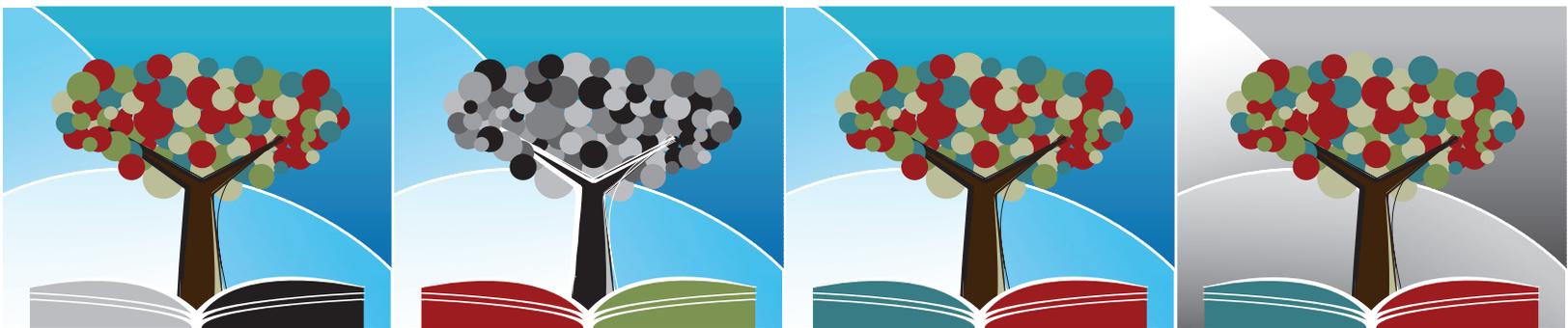


K N O W L E D G E D E V E L O P M E N T C E N T R E



Intra-Organizational Volunteerism

A Manual for Creating Internal Marketing Programs to Recruit Employee Volunteers

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The logo for Canada, featuring the word "Canada" in a serif font with a small Canadian flag icon above the letter "a".

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Intra-Organizational Volunteerism: Creating Internal Marketing Programs to Recruit Employee Volunteers

Introduction

Some for-profit companies provide a significant amount of support to charities through corporate philanthropic initiatives. Because of this, recent efforts to quantify the returns from such initiatives have intensified. Although the general conclusion is that “doing good” leads to doing well financially, the extent of the return to the bottom line may depend on the types of initiatives the company takes on and the way in which it carries out those initiatives. Similarly, researchers have argued that in addition to the traditional economic objectives that are considered when companies engage in philanthropy, managers should also consider social objectives. This is because social objectives can lead to stronger communities and thus to further long-term economic benefits for the company involved. The inclusion of social objectives in philanthropy has become particularly important for Canadian charities as governments continue to reduce funding for the nonprofit sector (Hall & Banting, 2000).

One of the biggest opportunities for companies to enhance both social and economic objectives (i.e., civic involvement to local communities and a company’s own business goals) through their philanthropy is the engagement of employees in volunteer activities. When a company encourages its employees to volunteer, this helps to demonstrate the company’s commitment to social causes. This, in turn, benefits the company economically because consumers tend to reward companies that they perceive as being supportive of their local community (Ellen, Mohr, & Webb, 2000). Also, company support for employee volunteerism can boost employee morale and make a company more attractive when it is recruiting new employees (Turban & Greening, 1997). Employee volunteerism can also advance the social objectives of a company because employee volunteers volunteering as a group focus the unique resources of a company on a specific social cause and create a larger impact than individual volunteers could achieve (Porter & Kramer, 2002).

Our research introduces and explores a specific form of employee volunteerism – *intra-organizational volunteerism* – which is characterized by corporate selection of charities and development of volunteer opportunities for employees. The objective of our research is to explain employee participation in intra-organizational volunteerism and to understand its effects on other, more personal, forms of volunteerism. The knowledge gained from this research provides insights into how companies and their charity partners can engage employee volunteers as part of corporate philanthropic initiatives. These insights will be useful to nonprofit organizations in three ways:

1. Nonprofit organizations can share these insights with their for-profit partners to help them design effective internal marketing that will encourage employee volunteerism.
2. Nonprofit organizations can use these insights to tailor the volunteer opportunities they make available to companies that have employee volunteerism programs.
3. If charities and nonprofit organizations engage volunteers through employee volunteer programs, it does not appear to effect those people's further engagement in volunteering during their personal time. In other words, employee volunteering through companies does not appear to interfere with employees pursuing volunteer activities of their choice.

