity salience has been found to have a positive influence on volunteering in a hospice (Finkelstein et al., 2005) and a sailing club (Laverie & McDonald, 2007) and it also influences commitment to volunteering (Wilson, 2012). These studies illustrate Thoits' (2012, p. 380) point that "those that perceive the volunteer identity as highly important may devote greater amounts of time to volunteering activities". Based on identity theory and these previous findings from the literature, the first hypothesis this paper aims to test is:

H1: Identity salience positively influences volunteering behavior in art galleries.

These findings endorse the value for organizations in fostering and reinforcing the salience of the volunteering identity with their particular institution. But they provide limited information on how an organization can achieve this. Accordingly, the next step in this discussion is to examine what factors have been found to influence identity salience in the past, as these may provide the means for organizations to facilitate greater identity salience.

2.2. What reinforces the salience of the Volunteer role and identity?

The potential influence of four variables – prestige, participation frequency, interest in the focal activity of the organization (domain) and satisfaction – on identity salience has received most attention in the literature. The first of these variables, perceived organizational *prestige,* refers to a person's perception of what others think about the organization, combined with the person's own perception of the organization's image (Dutton et al., 1994). Being associated with a prestigious organization is considered to enhance a person's self-esteem and in turn the salience of the identity (Bhattacharya et al., 1995; Arnett et al., 2003). In keeping with this perspective, prestige has been found to be a positive determinant of either identity salience or identification in a number of studies (Mael & Ashforth, 1992; Bhattacharya et al., 1995; Arnett et al., 2003; Bang et al., 2014) and therefore is expected to positively influence volunteering behavior through identity salience.

H2: Organizational Prestige positively influences identity salience.

Second, *participation frequency* is considered to positively influence identity salience, as the more a person is involved with an organization the more salient that identity is likely to be. Both Bhattacharya et al. (1995) and Arnett et al. (2003) found a small but significant relationship between the frequency of participation and identification or identity salience. In contrast, Laverie and McDonald (2007) found that participation frequency was an outcome of identity

salience rather than a driver. Thus there is evidence to suggest and reason to expect that this variable may influence identity salience, though the effect is not likely to be large.

H3: Participation frequency positively influences identity salience.

The third variable identified in the literature that potentially influences identity salience is *domain involvement* (Fisher & Wakefield, 1998). Domain involvement refers to a person's involvement with the activity that is fundamental to the focal group or organization (e.g. art or sport). It is expected that the more engaged or interested a person is in an activity fundamental to the organization, the more that they will want to seek to support an organization through volunteering behaviors, as it will provide an opportunity for them to help develop what they are passionate about and share their interests with others. Indeed, Wood, Snelgrove and Danylchuk (2010) and Bang et al. (2014) share this perspective and suggest that volunteering is motivated by a love of the sport. There is also evidence that domain involvement can influence volunteering. In the volunteering literature, Bussell and Forbes (2007) found that an interest in the theatre led people to seek out volunteering opportunities, while Fisher and Wakefield (1998) found a positive relationship between interest in sport and identification. Hence this paper hypothesises that involvement with the domain of art will have a positive influence on identity salience and in turn volunteering in a regional art gallery.

H4: Domain involvement positively influences identity salience

Satisfaction is the fourth variable which has frequently been examined as a driver of identity salience. This is because of the expectation that people who are more satisfied with their experiences may be more likely to give greater salience to the identity related to that organization. However the findings relating to satisfaction have been less definitive than other drivers. Bhattacharya et al. (1995) used regression analysis to show a positive relationship between satisfaction, which they call service expectation confirmation, and identification. In contrast, using structural equation modelling, Arnett et al. (2003) found that satisfaction was not significantly related to identity salience, although it was related to positive supporting behaviors. Finkelstein et al. (2005) found correlations between satisfaction and identity salience, and satisfaction and volunteering; but when tested through regression analysis satisfaction was not a significant predictor of volunteering. Adding further complexity, Tidwell (2005) found that satisfaction was actually a positive outcome of identification. Given that the majority of previous studies have found satisfaction to be an insignificant predictor of identity salience or identification, or that it is an outcome of identification, satisfaction has not been included in the empirical component of this research.

