

WHEN HELPING HURTS: UNDERSTANDING RESOURCE
RECOVERY IN NONPROFIT WORKPLACES

By

Anna Laura Waldron

Kristen J. Black
Assistant Professor of Psychology
(Chair)

Brian J. O'Leary
Associate Professor of Psychology,
Department Head
(Committee Member)

Christopher J.L. Cunningham
UC Foundation Professor of Psychology
(Committee Member)

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Anna Laura Waldron

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ABSTRACT

The present study examined the relationship between recovery experiences and strain within the nonprofit context, and identified the role that work calling, boundary permeability, and relaxation remorse had on recovery and the relationship between recovery and strain. Participants ($N = 124$ nonprofit workers and volunteers) completed a web-based survey that included questions related to their work-nonwork roles, personal recovery activities, and dimensions of strain. Regression-based analyses indicated effects of recovery on some strain outcomes and the effects of calling, boundary permeability, and relaxation remorse on recovery. Psychological detachment was most frequently related to strain in these models. Results failed to support calling, boundary permeability, or relaxation remorse as moderators of the relationship between strain and recovery, though plots from these analyses suggests trends toward support. These results expand the theoretical understanding of recovery and strain and may also assist nonprofit organizations in developing strategies and boundaries for effective employee recovery.

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Finally, I want to thank those who work tirelessly in the nonprofit context to serve their communities. You make the world turn, and I hope you and your organizations can recognize the powerful impact of recovery, especially psychological detachment, and implement suggestions

from this field of research to improve your ability to recover so you can continue to serve those around you.

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LIST OF ABBREVIATIONS

- CHAIOP, Chattanooga Area Industrial-Organizational Psychology Group
- COR, Conservation of Resources
- COPSOQ II, second version of the Copenhagen Psychosocial Questionnaire
- CVQ, Calling and Vocation Questionnaire
- NPO, Nonprofit organization
- ProQOL, Professional Quality of Life Scale
- REQSum, Recovery Experiences Questionnaire Sum Score
- RR, Relaxation Remorse
- URaCE, Undergraduate Research and Creative Endeavor at UTC
- US, United States
- UTC, University of Tennessee at Chattanooga

LIST OF SYMBOLS

α , Cronbach's alpha

b , Unstandardized Beta

$Beta$, Standardized coefficient of a regression

M , Mean

N , Total number of cases (i.e., overall sample size)

p , Probability value

r , Estimate of Pearson product-moment correlation coefficient

se , Standard error

t , Ratio of departure of the estimated value to its standard error

$*$, Statistically significant at a $p < .05$ level

$**$, Statistically significant at a $p < .01$ level

CHAPTER I

INTRODUCTION

Nonprofit organizations (NPOs) are organized under state law for purposes other than producing profits for stakeholders (Cornell Law School, n.d.). They can be faith-based or non-faith based and, unlike for-profit organizations, do not distribute excess income to its members, leaders, or investors. Rather, the funding they raise and financial surplus they generate is continually invested in the social, cultural, or environmental issues they seek to address (Northern Bridge, n.d.). According to Salamon and Newhouse (2019), there were over 1.54 million registered NPOs in the U.S. in 2016, employing more than 10% of the American workforce, and contributing \$1.05 trillion to the country's economy. Humanitarian-focused organizations, the largest category of NPO groups, are largely dependent on public donations and tend to generate the smallest yearly revenue among NPOs. As a result, many NPO workers tend to navigate high work demands while operating with limited work-related resources (National Center for Charitable Statistics, 2020). This can lead to prolonged experiences of strain. Protracted strain can have detrimental effects on non-profit employees, organizations, and the communities they serve (Stanley et al., 2021) Examples of NPOs that experience this dynamic include food banks, homeless shelters, youth services, sports organizations, churches, and family or legal services. These organizations broadly impact the U.S. by fostering civic engagement and strengthening communities through feeding, educating, empowering, and nurturing individuals from all backgrounds.

Occupational health research has long demonstrated the adverse impact of job stressors on employee health and well-being (Nixon et al., 2011). In recent years, stress recovery research has garnered increased attention for its emphasis on combatting the negative and cumulative effects of prolonged stress/strain to preserve workers' health, well-being, and performance capabilities (Sonnetag & Fritz, 2007). While existing research (Sonnetag & Fritz, 2007) indicates that recovery is essential to mitigating the consequences of strain, especially for highly demanding jobs with large-scale impacts, we know little about recovery for workers in NPOs and the additional moderators, or factors, that impact their recovery. The purposes of the present study were, therefore, to understand how recovery impacts strain in NPO workers and to identify potential moderators to recovery that NPO workers face.

Work Stressors and Strain

Researchers have characterized work stressors as events or situations that may cause stress at work, and may have personal, environmental, or work-specific origins (Dollard & Winefield, 2001). Work stress is the intermediate state between experienced work stressors and a strain reaction (Grandey & Cropanzano, 1999). Work stressors particularly relevant to humanitarian work may include a frustrating work environment, high work pressure, and physical and emotional demands (Visser et al., 2016). Strain is the reaction to stress exposure and resource depletion (Grandey & Cropanzano, 1999). While strain reactions may be temporary, even short-term strain can negatively impact workers' long-term health and well-being (Ganster & Rosen, 2013).

Strain and its outcomes can be understood from the perspective of Hobfoll's (1989) Conservation of Resources (COR) Theory which suggests that individuals seek to acquire and

maintain resources that help them complete tasks or otherwise respond to demands. There are many types of resources: some are external and often controlled by an individual's environment, such as financial assets and tools or objects, and some are internal, such as energies and cognitive resources (Hobfoll, 1989). Those resources must be replenished to avoid stress. Specifically, strain is caused by responding to demands in an environment where there is a threat of losing resources, actual loss of resources, or lack of perceived ability to gain/regain resources (Hobfoll, 1989). When confronted with stressors, individuals strive to minimize loss of resources to minimize strain.

Strain can have psychological, behavioral, and physiological consequences for the work and nonwork domains (Dollard & Winefield, 2001; Parasuraman et al., 1992). Stressors and resulting strain outcomes affect an employee's health and well-being, including work-family/work-life conflict, exhaustion, disordered sleep, anxiety, burnout, and work dissatisfaction (Dollard & Winefield, 2001; Nixon et al., 2011). Over time, these strain outcomes harm individual employees and threaten employee retention, performance, organizational structure, and organizational ability to meet goals (Maslach et al., 2001).

In addition to common outcomes of strain experienced by workers in other occupations, NPO workers and other care professionals can experience compassion fatigue, a condition experienced by those who continually give of themselves to care for and show empathy to others (Snelgar et al., 2017). Compassion fatigue is characterized by a lack of compassion, empathy, and connection with the individuals being served (Austin et al., 2009) which can result from continual exposure to emotionally challenging and/or traumatic experiences (Bride et al., 2007). NPO workers experiencing compassion fatigue, without appropriate means for recovery management, may not be able to best serve their communities (Eldor, 2019). This ultimately

means that NPO workers with unregulated strain may hurt themselves, their workplace, and the communities they serve.

In sum, strain resulting from excessive demands with insufficient resources can be experienced in a variety of ways. In the present study, I focused on general health perceptions, stress, self-efficacy, and compassion fatigue as indicators of psychological and physical strain (Heritage et al., 2018; Pejtersen et al., 2010) that could be influenced by the restoration of resources through personal recovery.

Recovery

While prolonged strain experiences can have negative effects on employees and organizations, researchers have found that recovery plays a critical role in preserving health, well-being, and performance capabilities (Ganster & Rosen, 2013). Recovery is a process that counters strain outcomes (Sonnetag & Fritz, 2007) which restores individual resources depleted during work (Ganster & Rosen, 2013). Recovery reverses impaired moods and behavioral functions and decreases physiological strain symptoms (Sonnetag & Fritz, 2007). The COR theory posited that people seek to maintain, restore, and protect their resources that can be either internal or external (which are often controlled by work environments; Hobfoll, 1989). Recovery, particularly day-to-day, is a vital part of the maintenance, restoration, and protection of internal resources (Sonnetag & Fritz, 2007).

Recovery involves actively separating (in time and/or space) from stress-causing factors (Virtanen et al., 2020). Past research and theory have yielded a model that characterizes how individuals recover from work during leisure time with four recovery experiences: psychological detachment from work, relaxation-oriented strategies, mastery, and control over leisure time

(Sonnentag & Fritz, 2007). Activities employing some or all these experiences allow individuals to accrue new resources, conserve resources, and combat strain (Sonnentag & Fritz, 2007). The specific activities that serve as recovery experiences differ on an individual basis (Sonnentag & Fritz, 2007). For example, while running may help some with psychological detachment and relaxation from work, it may be a taxing experience for others. Recovery experiences can occur regardless of what an individual's activity preference is if it serves the underlying function of psychological detachment, relaxation, mastery, and/or control over leisure time. Sonnentag and Fritz (2007) suggested that psychological detachment may be the most salient, or vital, mechanism of recovery, though the other mechanisms still play important roles in resource recovery.

Recovery is especially important in nonprofit workplaces because NPO workers, particularly those in people-focused NPOs, meet high, resource-draining demands, while operating with limited work-related (i.e., external) resources (Ng & McGinnis Johnson, 2020; National Center for Charitable Statistics, 2020). Nixon (2020), for example, found that those high in work demands have a higher need for resource recovery. According to COR theory (Hobfoll, 1989), individuals exert more effort to gain or regain resources, protect resources, and avoid losing resources, than would be necessary to allow them to expire. Every instance of loss results in stress and strain experiences. With every iteration of this type of stress, individuals and organizations become susceptible to loss spirals where fewer resources are available to offset loss. Over time, these loss spirals gain both momentum and magnitude (Hobfoll et al., 2018). Hobfoll (1989) also noted that those already lacking in resources (e.g., NPO workers) are particularly vulnerable to the experience of more loss. Regular recovery experiences, however,

can counter the consequences of strain and stop resource depletion spirals before individuals and organizations face significant consequences (Hobfoll et al., 2018; Sonnentag & Fritz, 2007).

In the present study, I expected that focusing on quality recovery as activities that supports psychological detachment, relaxation, mastery, and/or control over leisure time (Sonnentag & Fritz, 2007) would lessen work-related strain outcomes in NPO workers. Therefore, my first hypothesis was:

Hypothesis 1 (H1): Nonprofit workers who have greater recovery experiences in their non-work time are less likely to experience work-related stress/strain.

Moderators of Recovery

NPO workers are champions of prosocial behavior, dedicating countless hours, late nights, and large amounts of emotional, physical, and psychological resources to support their organization's goals (Northern Bridge, n.d.). While work stressors and strain are common for NPO workers, and the need for regular recovery experiences is obvious, existing research and popular media suggest they may face substantial challenges to recovering sufficiently from strain. The present study sought to identify the influence of work calling, boundary permeability, and relaxation remorse on the recovery-strain relationship in NPO workers.

Work Calling

Martela and Pessi (2018) noted that humans are innately wired to seek meaning in their life. As work is a significant domain of an individual's life, organizational researchers have dedicated significant attention to understanding what makes work meaningful (Martela & Pessi,

2018), that is, whether it has intrinsic value and worth. Those who find work personally meaningful experience high levels of job satisfaction, intrinsic motivation, commitment, and overall well-being (Rosso et al., 2010).

Wrzesniewski et al. (1997) defined “work calling” as a sense of being pulled to engage in highly meaningful and other-oriented work. The pull, or summons, to this type of work implies a “caller,” which may be any external force, such as a higher power, friends and family, or society (Dik & Duffy, 2009). In contrast to an individual who only sees their job as a career, those who live out their calling are intrinsically motivated by the personal meaning of their work, as well as the impact they have on others (Kolodinsky et al., 2018). According to Dik and Duffy (2009), calling is an important pathway for giving work meaning. That is, when people have a calling to a particular type of work and can fulfill that calling, they experience meaningfulness. Conversely, when people have a calling to a particular type of work but are not able to fulfill it, there are detrimental consequences (e.g., anxiety, depression etc.; Dik & Duffy, 2009).

Duffy et al. (2016) suggested that many people, such as NPO workers or teachers, may find their work to be personally meaningful or a part of their calling. Rosso et al. (2010) suggested that people who found meaning from or felt called to their work were more intrinsically motivated to pursue calling-related goals. Living out a calling can also pull individuals into highly stressful and emotional work environments like NPOs (Kolodinsky et al., 2018). These individuals are more likely to work longer hours, get paid less, and balance many demands with limited work-related resources (Hirschi, 2019). As a result, Duffy et al. (2016) found that people engaging in personally meaningful, or calling-oriented, work were significantly more vulnerable to strain (and ultimately burnout). Those pursuing calling-related goals at work may also be less likely to take time away from pursuing goals (Rosso et al., 2010).

Over time, unregulated strain can cause those individuals most motivated to pursue their calling to waver (Hirschi, 2019). Thus, work calling, particularly for nonprofit workers, can serve as a “double edged sword” (Duffy et al., 2016); Work calling can provide high levels of commitment, meaningfulness, fulfillment, and satisfaction, even in resource-limited, demanding environments. Unfortunately, it can also compel people to continually expose themselves to high demands, without recovery, leading to decreased efficiency, frustration, and even burnout (Duffy et al., 2016).

