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Employee Volunteering

What consequences does participation in employee volunteering have on the individual employee?

Bachelor Thesis

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ABSTRACT

Apart from fulfilling economic and legal responsibilities, contemporary businesses attempt to contribute to sustainable development of communities they operate in. Companies undertake a broad range of socially responsible initiatives intended at diminishing any negative impact of business operations on environment and society at large. On the other side, they also take actions in order to improve the quality of life of community members through a variety of community-linked activities. Even though some business observers maintain a degree of skepticism toward the socially responsible business approach, the vast majority expects an increasing importance of corporate social responsibility (CSR) in the coming years. In particular, employee volunteering (EV) as a form of CSR aimed at addressing the needs of community through company-driven volunteer work is gaining a greater recognition in the business environment.

The objective of this thesis is to obtain a better understanding of employee volunteering, and the reasons behind company´s involvement in volunteer initiatives. Based on resource-based view of the firm, the paper presents the linkage between employee volunteer programs, and a company´s ability to create and maintain competitive advantage. According to academic literature, advantages associated with EV can arise from improved reputation and image due to effective stakeholder management. Moreover, employees participating in volunteer programs are said to enhance their work attitudes such as commitment, motivation, work-engagement, and a positive CSR reputation might become a way to attract new talented employees. Besides, previous research confirmed that volunteer activities develop job-related skills, and improve community spirit at workplace.

Our own research regarding employee volunteering is focused on an in-depth investigation of the consequences that participation in volunteer programs might have on individual employees, and indirectly on the company they work for. The objective is to explore potential positive and negative influences of EV on the interviewed employees. Online interview questions were sent out to employees of various firms that are or have been engaged in company-sanctioned volunteering. Responses collected from the interviews were analyzed using two interpretation methods, and the detail description of the findings can be found in the empirical result section of the thesis. Some of the findings have confirmed the information found in academic literature, while some of the answers have brought slightly new insight into employee volunteering from organizational perspective.

Keywords: employee volunteering, corporate social responsibility, corporate citizenship, resource-based view of the firm, reputation, image, commitment, work-engagement, motivation, recruitment, job-related skills.

Table of Contents

1. INTRODUCTION 4
2. THEORETICAL BACKGROUND 6
2.1. Conceptualizations 6
Corporate Social Responsibility (CSR) 6
Corporate Citizenship (CC) 8
Employee volunteering (EV) 9
Strategy 11
2.1. The linkage between EV and competitive advantage 11
Resource-based view of the firm (RBV) 12
External advantages 14
Reputation and image 14
Carroll´s pyramid 14
Stakeholder theory 15
The Reputational Risk Management Cycle 16
Internal advantages 19
Work attitudes 19
Job-related skills 23
Criticism 23
3. PROBLEM FORMULATION 24
4. METHODOLOGY 25
4.1. Methodological views 27
4.2. The method of data collection 28
4.3. The respondent selection 28
4.4. The structure of the interview 29
4.5. The data collection process 30
4.6. The method of data interpretation 30
4.7. Quality criteria in qualitative research 31
5. EMPIRICAL RESULTS 32
5.1. Presentation of respondents 32

5.2. Motives for participation 35
5.3. Employee volunteering influence on individuals and their work life 37
Commitment 37
Intrinsic motivation and work engagement 38
Personal and professional gains 41
Positive work relationships 43
Distraction 45
6. CONCLUSION 46
6.1. Consequences of EV participation on the individual employee 46
6.2. The future perspectives of the research 49
BIBLIOGRAPHY 50
APPENDIX 54

1. INTRODUCTION

The perception of the role of a company in society has dramatically changed over the last three decades. It seems that the belief of Milton Friedman expressed in 1970 that the only responsibility of business is to increase profits and maximize shareholders´ wealth within the rule of law, has lost its relevance in the contemporary business environment. Nowadays, apart from being obligated to enlarge economic gains, managers are expected to take into consideration the environmental consequences of their business activities, meet hygiene and safety standards, and even make attempts to support local communities they operate in (Hoskins, 2008).

The demand for firms to be socially responsible emerged in the United States at the beginning of the 1990s, and the initiatives of corporate social responsibility began appearing subsequently in Europe and rest of the world a few years later (Mutz, 2008). Presently, nearly all the big corporations commit efforts in one way or the other to a wide range of CSR programs on a daily basis, and proudly manifest their good corporate citizenship to stakeholders on official websites or in their advertising campaigns (The Economist, 2008). Besides, every year one can come across various corporate social responsibility rankings such as GLOBAL 100 Most Sustainable Corporations in the World ranking (Coster, 2010), or Newsweek´s Green Rankings listing the organizations with the highest degree of involvement in responsible practices from an environmental perspective (Newsweek, 2010).

One can point out various reasons behind the rise of social accountability in business. First of all, the advances in communication technology have significantly increased consumer access to information about firms´ conduct in connection with human rights, working standards, and environment. Moreover, due to globalization of business activities firms have begun to operate in multiple locations around the globe where human rights or environment are frequently not protected by local law. The awareness of inappropriate actions of some corporations in the past with regard to working standards, child labor and ecological issues has raised public concerns, and encouraged consumers to purchase from companies acting in an ethically responsible manner. As a result, many firms found it necessary to adjust their business practices in a way that would fulfill social expectations, and indirectly earn their right to operate on the market (Hoskins, 2008).

Corporate social responsibility is a very wide concept relating to a number of different issues including the environmental aspects of business operations, workforce management, supply chain relations as well as a variety of community-linked activities (Hoskins, 2008). The thesis is going to concentrate on CSR from a perspective of employee volunteering which is `` one of a number of activities associated with corporate community involvement and an indicator of corporate social responsibility and good corporate citizenship" (den Hond et al., 2007:116). Employee volunteering is a relatively new approach of the socially responsible companies. Volunteering has transformed from an activity that was solely performed outside a workplace by individuals willing to sacrifice their private time to serve charitable organizations to a philanthropic activity supervised by a company, and carried out often during the working hours (Gilder et al., 2005). According to the research, nearly 9 out of 10 American firms foster employee volunteerism, and about two-thirds of them agree to provide time off for philanthropic activities (Peloza and Hassay, 2006). However, the United States is not the only place where EV initiatives are promoted by corporations. For instance, the Scandinavian pharmaceutical company Novo Nordisk engages its employees in the TakeAction! program to fight diabetes in different locations around the world (Novo Nordisk official website). Another example of EV efforts can be found in Hong Kong Standard Chartered Bank where employees participate in numerous initiatives both locally and internationally to increase awareness of the spread of HIV, and support people living with the virus (Standard Chartered Bank official website). The examples of corporate volunteering presented above account for only a small number of actions that companies get involved in every year. However, there is no profound statistical data on employee volunteering that would enable to draw a comparison of the scope of EV initiatives internationally and between industries (Peloza and Hassay, 2006).

We have chosen to investigate the topic of employee volunteering in the thesis due to the growing involvement of companies in this particular type of corporate social responsibility initiative. Employee volunteering programs have already become an integral part of organizational activities in many firms around the world. Since 1990s, the number of companies implementing EV programs has increased by nearly 150 percent (Peloza et al., 2009). The presence of corporate volunteerism will surely become even more widespread in the upcoming years due to the scope of attention it receives in publicity. For instance, the significance of employee volunteering has been

emphasized in The European Union by announcing year 2011 a European Year of Volunteering. In addition, The European Commission has initiated the Employee Volunteering Awards program in order to promote corporate citizenship behavior among European enterprises (bitc website).

In the opening part of the thesis, the investigation of employee volunteering will be based on various theories and frameworks that will contribute to a deeper comprehension of the relation between employee volunteering, and its impact on a company´s external and internal environment. The theoretical background will be supported by a wide selection of scientific sources such as books, articles, reviews as well as business magazines in order to get a grasp of all the noteworthy features of the subject. Furthermore, on the basis of the theories we will formulate a problem statement, and design our own research directed to managers and employees that are or have been involved in intra-organizational volunteering activities at their workplace. The responses from the interviews will allow making a comparison to the theoretical background presented earlier in the paper, and draw a conclusion to the question stated in the problem formulation.

2. THEORETICAL BACKGROUND

2.1. Conceptualizations

In order to gain a better insight of the issue of employee volunteering, and its impact on the functioning of a company is necessary to explain at first all the relevant definitions associated with the topic. Therefore, this part will begin with the conceptualization of corporate social responsibility, corporate citizenship, employee volunteering and strategy.

Corporate Social Responsibility (CSR)

Even though employee volunteering is the core interest of the thesis, corporate social responsibility is closely interrelated with it. A number of models, theories and research that will be included further in the paper were originally aimed at examining CSR concept in general rather than being directly related to employee volunteering. However, the separation of the latter term from CSR is difficult as the majority of research examines corporate social responsibility without distinguishing between different types of initiatives. Therefore, we find it important to show the close link of CSR to employee volunteerism in order to be able to use some of CSR theories for the

analysis. Consequently, the paper could not be fully comprehensible without a profound explanation of the corporate social responsibility in the following paragraphs.

It is quite problematical to provide one particular definition of corporate social responsibility (CSR) as academic literature is overflowing with dozens of different explanations of the concept. Some scholars consider CSR ``an expression of voluntary effort by which the firm complies with ethical standards as opposed to purely economic or legal imperatives`` (Kakabadse, 2007:29). Others perceive it as ``the commitment of businesses to contribute to sustainable development by working with employees, their families, the local community and society at large to improve their lives in ways that are good for business and for development``(den Hond et al., 2007:11). On the other side, Bloom and Gundlach understand corporate social responsibility more as an obligation than a voluntary initiative towards all the stakeholders that are affected by the corporate governance of a company. According to them, ``these obligations go beyond legal requirement and the company´s duties to its shareholders. The fulfillment of these obligations is intended to minimize any harm and maximize the long-run beneficial impact of the firm on society`` (Kakabadse, 2007:15).

Analyzing different definitions, one can certainly notice that the motives behind promoting a more responsible market economy still remain a disputable matter in academic environment. Therefore, we have decided to dedicate the later section of the thesis to a discussion to determine whether implementing socially responsible practices by companies is strictly a voluntary effort, an ethical obligation toward society, or a sort of requirement to maintain a competitive position on the market.

The difficulty with finding one description that would profoundly explain the concept of CSR is also due to the wide scope of business operations that it relates to. As it was mentioned in the introductory part of the thesis, corporate social responsibility can be approached from various perspectives. Consequently, in order to get an overview of all the various socially responsible issues, we have decided to include a figure that graphically presents all the matters associated with CSR (Hoskins, 2008).