Therefore, based on the findings of past research, three variables are hypothesised that may positively influence identity salience: prestige, participation frequency and domain involvement. However, it was anticipated that were other drivers of identity salience. For instance, Thoits (2012, p.362) suggested that: "Other factors that likely influence perceptions of salience include the individual's investment of time, effort and material resources in the role; the extrinsic and intrinsic rewards obtained from the role performance; and the amount of validation and support for the role supplied by significant others."

Consequently exploratory interviews were conducted to seek to determine whether other variables may influence the salience of the volunteering identity in the context of regional art galleries. The results of these interviews are reported after a discussion of the mixed method approach employed in this study.

3. Method

The research uses a mixed methods approach, combining in-depth interviews (n=11) with a quantitative survey of members of four regional art galleries. In-depth semi-structured interviews were conducted with gallery members. Identity salience was considered a latent construct and so a potential problem in the interviews was that some members could not, or would not articulate why they identified with their gallery (DeVellis 2003). For this reason, a combination of open-ended questions, direct questions and projective techniques were used in the interviews, to gain an understanding of the latent and manifest (DeVellis 2003) determinants of identity salience. The interviews lasted between 45 minutes and two hours. These were analysed using thematic analysis, by case and then across case (Patton, 1990; Yin, 2010).

Table 2: Characteristics of the galleries / gallery membership groups from which the sample was drawn

Gallery/ Society	Membership	Population of Region
Bathurst Regional Art Gallery Society	400	42900
Dubbo Regional Art Gallery	300	52084
Friends of the Orange Regional Gallery	230	41636
Wagga Wagga Art Gallery	120	96071

NB: These galleries were considered regional because they exist outside major capital cities as defined by the Regional Australia Institute (2018). They service both regional and rural communities.

The quantitative data were analysed using partial least squares regression (PLS) (Hair, Ringle & Sarstedt, 2011). PLS is a prediction-oriented, variance-based and simultaneously estimated regression method (Sarstedt, Ringle & Hair, 2014). PLS can be used to test theoretical relationship between constructs in much the same way as multiple regression (Chin, 1998). The key advantage and reason for using PLS in this study is that multiple indicator constructs can be included (Chin, 1998). Hence, PLS allows a path model between numerous latent variables. Thus, PLS is able to test the hypotheses generated from the literature and further developed by the qualitative research.

4. Results of the in-depth interviews

The in-depth interviews largely confirmed the earlier hypotheses, while also indicating that there may be other antecedents of identity salience. Four additional constructs, that potentially explain identity salience, emerged from the in-depth interviews: visibility, social responsibility, social exclusion (elitism) and experience quality.

The first of these variables was *social responsibility*. Social responsibility refers to joining the gallery to support the arts, the community and the gallery itself and was a concept mentioned in all of the interviews conducted. One respondent captured this notion clearly when they stated "…Why be a member? [when most of the gallery's offerings

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It was not only recognition by staff that was important but also recognition by other members. Recognition by other social responsibility is consistent with the theory that people identify with organizations that provide opportunity for self-expression (Dutton et al., 1994) or altruism (Bang et al., 2014). Respondents reported identifying with the gallery because it provided the opportunity for them to be socially responsible. This motivation to become a member to support the arts (i.e. social responsibility) was also found in a study of art gallery members conducted by Hendon (1979). In response to this evidence, it was hypothesized that social responsibility may have a positive influence on identity salience.

H5: Social responsibility positively influences identity salience.