Based on existing research, I expected that nonprofit workers high in calling orientation would be less likely to engage in recovery experiences. I also believed that high work calling may moderate the relationship between recovery and strain for nonprofit workers. Specifically, I expected that the relationship between recovery and strain would be weaker in nonprofit workers high in calling orientation. I also expected that nonprofit workers high in calling orientation would be less likely to engage in recovery experiences. While we could expect calling to drive individuals to work hard without replenishment, it is also possible that calling serves as a resource to reduce strain. I proposed a potential negative direction, but there is support for both a positive and/or negative effect of calling. In sum, my second hypothesis is:

Hypothesis 2a (H2a): Nonprofit workers higher in calling orientation are less likely to engage in recovery experiences.

Hypothesis 2b (H2b): The relationship between recovery experiences and strain will be weaker in nonprofit workers higher in calling orientation.

Work-Nonwork Role Boundary Permeability

It can be challenging in any work context to create clear distinctions that help individuals balance work and non-work roles. Conflicts arise when demands from one area (e.g., work) limit an individual's ability to meet demands in another area (e.g., home). Creating boundaries can minimize conflict by introducing distinctions, or categories, that help individuals define the limits of a role and define its appropriate times and places (Capitano et al., 2019). Distinct boundaries can also create space and time for recovery experiences. Boundaries may exist between self and others, work and home, public and private, and many other domains of life (Nippert-Eng, 1996). Boundary management is the enactment of strategies or practices that help individuals create, maintain, or adjust boundaries (Zheng et al., 2009). Boundary permeability refers to boundary blurring, or the ease of movement across boundaries and categories which is shaped by individual preferences for permeability and situational circumstances (e.g., type of work; Nippert-Eng, 1996).

Boundary permeability can have a significant impact on worker satisfaction and performance in the work and home domains (Capitano et al., 2019). When boundaries and role domains overlap, resources, such as physical and mental energies, are shared between domains and can be depleted more quickly. This resource sharing and loss between work and home domains, decreases an individual's ability to offer sustained and satisfactory effort in both spaces, ultimately leading to conflict (Moreno-Jiménez et al., 2009). This work-life conflict can result in the inability to meet demands in one domain when spending too much time in the other (i.e., time-based conflict), decreased performance in one domain because of stress or fatigue from the other (i.e., strain-based conflict), and an incompatibility of behaviors between what's expected in each domain (i.e., behavior-based conflict; Zheng et al. 2009).

Basile (2014) noted that boundary permeability is partially dependent on domain characteristics, such as company policies and norms. Boundary blurring may be a necessity in some roles, where the work may be immersive or unpredictable. For example, entrepreneurs, professors, or nonprofit workers, may require high boundary permeability as tasks cannot always be completed within traditional work times and settings (e.g., after hours tutoring, crisis prevention, church meetings; Basile, 2014). Workers may also feel justified in sacrificing elements of their personal life because they find their nonprofit work to be meaningful (Riforgiate & Kramer, 2021). When work and home domains overlap, there may be little time and space (physical or mental) to engage in recovery experiences. Still, in somewhat nebulous and highly demanding roles, such as those of many NPOs, distinct boundaries between work and life may help workers protect the resources they need to serve their communities, friends, and families (Riforgiate & Kramer, 2021)

The present study examined boundary permeability as the ability to segment between work and non-work roles (Powell & Greenhaus, 2010; Riforgiate & Kramer, 2021). I hypothesized that nonprofit workers higher in boundary permeability would be less likely to engage in recovery experiences. Additionally, I believed that high boundary permeability would be a factor limiting the effectiveness of recovery on strain for nonprofit workers, that is, that the relationship between recovery and strain would be weaker in nonprofit workers higher in boundary permeability.

Hypothesis 3a (H3a): Nonprofit workers higher in boundary permeability are less likely to engage in recovery experiences.

Hypothesis 3b (H3b): The relationship between recovery and strain is weaker in nonprofit workers higher in boundary permeability.

Relaxation Remorse

Guilt is a powerful motivator of prosocial behavior as it helps sustain societal norms by motivating a “wrongdoer” to engage in reparative behaviors reflecting remorse toward the people they wronged (Vaish et al., 2016). Misplaced guilt, however, can lead individuals to harm themselves emotionally and psychologically by depriving themselves of what they need to function (Gerard, 2020). Within the work-life context, guilt and discomfort may arise as individuals perceive they are violating norms for balancing work and home demands (Morgan & King, 2012). Individuals may experience instances of guilt, or remorse, as work demands increase and resources are depleted, which force them to refocus their efforts on just one domain at a time (Oliver et al., 2021). This guilt and discomfort often occurs during “off-time” or periods of less demands, and is known as relaxation remorse (Jennings, 2017).

Relaxation remorse occurs when individuals experience guilt as they engage in non-work-related tasks, thus driving them away from necessary recovery experiences (Jennings, 2017). Though individuals with relaxation remorse may not feel that they must work, they still experience negative affective responses as they engage in relaxation. Relaxation remorse may not typically compel individuals to totally avoid recovery but may result in lower quality recovery experiences as individuals operate under the belief that work and productivity are better. Accordingly, Jennings (2017) found relaxation remorse correlated with fewer recovery experiences and worse psychological health.

Relaxation remorse may be especially common among helping-inclined workers who feel guilt for fulfilling their needs while ignoring the needs of others (Gerard, 2020). In particular, it may occur among NPO workers as they work to meet the seemingly insatiable needs of their communities, particularly in the realm of social justice and civic engagement (Gerard, 2020). High work demands, paired with guilt that drives people to “repair” what they perceive needs their intervention, tends to discourage individuals from taking breaks (Gerard, 2020). This guilt may be exacerbated when a role is prosocial by nature and groups depend on an individual for their needs to be met (Oliver et al., 2021). Due to relaxation remorse, NPO workers, particularly in humanitarian services, may not engage in the quality of recovery experiences needed to continually operate with high demands and limited resources. A lack of recovery experience may increase strain, which would make it difficult for NPO workers to continually do their jobs and serve their communities well.

Posed against this background, I believed that NPO workers experiencing high levels of relaxation remorse would be less likely to engage in recovery experiences. Additionally, I believed that the relationship between recovery and strain would be weaker in NPO workers who experience higher levels of relaxation remorse. Therefore, my fourth hypothesis is:

Hypothesis 4a (H4a): NPO workers higher in relaxation remorse will be less likely to engage in recovery experiences.

Hypothesis 4b (H4b): The relationship between recovery and strain will be weaker in nonprofit workers higher in relaxation remorse.

Summary of the Anticipated Contributions

I designed the present study to examine the role of recovery experiences in countering strain in a NPO context and to identify potential barriers to recovery faced by NPO workers. While existing research suggests these moderating relationships may exist, no explicit connection has been made between these constructs and the recovery-strain relationship. The present study expands the empirical understanding of the relationship between strain and recovery to include NPO workers and the barriers to their recovery.

CHAPTER II

METHODOLOGY

Participants and Procedures

All participation in the present study was voluntary and all procedures were approved by the Institutional Review Board at The University of Tennessee at Chattanooga. Participants were over the age of 18 with experience working or volunteering with a nonprofit organization (NPO). They were recruited via social media (LinkedIn; Facebook) and professional contacts with NPOs. While 160 participants completed the survey, I removed 36 responses which appeared to be computer generated responses (identified by failure to respond to bot detection items and/or incoherent responses to open-ended questions) or failed to pass the attention checks. This resulted in a final sample of 124 participants.

Participants were between the ages of 20 and 75 years old ($M = 38.50$, $SD = 13.71$) and included more females ($N = 80$, 64%) than males. They were primarily married or in a domestic partnership ($N = 80$, 64%), followed by single, never married ($N = 34$, 27.2%), divorced ($N = 5$, 4%), and widowed ($N = 1$, 0.8%). Most reported having bachelor's (four year) degrees ($n = 69$, 55.2%), followed by master's degrees ($N = 28$, 22.4%), and doctorate degrees ($N = 9$, 7.2%). Participants mostly reported that they ($N = 100$, 80%) worked in U.S.-based NPOs and approximately half would describe their NPO as religious ($N = 68$, 54.4%). Over three-fourths of participants either agreed ($N = 48$, 38.4%) or strongly agreed ($N = 50$, 40%) that their personal values aligned with the NPO for whom they currently worked. They primarily worked full-time

($N = 92$, 74%), followed by part-time ($N = 17$, 13.6%), volunteer ($N = 6$, 4.8%), and other ($N = 6$, 4.8%). Participants identified their roles as having a mixture of direct (e.g., person-facing) and indirect (e.g., administration) impact ($N = 53$, 42.3%) on the people their non-profit served, followed by only direct impact ($N = 35$, 28%) and only indirect impact ($N = 30$, 24%). Most reported that they had worked for their current NPO six years or less ($N = 76$, 71%). Finally, participants were evenly split between those who had less than six years of career experience with NPOs ($N = 60$, 48%) and those having over six years ($N = 61$, 49%).

Those participants recruited through social media and professional contacts were directed to an online survey. Prior to beginning the survey, they were asked to read an informed consent page and given the option to opt out at any point in the study. If they agreed to participate, they were asked survey items related to recovery experiences and activities, calling and vocation, work-nonwork boundary permeability, relaxation remorse, strain outcomes, and compassion fatigue. They were also asked a few basic demographic and background questions such as length of time in role, type of work they do, and other questions about their job and organization. Upon completion of the study, participants were entered into an incentive drawing to win one of twenty-six \$25 Amazon gift cards. In accordance with the Institutional Review Board's recommendations, participation in the study was not a prerequisite for entering the drawing.

Measures

All survey items can be found in Appendix D. The following measures are described in the order they were presented to participants.

Recovery Experiences

Framing Questions. Based on adaptations made by Nixon (2020), I added items to adjust the focus from recovery in general to participant-specific recovery activities which helped to contextualize recovery dimensions and better understand nonprofit worker/volunteer experiences. Participants were introduced to the recovery section of the study with a functional definition of resources and recovery activities. Participants were then prompted to share their preferred recovery activities, the amount of time spent engaging in those activities, the reasons they enjoy those activities, and why they might not be able to engage in recovery. After priming those preferred activities, they completed the recovery experiences questionnaire in a way that reflected their experiences for the past month.

Recovery Experiences Questionnaire. The Recovery Experience Questionnaire is a 16-item scale, structured to identify four dimensions of recovery: psychological detachment, relaxation, mastery, and control (Sonnentag & Fritz, 2007). Participants were prompted to rate, on a 5-point Likert scale (1 = *strongly disagree* to 5 = *strongly agree*), the extent to which statements were true when thinking specifically about their time outside of work in the last month. Items assessing each of the four subscales (i.e., psychological detachment, relaxation, mastery, and control) included, “I don’t think about work at all,” “I take time for leisure,” “I do something to broaden my horizons,” and “I take care of things the way I want them done.” The scales for psychological detachment ($\alpha = .72$), relaxation ($\alpha = .84$), mastery ($\alpha = .86$), and control ($\alpha = .78$) demonstrated good levels of internal consistency reliability and reflected results from previous studies (e.g., $\alpha = .84$, $\alpha = .85$, $\alpha = .79$, & $\alpha = .85$, respectively; Sonnentag & Fritz, 2007).

Moderators of Recovery and Strain

Work Calling. I measured work calling using the “presence-transcendent summons” and “presence-purposeful work” subscales of the Calling and Vocation Questionnaire (CVQ; Dik et al., 2012). Items were scored on a four-point Likert scale (1 = *not at all true of me* to 4 = *absolutely true of me*). Items included, “I believe I have been called to my current line of work” and “My career is an important part of my life’s meaning.” These CVQ subscales demonstrated good levels of internal consistency reliability and correlations with other measures in previous studies and the current study ($\alpha = .73$ for presence-transcendent summons; $\alpha = .88$ for presence-purposeful work).

Work-Nonwork Boundary Permeability. Consistent with previous studies (Powell & Greenhaus, 2010), I captured boundary permeability using actual segmentation items adapted from Kreiner’s (2006) Work-Home Segmentation scale. Items were scored on a five-point Likert scale (1= *strongly disagree* to 5 = *strongly agree*) and included, “I don’t think about work when I’m home” and “I keep work life at work.” This scale demonstrated good internal consistency reliability ($\alpha = .92$) which was consistent with results in prior studies (e.g., $\alpha = .82$; Powell & Greenhaus, 2010).

Relaxation Remorse. I used a five-item Relaxation Remorse scale developed by Jennings (2017). Items were scored on a seven-point Likert scale (1 = *strongly disagree* to 7 = *strongly agree*) and included items asking respondents to rate the extent to which they agreed with statements such as, “Relaxing is difficult for me because there are always more important

things I need to do.” This scale demonstrated excellent internal consistency reliability ($\alpha = .92$) which was consistent with results from previous studies (e.g., $\alpha = .94$; Jennings, 2017).