Vilanova's framework included below distinguishes between five perspectives of CSR corresponding to different business areas companies choose to adjust in order to respond to social demands. As a part of the Workplace CSR initiatives many firms find it important to operate in a way that supports human rights, and decide to implement employee-friendly labor practices. The Accountability dimension is associated with the willingness to provide transparent financial reporting, and communicate an ethical conduct of business operations, while the Marketplace perspective deals with CSR practices in regard to fair competition, marketing and R&D. Furthermore, the figure recognizes the Vision dimension that relates to the incorporation of CSR concept to the ethical codes and the values of an organization. Finally, the fifth perception of CSR aims at improving the Community relations through corporate philanthropy and community actions (Vilanova et al., 2008).

Figure 1. The five dimensions of CSR. Source: Marc Vilanova, 2007.

The earlier framework presents all the multiple issues that CSR comprises. However, the Community relations perspective on CSR is particularly relevant to the topic of this thesis, since the main interest of our investigation is to explore the topic of employee volunteering that accounts for one of the aspects of community activities (Hoskins, 2008). Consequently, it is essential to clarify at this point that the corporate social responsibility in the thesis is going to be referred to solely from the perspective of Community relations.

Corporate Citizenship (CC)

While researching the subject, it could not escape our attention that the term corporate citizenship is often utilized interchangeably with corporate social responsibility, even though some scholars describe it as two independent concepts. Since both of the terms are closely linked to

employee volunteering we have decided to draw a clear line between CC and CSR to avoid confusion, and at the same time show their close connection.

There have been many different perceptions of corporate citizenship in academic literature. An initial definition proposed by Mutz argues that corporate citizenship and corporate social responsibility come from the same background of liberal markets. Therefore, they share some characteristics and can be assumed as the same issue. The similarity between corporate citizenship and CSR stems from their relation to community activities and consequently to employee volunteering. The assumption behind corporate citizenship is that a company adopts a behavior of a good citizen that originates from duties it has towards society. This idea is closely related to the social responsibility of a company described in the definitions of CSR. On the other side, CSR is a much broader term connected with a wide range of business practices, while CC concerns a narrow range of stakeholders, and it is focused purely on supporting society at large by organizing charity activities. Some claim that CC efforts to support community can be seen as external to core business activities of a firm in contrast to many CSR efforts that involve changing the internal business practices (Mutz, 2008).

As a result of the comparison, it is not entirely incorrect to view corporate citizenship as a part of CSR as they share many similarities, and this is probably the reason why the confusion concerning these two terms prevails. In the thesis, both corporate social responsibility and corporate citizenship will be used as synonyms in connection to employee volunteering, since some of the theories presented further on not always distinguish clearly between these two terms.

Employee volunteering (EV)

In the early history of community involvement, companies traditionally supported the social, cultural and environmental aspect of a local community by corporate giving directed to non-profit organizations (Mutz, 2008). Nowadays, employee volunteering, referring to a community service performed by employees has gained much more attention in business environment. However, it is still mostly the larger firms that pursue EV initiatives and this is the reason why employee volunteering is often addressed as corporate volunteering (Peloza and Hassay, 2006).

Employee volunteering can be understood from two different perspectives depending on the degree of employer involvement in the community-related activities. The term known as an inter-organizational volunteerism is associated with employee volunteer initiatives that ``are supported by, but not strategically aligned with the firm and therefore, in this form of volunteerism the goals and strategy of the corporation are secondary to the philanthropic interests of its employees´´ (p. 359). In this type of employee volunteering, the employees decide which charity to volunteer in, while a company passively supports the efforts (Peloza and Hassay, 2006). The employer might encourage these volunteer activities by giving the workers time off without pay, adjust schedules, or agree to make donations to an employee-selected charity (Basil et al., 2009).

On the other side, scholars point out another form of EV recognized as intra-organizational volunteerism. The term refers to company-sanctioned employee volunteer programs involve a company in much more active way. The distinguishing characteristic of intra-organizational volunteerism is that a firm decides what type of volunteer cause it wants to support, and it designates a charity organization to cooperate. Furthermore, the chosen volunteer program is promoted among the employees, and a company committing to intra-organizational volunteerism sometimes encourages participation in community activities during working hours (Peloza and Hassay, 2006). However, it is important to state that this form of employee volunteering is less common than the inter-organizational volunteering initiated by employees, as company-supported volunteerism is a relatively new concept to be integrated into firms´ CSR programs (Basil et al., 2009).

Being aware of these two forms of employee volunteering, we have chosen to explore intra- rather than inter-organizational volunteering in the thesis. The reason for this decision is due to a significant involvement of an employer in this type of employee volunteering which will give more possibilities to observe the impact of EV from an organizational perspective. Intra-organizational volunteerism raises some interesting questions about possible motives that explain why a firm decides to use its´ resources on a charity service. The objective of the theoretical background is to determine whether a company can use this type of EV for its advantage by linking it to overall corporate strategy, and explore the positive and negative influences it might have on the internal functioning of an organization.

The paper will be devoted to the topic of intra-organizational volunteerism, however, for simplicity we will also use the terms: employee volunteering or corporate volunteering to refer to the company-sanctioned volunteering concept.

Strategy

Before being able to determine whether employee volunteering can be used as a strategic tool to reach firm´s strategic objectives, it is essential to begin with a definition of strategy that would allow us to list the general goals of an organization.

Scholars describe strategy as ``the identification of the purpose of the organization and the plans and actions to achieve that purpose`` (Lynch, 2006:5). A more detailed definition by Hax and Majluf explains that strategy, `` determines and reveals the organizational purpose in terms of long-term objectives, action programs, and resource allocation priorities; (…) attempts to achieve a long-term sustainable advantage in each of its business, by responding properly to the opportunities and threats in the firm's environment, and the strengths and weaknesses of the organization, (…) and defines the nature of the economic and non-economic contributions it intends to make to its stakeholders" (Oliver, 2001:9).

As it is emphasized in the preceding paragraph, one of the main objectives of every company is to gain and sustain a competitive advantage. This is achieved once a firm is able to outperform its competitors on the market (Cool et al., 2002). Having that in mind, we are going to conduct a theoretical investigation that will focus on exploring whether employee volunteering can be applied strategically to improve company´s performance, and as a consequence to ensure a sustainable competitive advantage.

2.1. The linkage between EV and competitive advantage

The aim of the previous section was to present all the relevant concepts related to employee volunteering in order to gain solid background knowledge of the topic, explain our interpretation of the definitions, and highlight the perspective from which the paper is going to examine corporate volunteering. Knowing the basic concepts, the following part will link employee volunteering with strategy and competitive advantage. Finding the connection using relevant

theories and frameworks will allow us to explore whether this community initiative can be used strategically to become a source of benefits for a company.

Resource-based view of the firm (RBV)

The resource-based view theory of strategic management introduced by Wernerfelt in 1984 has created an entirely novel approach to analyzing sources of sustainable competitive advantage (McWilliams, 2006). The traditional product-market perspective on strategy emphasizes that a firm is expected to gain competitive advantage through a variety of ways: lowering cost of production, differentiating products and services, or a combination of both. According to the resource-based view, firm-specific resources should be perceived as the fundamental determinant of a company´s performance, and therefore considered the main source of competitive advantage (Cool et al., 2002).

The basic assumption behind the theory states that a firm consists of different resources and capabilities that can be seen as "means through which firms accomplish the activities they are engaged in" (Branco and Rodrigues, 2006:116). These resources can be grouped into tangible (such as financial and physical) assets, and intangible assets. The second category of resources includes non-physical assets like intellectual property, organizational and reputational assets. The organizational assets range from human resource management policies, knowledge, competences, to employee motivation, while the reputational assets include reputation and image (Branco and Rodrigues, 2006).

It is important to mention that initially both tangible and intangible organizational resources help to enhance a firm´s performance. However, in order to generate sustainable competitive advantage the resources need to have specific characteristics that make them unique, and difficult to accumulate. First of all, the assets should be path dependent which means that they are created through experience. Therefore they are highly specialized, timely to acquire, and cannot be easily imitated. Another feature of the resources is that they are socially complex. Some organizational resources are very unique, since they have been created by a combination of various individuals that cannot be found in the same form anywhere. Moreover, some resources cannot be acquired on tradable factor markets as they tend to be causally ambiguous. This means

that the origin and development of particular resources is not entirely known, therefore they are impossible to duplicate by competitors (Branco and Rodrigues, 2006).

Tangible resources are said to be easily imitated or substituted even though they might be valuable and rare for a given period of time. On the other side, the intangible assets are more likely to contribute to a long-term competitive advantage of a firm since they fulfill the requirement of valuable, rare and complex. Therefore, these assets are the most significant determinants of a company´s performance and competitive advantage (Cool et al., 2002). The below graph created by Eriksen summarizes the difference between tangible and intangible resources´ ability to contribute to sustainable competitive advantage (Eriksen, 1993).

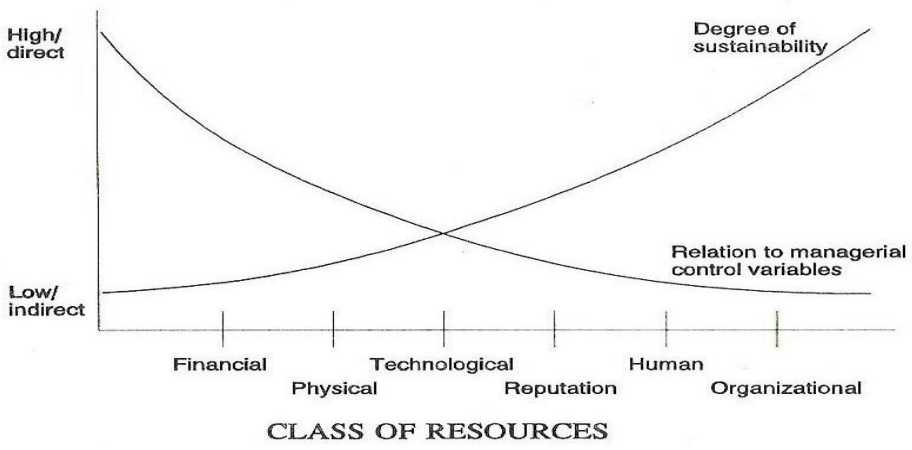

Figure 2. Relations between type of resource and the creation and sustainability of advantage. Source: Bo Eriksen 1993

We have decided to use the resource-based view of strategy as a starting point to the analysis of employee volunteering impact on some of the intangible resources such as reputation, employee work attitudes and skills. The choice to examine EV in relation to these particular intangible assets is due to their previously confirmed importance in the creation of competitive advantage. Since, the interest of the theoretical background is to examine the impact of intra-organizational volunteering on the performance of a company, the resource-based view provides a valuable approach to explore how EV initiatives might bring external and internal benefits to firms.