Volunteerism and the business case for corporate philanthropy

Corporate philanthropy is significant in Canada: Canadian corporations donate more than \$1 billion to charitable organizations annually.¹ In addition to cash donations, companies support charities with donations of expertise, company assets and resources, and other in-kind donations, as well as through employee volunteerism programs. However, there is a growing recognition among managers of businesses that corporate philanthropy initiatives can be sustained only if a business case is made for them (e.g., Vogel, 2005). As a result of the tension between the public's expectation that corporations should act as good citizens and investors' demands for financial returns, many managers have taken a strategic approach to corporate giving: they give, in part, to get.

Porter and Kramer (2002) extended the business case for corporate philanthropy when they argued that corporate philanthropy must move from its current public-relations focus to one that allows companies to meet both their financial and social objectives: *"True strategic giving...addresses important social and economic goals simultaneously, targeting areas of competitive context where the company and society both benefit because the company brings unique assets and expertise"* (p. 58). The work of Porter and Kramer is echoed by other researchers who have argued that companies can be socially responsible while at the same time increasing profits (e.g., Hess, Rogovsky, & Dunfee, 2002; Kotler & Lee, 2004). Indeed, Margolis and Walsh (2003) argue that companies will favour a more "hands-on" approach to philanthropy when they have a distinctive capability to

¹ Azer, A. (2003). *The changing corporate landscape and its effect on charitable giving*. Alberta: Canadian Centre for Social Entrepreneurship, University of Alberta. Retrieved July 13, 2006 from: <http://www.bus.ualberta.ca/ccse/Publications/Publications/The%20Changing%20Corporate%20Landscape%20-%20final.pdf>

address the social need. The effect of a high degree of fit between company expertise and the cause ensures a high degree of workforce fit that enables employee expertise to be transferred or channelled for the benefit of the cause. When companies provide their expertise (i.e., employee volunteers) and material and cash resources to further social objectives, they are assisting in creating more healthy and vibrant communities and also a better business environment.

Therefore, in addition to the social benefits that come from increased employee participation in corporate philanthropy, volunteerism can also have economic benefits for the company. For example, corporations that are seen as more committed to a cause will be perceived more positively by consumers whereas companies that are seen to be exploiting a cause for monetary gain in the short-term will be perceived less favourably (Bloom, Hussein, & Syzkman, 1995). Further, consumers are more likely to say that they would purchase products or services from a company that has made a long-term commitment to a cause. (Ellen, Mohr, & Webb, 2000). Wild (1995) also comments that consumers tend to view the contributions of employee volunteers to an activity more favourably than they do traditional financial contributions without personal involvement in a social cause. Finally, many researchers have highlighted the non-marketing benefits that companies derive from their support of employee volunteerism, such as increased employee morale, increased employee efficiency, and a more positive image of the company among prospective employees (e.g., Rog, Pancer, & Baetz, 2004; Turban & Greening, 1997).

However, while the literature offers some guidance to companies seeking to build employee volunteer programs (e.g., Lukka, 2000; McClintock, 2004), it generally doesn't address employee motivations for participation in employee volunteer programs and the importance of internal marketing in recruiting employee volunteers. These two issues are critical because previous research shows that participation rates in workplace volunteer programs are low, ranging from 5% to only 30% (Hatton, 2000).

Also, researchers have not formally examined employee volunteerism when it is done as part of an employer-developed and sanctioned initiative, which we refer to in this report as intra-organizational volunteerism. This form of volunteerism stands in contrast to extra-organizational volunteerism (in which individuals volunteer on their own, as individuals and not as employees) and inter-organizational volunteerism (also referred to as employer-supported volunteerism, in which a company provides some type of support, often in the form of a cash donation, for employees' volunteer activities; see Table 1, p.4). This report, *Intra-organizational volunteerism: Creating internal marketing programs to recruit employee volunteers*, addresses the lack of research into intra-organizational volunteerism.