Strain

Strain Outcomes. I used the second version of the Copenhagen Psychosocial Questionnaire (COPSOQ II; Pejtersen et al., 2010) to measure stress, self-efficacy, and health perceptions. Responses were rated on a five-point Likert scale, with response options varying depending on the item (e.g., agreement and frequency scales) and included items such as, “How often have you been tense?” The COPSOQ II exhibited good internal consistency reliability ($\alpha =$ above .78 for subscales selected) which reflected results from previous studies (e.g., $\alpha =$ above .80; Pejtersen et al., 2010) .

Compassion Fatigue. I measured compassion fatigue using the compassion satisfaction subscale from the Professional Quality of Life Scale (ProQOL; Stamm, 2010) and the Compassion Fatigue Short Scale (Adams et al., 2006). Items for the ProQOL (Stamm, 2010) were rated on a five-point Likert scale (1 = *never* to 5 = *very often*) and included items such as “I get satisfaction from being able to help people.” Items for the Compassion Fatigue Short Scale (Adams et al., 2006) were rated on a ten-point sliding scale (1 = *rarely/never* to 10 = *very often*) and included items such as “I have felt trapped by my work” and “I feel like a ‘failure’ at work.” The compassion satisfaction subscale from the ProQOL demonstrated good internal consistency reliability ($\alpha = .92$) consistent with results in previous studies (e.g., $\alpha = .88$; Stamm, 2010). The secondary traumatic stress and burnout subscales from the Compassion Fatigue Short Scale also

demonstrated good internal consistency reliability ($\alpha = .87$ and $\alpha = .88$, respectively) as had been the case in previous studies (e.g., $\alpha = .80$ and $\alpha = .90$, respectively; Adams et al., 2006).

Demographics and Control Variables

Participants were asked to report background information intended to provide a basis for understanding the types of workers/volunteers and NPOs represented in our sample. In addition to general demographic questions regarding sex, race, ethnicity, and marital status, questions about their work background included participant's length of time in their current role, their job title, work hours, length of time working in NPOs, the size of their organization, the type of service their NPO provided, whether their role involves direct or indirect impacts (e.g., external vs. internal facing), whether their NPO was religious or non-religious, and whether their personal values aligned with their organization's values (e.g., religious NPO with a nonreligious employee).

CHAPTER III

RESULTS

Analytical Strategy

The following analyses were conducted with quantitative data derived from the final analyzable set of participant responses ($N = 124$). All analyses were conducted using SPSS V27. I tested Hypothesis 1 using bivariate correlations and multiple regression to look at the effects of recovery experiences on each strain outcome, while controlling for other variables. I focused on stress, general health perceptions, and compassion fatigue as strain outcomes. Due to low participant response rates on some items in the survey, the burnout and secondary traumatic stress subscales of compassion fatigue were excluded from testing Hypotheses 2 – 4. Hypotheses 2a, 3a, and 4a were tested using multiple regression to examine the effects my proposed moderators had on each recovery experience dimension, while controlling for several covariates. Hypotheses 2b, 3b, and 4b were tested through moderated regression using the PROCESS macro for SPSS (Hayes, 2018) to examine the effect of work calling, boundary permeability, and relaxation remorse as moderators of the relationship between recovery and strain. In these models, recovery experiences were combined into one variable, representing total recovery experiences, across all domains.

Covariates included in hypothesis testing included age, gender, hours spent engaging in recovery activities, work/volunteer hours, and work impact (i.e., an internal vs. an external-facing role). Other covariates were considered for analyses but, when tested with Pearson's r ,

were found to have little to no relationship with our test variables. For simplicity, these variables were excluded from final analyses and results.

Summary of Qualitative Remarks about Recovery

In this study, I provided a series of framing questions relevant to the Recovery Experiences Questionnaire. These items are not explicitly part of my hypotheses, but they provided context for individual participant responses. Thus, I conducted a high-level analysis to identify overarching themes in these variables. These items include reported recovery activities, reasons participants engaged in activities they listed, and factors that limited their ability to engage in these activities.

Participants reported a total of 392 restorative or resource replenishing activities, with most participants listing more than one activity. The four most frequently identified activity themes (reported by over 25% of participants) were entertainment through media (mentioned by 94.0% of the sample), movement and exercise (82.3%) social endeavors (44.4%), and spiritual/meditative practices (25.8%). Examples of activities included in these categories are included in [Table 1](#). Participants reported that they chose to engage in these activities for several reasons that suggest they understood the purpose and value of recovery. For example, participants reported that they engaged in these activities to reduce stress and anxiety, to restore their energy and positive attitudes, to unwind and disconnect from the world, to increase efficiency at work/on projects, and to find balance, among other similar reasons. When prompted to report why they did not engage in these activities as often as they would like, participants reported limitations including time constraints, tiredness, work/ministry demands, family obligations, and unclear work/nonwork boundaries.

Table 1 Frequency of Activity Distribution

Activity Classification	n	Percentage	Examples
Entertainment Through Media	116	94.0%	reading, podcasts, video games, watching tv/movies, playing games/puzzles, social media
Movement & Exercise	102	82.3%	exercise, weight-lifting, running, walking, yoga, rock climbing, hiking, riding bikes, playing sports
Social Endeavors	55	44.4%	time with friends, time with family
Spiritual and Meditative Practices	32	25.8%	quiet time/alone time, prayer/meditation, bible study, journaling, church
Cooking/Baking	19	15.3%	cooking, baking
Physical Self Care	16	12.9%	massage, shopping, napping, taking hot baths/showers
Time Spent Outside	13	10.5%	time outside, time outdoors, gardening, camping, fishing, hunting, kayaking
Crafting	10	8.1%	drawing, quilting, coloring, creating, photography, collecting cards
Cleaning/Organizing	9	7.3%	cleaning, organizing, yardwork
Eating/Drinking	7	5.7%	eating/drinking, drinking beer, drinking coffee, eating steak, eating a nice meal
Other	13	10.5%	travel, exploring new places, learning new things, flight lessons
Total	392		

Hypothesis Tests

Correlations among all study variables are provided in [Table 2](#).

Hypothesis 1 stated that NPO workers/volunteers who reported more recovery experiences in their non-work time would experience less work-related strain. To assess how the four dimensions of recovery generally related to our strain outcomes, I examined bivariate correlations using Pearson's r . Stress was negatively and significantly correlated with psychological detachment ($r = -.46, p < .001$), relaxation ($r = -.23, p = .01$) and control ($r = -.23, p = .01$). General health perceptions were positively and significantly correlated with psychological detachment ($r = .22, p = .01$), relaxation ($r = .31, p < .001$), mastery ($r = .18, p = .05$) and control ($r = .19, p = .03$). Compassion satisfaction was negatively and significantly correlated with psychological detachment ($r = -.21, p = .04$), but positively and significantly correlated with mastery ($r = .23, p = .01$). Finally, secondary traumatic stress was negatively and significantly correlated with control ($r = -.24, p < .05$). In sum, there was general support that some, but not all, types of recovery experiences correlated with less stress and better health.

To further test Hypothesis 1, I ran a multiple regression analysis controlling for age, gender, weekly recovery activity hours, work hours, and role impact. Results for this hypothesis are summarized in [Table 3](#) and provided mixed support. Of the control variables, age significantly affected stress ($b = -.01, p = .004$), burnout ($b = -.06, p = .01$), and secondary traumatic stress ($b = -.06, p = .008$); gender significantly affected stress ($b = -.41, p < .001$), and work hours significantly affected self-efficacy ($b = .01, p = .04$), compassion satisfaction ($b = .01, p = .048$) and secondary traumatic stress ($b = -.06, p = .006$). Of the recovery experiences, psychological detachment negatively related to stress ($b = -.38, p < .001$) and burnout ($b = -1.05, p = .03$). Relaxation significantly and positively related to general health perceptions ($b = .46, p = .003$). Mastery positively related to general health perceptions ($b = .25, p = .03$), and secondary traumatic stress ($b = .73, p = .05$). Control did not significantly affect any of the strain outcomes

in the multiple regression models. Thus, hypothesis 1 was partially supported as each recovery dimension, except control, significantly affected some, but not all, strain outcomes.

Psychological detachment exhibited the strongest relationships with the outcomes of interest.

Table 2 Descriptive Statistics and Correlations among study variables

Variable	<i>M</i>	<i>SD</i>	<i>N</i>	1	2	3	4	5
1. REQ Scale Score	3.34	0.47	121					
2. Psychological Detachment (REQ)	2.64	0.77	123	.55**				
3. Relaxation (REQ)	3.56	0.73	123	.73**	.31**			
4. Mastery (REQ)	3.53	0.83	124	.48**	-.13	.14		
5. Control (REQ)	3.66	0.72	123	.65**	.18	.37**	.08	
6. Stress	3.07	0.74	124	-.36**	-.46**	-.23*	.004	-.23*
7. General Health Perceptions	3.19	0.96	124	.39**	.22*	.31**	.18*	.19*
8. Compassion Satisfaction	4.13	0.73	103	.15	-.21*	.15	.25*	.18
9. Secondary Traumatic Stress	3.7	2.03	71	-.16	-.23	-.11	.15	-.24*
10. Burnout	4.4	1.98	64	-.15	-.2	-.001	.04	-.24
11. Calling and Vocation	3.18	0.69	123	.11	-.26**	.09	.21*	.20*
12. Boundary Permeability	2.38	0.92	123	.33**	.67**	0.18	-.16	.1
13. Relaxation Remorse	2.87	1.06	122	-.24**	-.34**	-.24**	.11	-.18
14. Age	38.5	13.7	118	.05	-.15	.03	.13	.14
15. Gender	1.34	0.47	119	.24**	.18*	.17	.1	.15
16. Weekly Recovery Hours	15.3	8.53	91	.15	.11	.18	.02	.14
17. Work/Volunteer Hours	39.9	13.3	113	-.06	-.27**	-.04	.13	.03
18. Work Impact	42.4	197	124	.02	.02	.01	-.11	-.01

Notes. Gender coded as 1 = female, 2 = male. Work impact coded as 1 = direct, 2 = indirect, 3 = a mixture, 4 = prefer to self-describe. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

Table 2, Continued

Variable	<i>M</i>	<i>SD</i>	<i>N</i>	6	7	8	9	10
6. Stress	3.07	0.74	124					
7. General Health Perceptions	3.19	0.96	124	-.36**				
8. Compassion Satisfaction	4.13	0.73	103	-.01	.12			
9. Secondary Traumatic Stress	3.7	2.03	71	.35**	-.02	-.11		
10. Burnout	4.4	1.98	64	.41**	-.03	-.49**	.46**	
11. Calling and Vocation	3.18	0.69	123	.04	.04	.72**	-.2	-.26*
12. Boundary Permeability	2.38	0.92	123	-.39**	.23*	-.13	.08	-.14
13. Relaxation Remorse	2.87	1.06	122	.43**	-.15	-.004	.48**	.49**
14. Age	38.5	13.7	118	-.22*	.06	.37**	-.39**	-.38**
15. Gender	1.34	0.47	119	-.37**	.16	-.01	-.07	-.10
16. Weekly Recovery Hours	15.3	8.53	91	-.15	.02	.02	.02	-.13
17. Work/Volunteer Hours	39.9	13.3	113	.11	-.14	.32**	-.21	.03
18. Work Impact	42.4	197	124	.09	.09	.14	.11	-.03

Notes. Gender coded as 1 = female, 2 = male. Work impact coded as 1 = direct, 2 = indirect, 3 = a mixture, 4 = prefer to self-describe. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

Table 2, Continued

Variable	<i>M</i>	<i>SD</i>	<i>N</i>	11	12	13	14
11. Calling and Vocation	3.18	0.69	123				
12. Boundary Permeability	2.38	0.92	123	-.28**			
13. Relaxation Remorse	2.87	1.06	122	.11	-.26**		
14. Age	38.5	13.7	118	.40**	-.20*	-.25**	
15. Gender	1.34	0.47	119	.004	.09	-.19*	.12
16. Weekly Recovery Hours	15.3	8.53	91	.01	.11	-.06	-.06
17. Work/Volunteer Hours	39.9	13.3	113	.29**	-.35**	.05	.17
18. Work Impact	42.4	197	124	-.06	.21*	-.04	-.16

Notes. Gender coded as 1 = female, 2 = male. Work impact coded as 1 = direct, 2 = indirect, 3 = a mixture, 4 = prefer to self-describe. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

Table 2, Continued

Variable	<i>M</i>	<i>SD</i>	<i>N</i>	15	16	17
15. Gender	1.34	0.47	119			
16. Weekly Recovery Hours	15.3	8.53	91	.05		
17. Work/Volunteer Hours	39.9	13.3	113	.19*	.01	
18. Work Impact	42.4	197	124	-.10	-.06	.05

Notes. Gender coded as 1 = female, 2 = male. Work impact coded as 1 = direct, 2 = indirect, 3 = a mixture, 4 = prefer to self-describe. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

Table 3 Moderated regression analyses of recovery experience dimensions predicting stress, general health perceptions, and compassion fatigue

	Stress			Health Perceptions			Compassion Satisfaction		
	<i>b</i> (<i>SE</i>)	<i>Beta</i>	<i>t</i>	<i>b</i> (<i>SE</i>)	<i>Beta</i>	<i>t</i>	<i>b</i> (<i>SE</i>)	<i>Beta</i>	<i>t</i>
Predictors									
Psychological Detachment	-.38 (.10)	-.40	-4.0**	.23 (.14)	.18	1.66	-.01 (.11)	-.01	-.06
Relaxation	-.01 (.11)	-.01	-.13	.46 (.15)	.34	3.03	.06 (.12)	.07	.55
Mastery	.01 (.08)	.01	.13	.25 (.11)	.22	2.22	.17 (.09)	.22	1.93
Control	-.07 (.10)	-.07	-.68	.01 (.15)	.004	.04	.21 (.12)	.22	1.81
Control Variables									
Age	-.01 (.01)	-.26	-2.77*	.01 (.01)	.19	1.78	.01 (.01)	.23	1.88
Gender	-.41 (.15)	-.26	-2.80*	-.12 (.22)	-.06	-.54	-.11 (.17)	-.08	-.61
Total Hours in Recovery	-.01 (.01)	-.10	-1.11	.004 (.01)	.04	.37	.001 (.01)	.02	.15
Work Hours	.01 (.01)	.10	1.00	0.01 (.01)	-.07	-.69	.01 (.01)	.24	2.02
Work Impact	.00 (.00)	.03	.28	.02 (.13)	.01	.13	-.08 (.10)	-.11	-.86
Model R ²	.39			.29			.26		
Adjusted R ²	.32			.21			.16		

Notes. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed). *N* = 88 for stress and health perceptions. *N* = 75 for compassion satisfaction.