The following part will be divided into two main sections starting with a theoretical investigation of the external advantages that EV might bring to a company which will include reputation and

image. Furthermore, the paper will explore whether CSR initiatives might increase employee work attitudes such as commitment, work engagement, motivation and recruitment. Later on, there will be a presentation of job-related skills that can be developed as a result of corporate volunteer programs. This part will be referred to as the internal advantages of employee volunteerism. All the parts will be supported by relevant theories and models.

External advantages

Reputation and image

Corporate reputation is often erroneously considered a synonym for corporate image. Academic articles state that corporate image is an immediate picture or a belief that stakeholders possess of an organization, whereas corporate reputation is a historically accumulated collection of perceptions based "on seven key dimensions: products/ services, innovation, workplace, governance, citizenship, leadership and performance" (Robinson, 2010:40). Therefore, reputation is a collection of consistent images of an organization held by different stakeholders over a long period of time (Gray and Balmer, 1998).

As it was explained in the resource-based view of the firm, both corporate image and reputation are seen as intangible assets directly related to competitive advantage. This means that a company may enhance its performance by managing how its organization is perceived (Gray and Balmer, 1998). The attitude toward a firm is reflected by its success in fulfilling the expectations of different stakeholders (Branco and Rodrigues, 2006). In order to see how a firm might satisfy social expectations through employee volunteering, the paper will list the major responsibilities of a business towards society, and point out the parties that firms should be accountable to.

Carroll´s pyramid

Carroll´s pyramid is the most widely used CSR model that presents four main corporate social responsibilities of a business. The economic, legal, ethical and philanthropic obligations are put together in the form of a pyramid, however Carroll claims that firms are expected to fulfill all four social responsibilities simultaneously (Branco and Rodrigues, 2006).

Figure 3. Carroll's model. Source: Jacob Dahl Rendtorff , 2009.

The economic responsibility of a firm relates to its obligation to manage its resources in the most effective way, deliver goods and services to consumers, and satisfy the needs of shareholders by maximizing profits. Its legal responsibility indicates that business operations should comply with the rule of law. Furthermore, firm´s ethical and philanthropic responsibilities are associated with society´s expectations of business conduct, which go far beyond the legal requirements. Stakeholders require that companies act in a socially responsible manner, otherwise, the firms may lose support, and consequently weaken their economic, social and political position (Rendtoff, 2009).

Even though economic responsibility is situated at the bottom of the pyramid, it does not mean that it is the most important obligation of a firm. Its position is due to the belief that all the other responsibilities strongly depend on the achievement of economic success. Without fulfilling economic responsibility, firms would not possess sufficient resources to devote to ethical and philanthropic responsibilities. On the other side, without having a strong societal approval of a company´s behavior in regard to ethics, a company would not be able maximize its profits either (Branco or Rodrigues, 2006).

Stakeholder theory

Stakeholder theory introduced by Freeman in early 1980´s presents a perspective on the relationship of a firm with society. According to the view, companies do not operate independently as they are said to be a part of a larger social system. Their existence is strongly dependent not only on shareholders and a selected group of customers, but on a wide range of stakeholders (Cornelissen, 2008). Freeman defines the term stakeholders as ``any group or individual who can affect or is affected by the achievement of the organization´s objectives``

(Kakabadse, 2007:33). Moreover, one can distinguish between market and non-market groups of stakeholders. Employees, shareholders, investors, customers and suppliers account for the market parties while governments, local community organizations are seen as non-market groups (Cornelissen, 2008).

The stakeholder theory assumes that it is the society that grants legitimacy and power to business. As a result, both market and non-market stakeholders´ positive attitudes toward an organization are essential for a firm´s continued existence (Kakabadse, 2007). Reputational capital is created from the support of firm´s stakeholders: ``employee commitment, customer loyalty, attractiveness to investors, collaboration of partners, (…) legitimacy from the community, and a favourable coverage from the media`` (Branco and Rodrigues, 2006:123). The sources of a good reputation and image are grounded in the fulfillment of previously introduced social responsibilities of a business. Therefore, both reputation and image can be seen as ways to measure the social performance of a company (Robinson, 2010).

Based on Carroll´s model and stakeholder theory, one can easily create a link between reputation and employee volunteering. The latter one is an effort aimed at fulfilling ethical and philanthropic responsibilities of a firm, and consequently, it helps to generate reputational capital among external and internal stakeholders (Houghton et al., 2009). However, corporate volunteering has another function that might contribute to the improved performance of a company. It has not only a positive impact on reputation but at the same time EV can decrease the consequences from negative behaviors of an organization (Branco and Rodrigues, 2006).

The Reputational Risk Management Cycle

These two functions of corporate citizenship, which also can be applied to employee volunteerism, can be illustrated using Fombrun et al.´s Reputational Risk Management Cycle. According to the figure, an effective citizenship programs builds an opportunity platform that might provide a firm with various reputational gains by increasing support from different stakeholders groups. On the other side, employee volunteering is said to mitigate risks associated with reputational losses as a result of a corporate crisis which in the figure is refered to as the safety net. Both the opportunity platform and the safety net influence corporate performance (Fombrun et al., 2000).

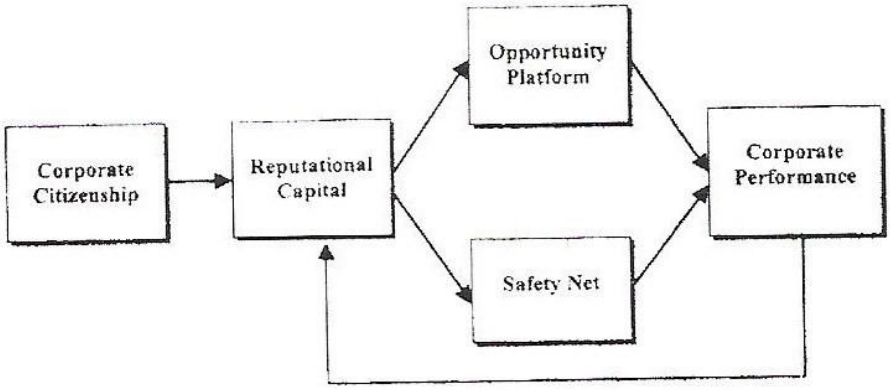

Figure 4. The Reputational Risk Management Cycle. Source: Charles Fombrun, 2000.

The analysis of the impact of reputational capital on a company´s performance will begin with an investigation of the opportunity platform in relation to external stakeholder groups, whereas the internal stakeholders will be disucussed in detail in the internal advantages section further in the paper.

a. Partners

A good reputation created by employee volunteering might improve relations with external stakeholders as a firm is being perceived as more socially responsible compared to its competitors. According to Fombrun et al., building community ties through EV enhance trust between existing partners, and consequently might help an organization to negotiate more attractive contacts with suppliers. Moreover, a good image in the local business community can attract new trading partners (Branco and Rodrigues, 2006), since they expect fewer disruptions in the supply chain from firm´s customers and employees (Fombrun et al., 2000).

b. Consumers

Furthermore, due to the increasing difficulty in differentiating company´s products, and growing demand for CSR efforts among public, employee volunteering can be viewed as a form of differentiation. Wilson´s research has concluded that when price and quality are equal, nearly 61 percent of consumers would pick a brand that is associated with a good cause, and about 68 percent would be willing to pay more for products from a company involved in community

activities (Cacioppe et al., 2007). However, according to Bhattacharya and Sen, consumers are more sensitive to negative, rather than positive, publicity regarding corporate behavior, and community involvement might not have that powerful influence on consumer behavior as some claim (Branco and Rodrigues, 2006).

c. Community and Media

Local communities and media considers EV a more committed effort to the cause compared to the traditional community donations. The company sanctioned employee volunteering is also seen as a much more effective way to promote community involvement efforts than any other form of employee volunteerism. In case of inter-organizational volunteerism model, a company provides matching grants to a great number of charities selected by employees. Promotion of the firm´s contribution to the community coming from this form of EV is limited, as the company´s impact on each single charity organization is insignificant. On the other side, intra-organizational volunteerism develops much deeper relationships with community members, as it focuses volunteer efforts on a single or few charities. Therefore, the public perception of a company´s commitment is more visible, and EV can be used more effectively for strategic gain (Peloza and Hassay, 2006). The gain comes from the fact that taking part in community programs might attract attention of media and create a favorable publicity for the company. Besides, a firm that supports local community might benefit from the protection of the community members when threatened by a negative reputation (Fombrun et al., 2000).

Safety net function

Moreover, employee volunteering helps to earn trust among stakeholders, and creates social legitimacy. Companies known for involvement in CSR efforts over a long time will therefore experience more positive attitudes in the event of corporate crisis. EV can mitigate risks associated with a managerial decision that puts a firm´s reputation in an unfavorable position, as consumers seem to more easily forgive a company with a history of socially responsible performance (Vanhamme and Grobben, 2008). Some claim that the EV´s ability to reduce exposure to reputational risk is said to have possible influence on stock value (Branco and Rodrigues, 2006). Besides, volunteer programs are used by coorporations to alleviate public distrust when jobs are lost as a result of downsizing or M&A (Peterson, 2004).

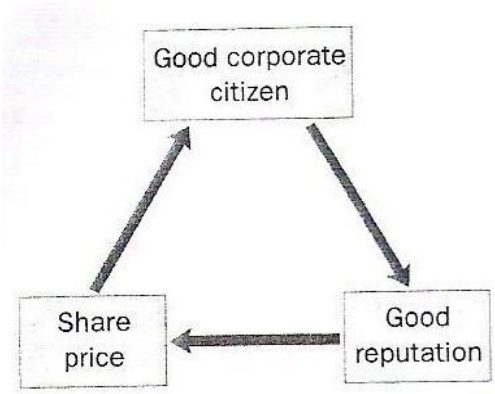

Figure 5. Link between community relations, financial performance and reputation. Source: Tench R. and Yeomans L. 2009.

On the other side, the importance of reputation differs depending on the type of company and sector it operates in. A good image in the community is less important in case of these firms that manufacture or sell intermediate goods compared to the companies with a very visible brand. Consequently, the management of highly valued brands will be probably more motivated to involve in community activities such as employee volunteering in order to improve brand image (Vogel, 2005).

Internal advantages

Work attitudes

Apart from creating a good reputation among external stakeholders, employee volunteering might have positive effects on the internal stakeholders´ attitudes toward their workplace (Houghton et al., 2008). For instance, academic literature recognizes a positive relationship between corporate community involvement and some of the human resource management outcomes such as commitment, employee motivation, and recruitment (Zappala, 2004). Other scholars claim that there is a positive correlation between corporate citizenship and work engagement (Lin, 2010). Since a development of ``highly committed and capable workforce`` (Zappala, 2004:188) is seen as an important means to achieve competitive advantage, employee volunteering might be a beneficial activity to accomplish this goal (Zappala, 2004). In order to learn how EV can enhance the previously listed employee work attitudes, the paper will explore each of them separately in relation to employee volunteering.