Social Exclusion was the second variable found that may influence identity salience among gallery members. During the interviews, comments were made about the "…pseudo intellectual…" (Participant 3), "…elitism…" (Participant 1) or the "…aloofness…" (Participant 10) experienced in the gallery. Some respondents were reluctant to discuss this negative element of social interaction because they felt that it was no longer an issue at their gallery (Participant 2, Participant 3). However, others (Participant 1, Participant 10) suggested that they had experienced and disliked this aspect of social interaction at their gallery. These negative social interactions (such as limited social acceptance in the group (Participant 1) made the other members less attractive and had a negative impact on identity salience. This negative impact on identity salience might be expected given Fisher and Wakefield's (1998) finding that people would identify with an organization based on the attractiveness of other members of the organization. From our interviews, it is evident that the attractiveness of other members is determined by the nature of the social interaction between the members of the group, and especially whether these interactions involve social exclusion. This qualitative finding about the potential importance of negative social interactions in influencing identity salience, adds a new dimension to the existing literature on the influence of social interactions. Previously Underwood, Bond & Baer (2001) had proposed that the social interaction and social cohesion that group membership provides influences identification while Laverie and McDonald (2007) found that the quantity of social interaction was positively related to identity salience. Both of these earlier studies suggest that it is the presence or extent of social interactions that influence identity salience, while the qualitative findings of this study suggest it is the quality of the social interactions that matter, and especially whether social exclusion is occurring. Consequently, it is hypothesised that:

H6: Social exclusion has a negative influence on identity salience.

Third, the *visibility* of a person's membership appeared to be related to identity salience in the interviews. This is despite Bhattacharya et al.'s (1995) finding that no significant relationship existed between these two variables. During the interviews, members commented on being recognized when they walked in the door (Participant 3) or when they were wandering around the gallery (Participant 3, Participant 5) and suggested that this is related to their identity salience.

are free to the general public] …Well, it comes back to supporting the gallery…" (Participant 2). The emergence of members was described as having both positive and negative impacts on identity salience. On one hand, Participant 4 commented on how nice it was to go to the gallery, be recognized by members, and have company while at events. On the other hand, the impact of not being recognized was manifested in the "cliquishness" (Participant 1) that some members experienced with others. When members were recognized, they felt a greater sense of identity salience (Participant 4); however, the times when they were not recognized were the times when (Participant 1) they identified least with the gallery. This suggests that recognition or visibility as a member is important for determining the enjoyment members receive from engaging with the gallery, which positively influences a member's identity salience. Therefore, it is hypothesized that:

H7: Visibility has a positive influence on identity salience.

It is necessary to recognise that visibility and social exclusion are two similar but different aspects of the service encounter. Visibility related to recognition as a contributing member of the gallery. Whereas, social exclusion (or Elitism as it was sometimes called) reflected the notion held by some that art was only there for those that had the education or knowledge to understand it, this was reflected in comments invariably, made by each respondent that sometimes the members seemed to act as if they were "…above ordinary daily thinking…" (P10). As explained in a letter from a respondent attached to one of the survey responses the notion of elitism also reflected a group within the group of "Well to do professionals (rich people)" who donated money to the gallery. On this basis it is suggested that social exclusion reflected notions of social hierarchy within the group.

Lastly*, experience quality* emerged from the interviews as important for influencing identity salience. During the interviews, whenever members were asked to talk about their identification with the Gallery, they consistently referred to an event or experience that had particular significance for them and that had influenced the way they felt about the organization, including their identification with the gallery. The experience may have been because of being involved in the development of the gallery (Participant 2), or an invitation to select works for exhibition in the gallery (Participant 3). Further, quality experiences, such as going on a trip to a major art gallery (Participant 4) or an exhibition that had particular significance (Participant 5) were mentioned. The importance and value ascribed to these experiences had the effect of making respondents want to identify more with their galleries, thereby increasing identity salience. This is consistent with the perspective of Brown (1969) who proposed that it was not the frequency of contact with an organization, but the intensity of the experience that would impact on a member's sense of identification. Based on this evidence it was decided to test the role of *experience quality* in the model.

H8: Experience quality has a positive influence on identity salience.