Table 3, Continued

	Burnout			Secondary Traumatic Stress		
	<i>b (SE)</i>	<i>Beta</i>	<i>t</i>	<i>b (SE)</i>	<i>Beta</i>	<i>t</i>
Predictors						
Psychological Detachment	-1.05 (.46)	-.38	-2.29	-.70 (.39)	-.26	-1.78
Relaxation	.45 (.50)	.15	.91	.27 (.44)	.10	.61
Mastery	.67 (.47)	.23	1.42	.73 (.36)	.28	2.00
Control	-.88 (.49)	-.26	-1.80	-.31 (.40)	-.10	-.76
Control Variables						
Age	-.06 (.02)	-.37	-2.61	-.06 (.02)	-.37	-2.79
Gender	-1.04 (.75)	-.22	-1.39	.19 (.57)	.05	.32
Total Hours in Recovery	-.001 (.03)	-.01	-.04	.01 (.03)	.06	.45
Work Hours	-.02 (.02)	-.12	-.78	-.06 (.02)	-.41	-2.91
Work Impact	.29 (.35)	.13	.83	-.05 (.28)	-.02	-.17
Model R ²	.42			.47		
Adjusted R ²	.26			.35		

Notes. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed). *N* = 44 for burnout. *N* = 48 for secondary traumatic stress.

Hypothesis 2

Hypotheses 2, 3, and 4 focused on potential moderators of the recovery-strain relationship. For each hypothesis, I tested whether the moderator variable related to recovery overall ([Table 2](#) and [Table 4](#)), as well as whether the variables moderated the relationships between recovery and strain.

Hypothesis 2a posited that NPO workers/volunteers higher in calling orientation were less likely to engage in recovery experiences. Bivariate correlations indicated that work calling was negatively related to psychological detachment ($r = -.26, p = .004$), but positively related to mastery ($r = .21, p = .02$) and control ($r = .20, p = .03$). A multiple regression analysis conducted to examine whether work calling predicted decreased recovery experiences after accounting for control variables found that work calling had only a marginally significant effect on control ($B = .24, p = .06$). Therefore, hypothesis 2a was minimally supported.

Hypothesis 2b stated that the relationship between recovery experiences and strain would be weaker in NPO workers/volunteers higher in calling orientation. For simplicity, I combined recovery experiences into a single sum score, where a higher score means more elements of recovery present. I tested work calling as a moderator of the relationship between recovery and strain, but results did not support H2b. Of the control variables, there were main effects of age and gender on stress.

While these results were nonsignificant, I chose to plot the results of this analysis. Results were nonsignificant but suggested interesting trends (Figure 1 – Figure 3). General findings suggest that for those high in recovery experiences, work calling does not appear to affect stress; However, those low in recovery experiences and high in work calling, had the most stress (Figure 1). Additionally, those high in recovery experiences and high in work calling reported the highest health perceptions, but those low in recovery experiences and high in work calling had the lowest health perceptions (Figure 2).

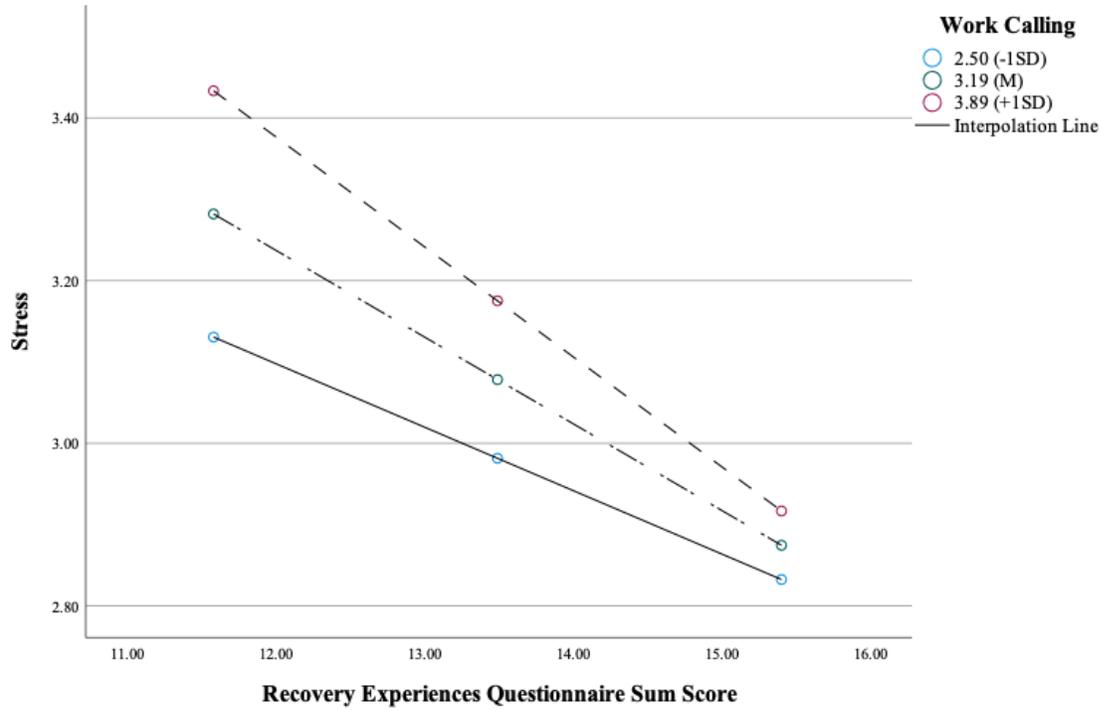


Figure 1 The relationship between recovery experiences and stress, moderated by work calling

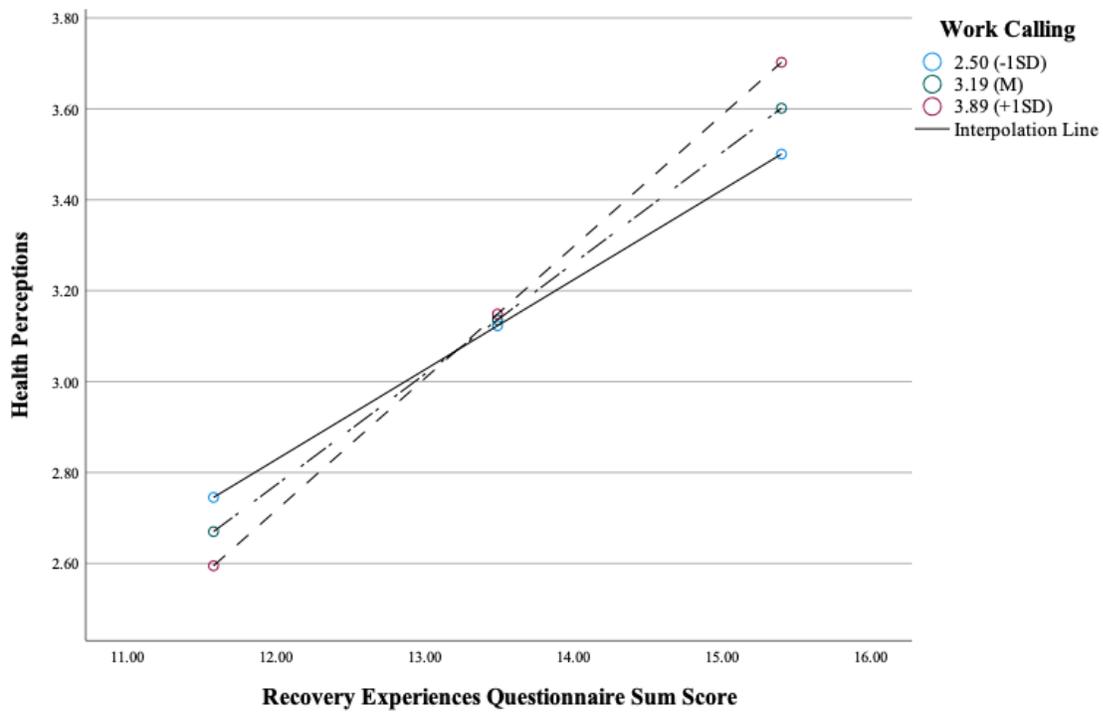


Figure 2 The relationship between recovery experiences and health perceptions, moderated by work calling

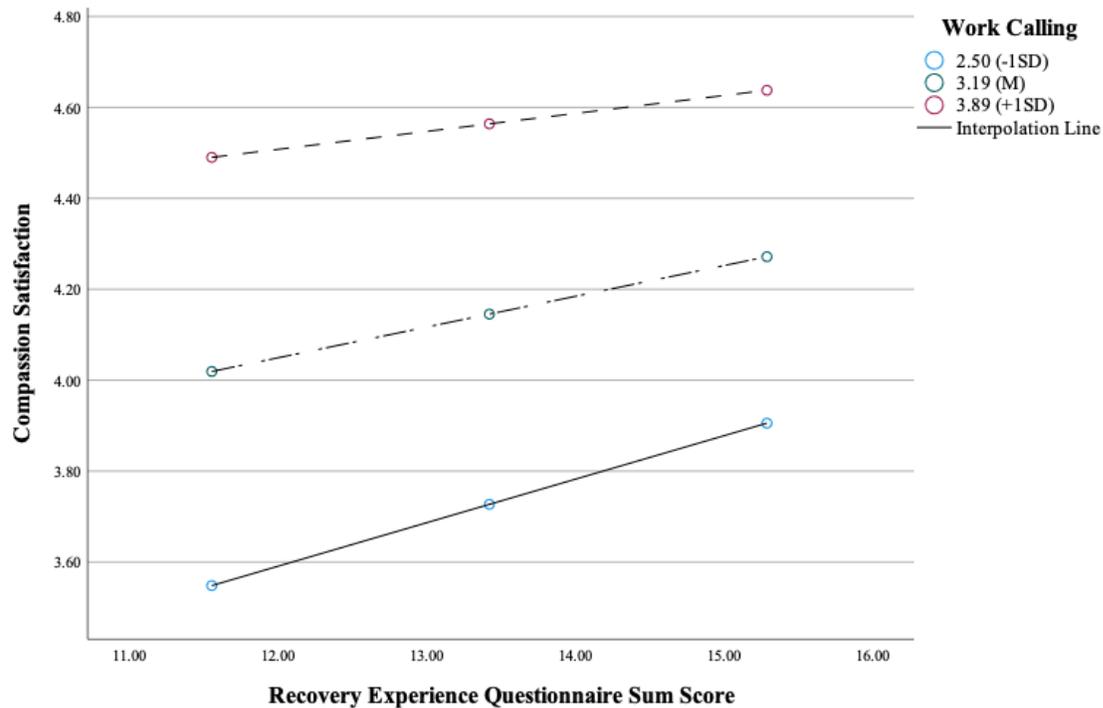


Figure 3 The relationship between recovery experiences and compassion satisfaction, moderated by work calling

Hypothesis 3

Hypothesis 3a stated that those NPO workers/volunteers higher in boundary permeability were less likely to engage in recovery experiences. Bivariate correlations indicated that work-nonwork segmentation (low boundary permeability) was positively and significantly related to psychological detachment ($r = .67, p < .001$), but not to other dimensions of recovery. I conducted a multiple regression analysis to examine whether boundary permeability predicted decreased recovery experiences, when also accounting for control variables. Again, boundary permeability had a significant effect only on psychological detachment ($b = .50, p < .001$). Therefore, hypothesis 3a was partially supported.

Hypothesis 3b posited that the relationship between recovery and strain was weaker in NPO workers/volunteers higher in boundary permeability. I tested for a moderating effect of boundary permeability on the relationship between recovery experiences and strain. H3b was not supported. Of the control variables, there were main effects of age on stress and compassion satisfaction, main effects of gender on stress, and main effects of work hours on compassion satisfaction.