Commitment

According to Porter, commitment is “the willingness of employees to exert higher efforts on behalf of the organization, a strong desire to stay in the organization, and accept major goals and values of the organization” (Chalofsky and Krishna, 2009:190). It is said to have a positive impact on job performance (Chalofsky and Krishna, 2009). Besides, committed employees are more satisfied, and they are less likely to leave their workplace. Therefore, indentifying the situations that foster commitment is essential for the sustainability of a firm (Branco and Rodrigues, 2006).

CSR efforts are recognized as one of the ways to increase employee commitment among participants of corporate volunteer programs. The conceptual model by Kim et al. presented below explores the impact of CSR participation on employee-company (E-C) identification that strengthens organizational commitment. The relation between E-C identification and employee commitment arises from the fact that once an employee identifies himself with his workplace, he becomes more attached, and cares about the organization (Kim et al., 2010).

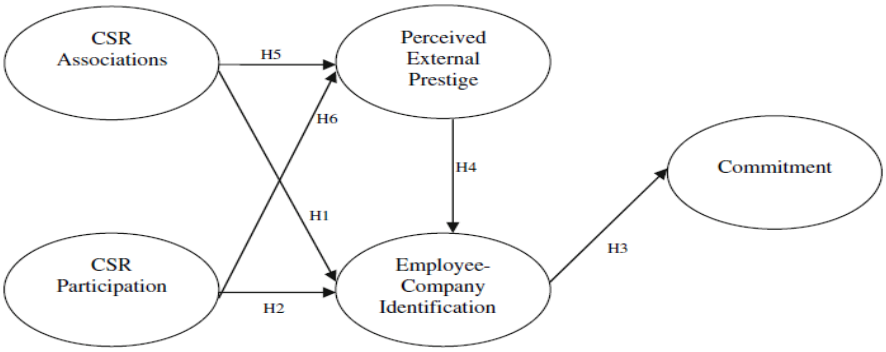

Figure 6. CSR and E-C Identification. Source: Hae Ryong Kim et. al., 2010.

Based on social identity theory, one can assume that reputation of a company is very important for its employees since they portrait themselves as a part of the organization. As a result, they associate the public opinion of a company with how outsiders are judging them (Riordan et al., 1997). A good perceived external prestige (PEP) of an organization, coming from the involvement in community volunteer programs, leads to higher levels of E-C identification. Since employee volunteers feel proud to work for an organization that promotes a good citizen behavior, they experience a greater organizational attachment, and they are more likely to stay in the firm.

Moreover, the organizational perceived external prestige is a way to satisfy employees´ higher order needs of self-esteem and self-enhancement (Kim et al., 2010).

Work engagement

Work engagement can be defined as ``a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption`` (Lin, 2010:517). The latter is likely to be formed as a result of a high level of organizational trust among employees, and their motivation to express the self through work. Work engagement should be managed carefully since a lack of it results in weak employee commitment, high burnout and low productivity (Lin, 2010).

Attachment theory provides a basis for understanding the impact that corporate citizenship efforts might have on creating organizational trust, and consequently work engagement. Earning trust among employees is essential predictor in the process of work engagement formation. Employees are eager to dedicate to work as long as there is a trusting relationship with the company. According to the theory, the trusting relationship might be created through certain emotional experiences like employee volunteering. EV programs might develop a bond of trust between the volunteer participants and the organization. When firm´s corporate citizenship is perceived to be good among its employees, then they are likely to increase their work engagement (Lin, 2010).

Motivation

Increased employee motivation is often pointed out as one of the by-products of corporate volunteer activities (Zappala, 2004). Motivation is understood as ``an individual´s efforts and persistence and the direction of that effort`` (Brooks, 2009:80). Employees that are motivated exhibit enthusiasm and energy to work, try their best to overcome organizational problems, and often accept additional responsibilities. Therefore, organizations that are able to motivate their workforce have a bigger chance to achieve their organizational objectives (Brooks, 2009).

Years of academic research have shown that in order to motivate employees it is not enough to satisfy their indirect and instrumental needs by extrinsic rewards like salary, bonuses, and cash awards. The long-lasting motivation, known as intrinsic motivation, comes from satisfaction of work itself. When employees perceive their work tasks as meaningful, and their activities are

fulfilling and energizing then they are more motivated to perform at their best (Thomas, 2000). Employees need to have ``opportunities for personal development…and meaning in their work…they want to know they are making a difference-not just to the corporate bottom line, but to community in general`` (Zappala, 2004:188).

As stated above, individuals have a strong need for a work life that is meaningful, otherwise, they are not encouraged to put maximum effort at work. The meaningfulness of work can be seen from three different perspectives: the sense of self, the work itself, and the sense of balance. First of all, it is important to help employees to bring their whole selves to their workplace. It can be done by integrating their work and spiritual lives so that the time spent at work is spiritually nourishing. Furthermore, the work itself needs to have a meaning, and to integrate purposes and values individuals hold in their private lives with the corporate values. Before industrial era, people could easily see how their work activities directly benefit community. However, industrial revolution has separated work from the community, and at the same time has taken the original meaning of work (Chalofsky and Krishna, 2009).

Taking part in volunteer programs at work may fulfill the need for having a meaningful work life, and contribute to the community (Chalofsky and Krishna, 2009). Making a difference for other people by volunteering at work gives employees a feeling of fulfillment, and engages them on an emotional level (Zappala, 2004). Individuals can express their need for caring for others at their workplace instead of doing it in their private time. In that way, they can bring their whole selves to work, perform their best to increase profit, and simultaneously feel that their work has a greater purpose (Glavas and Piderit, 2009).

Recruitment

Furthermore, a strong CSR reputation resulting from EV efforts might be a way to attract new employees. A study conducted at Timberland, where nearly 95 percent of employees participate in company-sanctioned volunteer programs, reports that the opportunity to engage in community service at workplace was the primary factor for the employees to apply for a job position in the firm (Paloza and Hassay, 2006). A company with well-developed corporate citizen programs is seen as a more attractive workplace as a good reputation is rated as the second most important criterion, just after growth opportunities, to evaluate a future employer (Zappala, 2004).

Job-related skills

Participation in EV programs provide employees with an opportunity to develop job-related skills that may not be easily acquired at workplace, and consequently equip them with a greater pool of resources to perform their job (Peterson, 2003). Sieber lists four types of positive effects from employee volunteerism. The first dimension is known as privileges gained such as a personal award of self-esteem, and ability to be a more proactive problem-solver. Besides, employee volunteers increase their status security by developing characteristics such as time-management and persistence which can make the job itself easier to manage. Furthermore, status enhancement is associated with making connections with community members that could be used later on for the benefits of the work-related tasks. The last Sieber´s dimension known as personality enrichment resources (people management, negotiation skills) can also be acquired through volunteering (Geroy et al., 2000).

On the other side, participation in EV programs might foster a sense of community within an organization. Corporate volunteers often come from different departments and organizational levels of a firm. Therefore, community involvement activities can create a good opportunity for cooperating with other employees with who the contact in large companies is only limited. Moreover, employees participating in EV initiatives have a chance to get to know each other from a new perspective, and develop appreciation or respect for one another (Peloza and Hassay, 2006). Employees are more likely to get to know each other at a deeper level, and create high quality connections in non-work settings where people tend to reveal their true selves (Glavas and Piderit, 2009).

Due to the vast number of job-related skills that employee volunteering participation enhances, mangers might use EV programs as a form of corporate training at a low-cost, and consequently straighten their organizational resources to achieve competitive advantage (Geroy et al., 2000).

Criticism

While investigating the topic of employee volunteering one can observe that the positive impact on a firm coming from the EV initiatives has received a lot of attention in literature. As previously shown, participation in volunteer programs can enhance work attitudes and develop work-related skills. However, not many scholars mention how difficult it is to measure the extent to which

participation in EV activities increases the performance of its employees. Earlier research has confirmed that only one-third of companies attempt to gather information about volunteer activities, and few measures the effectiveness of their corporate volunteer programs mostly without satisfying results (Peterson, 2004).

Besides, the positive impact of these programs on company resources might not always be achieved due to the lack of optimal methods for developing and implementing EV initiatives. The biggest concern is that encouraging employees to participate in EV programs can make them feel that the participation is more mandatory than voluntary, and in that way all the employee work attitudes, including intrinsic motivation, many not be increased as one would expect (Peterson, 2004).

Furthermore, potential negative aspects of employee volunteering have not been addressed in academic literature. Researchers rarely discuss the negative consequences of EV programs on employees. The close ties between volunteer employees created during community involvement programs might not always have a positive impact on work environment. One could question whether a very friendly atmosphere at workplace leads to increased productivity of employees. Employees taking part in corporate volunteering get to know each other on a personal level which might become problematic in the work setting. For instance, employees might find it difficult to give a negative feedback or receive criticism. Besides, EV programs might divide employees into these that participate and know each other better, and those that are not engaged in volunteering and as a result they might feel left out.

Another negative issue might be associated with a decreased employee performance at workplace. EV programs are additional activities that might distract employees from everyday work tasks. Employees could feel confused about how to manage their work-related activities in order to fulfill the expectations of their employer, and simultaneously engage in volunteer work.

3. PROBLEM FORMULATION

The aim of the previous part was to provide a theoretical background to the issue of employee volunteering by exploring possible motives behind a firm´s willingness to use its resources: money, employees, and expertise to participate in volunteer activities, especially given that this sort of

involvement is not legally required. According to the resource-based view, employee volunteering might be a source of competitive advantage, since it facilitates the creation of a good reputation and image, as well as it might improve employee work attitudes and develop valuable job-related skills.

On the basis of the information we have gathered about the topic, we have chosen to look in-depth at one particular aspect of employee volunteering in our own research. Due to the limited time and a nature of the thesis we are not able to research EV both from the perspective of external stakeholders and internal stakeholders. Besides, there has been a lot of research in regard to consumers and financial profits without analyzing the impact of EV programs on employees (Lin et al., 2010). Therefore, we will focus on corporate volunteering solely from the internal stakeholders' perspective.

Our objective is to gain a better understanding of the potential impact of corporate volunteering on individual employees that participate in EV programs, and their work life. We would like to explore the possible personal and professional gains coming from EV participation, and how the volunteer work might influence individual employees´ work attitudes such as commitment and work engagement, and work life in general. Apart from that, we will attempt to study employee volunteering from a perspective that has not been analyzed yet. As it was mentioned in the criticism part of the theoretical background, there is a gap in the literature regarding possible negative EV program consequences on employees. We have already suggested several potential negative issues based on our critical view of some of the EV advantages, and our goal is to find out whether they can be tested against reality. As a consequence of the above, we have formulated the following problem statement:

What consequences does participation in employee volunteering have on the individual employee?

4. METHODOLOGY

The theoretical background provided secondary information concerning employee volunteering, and was a source of inspiration for designing our own research. The focus of the following section is to present a research design which is an essential step preceding every research.