In sum, as a result of the literature review and the in-depth interviews, seven variables have been hypothesized to influence identity salience: prestige, participation frequency, interest in the domain, social responsibility, social exclusion, visibility and experience quality. These seven variables can be categorised into three groups: personal
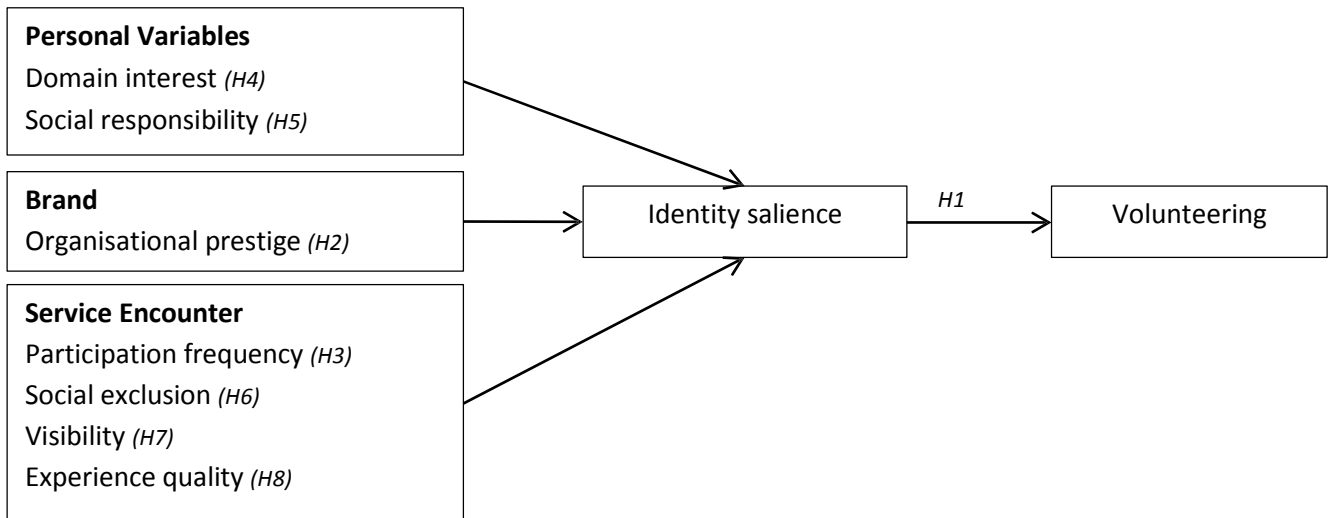
9. Measures.

is the characteristics of the individual consumer (personal variables), the organisation (brand) or the interaction between the individual and the organisation (service encounter) that are influencing identity salience and as a result volunteering behaviour. The brand and the service encounter are within the realm of the organisations control and hence outcomes relating to these aspects are able to be acted upon, whilst personal characteristics are not as easily influenced.

Four variables are considered part of the service encounter: participation frequency, experience quality, social exclusion and visibility. As noted by Bitner, Booms & Tetreault (1990, p.72), "Service encounters are role performances in which both customers and service providers have roles to enact". This definition of the service encounter resonates with this paper's earlier discussion of identity theory and the behavioral expectations associated with various identities. In the context of volunteering, the role of the service provider and the customer often overlap in what is referred to as co-production (Bhattacharya, 1998; Wilson, 2012; Verschuere *et al.* 2012). In the context of this research, it is considered that opportunities for volunteers to participate at the gallery, the nature of the social interaction they experience, the degree to which they are recognized as volunteers at the gallery and the quality of the experiences they have are all components of the service encounter that the gallery is offering to their volunteers. Because the volunteer is both customer and a volunteer member of staff, the service encounter is a complex ongoing exchange where part of the value the volunteer receives is in social interactions they experience as a part of the volunteer group. Consequently, a negative interaction or feeling of being excluded from the group can be seen as a negative aspect of the service encounter. For this reason, social exclusion is considered an aspect of the service encounter.

Finally, organizational prestige is considered to be an aspect of the organization's branding as it makes the organization distinct from others where the individual could volunteer (Bang et al., 2014). The seven variables identified are shown in these groups in Figure 1. This figure illustrates the relationships that will be tested in the analysis.