While these results were nonsignificant, I chose to plot the results of this analysis. Results were nonsignificant but suggested trends toward support (Figure 4 – Figure 6). General findings suggest that those low in work-nonwork segmentation (i.e., high boundary permeability) have lower health perceptions (Figure 5) and higher compassion satisfaction (Figure 6). Additionally, the slopes in these models suggest that for those high in work-nonwork segmentation (i.e., low boundary permeability), recovery experiences do not affect strain as strongly as they affect strain in those with low work-nonwork segmentation (i.e., high boundary permeability). This aligns slightly with my hypotheses.

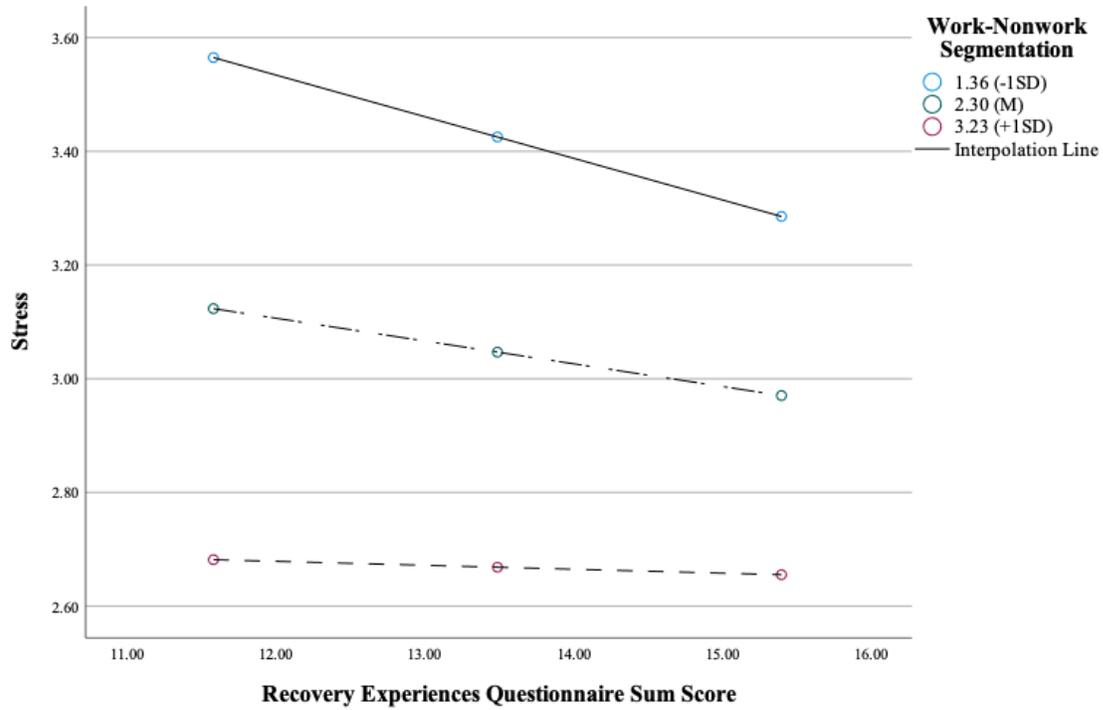


Figure 4 The relationship between recovery experiences and stress, moderated by work-nonwork role boundary permeability

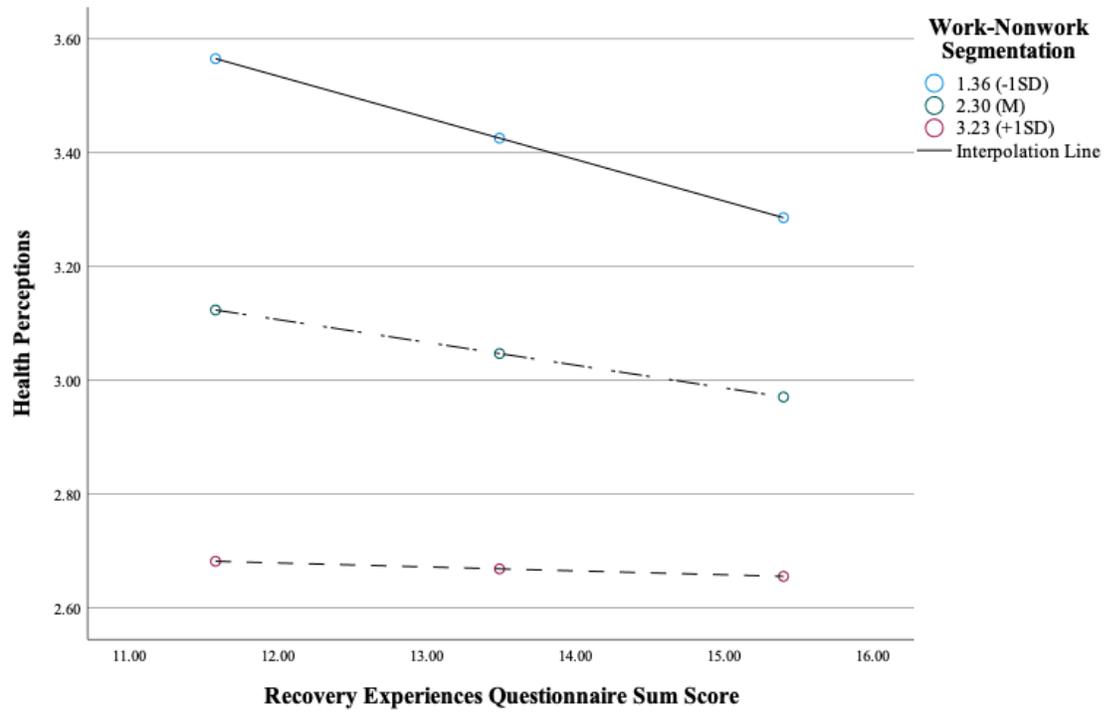


Figure 5 The relationship between recovery experiences and health perceptions, moderated by work-nonwork role boundary permeability

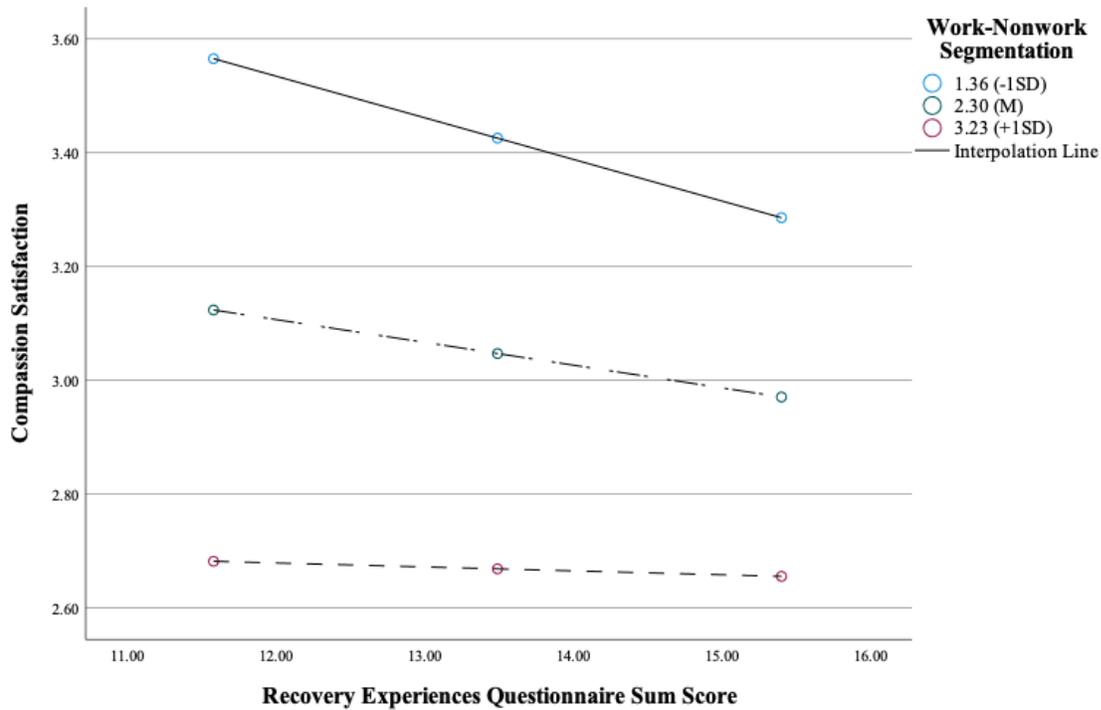


Figure 6 The relationship between recovery experiences and compassion satisfaction, moderated by work-nonwork role boundary permeability

Hypothesis 4

Hypothesis 4a stated that NPO workers/volunteers higher in relaxation remorse were less likely to engage in recovery experiences. Results from bivariate correlations indicated that relaxation remorse had a significant, negative relationship with psychological detachment ($r = -.34, p < .001$) and relaxation ($r = -.24, p = .008$). A multiple regression analysis indicated that relaxation remorse significantly predicted a decrease in psychological detachment ($b = -.14, p < .03$) after controlling for relevant covariates. Therefore, hypothesis 4a was partially supported.

Hypothesis 4b stated that the relationship between recovery and strain was weaker in NPO workers/volunteers higher in relaxation remorse. I tested for a moderating effect of

relaxation remorse on the relationship between recovery and strain. Hypothesis 4b was not supported. Of the control variables, there were main effects of age on compassion satisfaction, main effects of gender on stress, and main effects of work hours on compassion satisfaction.

While these results were nonsignificant, I chose to plot the results of this analysis. Results were nonsignificant but suggested trends toward support (Figure 7 – Figure 9). General findings suggest that those high in relaxation remorse have the lowest health perceptions (Figure 8) but the highest compassion satisfaction (Figure 9). Overall, however, the relationship between recovery experiences and strain seem to follow the same pattern of decreasing at about the same rate and slope.

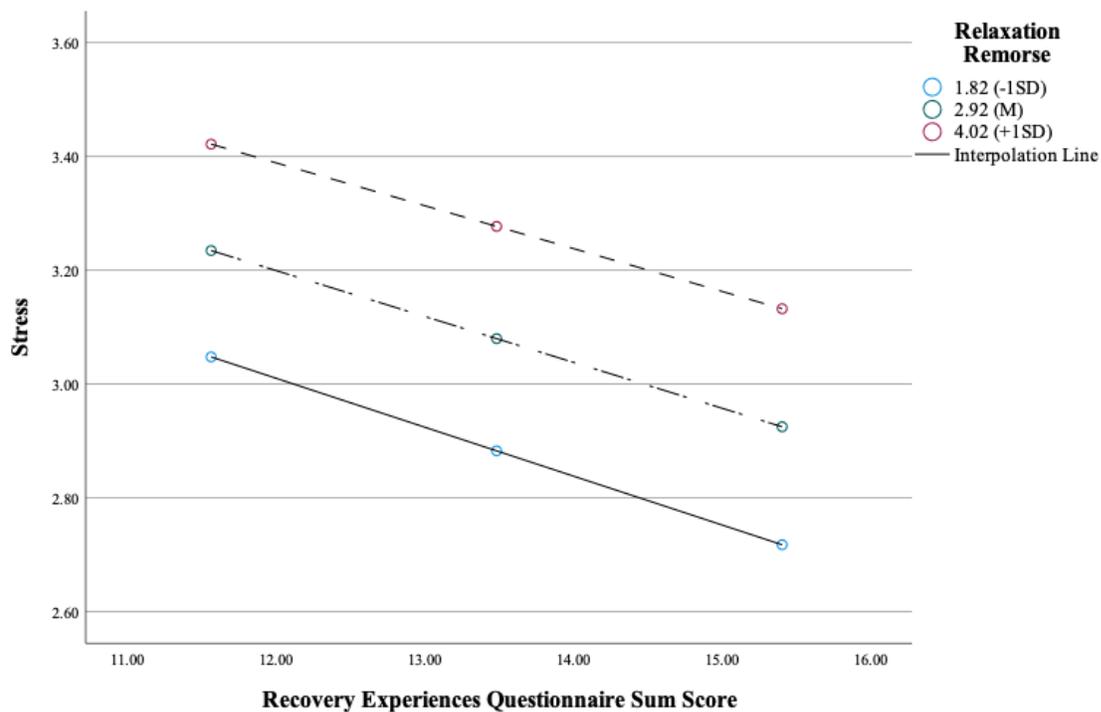


Figure 7 The relationship between recovery experiences and stress, moderated by relaxation remorse