``The research design constitutes the blueprint for the collection, measurement, and analysis of data`` (Blumemberg et al., 2003:146). The first elements of the research plan are the goals of the study and research questions. As we have already stated the aim of our investigation of employee volunteering in the problem formulation, and pointed out the specific issues we are going to research regarding volunteer employees and their work life, there is no need to repeat them once again in this section.

Another important issue to consider in the research design is to select an appropriate research methodology. Scholars distinguish between two types of research referred to as quantitative and qualitative. In order to explain the choice of the research method that will be applied in our research, the paper will shortly present the difference between quantitative and qualitative approaches. The main distinguishing feature is that quantitative studies are based on quantitative data such as numbers or figures, while qualitative research is used to acquire qualitative information through observation, interviews or analysis of documents. Theoretically, both types are applicable to any kind of research, however, the choice of a particular type often depends on personal abilities and preferences. Quantitative are usually used in the field of economics or anthropology, whereas, qualitative research is more common in psychology, sociology and management studies. It is important to mention that both types of research can be sometimes applied in the same research to address different sides of a problem. For instance, a new investigation can begin with a qualitative research aiming to explore the phenomena. Afterwards, additional quantitative research is carried out in order to check the validity of statements concluded in the qualitative research (Blumemberg et al., 2003).

Academic literature often points out that quantitative methods of research might not be necessarily appropriate for social science studies. The purpose of quantitative research is to measure and identify phenomena rather than provide a deep understanding of the issues under investigation. On the other side, the qualitative approach is aimed at in-depth explanation and understanding of experiences of research participants. It is useful to study people´s attitudes which statistics cannot measure. Therefore, the choice of a particular research methodology strongly depends on the type of information a researcher intends to acquire through the research (Silverman, 2005).

The goal of our research is to gain a deeper understanding of the influence of employee volunteering on employees, their motives for EV participation, and work attitudes. The earlier description of qualitative research helped us to realize that the choice of this research methodology is the most relevant for obtaining the type of data we are interested in. The qualitative study will help to draw a broader view of corporate volunteering from an employee perspective.

4.1. Methodological views

There are three methodological views that can be applied in the research: the analytical, the systems and the actors view. They differ in the assumptions of reality, and the role of a researcher. The analytical view is usually associated with quantitative methods, and the aim of knowledge creation is to explain and describe reality as accurately as possible. The researcher is assumed to be an independent observer, therefore there are not subjective evaluations that could influence the results. In contrast, the systems view aims at investigating parts of reality, the relationship between them and the system itself. The research based on the systems view not only help to describe and explain but also understand the reality. On the other side, the actors view is applied while dealing with qualitative research. According to the view, reality is constructed socially, and context cannot be analyzed separately from the individual actions. Knowledge solely depends on individuals as they interpret reality based on their experiences and attitudes. Besides, ambiguity is desired at some level in the process of knowledge creation for the reason that it leaves room for interpretation. The actors view serves the purpose of helping to answer 'soft' questions that require interpretation of behavioral patterns and human psychology. It is also able to provide with a much deeper insight of a problem than any other approach listed previously (Arbnor and Bjerke, 2009).

We believe that the actor's view would be able to help us more than the other views to gain a profound understanding of the impact of employee volunteering on employees. The goal is to comprehend employees´ perceptions of EV based on their personal experiences and values. As we will be trying to link human behavior to intentions, motives and reasons, the actors view is the most appropriate approach to this type of research.

4.2. The method of data collection

Having chosen the preferable research methodology the next step is to identify a method of data collection. Our original idea was to carry out a face-to-face interview, however, due to the limited number of companies engaging in corporate-sanctioned volunteer programs that are easily accessible and restricted time of respondents, we have decided to use a qualitative online research method. We believe that online interviewing allows us to reach a broader number of companies with a well-developed tradition for employee volunteering, and will not delimit us only to these firms that are in the direct reach.

The online interviewing method is gaining a greater recognition in the qualitative field of researching as a result of an increasing importance of the Internet as a communication platform. In the past, the Internet was used mostly in quantitative research to reach a broader population with online surveys or Web-based questionnaires. Presently, many researchers that attempt to collect qualitative information access desirable respondents in a chat room or gain data in the form of e-mail exchanges (Flick, 2009). In our research, we have decided to use an e-mail interview to reach the participants of volunteer programs. The main strength of online interviewing via e-mails is that it allows easier access to the target groups spread across the country or world, and helps to avoid the problem of organizing and financing travels to reach the interviewees. Moreover, electronic interviews might have an advantage over face-to-face interviews as they leave respondents more time to reflect and answer interview questions. Some people might feel uncomfortable to answer spontaneously to a series of questions in a limited time in front of unknown interviewer, therefore, they might reject participation in the research, or if they do agree then the responses might not be thought over or well-expressed (Flick, 2009). The online interview permits to reconsider the interview answers and remain anonymous, therefore we find it the most suitable method of data collection for our research.

4.3. The respondent selection

The intension of the research is to interview professionals that have been engaged or currently participate in volunteer activities sanctioned by the organization they are employed in. Our aim was to reach employee volunteering participants from as many different organizational levels as possible in order to gain insight into EV from a greater number of perspectives, and to avoid one-

sided view of the topic. The criteria for respondent selection were not based on the size, type of a company or industry. The choice of the companies that we would like to contact was made by evaluating their community involvement initiatives stated on the official websites. We were exclusively interested in interviewing participants of long-term initiatives rather than one-day events since the employees that had opportunity to volunteer longer might provide us with a more explicit insight into employee volunteering. As we did not encounter many Danish companies that engage in EV programs that would fulfill the EV definition we have provided in the theoretical background, we have also decided to contact companies outside Denmark.

4.4. The structure of the interview

The e-mail interview consists of fifteen open interview questions that are divided into four sections corresponding to the issue they cover (see Appendix). Prior to the questions, we have included short information about our academic background, and introduced respondents to the purpose of the research. We believe that this structure will help respondents to understand the goal of the study, and find meaning behind their participation. Prior to the interview questions, we have added a definition of EV program. This was done in order to avoid respondent ambiguity while answering the questions. We thought that they might not be familiar with this particular term since EV can be referred to in many different ways (corporate volunteering, community involvement program) depending on the company. We have chosen to start our online interview with general short questions, and then proceed with more detailed questions. We think that this technique will help to slowly introduce the respondent to the topic and raise their interest, and consequently generate a greater amount of valuable information.

The first pool of questions referred to as ``General information`` focuses on gaining a general knowledge about the background and the employee volunteering experience of the interviewees. The remaining three sections are designed to obtain data concerning the central issues that will allow us to answer the problem statement. The section called ``Motives for participation`` aims at finding the reasons for employee participation in EV programs. This part may seems like it does not directly help to answer the problem statement, however, we think that different motives for participation might have some connection with the type of consequences EV participation has on an individual employee. The third section ``Employee volunteering influence on individuals and

their work life`` includes seven questions that intend to investigate whether participation in EV programs influences one's professional skills, work attitudes and how important volunteering is in respondent's life. Finally, the last part entitled ``Engagement in employee volunteering`` seeks to analyze the long-term perspective. In other words, it addresses the reasons why employees would or would not be willing to continue participation in EV programs and help to reveal potential disadvantages of employee volunteering. At the end of the interview form, we have also included our contact information so that respondents could contact us directly in case of any doubts.

4.5. The data collection process

We contacted CSR departments of more than twenty companies from around the world that had fulfilled our respondent selection criteria. The initial e-mails sent out to the firms included the interview questions so companies could evaluate the research, and decide whether they are able or willing to collaborate. Among the companies of our interest, only four of them agreed to use their resources, and mediate in the process of collecting data from interviews. We also had to negotiate on the most convenient method to carry out the interviews. In order to facilitate the process, we created a Microsoft Word file with the interview questions. Word files are easily editable, and allow the respondents to take as much space as needed to answer the questions without having to create a separate file. This form of data collection is convenient not only for the respondents but also easily manageable for the interviewer.

For the reason of anonymity and data protection we thought we would not be allowed to deal with respondents directly. However, the CSR managers agreed to distribute the interview from among EV participants, and most of the respondents returned the answers directly to our e-mail address.

4.6. The method of data interpretation

The core element of qualitative research is the process of data interpretation. One can outline two strategies to work with empirical material known as coding and sequential analysis that peruse different goals. The aim of sequential analysis is to reconstruct the structure of the text, whereas the goal of coding is to ``break down and understand a text and to attach and develop categories `` (Flick, 2009:309), and consequently put them together in new ways which leads to a development

of theories. There are different approaches to coding such as theoretic or thematic coding, and content analysis (Flick, 2009).

We will apply the coding used in the direct and conventional approaches to qualitative content analysis as the interpretation methods for our research. The goal of qualitative content analysis is ``to provide knowledge and understanding of the phenomenon`` (Hsieh and Shannon, 2005:1278). The basic assumption behind the coding process in content analysis is to decrease a large amount of data by organizing obtained information into theme categories. The categories can be directly expressed or come from the analysis of the text. The next step is to identify the relationships between different categories and discuss the findings (Hsieh and Shannon, 2005).

The main difference between the direct and conventional approach to content analysis is the method of code development. The purpose of the direct approach is to validate or extend the theoretical framework of the issue under investigation. Therefore, the codes are identified based on the relevant theories or empirical research that has been presented in the theoretical background of the thesis. The categories and patters identified in the process of coding might provide a contradictory view of the phenomenon, or might just extend and enrich already existing theories. As the aim of our research is to explore the positive consequences of EV participation on the individual employee, and a research concerning similar issues has been conducted previously, the direct method of data interpretation would be the most appropriate. On the other side, the goal of our study is also to investigate the issue of negative consequences of EV on employees which has not been studied before. As a consequence, the data regarding that phenomenon will be analyzed using the conventional content analysis which allows for defining codes from data during the analysis, and usually enables to gain a richer understanding of the issue (Hsieh and Shannon, 2005).

4.7. Quality criteria in qualitative research

In order for qualitative research to be credible, it needs to fulfill certain quality criteria. The fulfillment of reliability and validity should be the most important concern in the process of knowledge creation. Reliability is associated with ``the degree of consistency with which instances are assigned in the same category by different observers or by the same observer on different occasions``(Silverman, 2005:225). The reliability is especially relevant in connection with

interviews, as it is very important that all respondents understand questions in the same manner so that the answers can be coded avoiding any uncertainty (Silverman, 2005). We believe that our research is reliable since the questions clearly express the type of information we are asking for. Besides, the interview questions are grouped into theme sections which should give respondents a better idea of the type of issues we are interested in. Therefore, we would expect similar interpretations of the questions from different interviewees at the moment of the interview, and to receive similar answer from the same respondents if we asked them the questions any time in the future.