Figure 1: Conceptual Model

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motives, the service encounter and the brand. Grouping variables in this way provides a distinction about whether it Multi-item scales are used to measure the majority of constructs included in the analysis. The scales used in this research were a combination of previous scales taken from the literature and new scales developed during the analysis of the in-depth interviews. Three scales were taken from previous research: identity salience (Callero, 1985; Arnett et al., 2003), prestige (Bhattacharya et al., 1995) and domain involvement (Fisher & Wakefield, 1998). Each scale was modified to suit the context of a regional art gallery, while maintaining the integrity of the original scale. New multi-item measures were developed for visibility, experience quality, social responsibility and social exclusion. The items in each of these scales were drawn directly from verbatim quotes in the qualitative research. Verbatim quotes were used as they provided rich descriptions of the phenomena of interest in the participants' own language. The items for each of the scales are presented in Appendix 1. Each of the scales was measured using five point strongly disagree to strongly agree Likert scales. The dependent variable volunteering frequency as well as participation frequency were measured using single item scales.

6. Results of the PLS analysis.

The sampling frame for the quantitative survey was based on the membership lists of four regional art galleries from New South Wales, Australia, which yielded 896 members. A mail survey was used and a response rate of 48.3% was achieved. Following Bhattacharya et al. (1995), only those who were members for longer than a year were included in the sample as the opportunity to renew one's membership indicates a base level of attachment to the gallery. Of the respondents in this study, 392 had been members for longer than a year and so were included in the final sample, yielding a final response rate of 43.8%. Overall, the response rate achieved compares favourably with similar studies such as Bhattacharya et al. (1995) who achieved a response rate of 30% and Arnett et al. (2003) who achieved a response rate of 21.3%. To ensure that the sample was representative of the population, non-response bias was tested by comparing the responses of early and late respondents, and was not found to be present (Armstrong & Overton, 1977).

In terms of socio-demographic characteristics, respondents were predominantly female (76.6%), older on average than the population (83.1% >50 years), and were well educated (85.9% had completed some tertiary education or vocational/technical training). This is consistent with the characteristics of Bhattacharya et al.'s (1995) sample of art gallery members and the population of the arts community reported by Hendon (2001). On average, members visited the gallery between six and seven times a year and the average length of membership was 7.7 years.

6.1. Reliability and validity.

The performance of all scale items was first examined for reliability, and convergent and discriminant validity. For reliability, Cronbach alphas were estimated for each of the seven constructs included in the model (Table 3). Prestige was the only one of these constructs to be below 0.70 (at 0.68), which indicates that all of the measures used are reliable and usable (Hair et al., 2010). The indicator reliability was also acceptable, with the standardised component loadings all above 0.70, consistent with the recommendations of Henseler, Ringle and Sinkovics (2009) (Table 3).

The average variance extracted (AVE) is above 0.5 for all but one of the constructs, indicating acceptable convergent validity (Henseler, et al., 2009). For social responsibility, the variable had an AVE slightly lower than this level. Convergent validity was also verified with exploratory factor analysis. For discriminant validity, the AVE was greater than the correlation with each other included variable, as shown in Table 4 (Fornell–Larcker, 1981).

Table 3: Summary of Outer Loadings, AVE and Cronbach Alphas

	ID Salience	Domain	Social Responsibility	Prestige	Recognition	Social exclusion	Experience quality
Item 1	0.8187	0.7452	0.7018	0.7915	0.7662	0.8732	0.8302
Item 2	0.7414	0.8418	0.7568	0.7963	0.8116	0.9430	0.829
Item 3	0.7899	0.843	0.6148	0.7526	0.7662	0.8826	0.7757
Item 4	0.7714	0.7599	0.6495	0.7915	0.726	--	0.7712
Item 5	--	0.8485	0.6278	--	--	--	--
AVE	0.610	0.654	0.452	0.609	0.590	0.810	0.643
Alpha	0.787	0.869	0.766	0.679	0.768	0.883	0.824

Table 4: Average Variance Extracted and Latent Variable Correlations

	1	2	3	4	5	6	7	8	9
Domain Involvement (1)	**0.654**								
Participation Frequency (2)	0.281	*							
Identity Salience (3)	0.297	0.244	**0.610**						
Organizational Prestige (4)	0.072	0.038	0.427	**0.609**					
Visibility (5)	0.261	0.358	0.535	0.5332	**0.590**				
Social Responsibility (6)	0.462	0.166	0.438	0.2806	0.361	**0.452**			
Social Exclusion (7)	0.086	0.061	0.296	0.1894	0.232	0.100	**0.810**		
Experience Quality (8)	0.370	0.230	0.235	0.2099	0.233	0.430	0.231	**0.643**	
Volunteer frequency (9)	0.192	0.339	0.215	0.0583	0.322	0.110	0.087	0.148	*