Table 1: Characteristics of three forms of employee volunteerism

	Intra-Organizational Volunteerism	Extra-Organizational Volunteerism	Inter-Organizational Volunteerism
Example	Campbell's Soup encourages its employees to volunteer at local a community soup kitchen and arranges shifts for teams of volunteers over their lunch breaks.	An individual gives up one Saturday per month to volunteer at a community soup kitchen.	An individual takes advantage of a program (e.g. volunteering at a community soup kitchen on weekends) to encourage his/her employer to make a donation for a set number of hours volunteered (e.g. \$100 for 40 hours volunteered).
Charity Selection Done By:	Employer	Employee	Employee
Employer Involvement	Proactive development of volunteer opportunities for employees	None	Passive support of employee decision to volunteer

Research methodology

In order to gain an understanding of employee motives for participating in intra-organizational volunteerism, we undertook an exploratory qualitative study with employees working in companies that offer such programs. We interviewed a total of 29 employees in nine different companies representing a range of industries (see Table 2, p.6, for a breakdown of interview participants by type of company, sex, and role vis-à-vis the company's employee volunteer program, i.e., volunteer, volunteer coordinator, or senior manager). Interviewees were asked to describe their experiences in intra-organizational volunteerism, including recruitment, the actual volunteer effort in which they participated, and the post-volunteer activity within the company (e.g., volunteer recognition activities).

We used insights from the interviews and from *social exchange theory* to develop a number of hypotheses concerning motives and other factors that affect participation rates in intra-organizational volunteerism.² We also developed a hypothesis about the effects of participation in intra-organizational volunteerism on non-workplace volunteerism. We tested these hypotheses using data from an online survey that was completed by over 400 employees working at 10 companies that did not participate in the qualitative research phase.

There are benefits and drawbacks associated with online surveys. The primary benefit is that the anonymous nature of the World Wide Web reduces the potential for socially desirable responses, i.e., responses that report what respondents think others would want them to say rather than what they actually think. The primary drawback is that the sample was limited to those employees that use a computer in the workplace, have an e-mail address, and can access the Internet. These are most likely to be the white-collar rather than blue-collar workers.

However, the focus on white-collar employees is justified because previous research has shown that white-collar employees are more likely to volunteer than are blue-collar employees (e.g., Schlegelmilch & Tynan, 1989). That is, the employees who occupy supervisory, managerial, or executive positions are more likely to volunteer than those who do not occupy such positions (e.g., Wilson, 2000). This assumption is supported by research that demonstrates that those people with higher household incomes and higher levels of education are more likely to volunteer than are those with lower incomes and lower levels of education (e.g., McClintock, 2004).

The next part of this manual presents five possible motivations for participation in intra-organizational volunteerism: the organizational citizenship motive, the altruistic motive, the egotistic motive, paid time off for volunteering, and the participation of co-workers. We also discuss results from both the interviews and the online survey. For each motivation, we first present insights from the interviews and develop a hypothesis based on these. We then present the

² Social exchange theory predicts that individuals perform long-term, informal mental accounting of their relationships. If, over the long term, an individual perceives that the benefits of a relationship outweigh (or are at least equal to) its costs, the relationship will endure. Similarly, social exchange theory posits that individuals assess the degree of costs and benefits of a given relationship in relation to those of other potential relationships. Social exchange theory has been widely used in the literature examining volunteerism. For a particularly in-depth review, see Wilson (2000).

results from the online survey and discuss whether or not they support the hypotheses. Finally, we examine the effects of participation in intra-organizational

volunteerism on participation in extra-organizational volunteerism (i.e., volunteerism that individuals do on their own).