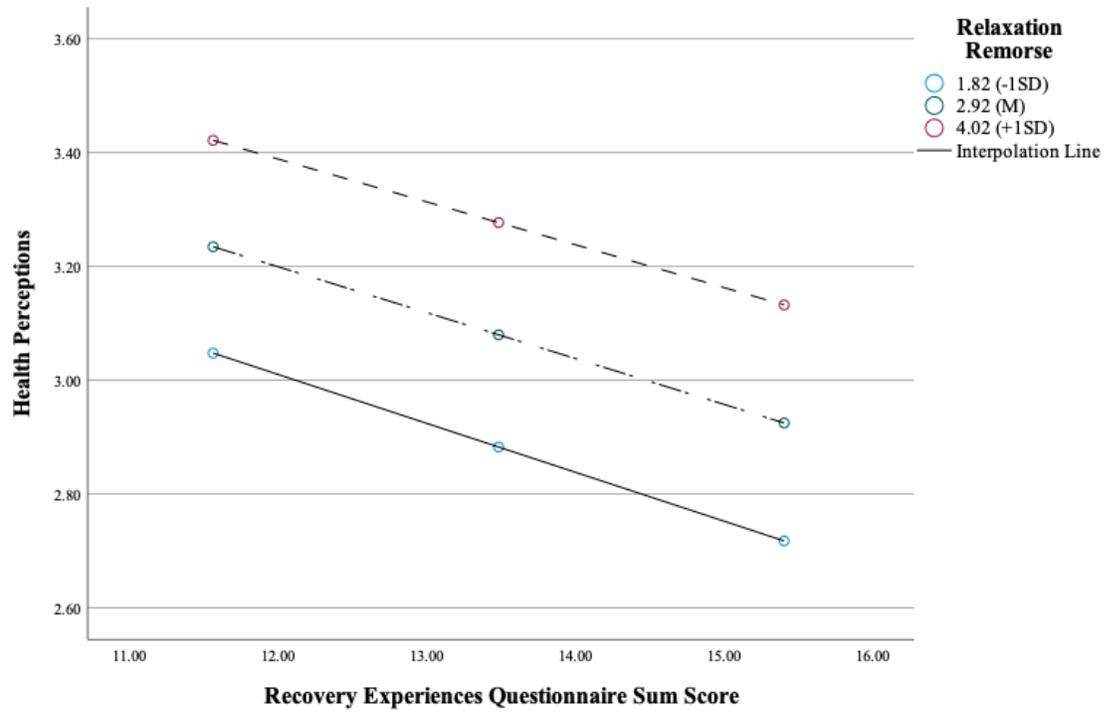


Figure 8 The relationship between recovery experiences and health perceptions, moderated by relaxation remorse

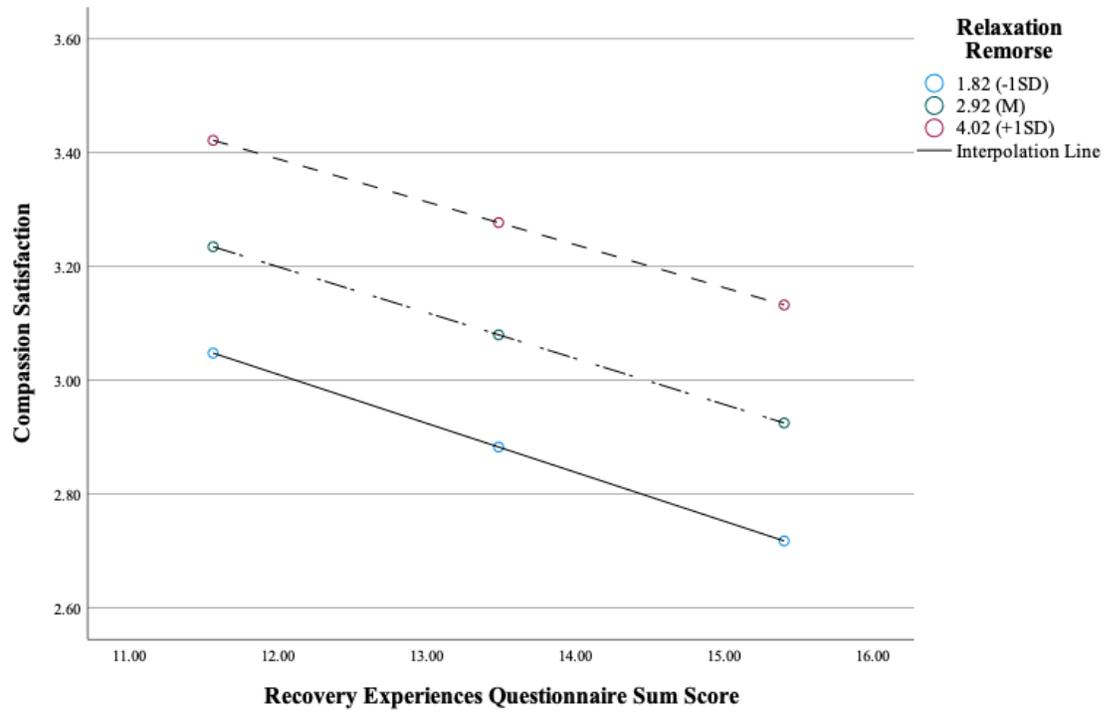


Figure 9 The relationship between recovery experiences and compassion satisfaction, moderated by relaxation remorse

Table 4 Regression analyses of Work Calling, Boundary Permeability, and Relaxation Remorse predicting Recovery Experiences

	Psychological Detachment			Relaxation		
	<i>b (SE)</i>	<i>Beta</i>	<i>t</i>	<i>b (SE)</i>	<i>Beta</i>	<i>t</i>
Predictors						
Work Calling	-.03 (.10)	-0.03	-.30	.20 (.13)	.19	1.56
Boundary Permeability	.50 (.01)	.60	6.52**	.09 (.10)	.11	.90
Relaxation Remorse	-.14 (.06)	-.19	-2.20*	-.15 (.08)	-.22	-1.88
Covariates						
Age	-.01 (.01)	-.09	-1.02	-.004 (.01)	-.08	-.67
Gender	.16 (.13)	.10	1.18	.20 (.17)	.13	1.16
Total Hours in Recovery	-.00 (.01)	.00	.00	.01 (.01)	.12	1.17
Work Hours	-.02 (.01)	-.04	-.42	-.003 (.01)	-.05	-.46
Role Impact	.00 (.00)	-.12	-1.49	.00 (.00)	-.003	-.03
Model R ²	.51			.13		
Adjusted R ²	.44			.04		

Notes. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed). *N* = 87 for Psychology Detachment and *N* = 88 for Relaxation.

Table 4, Continued

	Mastery			Control		
	<i>b (SE)</i>	<i>Beta</i>	<i>t</i>	<i>b (SE)</i>	<i>Beta</i>	<i>t</i>
Predictors						
Work Calling	.17 (.15)	.14	1.15	.24 (.13)	.23	1.94
Boundary Permeability	-.06 (.11)	-.06	-.49	.10 (.10)	.11	.88
Relaxation Remorse	.09 (.09)	.11	.90	-.10 (.08)	-.13	-1.14
Covariates						
Age	.004 (.01)	.06	.51	.002 (.01)	.04	.28
Gender	.19 (.20)	.11	.96	.16 (.17)	.11	.97
Total Hours in Recovery	.001 (.01)	.01	.13	.01 (.01)	.13	1.18
Work Hours	.002 (.01)	.03	.27	-.001 (.01)	-.02	-.20
Role Impact	.00 (.00)	-.06	-.53	.00 (.00)	-.001	.01
Model R2	.08			.12		
Adjusted R2	-.01			.03		

Notes. * Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed). *N* = 88 for Mastery and Control

Due to psychological detachment occurring as a significant variable in the previous analyses, I elected to conduct supplemental analyses, where I repeated the tests for hypothesis 2b, 3b, and 4b but used psychological detachment as the predictor rather than the recovery experiences questionnaire sum score. Results from these analyses were nonsignificant and main effects of the covariates reflected the previous analyses. One difference noted in the supplemental analyses was that in the model testing relaxation remorse as a moderator, there were main effects of psychological detachment on stress.

CHAPTER IV

DISCUSSION AND CONCLUSION

The present study examined the role recovery experiences have in decreasing strain among employees who work for a nonprofit organization (NPO). I also wanted to delineate the role that work calling, boundary permeability, and relaxation remorse play in the recovery and strain dynamic for NPO workers and volunteers. Specifically, I believed that work calling, boundary permeability, and relaxation remorse would have moderating effects on the recovery and strain relationship. Overall, results from my analyses indicated that, of the recovery experiences, psychological detachment was most often significantly related to variables of interest (e.g., proposed moderators and strain outcomes), whereas the other recovery dimensions related to some, but not all, variables of interest. I also found that my proposed moderators did not seem to weaken or strengthen the relationship between recovery and strain. I will explore these findings more as I discuss each hypothesis, limitations and suggestions for future research, and potential implications of my findings.

Although the qualitative data (see p. 21) was not explicitly related to my hypotheses, it provided framing for the recovery experience questionnaire (REQ), which provided insight into the participants' understanding of recovery and the methods used for recovery. The purpose of framing the REQ was to change participant understanding of recovery from a general and broad perspective of recovery to participant-specific recovery experiences that were restorative and replenishing during non-work time. Participants reported close to 400 activities and reported that

they choose to engage in these activities for several reasons, suggesting that they understood the purpose and value of recovery. While these findings suggest that participants recognized the value of recovery, many participants also reported that they were not able to engage in these activities as often as they would like or need due to different work and non-work-related demands. These findings were expected, as I believed that nonprofit workers and volunteers would have a high need for recovery due to their work being a significant source of resource depletion (National Center for Charitable Statistics, 2020). Need for recovery is an outcome of work fatigue and people with a chronic need for recovery often feel that their time is not sufficient for adequate recovery (Sonnentag & Fritz, 2007). Additionally, participants, on average, reported a high level of compassion fatigue, which results from chronic stress (Snelgar, 2017). This further suggests a need for recovery in our sample.

My first hypothesis was that higher instances of recovery experiences would result in less work-related strain. This hypothesis was partially supported. When examining general relationships of recovery experiences to strain outcomes, I found that the four dimensions of recovery experiences related to some, but not all, strain outcomes in significant ways. Notably, correlations indicated that, as stress increases, the occurrence of psychological detachment, relaxation, and control significantly decrease stress. Better perceptions of physical health relate significantly to all four dimensions of recovery. Interestingly, high levels of compassion satisfaction relate to a decrease in psychological detachment, but an increase in mastery. A more stringent analysis of these relationships showed that (1) psychological detachment decreased stress and burnout, (2) relaxation had a positive relationship to general health perceptions, and (3) mastery had a positive relationship to general health perceptions and secondary traumatic stress. It should be noted that these relationships have a degree of bidirectionality in that an

increase in strain may reduce time for recovery. Low psychological detachment appeared to be the strongest predictor of strain outcomes. This is supported by previous research that claims psychological detachment is the most crucial recovery experience in job-related recovery (Sonnentag & Fritz, 2007). This may be because psychological detachment goes beyond the physical absence from work and disengagement from work tasks; it also requires mental separation from the role (Sonnentag & Bayer, 2005). When employees are unable to separate from work physically and psychologically, they are often not able to fully recover (Sonnentag & Fritz, 2007).

Compassion satisfaction's relationship to recovery suggests that, while these workers are satisfied by their compassion-oriented work, fatigue from a long period of work may decrease their ability to turn off work-related thoughts and disengage from work tasks (Sonnentag & Bayer, 2005; Sonnentag & Fritz, 2007). Mastery experiences can sometimes contribute to detachment because they require focus and are often challenging (Sonnentag & Fritz, 2007). They also tend to help build self-efficacy (Nixon, 2020). So, while NPO workers higher in compassion satisfaction may not be able to psychologically detach from work, they may still engage in meaningful recovery through mastery experiences. One reason control may not have had a significant effect on any of our strain outcomes in the more in-depth analyses could be that home/life demands for this sample inhibited feelings of control over leisure time (Nixon, 2020). These findings overall are not all together surprising. While all dimensions of recovery may not have affected all the strain outcomes I tested, they still appear to significantly decrease strain overall.

The Recovery Experiences Questionnaire implies that higher quantities of time spent engaging in recovery experiences help workers better regain resources (Sonnentag & Fritz,

2007). One of its limitations, however, is that it does not actually have items that disentangle whether workers can engage in recovery. Results from framing questions included in this study indicated that hours spent in recovery did not relate to any strain outcomes. Like Nixon (2020's) findings, this suggests that recovery is less about high amounts of time dedicated to recovery and more about the quality of the recovery experience.

Hypotheses 2a, 3a, and 4a stated that those higher in either work calling, boundary permeability, and relaxation remorse were less likely to engage in sufficient restorative or replenishing recovery experiences. I had mixed findings for these hypotheses. Correlations indicated that, as calling increased, psychological detachment decreased, but mastery and control increased. In a more stringent analysis, work calling had only a marginally significant effect on control. Correlations indicated that those higher in work calling were also higher in compassion satisfaction and tended to work more hours for their nonprofit. Findings also indicated that the higher the sense of calling, the less experiences of burnout. This finding was somewhat surprising as past research that shaped this study suggested that those who were higher in calling orientation would be more likely to work in highly stressful and emotional work environments and were less likely to take time away from pursuing calling-related goals (Duffy et al., 2016; Rosso et al., 2010). The explanation for this result may be like that for higher compassion satisfaction resulting in decreased psychological detachment and increased mastery. While work demands may decrease the likelihood of psychological detachment, those higher in calling orientation may still engage in meaningful recovery and detachment through activities that promote mastery and control (Sonnentag & Bayer, 2005; Nixon, 2020). It is possible that adding psychological detachment may allow them to further increase restorative and replenishing recovery experiences. Previous studies have found that those living a calling had increased career

commitment, work meaning, and job satisfaction, which at times lead employees to recover less and work more (Duffy et al., 2012; Duffy et al., 2016). Correlations also indicated that, as age increased, work calling increased, but work-nonwork segmentation (boundary permeability measure) and relaxation remorse decreased. It is possible that, as people age and gain career experience, they may develop effective strategies for being engaged in work and not growing burned out. This aligns with Johnson et al.'s (2017) study which found that older workers tended to employ more positive emotional regulation strategies developed through life experience in both the work and nonwork context.