(Diagonal = AVE, * AVE not applicable for single item constructs)

6.2. PLS Model findings.

Having reviewed the measurement scales, the structural model results are reported next. The adjusted R-square for the model was 0.413, which is consistent with a moderate level of variance explained (Hulland, 1999; Henseler et al.,

2009). Of the seven antecedents of identity salience, three were insignificant predictors. These were domain (interest in art), participation frequency and experience quality. The remaining four antecedents of identity salience – social responsibility, organizational prestige, visibility, and social exclusion – have significant effects. Of these, visibility (b= 0.272, p<0.01) had the greatest effect on identity salience, followed by social responsibility (b=0.243, p<0.01), organizational prestige (b= 0.184, p<0.01) and social exclusion (b= -0.175, p<0.05). Regarding the relationship between identity salience and volunteering behaviors, identity salience had a positive, significant effect on volunteering behavior (b= 0.215, p<0.01). In addition to the PLS estimates, a bootstrapping estimate provided t-statistics to establish significance of the path relationships. A series of blindfold estimates were run, with each variable removed once to provide Q-squared statistics, all of which were above zero (Q-squared > 0), thus providing predictive relevance for each construct included. The Q-squared values ranged between 0.198 and 0.224, indicating medium sized predictive relevance for each construct (see Table 5).

Multigroup analysis was conducted to determine if differences in responses existed between members of different art galleries, and FIMIX-PLS models were estimated to identify the presence of latent segments. However, the evidence from both forms of testing suggested that the estimation of a single PLS model produced the most statistically robust solution.

Table 5: PLS Structural Beta weights and t-statistics

	Beta weights	**Q-squared results**
Dependent variable Identity Salience		
Domain Involvement	0.086	0.223
Participation Frequency	0.079	
Social Responsibility	0.243***	0.200
Organizational Prestige	0.184*	0.214
Visibility	0.272***	0.198
Social Exclusion	-0.175**	0.213
Experience Quality	-0.061	0.224
Dependent variable Volunteering		
Identity Salience	0.215**	0.207

(*p<0.10), **p<0.05, ***p<0.01)

6.3. Tests of Hypotheses.

There were eight hypotheses, one which related to a direct relationship between identity salience and volunteering, and seven which are related to testing the antecedents of identity salience. Of these eight, five were supported by the

PLS findings (hypotheses 1, 2, 5, 6, 7). In terms of the conceptual model, one of the two personal motive hypotheses

The average variance extracted (AVE) is above 0.5 for all but one of the constructs, indicating acceptable convergent

(social responsibility), two of the four service encounter hypotheses (visibility and social inclusion) and the one brand related hypothesis (organizational prestige) were supported, in addition to the hypothesis relating to identity salience's effect on volunteering.

Table 6: Hypotheses and Findings

Grouping	Number	Hypotheses	Support
	1	Identity salience positively influences volunteering behavior	Yes
Brand	2	Organizational prestige positively influences identity salience	Yes
Service	3	Participation frequency positively influences identity salience	No
Personal	4	Domain involvement positively influences identity salience	No
Personal	5	Social responsibility positively influences identity salience	Yes
Service	6	Social exclusion negatively influences identity salience	Yes
Service	7	Visibility positively influences identity salience	Yes
Service	8	Experience quality positively influences identity salience	No

7. Discussion

Given the challenge of encouraging volunteering behavior in non-profit organizations, this research has sought to identify and evaluate the influence of a number of antecedents of identity salience, which has previously been found to be an important driver of volunteering behavior. Based on the literature and qualitative research, a conceptual model with seven antecedents was developed that has two personal variables and five variables related to the service encounter and organizational brand. Recognising variables relating to both the service encounter and branding, as well as personal drivers of identity salience, offers a contemporary approach to understanding the drivers of identity salience that is consistent with both the Volunteering and Marketing literatures.