Furthermore, our choice of e-mail interview as method of data collection by principle satisfies the criterion of low-inference. This means that we avoid misinterpretation of the answers since the interview participants do the transcribing without any interference from the side of the interviewer (Silverman, 2005).

Another quality criterion is validity which is referred to as the ``trustworthiness of reported observations, interpretations, and generalizations`` (Flick, 2009:389). Researchers conducting a quantitative research have a wide array of means to assure the validity of their conclusions, however, in case of qualitative research this requirement is more difficult to satisfy. Some researchers claim that qualitative research is not able to accurately represent social phenomena (Flick, 2009). However, we assume that the information collected from our interviews will create a reliable picture of the topic as we have prepared our interview questions based on the academic literature concerning employee volunteering, and our research design aims at avoiding any misinterpretations.

5. EMPIRICAL RESULTS

5.1. Presentation of respondents

The analysis of the online interview responses will begin with a presentation of information concerning participants that agreed to take part in our research. The original intension was to gather answers from employees of one particular company. However, due to lack of interest, time constrains, and in some cases due to employee protection policy, we were not able to collect enough data from one source. As a result, the sixteen research participants come from

departments of four different firms located in the United States, Mexico, Hungary, Poland and Lithuania. On the other hand, having a variety of respondents in terms of their profession and workplace might be even more beneficial for the research, since it can provide us with an unbiased and diverse picture of EV.

The general questions included in the interview form allowed us to gain knowledge about job position of the interviewees at the current workplace where they volunteer, and their experience in employee volunteering in general. The job responsibilities of the research participants differ to a great extent, therefore we have decided to group them according the role they have in the company. Even though the interviewees are placed under one certain category, their field of expertise vary due to the type of company they work for. Among the respondents, one can distinguish between employees of different organizational levels. We have received answers from managers and various sorts of consultants, representatives, or coordinators dealing with matters such as CSR, sales, PR, or production. Consequently, our goal to research employee volunteering among employees of diverse job positions has been achieved. The figure below summarizes the professions of all the respondents.

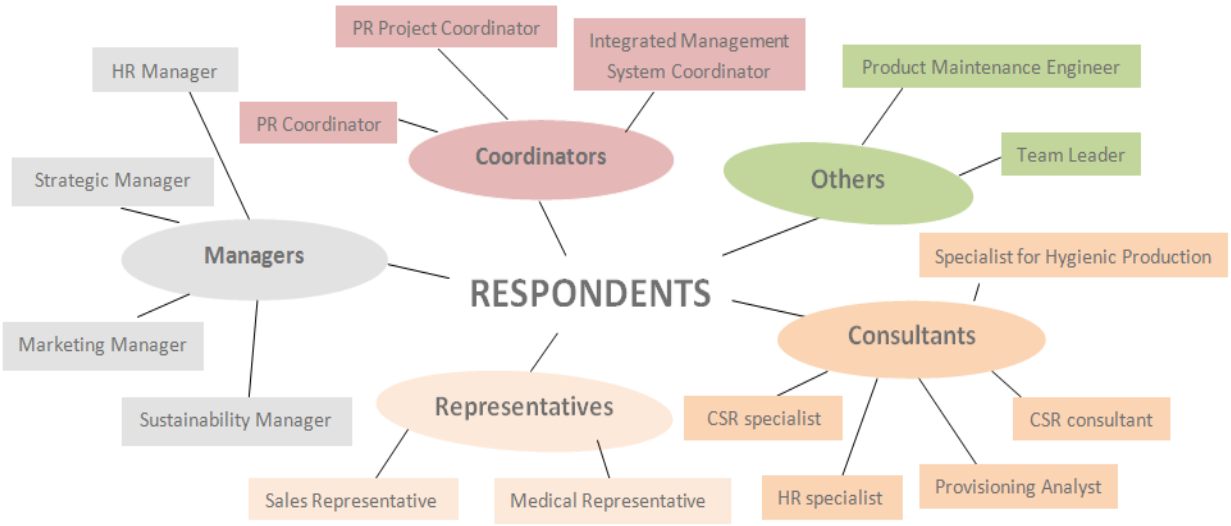

Figure 7. Presentation of respondents´ job position.

Another piece of information we have obtained from the introductory questions is associated with respondents´ volunteering experience both in terms of number of volunteer projects they have participated in, and amount of hours spent volunteering. The pie chart placed below graphically presents how high percentage of the respondents took part in corresponding number of volunteer programs. According to the graph, forty-four percent of the employees volunteered in four to five EV initiatives, two respondents participated in two or three projects, three of them in one project. There are also two interviewees with experience of ten and more EV programs.

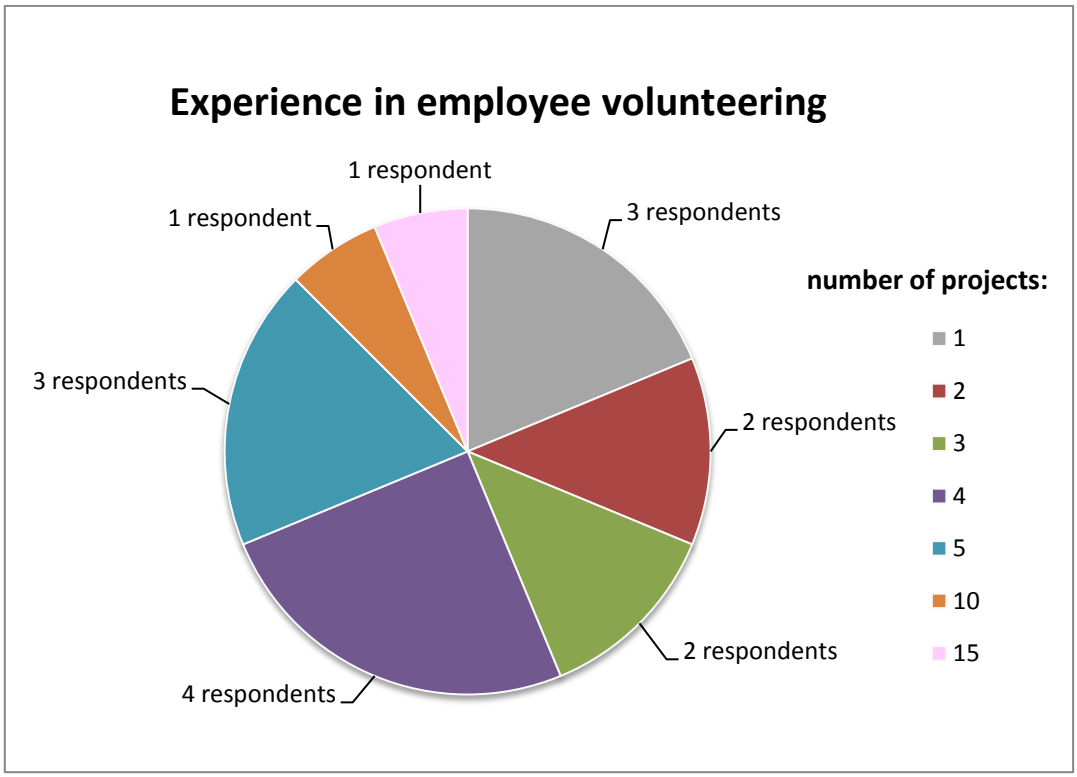

Figure 8. Respondents´ experience in volunteering

Although the question in the survey did not require describing the type of program the respondents had taken part in, many answers included information about it. For instance, some supported a local orphanage, others assisted in building a new Clinic Center for young oncology patients, or established a new workplace ``Pottery village`` for unemployed inhabitants of a local village.

The question in regard to the amount of time spent volunteering caused some confusion. While few of the respondents answered it stating the number of hours used on volunteer work monthly,

others chose to tell the total amount of hours spent on volunteer work in total. The third type of interviewees did not manage to provide us with any accurate number explaining that the amount of time is difficult to measure. The number of hours that some of the employees spend per month ranges from 8-20h. Those that counted the total amount of hours differ significantly in their answers: 12h, 20h, 40h, 80h and even 120-150h. In conclusion, although the responses might be difficult to compare due to different interpretations of the question, our overall impression is that the interviewees are quite active EV participants. Therefore, their answers to the survey can be assumed to be based on rich experiences in employee volunteering, and they are able to provide us with a reliable insight into the topic.

5.2. Motives for participation

The purpose of raising the questions about the motives for participation was to determine reasons behind the willingness of interviewed employees to engage in company-sanctioned volunteer programs. We were interested whether the motives are purely voluntary, or whether any degree of pressure to get involved in EV programs can be identified. Getting to know the incentives of EV participants, we expected to learn about their values, attitudes toward volunteer work and their company.

Based on the interview responses, we are able to recognize two different types of motives. The majority of answerers describe their primary motive as an altruistic need to improve the lives of other community members who are in a disadvantaged position. The interviewees are aware of the problematic societal issues that remain unsolved, and feel empathy for those who have limited opportunities. Therefore, they put effort to bring a positive change to the closest environment:

> *"I am a 'local patriot' and the fact that I could help someone from my closest environment was the reason for my participation."*
>
> *"I also can see that there are many important issues in society that needs to be taken care of. "*
>
> *"I like people and I believe that there other people with less opportunities than me and I can help them to reach their dreams."*
>
> *"It allows me to do something good to the society in the area that is most important for me – youth education."*

While many of the interviewees do not elaborate on the sources of their desire to support the community, one of them directly states that the volunteer work reflects the values acquired in childhood, and helping others is an essential part of his life.

"The need for volunteering comes from my upbringing and what I have learned at home from my parents."
"(…) it's how I'm build and I have a need for it."

One of the questions in the section addressed the issue of pressure on an individual employee to engage in volunteer projects at work. As mentioned before, Peterson argues that participation in EV programs can sometimes be aggressively promoted in a company, resulting in employees feeling obligated to engage. However, none of our survey respondents confirms this assumption. They claim that the participation is completely voluntary, and it is an expression of an internal urge to make a difference or an obligation towards society. One of the interviewees also reveals that his participation is not a result of an organizational pressure, but rather an effect of peer-to-peer encouragement.

"Employee independently makes the decision to take part in programs."

"It's not a pressure, it's rather a need coming from inside."

"If you can-You have to help (…)"
"But I feel encouraged by my colleagues when they share their volunteering experience."

Apart from that, one of the respondents disperses any doubts about feeling pressured to participate in EV projects, saying that the ideas for the community involvement programs come from the employees of the company. The only project that he took part in was the one initiated and organized with the help of other co-workers.

"I have had this need to help children for a long time. The moment I got the idea for the project I decided to present it to other volunteers."'

The second type of incentive for EV participation that caught our attention is associated with egoistic motivation. Apart from having altruistic needs to improve the welfare of society, some of the volunteers seem to engage in EV for selfish reasons. One of them mentions that volunteering is an opportunity to be together with his colleagues which seems to be the primary intention.