I found boundary permeability, measured as work-nonwork segmentation, to have a significant relationship with NPO worker/volunteer ability to psychologically detach, but not to other dimensions of recovery, providing minimal support for hypothesis 3a. Individuals must be able to mentally switch off and distance themselves from work demands to psychologically detach (Nixon, 2020). When people feel that they can segment (i.e., create boundaries) between work and nonwork roles, especially when demands are high in either or both realms, the ability to psychologically detach becomes more likely.

Correlations for relaxation remorse indicated that, as relaxation remorse increases, psychological detachment and relaxation decreased. A more stringent analyses indicated that relaxation remorse predicted a decrease in psychological detachment but not other dimensions of recovery. These findings support Jennings' (2017) suggestions that, while those experiencing relaxation remorse may not avoid recovery all together, they experience negative affective responses when they try to engage in relaxation and may not actually be able to psychological detach from work as they feel guilt for taking a break. This may ultimately decrease the ability of an individual's recovery to fully restore or replenish resources needed for work.

Throughout the previous analyses, psychological detachment correlated with the health and well-being outcomes and my proposed moderators, indicating that psychological detachment tended to occur less frequently with an increase in strain outcomes, work calling, boundary permeability, and relaxation remorse. Interestingly, these dynamics do not necessarily suggest that recovery is not happening. In the qualitative data, many respondents noted that it was difficult to disconnect from work in ministry-related roles which may, by nature, require workers in these roles to be at attention to meet needs as they arise, sometimes not during designated work hours (e.g., clergy, missionaries, etc.). The work-nonwork distinctions, which facilitate psychological detachment, may not always be perceived as achievable, or needed, especially when these types of roles prime workers to keep their work, or ministry, in mind most, if not all, of the time. This may be particularly true for those who feel they are living out a calling and find satisfaction in their work. This presents the possibility that, while recovery may not always require complete detachment from work as Nixon (2020) suggested, there may be unmet needs for psychological detachment during recovery. Additionally, the value of psychologically detaching from work, particularly from resource-demanding roles, may not be understood, and thus employees are not engaging in this type of recovery, although findings from the present study are not conclusive. My results do, however, indicate that, while this group is engaging in recovery, they are not psychologically detaching. This may present challenges as psychological detachment is important for managing strain, as was evidenced by it being most strongly correlated with the strain outcomes in this study. Future research may be able to explore the benefits of detaching even when the sample is committed, satisfied, and engaged with their work.

Finally, hypotheses 2b, 3b, and 4b proposed that work calling, boundary permeability, and relaxation remorse would moderate the relationship between recovery and strain.

Specifically, I believed that work calling, boundary permeability, and relaxation remorse would decrease recovery's effect on strain. Results did not support these hypotheses, possibly because of a small sample size. Cohen et al. (2014) suggested that 392 participants are required to detect a small effect size in predictors free of error (i.e., have perfect reliability). In some cases, such as in the present study, where items have varying reliabilities and correlations, the sample size needed to detect a small effect size would be even greater (Cohen et al., 2014). Lack of support for these hypotheses may also suggest that work calling, boundary permeability, and relaxation remorse may have direct rather than moderating effects on recovery and/or strain. These direct effects are suggested by the study's correlations which show relationships between work calling, boundary permeability, and relaxation remorse and recovery experiences, as well as relationships between work calling, boundary permeability, relaxation remorse, and strain outcomes.

Implications

The results of the present study, while not fully supporting all hypotheses, provide valuable insight into the general relationship between recovery and strain and how they are affected by work calling, boundary permeability, and relaxation remorse. This study's exploration of the influence of recovery experiences on strain for NPO workers and volunteers suggested that recovery is an important tool for helping this population experience less work-induced strain. Strain, measured with various psychological and physical outcomes, was relatively high for this sample. Though the sample reported engaging in recovery to some degree, participants also reported psychologically detaching less frequently than other forms of recovery. Psychological detachment's strong correlation to strain indicates that it is important to recovery, but this group may not always feel able to or understand the need to psychologically detach.

Alternatively, they may not actually have opportunity to detach, even if they would like to. Ultimately, psychological detachment may help this group reduce strain.

These findings also suggest that work calling, and compassion satisfaction could serve as resources that help nonprofit workers manage strain, either through weakening the effect of stress or increasing quality of recovery. Findings related to boundary permeability and relaxation remorse suggest that, while they may not eliminate recovery, negative affect caused by a perceived inability to detach may detract from the overall quality of recovery, thus making recovery less restorative and replenishing. This dynamic suggests a limit to how engaged a workforce should be. In this context, where NPO workers are strongly attached to their roles and high engagement is necessary, workers may have the mentality of being unable to detach, feel detachment is unnecessary, or feel that detachment is impossible.

These findings indicate that a high degree of work stressors and demands exist for NPO workers and many may not be avoidable. NPOs, however, may still be able to empower their workers with the tools they need to recover, gain, and anticipate (the loss/gain of) resources in ways that are uniquely beneficial. Focusing on understanding the value that quality recovery provides to individual well-being and work contributions and providing NPO employees with the education and ability to determine individual, guilt-free parameters for having restorative and replenishing recovery experiences, may be a more practical approach to mitigating the harmful outcomes of strain. Education and insight about the value of psychological detachment may be particularly needed and beneficial. These are actions organizations can take to facilitate detachment while helping nonprofit workers feel that they are still committed and contributing, even if they take a break. Ultimately, the findings from the present and future studies provide a

theoretical background for helping NPO employees work well, which benefits workers and the organization, as well as the communities and people the NPOs serve.

Limitations and Future Directions

The present study had a few limitations that should be considered to guide future research. Due to time constraints and recruiting techniques, the sample was relatively small which yielded a few negative outcomes. First, there was not a large enough sample size to accurately test for moderation. As previously mentioned, Cohen et al. (2014) recommended 394 or more participants to test for significant small interaction effects, and the sample for this study was less than a third of the needed size. This limited my ability to detect effects, if any, on the relationship between different types of recovery and strain and to assess whether work calling, boundary permeability, and relaxation remorse moderated this relationship. Another outcome of a small sample size was that the participant pool was not necessarily demographically representative of nonprofit workers/volunteers. Diversity among demographic variables and job characteristics was relatively low. Limited sample size did not allow opportunity to differentiate between job types and experiences of paid and volunteer workers. An additional drawback of a small sample size, paired with a lower response rate to items included toward the end of the survey, was that I was not able to conduct the more detailed analyses on burnout and secondary traumatic stress (i.e., elements of compassion fatigue). Thus, future research would benefit from developing a more robust recruitment plan and planning for more time spent recruiting to collect a large and diverse sample. Because there are so many types of nonprofit roles and my sample was small, differences in experiences were nebulous and thus I was unable to make distinctions. Future studies could create a more stringent categorization (and accompanying questions) for

types of nonprofit workers and volunteers, which may allow for better understanding of unique experiences; Alternatively, future studies could also narrow the scope of types of nonprofit workers recruited.

Future research should consider additional ways to quantify and contextualize recovery to the nonprofit context. While qualitative data captured for this study suggested the existence of unique demands, additional studies could capture data that provides insight on the work and nonwork demands of nonprofit workers which could further facilitate understanding of the role of recovery experiences. Future studies should consider attempting to connect recovery activity preferences with recovery experiences and to analyze the quality of those experiences. Making those connections would 1) provide understanding of the underlying experiences present in different types of activities and 2) provide understanding for which activities and conditions yield the highest quality experiences. This may be particularly helpful for identifying activities that can facilitate quality psychological detachment for NPO workers. Exploring the nuances of how recovery activities connect to experiences and whether actual time spent in recovery is seen as beneficial would provide a more robust understanding of the recovery and strain relationship in NPO workers and volunteers.

Conclusion

The results of the present study provide evidence for the relationships of recovery, strain, work calling, boundary permeability, and relaxation remorse within the context of NPOs. Generally, recovery experiences related to some, but not all, outcomes of strain; work calling, boundary permeability, and relaxation remorse did not appear to moderate the recovery-strain relationship. While results did not provide support for all hypotheses, findings indicated that

recovery experiences are significant for helping NPO workers/volunteers manage strain and that recovery experiences may be more nuanced than suggested by previous research. Psychological detachment appeared to be an underused element of recovery that, if taught to this group, may increase their ability to manage strain. Additionally, while work calling, boundary permeability, and relaxation did not serve as moderators, they may still be significant factors in the recovery and strain relationship. Future research should consider methods to collect a larger and more diverse sample pool and collect data that offers a deeper understanding of recovery and strain in the NPO context.

The findings of the present study add to the understanding of factors influencing recovery and strain which may assist in developing actionable interventions that NPOs can use to help their workers experience optimal recovery and better help others.

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APPENDIX A

IRB APPROVAL LETTER

Institutional Review Board

Dept 4915
615 McCallie Avenue
Chattanooga, TN 37403
Phone: (423) 425-5867
Fax: (423) 425-4052
instrb@utc.edu
<http://www.utc.edu/irb>

TO: Anna Laura Waldron **IRB # 21-145**
Dr. Kristen Black
FROM: David Deardorff, Interim Director of Research Integrity
Dr. Susan Davidson, IRB Committee Chair
DATE: 11/3/21
SUBJECT: IRB #21-145: When helping hurts: Understanding moderators to resource recovery in nonprofit workplaces

Thank you for submitting your application for exemption to The University of Tennessee at Chattanooga Institutional Review Board. Your proposal was evaluated in light of the federal regulations that govern the protection of human subjects.

Specifically, 45 CFR 46.104(d) identifies studies that are exempt from IRB oversight. The UTC IRB Chairperson or his/her designee has determined that your proposed project falls within the category described in the following subsection of this policy:

46.104(d)(2)(i): Research only includes educational tests, surveys, interviews, public observation and recorded information cannot readily identify the subject (directly or indirectly/linked)

Even though your project is exempt from further IRB review, the research must be conducted according to the proposal submitted to the UTC IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an Application for Changes, Annual Review, or Project Termination/Completion form to the UTC IRB. Please be aware that changes to the research protocol may prevent the research from qualifying for exempt review and require submission of a new IRB application or other materials to the UTC IRB.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite our best intent, unforeseen circumstances or events may arise during the research. If unexpected

situation or adverse event happens during your investigation, please notify the UTC IRB as soo

possible. Once notified, we will ask for a complete explanation of the event and your response. Other actions also may be required depending on the nature of the event.

Please refer to the protocol number denoted above in all communication or correspondence related to your application and this approval.

For additional information, please consult our web page <http://www.utc.edu/irb> or email instrb@utc.edu.

Best wishes for a successful research project.

APPENDIX B

IRB CHANGES APPROVAL LETTER

Institutional Review Board

Dept 4915
615 McCallie Avenue
Chattanooga, TN 37403
Phone: (423) 425-5867
Fax: (423) 425-4052
instrb@utc.edu
<http://www.utc.edu/irb>

TO: Dr. Kristen Black
Laura Waldron

IRB # 21-145

FROM: David Deardorff, Interim Director of Research Integrity
Dr. Susan Davidson, IRB Committee Chair

DATE: 11/08/2021

SUBJECT: IRB #21-145: When helping hurts: Understanding moderators to resource recovery in nonprofit workplaces

The University of Tennessee at Chattanooga Institutional Review Board has reviewed and approved the following changes for the IRB protocol listed above:

- Added a question to the survey
- Added more information to recruitment statement

Please keep in mind that all research must be conducted according to the proposal submitted to the UTC IRB. If changes to the approved protocol occur, a revised protocol must be reviewed and approved by the IRB before implementation. For any proposed changes in your research protocol, please submit an Application for Changes, Annual Review, or Project Termination/Completion form to the UTC IRB. Please bear in mind that significant changes could result in having to develop a new application for submission and approval. Your protocol will be automatically closed at the end of the proposed research period unless a change request application is submitted. No research may take place under a closed or expired protocol.

A goal of the IRB is to prevent negative occurrences during any research study. However, despite our best intent, unforeseen circumstances or events may arise during the research. If an unexpected situation or adverse event happens during your investigation, please notify the UTC IRB as soon as possible. Once notified, we will ask for a complete explanation of the event and your response. Other actions also may be required depending on the nature of the event.

Please refer to the protocol number denoted above in all communication or correspondence related to

your application and this approval.

For additional information, please consult our web page <http://www.utc.edu/irb> or email instrb@utc.edu.

Best wishes for a successful research project.