The first key finding was that identity salience was found to be a significant and positive predictor of volunteering behavior, which is consistent with a range of previous studies (Mael & Ashforth, 1992; Bhattacharya et al., 1995; Arnett et al., 2003). This finding confirms the importance for non-profits of developing identity salience among their members as a way to encourage volunteer behavior. It also justifies further investigation into the antecedents of identity salience.

Turning to the antecedents of identity salience, evidence is found that personal motives can influence identity salience, with social responsibility having the second largest effect on identity salience of the variables examined. This funding suggests the importance of not-for-profit organizations not only promoting and facilitating volunteering opportunities, but clarifying how their volunteering behaviors are helping the wider community. Second, and despite the previous findings of Tajfel and Turner (1985) and Fisher and Wakefield (1998) that domain involvement was linked to identification or identity salience, the study does not find any such link. Most of the previous studies linking domain involvement with volunteering have focused on sport, so it is possible that this link does not generalise to art galleries.

Regarding service encounter variables, the study found two variables (social exclusion and visibility) to be significant predictors while two are insignificant (visit frequency and experience quality). Social interaction has previously been found to a significant predictor of identity salience (Laverie and McDonald, 2007) and identification (Underwood et al., 2007), and this study's results confirm the importance of social interactions. However, the findings with respect to this variable highlight that what is critical is not just encouraging social interaction, but avoiding elite cliques and the social exclusion that typically accompanies such cliques. Furthermore, the study finds that visibility is the most important predictor of identity salience. This is a new finding in the literature, and is in contrast to the previous findings of Bhattacharya et al. (1995), which were also for art galleries but in an urban rather than a regional context. The finding highlights that it is critical for gallery members to be noticed and their contributions recognized. Further research is needed to demonstrate whether the importance of this variable is a phenomenon unique to regional areas, and certain types of non-profit organizations. Taken together, these two significant variables – social exclusion and visibility – highlight that identity salience is positively influenced by volunteers being noticed and experiencing positive interactions with either the gallery staff or other volunteers.

Interestingly, however, experience quality did not prove to be a significant variable, suggesting that identity salience is influenced by staff members recognising volunteers but not necessarily volunteers having unique and intense experiences with the organization. Rather, the more important ongoing interactions for influencing identity salience are between volunteer members. Also interesting is that the frequency of visitation does not influence identity salience, which suggests that it is not the quantity of service encounters that matter, but rather members' evaluation of those encounters that do occur. Thus from a service encounter perspective, identity salience is most influenced by volunteers being recognized as a volunteer and member of the organization and not being socially excluded.

There are a number of strategies that art galleries and other non-profits can pursue to improve visibility and avoid social exclusion. Visibility can be enhanced by staff learning the names of volunteers and greeting them on arrival. This can be assisted by the use of name tags, photo boards of volunteers with names listed, and providing organizational vests or other outfits to volunteer staff. Thank you events for volunteers only may also help with improving visibility. A range of activities can be pursued to encourage positive interaction between volunteers, such as establishing a volunteer network and having various social functions and get-togethers such as for special viewings and tours. Providing members with opportunities to help and participate, and asking them personally, can encourage involvement. However, it needs to be recognized that such strategies can be insufficient to eliminate exclusive

groupings, so other actions may be needed, such as talking to volunteers about the importance of developing and maintaining inclusive relationships in the group.

The third variable type in the conceptual model was related to branding. The one branding variable included as an antecedent, organizational prestige, was found to significantly affect identity salience. This result is consistent with several previous studies (Mael & Ashforth, 1992; Bhattacharya et al., 1995; Arnett et al., 2003; Bang et al., 2014); however in this study the effect on identity salience was much smaller than either visibility or social responsibility and was similar in magnitude to social exclusion. There are a range of strategies that regional art galleries and other non-profits can pursue to build their brand and develop their organizational prestige. These include various internal marketing activities, such as identifying why it is desirable to be a member, highlighting contributions to one's community, and disseminating other positive information about the gallery's achievements such as grants received, quality exhibitors and visitors. Other brand development strategies that could be employed are building positive brand associations through linking with other organizations, improving product quality, and developing a unique differentiated message about what the organization offers to its community (Keller, 1993).