Another respondent directly admits that volunteering makes him feel good about himself, while two others view EV programs as a way to earn right to receive help themselves.

"It was nice to spend some time with friends from work and help somebody."

"It fulfills egoistic needs of proving myself that I´m a good person."

"It is worth helping. The more you help others the more right you earn to ask for help.``

After analyzing the responses regarding motives for participation in employee volunteering, we researched academic literature about it. Our findings yield similar conclusions to those of Konwerski and Nashman. According to their research, there are three categories of motivation for volunteering such as altruism, egoism and obligation to society (Konwerski and Nashman, 2008). However, we have classified only two motives without distinguishing the obligation to volunteer as a separate incentive. Based on our responses, we believe that the altruistic need to volunteer comes from a duty or an obligation towards community, therefore we did not perceive altruism and obligation as two independent motives.

5.3. Employee volunteering influence on individuals and their work life

The purpose of this section, which is the core interest of the research, was to investigate the consequences of participation in volunteer programs from the perspective of the individual interviewees. Due to a wide range of issues to be presented, we have decided to divide the findings into sections.

Commitment

The respondents are clearly aware of advantages their EV participation brings to the company. Nearly all of them point out that their company´s engagement in community activities creates a positive perception of the company in the eyes of all the community members. According to one interviewee, corporate volunteering initiatives are an effective way to demonstrate company´s interest in societal matters, and to confirm the sincerity behind its corporate values. Another volunteer explains that since employee volunteering is a new and unconventional activity in that particular business community, an active involvement improves corporate image. In conclusion, the external advantage of improved reputation and image of a company as a result of employee volunteering, discussed previously in theoretical background, can be validated.

"We show our company in a positive light to everyone in the local community."

"It shows to the community that our company cares and sends out a strong message to local leaders that our company lives to its corporate values."

"It improves image of my firm. Employee volunteering is something quite new in our local business community and only few usually bigger companies do it."

Furthermore, the employees express their gratitude for opportunity to volunteer at work, and pride to be a part of a socially responsible company. It is evident that a good corporate citizenship reputation is important for their personal satisfaction. The majority of the respondents seem to identify themselves with their firm to a great extent because the company´s behavior reflects their personal values. One of them takes it a step further claiming that his firm is more than just a workplace to him. Another volunteer appreciates that his company focuses not only on maximizing profits but also attempts to take on a responsible role in society.

"I feel proud to work for this company."

"I appreciate that my company gives us the possibility to volunteer."

"When I volunteer I am proud to say that my employer supports me. I am happy to represent a responsible company. "

"Seeing my company engage in volunteer activities I don´t perceive it only as a corporation anymore."

These findings support Kim´s employee-company identification model presented previously. The employees feel proud of their company involvement in community service, and its good perceived external image. Even though none of the respondents directly refers to commitment, the majority express a strong E-C identification, which according to Kim results in increased organizational commitment.

Intrinsic motivation and work engagement

The impact on motivation and work engagement is a subject that is repeatedly raised in the responses of the volunteers. A great number of interviewees report that volunteer involvement stimulates their motivation to work, and amplifies willingness to perform their everyday tasks

better. However, in contrast to the theory included earlier work engagement of our survey respondents do not arise from increased organizational trust, but a feeling of satisfaction.

"It makes me feel good that my employer allows me to do it. It motivates me to work harder on my daily tasks and encourages me to strive for better results."

"It increases my motivation to work."

"It is motivating. It makes me feel that the company is attentive to particular circumstances."

"It enhances the job satisfaction."

Moreover, the employees state that volunteer activities positively influence their mood and boost energy to work. Participation in EV programs allows employees for a little break from routine activities, and to return to work with a fresh mind, which according to some respondents results in an increased level of productivity. Surprisingly, one of them mentions that volunteering helps him to reduce stress.

"It is an energy-boosting thing ☺ I feel good at work after."

"Volunteering gives me energy in my daily work."

"It helps me to distance myself from often difficult and stressful everyday work responsibilities."

"(…) coming back with fresh head helps to be more efficient."

The advantages of increased energy and a positive influence of EV on mental health, due to reduced stress, bring a new insight into the topic of corporate volunteering compared to the literature we have gathered. It is believed that stress level is very significant for the quality of work life of individual employees, and consequently it has an impact on the functioning of an organization itself. Gray claims that high levels of stress are destructive for psychological health of employees, and can result in poor time-management, task performance, reduced creativity, and high absenteeism (Gray, 2001). Therefore, employee volunteering might improve not only the well-being of an individual volunteer, but it can bring benefits to a company.

Opposed to academic literature and previous responses concerning work engagement, one volunteer does not recognize any relation between employee volunteering and his everyday work. He explains it by stating:

"I don´t think it has any influence on my work engagement. I consider volunteer work as an additional activity that doesn´t really have much connection with my regular job. "

Furthermore, for most of the respondents participation in EV initiatives brings a sense of purpose to their lives. As a result of charity service, they feel connected to the community, and see themselves as an active and essential part of it.

"Enjoyed the feeling of helping out, giving back to the community. It is a personal feeling that you are doing something good for someone else."

"Volunteering gives me a sense of belonging and responsibility for others. I feel needed and appreciated."

"I am an active and useful part of the community"

Moreover, the volunteer work gives them a feeling of self-fulfillment, and appreciation for what they do. One of the answerers proudly explains that he is able to use his knowledge and skills to make a change for somebody. Many interviewees reveal that it is very rewarding to help others not because of any tangible gains, but a feeling of self-satisfaction and happiness of those receiving the support.

"(…) huge amount of thankful people, warm feelings and self satisfaction that you did right thing"

"SATISFACTION (with capital letters). I feel needed. I´m aware that my volunteer work it´s only a drop in the ocean (…) but it´s a good first step bring a better life to the others around."

"The biggest reward was to see the children smile! Not only those that took part in the performance but also young oncology patients sitting in the audience."

It can be concluded that the interviewees find meaning and satisfaction in their work through their participation in EV programs, which matches the information in theoretical background regarding intrinsic motivation. Most of the volunteers experience enthusiasm and energy to work as a consequence of charity service. This means that EV activities serve as an effective intrinsic motivator, and allow employees to regain meaningfulness of work by linking their work to community.

Personal and professional gains

Nearly all the respondents list various personal and professional gains arising from their participation in company-driven volunteering initiatives. A commonly mentioned gain is a chance to get to know the surrounding community and its needs on a much deeper level which might be important also in connection to work. One of interviewees states that community-linked activities increase his awareness of the welfare situation in the country, and other gets acquainted with the basics behind functioning of a charity organization. Moreover, as volunteer work often requires cooperation with people of different professions, the employees have opportunity to gain an insight into somebody else´s work life. However, networking through volunteer work is perceived both as a personal gain of widening one´s awareness of other job profiles, and at the same time as a way to make valuable professional connections. As a consequence, employee volunteering can be said to broaden volunteers' knowledge of the world around, gives a good opportunity for networking, and to teach empathy for those members of the community that suffer drawbacks in their lives. These are some of the few examples of the responses expressing these gains:

> *"Practical comprehension and acquaintance with the reality of social situation in the country."*
>
> *"Volunteering enables to meet people of different professions that I don´t have much contact with and see what they do, for example specialists working with people with disabilities."*
>
> *"I gain a much wider perspective on the society and its needs that is important in my every day work. I also developed a wider professional network through volunteering initiatives: fundraising, inviting other business people to volunteer, etc. "*

Apart from that, three of the respondents recognize a prestige as a one of the consequences of their EV involvement. In particular, the person that works in the community where corporate volunteering is uncommon claims to receive more recognition among public, and gain more attention in media. Another interviewee gives example of a tangible reward that he has received as an expression of one´s thanks for his charity work, which has given him a feeling of prestige and appreciation. Here are some examples of the statements:

> *"I have gained more prestige in the local community. I have taken part in a movie about the project and have been interviewed at the local newspaper."*

"I have got to know how the Foundation works and I have received the statuette `` A drop of life`` for my engagement and help in building the new Clinic Center."

However, volunteer work brings some sort of recognition at workplace as well. The marketing manager reveals that the his decision to be part of volunteer team gives him more acknowledgment and trust among employees, while the engineer that we interviewed sees participation in EV projects as a way to get noticed at work. In conclusion, being volunteer on behalf of a company is perceived by some as a sign of sincerity and sensitivity for others. It also gives an opportunity to stand out, and show interest in company´s matters which at some point might turn out to beneficial for career advancement.

"Appreciation at work, stronger position at work, more trust among my employees."

"Not directly, but it allows upper management to see that you care for the well being of others. It shows that you are not just an ordinary employee. One of the intangibles is that it allows you to be more visible (…), therefore managers will remember you."

All the consequences of participation in EV programs presented so far bring a new perspective to our analysis of the impact of corporate volunteering on the individual employee. None of these findings can be found to the information included in the theoretical background of the thesis.

Apart from that, EV programs can be used as a tool for improving one's skills, and acquiring new ones. Our survey respondents seem to view professional benefits from two perspectives. Some emphasize that EV teaches new abilities that might be useful to perform daily job tasks, and point out improvements in various job-related skills. Other volunteers list abilities entirely out of scope of the respondents´ profession that have been learned as a result of EV participation.

Those, who have improved or learned work-related skills, usually refer to time management, organization, communication or better presentation skills. Among Sieber's four dimensions of positive effects on employees emerging from EV programs, our respondents mostly recognize the personality enrichment resources and status security benefits. These are some examples of the skills:

"How to run meetings, share ideas, plan and execute them (…)"

"I´m improving my organizational, marketing skills and it helps me to become a better coordinator."

"I have learned the basics behind public relations."

"I have improved my presentation skills by having the opportunity to make a training seminar."

The respondents, who have acquired skills to perform physical work not directly connected to their primary work responsibilities, still perceive the new tasks as exciting and intriguing.

"It´s challenging to volunteer as it usually involves task that are much different from what I normally do at work. "

"I have developed new skills that differ quite much from my regular job tasks f.g. wall-painting and paper-hanging☺."

In contrast, one survey respondent cannot identify any direct impact of the volunteer engagement on his work-related skills. However, he claims that he has been able to expand his network due to the participation in EV programs. This gain, referred in Sieber's theory to as status enrichment, is related to networking for professional gains with individuals from the community. The volunteer express this by:

"I met a lot of valuable and positive people both from inside and outside the firm."

All in all, employee volunteering projects enrich professional skills of most of the interviewed employees no matter what is their current job position, or what hierarchical level of the organization they are at. The range of improved or learned skills is very broad, but most of the work-related abilities identified by the respondents confirm the findings of Sieber. On the other hand, the previous academic literature does not mention anything about non job-related skills. It might be due to its perceived irrelevance from an organizational perspective. However, since one of the interviewees finds it challenging to involve in tasks not connected to regular work, learning these skills might increase his self-esteem and satisfaction in general, and as a result positively affect his attitude at workplace.