APPENDIX C

INFORMED CONSENT FORM

INFORMED CONSENT

Work-Life Experiences of Nonprofit Workers

You are being invited to participate in a research study about work-life experiences within the nonprofit workplace. This study is being conducted at the University of Tennessee at Chattanooga (UTC) by Laura Waldron, Industrial-Organizational Psychology master's candidate, and Kristen Black, faculty advisor. Dr. Black can be contacted at kristen-j-black@utc.edu or (423) 425-5479.

Who Can Participate?

You must be at least 18 years of age to participate in this research and currently have at least 6 or more months of experience working or volunteering for a nonprofit organization.

How will this work?

If you agree to participate, you will be asked to complete a brief internet-based survey (requiring approximately 15 minutes of your time). This survey will ask you to respond to questions regarding recovery activities you engage in and factors that influence work-life balance and stress.

Benefits

By participating in this research, you will be contributing to a growing base of knowledge regarding stress and strategies for recovering from work demands. Your contribution to this study will expand understanding of stress, recovery, and work demands to include experiences of nonprofit workers and volunteers, which is a traditionally underrepresented subject in this field of research. This information will help researchers and nonprofit organizations identify optimal strategies and guidance for helping nonprofit workers and volunteers engage in practices that will help them be the most effective in their helping roles.

Additionally, you can enter a drawing for a chance to win one of twenty-six \$25 Amazon gift cards. You do not have to participate in the research study to enter the drawing. The odds of winning a prize are approximately 26 in 300 but may vary depending on how many people participate and how many people choose to enter the drawing without completing the study.

To ensure that your survey responses remain anonymous, you will be redirected at the end of the questionnaire to a separate data entry form and asked to provide your contact information for the drawing. The information that you provide will not be linked to your survey responses in any way.

Risks

Depending on your life experiences, thinking about some of the questions in this survey may be stressful. You may skip any question you find too uncomfortable to answer, and you have the right to withdraw from the study at any time. If you become uncomfortable or distressed and need assistance, the American Psychological Association website lists a variety of national hotlines and local resources: <https://www.apa.org/topics/crisis-hotlines>

Voluntary Participation

Your participation in this study is voluntary. You are free to stop answering questions at any time or to decline to answer any question you do not wish to answer for any reason. If you stop the survey before the end, your previous answers will be automatically discarded. After you submit the survey, we cannot remove your responses because we will not know which answers came from you.

IRB Contact Information

Research at UTC involving human participants is carried out under the oversight of the Institutional Review Board. Address questions or problems regarding these activities to Dr. Susan Davidson, UTC IRB Chair, email: susan-davidson@utc.edu; phone: (423) 425-1387.

Please indicate your decision regarding participation in this research by selecting a response below:

- I am at least 18 years of age, have read and understand the information above, and *want to* participate in the study.
- I *do not want* to participate in the study, or I am younger than 18 years of age, and I *would not like* to enter the raffle.
- I *do not want* to participate in the study, or I am younger than 18 years of age, but I *would like* to enter the raffle.

APPENDIX D

COPY OF SURVEY

Recovery Activities and Recovery Experiences Questionnaire

Q3 Instructions: All of us respond to **work demands, stress, and strain** in our daily lives with the help of various psychological, physical, and social "resources." Some work activities require more resources from us than they give; these activities tend to "**drain**" our resources.

Participating in other activities, however, may actually help us **feel replenished or restored**, as if we gained more from that activity than it took away. These activities "replenish" or recover resources. With that in mind, **please identify your top three resource recovery or replenishing activities**, other than sleeping, in which you **most frequently engage** (e.g., running, reading, cooking, watching movies, etc.) – think broadly about activities you engage in *at work and outside of work*.

Please **rank-order your activities** below such that the first activity listed is the one you **most frequently engage in**, and the last activity is the one you **least frequently engage in**.

Q4 Please write your **#1** restorative or resource recovering activity

Q5 Please write your **#2** restorative or resource recovering activity

Q6 Please write your **#3** restorative or resource recovering activity

Q7 How many total hours/days per week do you typically spend engaged in these activities or activities like these that are replenishing?

Q8 Please describe why you engage in these activities.

Q9 If applicable, please describe reasons you don't engage in these activities as often as you would prefer.

Q10 Thinking specifically about your **time outside of work** over the course of the last month, to what extent are the following statements true?

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
1. I forget about work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I don't think about work at all.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I distance myself from my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I get a break from the demands of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I kick back and relax.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I do relaxing things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I use time outside of work to relax.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I take time for leisure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I learn new things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I seek out intellectual challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I do things that challenge me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I do something to broaden my horizons.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. I feel like I can decide for myself what to do.

14. I decide on my own schedule.

15. I determine for myself how I will spend my time.

16. I take care of things the way I want them done.

Calling and Vocation Questionnaire (CVQ)

Q11 Please indicate the degree to which you believe the following statements describe you, using the scale below. Please respond with your current role in mind. Try not to respond merely as you think you “should” respond; rather, try to be as accurate and as objective as possible in evaluating yourself.

	Not at all true of me (1)	Somewhat true of me (2)	Mostly true of me (3)	Absolutely true of me (4)
13. I believe that I have been called to my current line of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I do not believe that a force beyond myself has helped guide me to my career ®.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I was drawn by something beyond myself to pursue my current line of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I am pursuing my current line of work because I believe I have been called to do so.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Please select Mostly true of me (3) if you are paying attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My work helps me live out my life's purpose.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I see my career as a path to purpose in life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. My career is an important part of my life's meaning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. I try to live
out my life
purpose when I
am at work.



Boundary Permeability

Q12 Please indicate the extent to which you agree with the following statements.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neutral (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
1. I don't like to have to think about work while I'm home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I prefer to keep work life at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I don't like work issues creeping into my home life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I like to be able to leave work behind when I go home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My workplace lets people forget about work when they're at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Where I work, people can keep work matters at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. At my workplace, people are able to prevent work issues from creeping into their home life.

8. Where I work, people can mentally leave work behind when they go home.

Q13 Please indicate the extent to which you agree with the following statements.

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly Agree (5)
1. I don't think about work while I'm at home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I keep work life at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Work issues don't creep into my home life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I leave work behind when I go home.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Relaxation Remorse

Q14 Please indicate the extent to which you agree with the following statements.

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
1. Relaxing makes me feel guilty because there is always something else I could be doing for work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Relaxing often makes me feel bad because I feel I am wasting time when I should be doing something productive for work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. When I try to relax, I feel I should be doing work instead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Relaxing is difficult for me because there are always more important things I need to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Relaxing
when I have
other things
to do for
work makes
me feel
guilty.



Q15 These questions are focused on how you may feel about your health and well-being. These questions are about how you have been in the last month. Please choose the answer that reflects how often you experience the following:

	Not at all (1)	A small part of the time (2)	Part of the time (3)	A large part of the time (4)	All the Time(5)
1. How often have you had problems relaxing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. How often have you been irritable?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. How often have you been tense?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. How often have you been stressed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q16 These questions are about how you have been in the last month. Please choose the answer that reflect how much these statements fit your experience:

	Does not fit (1)	Fits a little bit (2)	Fits quite well (3)	Fits perfectly (4)
1. I am always able to solve difficult problems if I try hard enough.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. If people work against me, I find a way of achieving what I want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. It is easy for me to stick to my plans and reach my objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I feel confident that I can handle unexpected events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. When I have a problem, I can usually find several ways of solving it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Regardless of what happens, I usually manage.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q17 These questions are about how you have been in the last month. Please choose the answer that best fits your current situation:

	Poor (1)	Fair (2)	Good (3)	Very good (4)	Excellent (5)
1. In general, would you say your health is:	<input type="radio"/>				

PROQOL: Compassion Satisfaction Scale

Q18 When you help people you have direct contact with their lives. As you may have found, your compassion for those you help can affect you in positive and negative ways. Below are some questions, both positive and negative, about your experiences in a helping role. Consider each of the following questions about you and your current work situation. Select the number that honestly reflects how frequently you have experienced these things in the last month.

	Never (1)	Rarely (2)	Sometimes (3)	Often (4)	Very often (5)	N/A
1. I get satisfaction from being able to help people.	<input type="radio"/>					
2. I feel invigorated after working with those I help.	<input type="radio"/>					
3. I like my work where I serve as a helper.	<input type="radio"/>					
4. I am pleased with how I am able to keep up with helping techniques and protocols.	<input type="radio"/>					
5. My work makes me feel satisfied.	<input type="radio"/>					
6. I have happy thoughts and feelings about those I help and how I could help them.	<input type="radio"/>					

7. I believe I can make a difference through my work.

8. I am proud of what I can do to help.

9. I feel that I am a “success” as a helper.

10. I am happy that I chose to do this work.

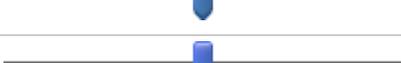
11. Please select “Sometimes (3)” if you are paying attention.

Compassion Fatigue Questionnaire

Q19 Please read each of the following statements carefully and indicate how closely it reflects your current work experiences. Some items refer to “clients”, but this can be thought of as anyone who you serve in your work (e.g., clients, customers, patients, church members, etc.)

Rarely/Never (1) Very Often (10) Not Applicable

1 2 3 4 5 6 7 8 9 10

1. I have flashbacks connected to clients.	
2. I have troubling dreams about clients.	
3. I have intrusive thoughts after working with difficult clients.	
4. I have suddenly recalled frightening experiences while working with a client.	
5. I have been losing sleep over a client's traumatic experience.	
6. I have felt trapped by my work.	
7. I have a sense of hopelessness working with clients.	
8. I have felt tired due to work as a caregiver.	
9. I have felt depressed as a result of work.	
10. I have felt unsuccessful at separating work from personal life.	
11. I have a sense of worthlessness associated with work.	
12. I feel like a "failure" in work.	
13. I have thoughts about not achieving goals.	

Background and Demographic Information

Q20 Do you currently work for a nonprofit organization?

- Yes
- No

Q21 If you answered no, how many years has it been since you worked for a non-profit?

Q22 Is your nonprofit work primarily based in the U.S.A.?

- Yes
- No

Q23 If no, where are you primarily located?

Q24 Would you describe your nonprofit as religious or non-religious?

- Religious
- Non-religious
- Prefer to describe

Q25 Please rate the extent to which you agree with the following statement:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
I feel that my personal values are aligned with the nonprofit I currently work with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q26 Approximately how many employees and/or volunteers work at your nonprofit?

Q27 Are you considered part-time, full-time, or a volunteer?

Q28 Please list the average number of hours you work at a nonprofit per week:

Q29 How long have you been in your **current** nonprofit role?

- 6 months or less
- Over 6 months, up to 1 year
- Over 1 year, up to 3 years
- Over 3 years, up to 6 years
- Over 6 years, up to 10 years
- Over 10 years, up to 20 years
- Over 20 years
- Not currently working for a nonprofit

Q30 How long have you worked for nonprofits **in general** during your career?

- 6 months or less
- Over 6 months, up to 1 year
- Over 1 year, up to 3 years
- Over 3 years, up to 6 years
- Over 6 years, up to 10 years
- Over 10 years, up to 20 years
- Over 20 years

Q31 What would you consider to be the main focus of your nonprofit? (e.g., food bank, counseling services, medical services, church/religious services, etc.)

Q32 What is the title of your role?

Q33 Does your typical work involve a direct (e.g., person-facing) or indirect (e.g., administrative) impact on the people served by your organization?

- Direct

- Indirect
- A mixture
- Prefer to describe

Q34 Please provide a brief description of your role's primary responsibilities:

Q35 Is there anything else you would like us to know about your nonprofit work that you felt wasn't adequately captured in this study?

Q36 Please indicate your age:

Q37 What is your gender?

- Female
- Male
- Prefer to self-describe

Q38 How many dependent children are in your household that you regularly care for?

Q39 Including yourself, how many people live in your household?

Q40 What is your current marital status?

- Single, never married
- Married or domestic partnership
- Widowed
- Divorced
- Separated

Q41 What is the highest level of education you have completed? If currently enrolled, what is the highest degree you have received?

- Some high school, no diploma
- High school diploma or GED
- Some college, no degree
- Technical/Vocational degree
- Associate (2 year) degree
- Bachelor's (4 year) degree
- Master's degree
- Doctorate degree

VITA

Laura Waldron was born in Atlanta, Georgia to Phil and Donna Waldron. She spent most of her growing up years living in southeastern Mexico and western Honduras, where her parents worked for various nonprofit organizations. She graduated with a Bachelor of Science from Harding University in Searcy, Arkansas. During her time there she studied Cognitive Neuroscience, while being an active member of her sorority and the student government association. Upon graduation, she attended the University of Tennessee at Chattanooga (UTC) for graduate school. During her graduate studies, she was a graduate assistant in the Walker Center for Teaching and Learning and spent 1.5 years as the Outreach Coordinator for the Chattanooga Area Industrial-Organizational Psychology Group (CHAIOP). She also completed a Leadership Development internship with Lockheed Martin, an aerospace and defense company, based in Bethesda, MD. Laura graduated in May 2022 with a Master of Science degree in Industrial-Organizational Psychology.