While identity salience has previously been demonstrated to influence volunteering behavior, previous investigations of its antecedents have been limited, especially in a non-profit context. Due to the important role of co-production in non-profit organisations as discussed by Verschuere *et al.* (2012) understanding the factors that influence volunteering behavior is essential. This paper's findings have demonstrated the critical importance of personal, service encounter, and brand related variables in influencing identity salience. Significantly, the two most important drivers – visibility and social responsibility – have not previously been found to be significant predictors of identity salience. Future studies are needed to determine whether the importance of these variables is generalizable to other contexts, such as urban contexts, where organizations are often a lot larger and anonymity is more ubiquitous, or other forms of pro-social behaviour (e.g. blood donations) where expectations of volunteers towards non-profit organizations may be different. The difference in findings about the importance of contact frequency in this study, when compared to Bhattacharya et al. (1995) and Arnett et al. (2003), provides evidence of potential contextual effects. In an urban context where engagement would be expected to be more challenging, both Bhattacharya et al. (1995) and Arnett et al. (2003) found contact frequency to be a significant predictor of identification, whereas in this study in a regional context, no significant influence was identified.

8. Conclusion

A new model for explaining how to develop identity salience was developed drawing on the Marketing and Volunteering literatures and qualitative interviews, which goes beyond focusing on personal and brand variables and elaborates the potential role of the service encounter. The study's results confirm the importance of identity salience in explaining volunteering behaviors in the context of regional art galleries. It was also found that two service encounter variables – visibility and social exclusion – significantly influence identity salience, and that visibility had the largest effect on identity salience of all antecedents examined. Only one personal variable, social responsibility, significantly influenced identity salience and it had the second largest effect on identity salience. Organizational

prestige, the sole branding variable examined, was also a significant predictor. However, the three other antecedents examined – domain, participation frequency and experience quality – were all insignificant. These findings point to a number of managerial strategies related to enhancing the service encounter: encouraging member awareness of the social outcomes of their volunteering behavior, and building organizational prestige that can be used to develop identity salience, which in turn would be expected to positively influence volunteering behaviour in non-profit organisations like art galleries. Further research could also be conducted to ascertain whether the importance of the variables investigated is generalizable to other contexts, including both locations and types of pro-social behaviours.

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Appendix 1

	Authors	Questions / Statements
Identity Salience	Adapted from Callero 1985 cf Arnett *et al* (2003)	Being a Friends/BRAGS member of the Gallery is an important part of who I am Being a Friends/ Brags member of the Gallery is something about which I have no clear feeling Being a Friends/ BRAGS member reinforces who I am Being a Friends/BRAGS member is something I rarely think about It is considered prestigious in my community to be a member of the Gallery Membership in the Art Gallery improves my credibility among social acquaintances People in my community are proud to be a member of the Gallery
Domain Involvement	Fisher & Wakefield 1998	Art is an essential part of my life I love to see all types of art I watch shows and read to learn about art whenever I can Art is very important to me I think about art all the time
Quality of Contact	From Interviews	Visiting the Gallery is a rewarding experience Visiting the Gallery is stimulating I can remember particularly good experiences I have had at the Gallery I enjoy the fact that I learn new things when I am at the Gallery
Visibility		Staff at the Gallery would recognize me as a BRAGS/Friends member Other Gallery members would recognize me as a BRAGS/Friends member It is good for my image to be seen as a member of the Gallery I feel good about myself when I am recognized as a BRAGS/Friends member
Social Responsibility		I am a BRAGS/ Friends member because it gives me an opportunity to support the Arts in regional NSW Membership in the Gallery makes me feel socially responsible Having an Art Gallery is important to our community It is important to protect our cultural assets I believe the Gallery is a very worthwhile cause to support
Social Exclusion		Members of the Gallery seem cliquish There is a level of arrogance among some Gallery members Some members are elitist

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