Table 2: Summary of key informants

Industry	Gender	Position*
<i>Public Utility</i>	Female	Senior Manager
	Female	Volunteer Coordinator
	Female	Volunteer
<i>Financial Services</i>	Male	Senior Manager
	Female	Volunteer
<i>Power Generation</i>	Female	Senior Manager
	Female	Volunteer Coordinator
	Male	Volunteer
	Female	Volunteer
<i>Telecommunications</i>	Male	Senior Manager
<i>Oil and Gas Exploration</i>	Female	Senior Manager
	Male	Volunteer Coordinator
	Male	Volunteer
	Female	Volunteer
<i>Law</i>	Male	Senior Manager
	Male	Volunteer
	Female	Volunteer
<i>Integrated Energy</i>	Female	Senior Manager
	Female	Volunteer Coordinator
	Male	Volunteer
<i>Pipeline</i>	Male	Volunteer Coordinator
	Female	Volunteer
	Male	Volunteer
<i>Retail</i>	Male	Senior Manager
	Male	Volunteer

* **Position:** refers to the general role of the informant who was interviewed. *Volunteers* were interviewed about their experiences in previous volunteer positions; *volunteer coordinators* were interviewed about their experiences in organizing initiatives as well as about their own volunteer experiences, and; *senior managers* were interviewed about the objectives of the company’s volunteerism efforts as well as about their own volunteer experiences.

Findings: Motivations for involvement in intra-organizational volunteerism and recommendations for increasing participation

1. Organizational citizenship motive – The “Good Soldier”

Data from our interviews of 29 employees in nine different companies that have employee volunteer programs suggested that employees are motivated to participate in intra-organizational volunteerism, in part, to help their employer.³ In other words, they feel compelled to act as good “organizational citizens.” The employees we interviewed recognized that their participation in community events helps to bolster the reputation of their company, and they reported feeling a great deal of “company pride” when they represented their company in the community as volunteers. When acting on behalf of their company, these employees consider themselves to be ambassadors of the company and seek to make a good impression. Interestingly, several companies often support the same charity through their employee volunteer programs. As a result, “teams” of volunteers from different companies often find themselves at the same location at the same time, which fosters friendly competition between teams and increases their identification with their employers. For example, one employee commented:

“There is another big law firm in town that also has volunteer teams at events. When we see them, it makes everyone work a little extra hard to make a good showing. It’s not mean or anything; it just makes it a bit better if we can show that we are better than them.”

Employees also placed high value on the “badges” offered to volunteers, such as T-shirts or hats. Many volunteers viewed wearing corporate-branded clothing while volunteering as an expression of company pride and were generally seen to enhance the volunteer experience. As one interviewee stated, *“Everyone who gets involved is given a T-shirt, and it’s amazing to see hundreds of people all wearing these shirts fixing up the park. I’ve never felt so proud to be part of this company.”*

The idea that employees are motivated to volunteer because they want to be a good organizational citizen is also supported by the literature that examines pro-social behaviours (e.g., staying late to help a co-worker) within a company. Previous researchers have shown that employees are motivated to go “above and beyond the call of duty” or to take on tasks that are not explicitly part of their job description and are not mandated by the company in part because they want to help the employer (Rioux & Penner, 2001). Similarly, Schnake (1991) highlights what he calls generalized compliance citizenship behaviour, which is “aimed at helping an overall organization” (p. 741). Therefore, based on the interviews we conducted, we expected that employees who wanted to help the company would also have a positive attitude toward and would participate in intra-organizational volunteerism.

As expected, analysis of the online survey results confirms the strong relationship between employees’ motivations to help their employer and participation in workplace volunteer programs.

³ **Employee Volunteer Programs:** Where an employer organizes and facilitates a program that allows employees to volunteer for a local charity or community activity.

Recommendations

Organizational citizenship is grounded in social exchange. When an organization or manager provides value to an employee (e.g., a valued benefit package or understanding with a personal problem), the employee is likely to want to reciprocate.

Therefore, organizations can encourage employees to be organizational citizens by developing positive exchange relationships in which both the employer and the employee treat each other with respect and previous citizenship behaviours are “paid back” by time off, for example.

When developing a employee volunteer program, employers and nonprofit organizations should consider doing the following:

1. Always express appreciation for the contribution of volunteers. This can be done through such traditional means as volunteer appreciation events or gifts or other tokens of appreciation.
2. Design volunteer opportunities as events that give employees a chance to get out and engage the public.
3. Provide employee volunteers with “badges” to wear (e.g., T-shirts, hats, etc.) while participating in volunteer activities. Employees are more likely to act as company ambassadors while in public and to feel as though they are helping their employer in the community if they are wearing their employer’s logo.