Positive work relationships

The question regarding the influence of participation in EV programs on the individual interviewees´ work life brings valuable information not only about the respondents alone, but the functioning of an entire company. Even though many of the volunteers work for different companies in diverse countries, there is a clear similarity in their answers. All of them include a

notion expressing a positive impact of their and other employees´ participation on work relationships. Therefore, our assumption about the negative consequences of corporate volunteering on working relations cannot be proven.

Some of the respondents declare that corporate volunteering has given them an opportunity to meet other employees from the same company from different departments. Others answer that the relationships with the already known colleagues has improved due to their cooperation outside work settings. In general, EV participation is said to create pleasant work atmosphere. These are some examples of the answers:

> *"Due to the program I have met much more people from my company."*
>
> *"Doing volunteer work together with your colleagues creates a much friendlier atmosphere at work."*
> *"The participation in volunteering program allow employees become closer…it is like teambuilding event."*

These findings are closely connected with the theory of social capital. According to Muthuri et al., employee volunteering schemes enable social capital creation by building strong ties between participating employees due to frequency of interactions, and emotional intensity of experiences they share. Besides, volunteer work creates trusting relationships between participants (Muthuir et al., 2009). Therefore, it can be said that EV programs can improve the effectiveness of cross-functional work, as they build social networks between different parts of an organization. This can also be inferred from the statement of one the respondents. He claims that positive peer relationships do not only benefit on a narrow organizational level, but result in improved inter-department communication and corporate synergy.

> *"It allows for cross-functional groups to work more effectively. It does improve the working relationship between peers. The inter relationships between department is improve. It improves the synergy."*

According to previous research, employees' ability to establish cooperative relationships at the workplace is one of the most important factors in creation of a highly productive firm (Gummer, 2001). Therefore, the strong ties established through EV participation can improve the performance of an organization in general.

Distraction

We have included a question concerning the potential problem of distraction from primary work responsibilities emerging from participation in EV projects. The purpose of it was to investigate how respondents´ deal with time management. The answers are not homogeneous. About half of the interviewees do not report any degree of distraction due to their engagement in voluntary activities in weekends and/or in their spare time.

> *"Volunteer programs in our company are carried out during spare time, in the afternoons or weekends. Therefore, there is no conflict between volunteer work and the regular work tasks."*
>
> *"The employees participate in volunteering programs at their free time, therefore considerable influence on the basic duties doesn't occur."*

On the other hand, the respondents that volunteer in working hours express a complaint that volunteering sometimes requires additional time, and overtime work to be able to meet deadlines. Interviewees often emphasize that being able to find a balance between routine work tasks and voluntary activities is crucial. However, it seems that most of them can cope with the problem of additional responsibility, and are able to manage their time effectively.

> *"As a kind of EV coordinator, it takes away plenty of time, and a long-time program like what we do, takes away time from my team people, as well. We need to think in flexible solutions, able to work overtime (even at home). Certain things must be organized during office hours."*
>
> *"(…) I am very well-organized and I can manage my time so that I don't neglect any of my responsibilities."*

Besides, one of them claims that he does not face difficulties while managing his time since he deals with task according to its priority. From his point of view, primary work responsibilities are of a greater importance than volunteer work.

> *"You have to personally prioritize your daily tasks and realize that your primary work responsibility comes first."*

On the top of that, one respondent admits that even though engaging in additional volunteering activities during working hours sometimes interferes with his daily work tasks, the increased workload has improved his time management skills.

"I sometimes need to postpone my primary tasks to be able to participate but I have learned to organize my time better so I can do both."

Furthermore, several interviewees who engage in volunteering activities during working hours state that EV can be a distracting factor.

"Could be a distraction sometimes, if you don't prioritize and manage your time well."

"If sometimes employees allocate time on an operating schedule it can complicate their activity because their duties remain on them."

In conclusion, our predictions about some level of distraction at work occurring due to the presence of EV programs can be justified. According to the findings of our research, the problem of distraction form primary responsibilities can arise from task overload and difficulties in effective time management. However, majority of the respondents appear to be able to organize their workday without neglecting their primary tasks. Besides, the distraction might occur only when employees spend their time volunteering in working hours.

6. CONCLUSION

6.1. Consequences of EV participation on the individual employee

The purpose of the thesis was to explore and explain the decision of increasing number of companies to engage their employees in community involvement initiatives with a special focus on the consequences these volunteer activities might have on employee-participants. The topic of employee volunteering still arouses a lot of controversy, and leads to discussion about what is and what should be the true role of a company in the contemporary world. In the thesis, we attempted to explain the reasons behind the rise of corporate social responsibility, and present the expectations that society has towards companies using Caroll´s pyramid model and stakeholder theory. The aim of the theoretical background was to introduce the most relevant concepts such as corporate social responsibility, corporate citizenship, employee volunteering and strategy. The secondary sources provided us with background knowledge of EV, and inspired our own research.

Due to the nature of the thesis, and the importance of human resources in creation of competitive advantage for a company, we decided to conduct our own research of employee volunteering from the perspective of internal stakeholders. The objective was to explore the consequences

corporate volunteering participation have on the individual employee. Therefore, we interviewed employee-volunteers of four different companies using an online survey. Even though the aim was to get to know the impact of EV participation on each individual interviewee, many of the answers follow similar patterns. As a consequence, we analyzed all the answers using a coding method, and presented the findings of the research by grouping the results into theme sections. Very similar opinions about a certain issue were stated in form of generalization. However, we also aimed at presenting each and every answer that differs from the rest of the responses in order to maintain an individualistic character of the investigation.

The research participants are professionals representing various job positions ranging from mangers, consultants, representatives, coordinators dealing with marketing, CSR, sales, PR, and production. The time spent volunteering and number of corporate volunteer programs they participated in differs from one interviewee to another, however it can be concluded that the volunteers have a rich experience in volunteering. Their motives for EV participation are mostly altruistic as they come from a strong need to support the community, but there are some answers indicating that an obligation to help others is not the only reason. Although several of the respondents express clear egoistic motives for EV engagement, none of the volunteers feels any pressure to participate.

The consequences of EV participation of the individual interviewees are numerous. First of all, the employees feel proud working for a company with a good reputation created through socially responsible behavior, and strongly identify themselves with their workplace. Moreover, EV engagement increases employee motivation to work, and perform their best. It also enhances their job satisfaction, and brings meaningfulness to work life by linking their job to community. Community service gives them a feeling of self-realization and fulfillment, and some of them feel more energetic and less stressed to perform their regular job tasks. However, alike the majority of respondents one interviewee do not see any impact of his participation in EV projects on his work life.

Furthermore, the interviewees identify many personal gains arising from volunteering that has not been expected beforehand: increased knowledge of the community and welfare situation in the country. In addition, the volunteer get to know individuals of different professions, and learn to

show empathy. Besides, volunteers also achieve recognition, prestige and appreciation at work and in their local community.

Apart from all the personal benefits listed above, we also explored professional gains from the community involvement program participation. These gains include improved or newly learnt skills such as ability to manage one's time, improved communication, coordination, and presentation skills. Moreover, we found out that EV provides employees with entirely new skills that cannot be used while performing their usual work tasks. Another important finding shows that EV helps to expand employees' networks both inside and outside the organization.

In addition, the results show that EV projects can be a way to create and strengthen work relationships. A pleasant work atmosphere helps to improve cross-functional cooperation at workplace, and results in increased effectiveness of teams. On the other hand, the research results also illustrate the negative side to corporate volunteering. Apparently, community involvement activities are seen as a distracting factor when it comes to everyday work tasks, especially for those employees who engage in volunteering during working hours. Although, some interviewees think that EV programs contribute to increased workload and might be distracting, the majority copes with it by training the ability to organize one's time and prioritize work tasks.

To conclude, the majority of the interviewees experience similar gains with only a few exceptions. The impact of EV participation on the individual employee is mainly positive, taking into account the variety of motivational, work-engagement, personal, professional and social capital gains. One can certainly say that employee volunteering is an enriching experience that makes employee-participants not only as people of greater worth, but improve them as professionals. Looking from the company's point of view, these benefits are of a great importance for a successful functioning of an organization. As previously stated, the ability to develop a committed and capable workforce should be one of the primary objectives of every firm, as the human resources are essential for creation of competitive advantage. Corporate volunteering strengthens employee commitment to the company, and the personal and professional gains equip the employees with skills and knowledge to achieve better results. As a consequence, the improved performance of each individual employee might positively contribute to the overall performance of the company. On the hand, it is difficult to measure the true impact of the positive consequences of EV on actual

performance of each particular volunteer at workplace. Even though the interviewees recognize gains arising from EV participation, another thing is to prove to what extent corporate volunteering actually improves their work performance. Moreover, there is a possibility of employee distraction from everyday responsibilities. In the end, it depends on the management to decide whether it is worth risking the distraction from everyday tasks of their employees to be able to acquire the potential internal benefits of employee volunteering projects.

6.2. The future perspectives of the research

Employee volunteering can be investigated from different perspectives, but we needed to delimit the scope of our research due to the time frame we had been given. The future extension of the study of employee volunteers could consider additional variables such as gender, age or educational level. Apart from that, it would be interesting to evaluate whether the popularity of employee volunteering initiatives among companies has any relations to the type of social security system in the country they operate in, and the cultural attitudes of the public towards community service.

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APPENDIX

Research Initiators

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The Purpose of the Research

To investigate the consequences that employee volunteering programs have on the individual employee.

There are overall 15 questions that are divided into 4 sections according to the topic they cover.

RESEARCH QUESTIONS

Employee volunteer program is an activity supervised by a company and carried out by its employees with an aim to support community the company operates in.

General information

1. What is your job position?

2. How many volunteering programs at work have you participated in?

3. How many hours have you spent volunteering approximately?

Motives for participation

4. Why do you engage in employee volunteering programs at work?

5. Do you think that volunteering on behalf of your company is important? Why?

6. Do you feel an obligation to participate in employee volunteering programs?

7. Do you feel pressured at work to take part in employee volunteering programs? How?

Employee volunteering influence on individuals and their work life

8. How important is the voluntary work in your life? Why?

9. How does your participation in employee volunteering programs influence your attitude toward your employer?

10. How does your participation in volunteering programs influence your work-engagement?

11. What do you gain personally from employee volunteer program participation?

12. Do you gain anything professionally from the participation? What?

13. How does employee volunteering program participation influence your work life?

14. Do you think that participation in EV programs distract you from your primary work responsibilities? How? Why?

Engagement in employee volunteering

15. Are you planning to continue to volunteer at work in the future? Why?

We are very grateful for your contribution! Thank you.

Please do not hesitate to contact us if you have questions.

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