In addition, nonprofit organizations should recognize the contribution of the company as well as that of employee volunteers. This ensures that employees are aware of public perceptions of the company’s efforts.

2. Altruistic motive – The “Good Deed”

Not surprisingly, the majority of interviewees (27 out of 29) indicated that it is the nonprofit or charitable organization that benefits most from their participation in intra-organizational volunteerism. In fact, many interviewees began their discussions by talking about the benefits that accrue to nonprofit organizations as a result of volunteer efforts. This may be because employers tend to recruit volunteers on this basis. For instance, one informant stated, *“I didn’t realize there was such a need for this kind of thing [helping the homeless] in our community. Once I found out how big the need was, I wanted to do my part.”* Other employees spoke of their volunteerism as simply an extension of their overall support for charitable causes (including both personal volunteerism and other forms of support such as cash donations): *“It’s just something I’ve been brought up to do – help thy neighbour.”*

The altruistic motive (i.e., the desire to help others) is also supported in the literature that examines donor behaviour. For example, Penner and Finkelstein (1998) showed that people who are motivated by altruistic motives such as concern for others are more likely to volunteer and tend to volunteer for longer periods of time. Indeed, moral obligation has been shown to be predictive of volunteer participation (Harrison 1995). Therefore, based on the interviews we conducted, we expected that employees who demonstrated altruistic motives would also have a positive attitude toward and would participate in intra-organizational volunteerism.

Surprisingly, analysis of the findings from our online survey did not support our hypothesis, even though altruistic motivations are widely reported as an important motivator for private forms of volunteerism

(e.g., Bendapudi, Singh, & Bendapudi, 1996; Piliavin & Charng, 1990). This may be because employees who participate in a workplace volunteer program are less likely to develop a personal connection with the charity involved. Although managers report taking into account their employees' charitable interests (which increases the likelihood of employees volunteering for altruistic reasons), the diversity in large workplaces makes it difficult to accommodate everyone's preferences. As a result, many employees' are asked to volunteer for charities that have no personal relevance for them.

Recommendations

The practice among the companies that we surveyed (and, indeed, among many nonprofit organizations) is to appeal primarily to the altruism of employees. Although altruistic motivation does not appear to be a significant driver of participation, employers and charities should take care not to promote volunteerism as simply a means of helping oneself. Even if an individual is driven by a primarily selfish motive, companies should emphasize that volunteering not be done for self-oriented reasons or hope of improving one's position in the workplace.

Program coordinators can help to encourage participation in two ways:

1. Promote the overall value of contributing through volunteering instead of trying to create an emotional connection between employees and a specific charity.
2. Create a more emotional bond between employees and the charity by giving employees a voice in the corporate philanthropy decision-making process. For example, some companies seek input from social clubs or other existing vehicles for employee involvement in the community as they develop their philanthropy strategies. The more employees are included in the consultation process, the more likely they are to feel a personal connection to the charity or nonprofit that is supported.

3. Egotistic motive – The “Good Politics”

The majority of the intra-organizational volunteers we interviewed (25 out of 29) revealed that their participation in the company’s volunteer program was significantly influenced by egotistic motives (i.e., they volunteered in exchange for personal benefits). These employees reported that the opportunity to receive valuable skills training or to gain profile within the company were important factors in their decision to volunteer. For instance, one interviewee was quite direct in stating: *“There has to be something in it, otherwise you wouldn’t do it.”*

Other employees revealed that they carefully weighed the decision to support a given initiative based on its potential benefits and costs. For example, one employee noted that she was more likely to support a cause if she knew that senior managers personally supported it. Specifically, she said, *“If the right manager is involved or asks...you do it.”* Still others reported that their decision to support corporate philanthropic initiatives and, in particular, their decision to volunteer, was influenced by how they felt they would be viewed by others. Indeed, one interviewee expressed caution by suggesting that it was not a good idea to get too involved or to jump at every opportunity to volunteer because management might view this as a sign of a light workload or of expendability.

As with the altruistic motive, egotistic motives are common in previous research findings. In their review of volunteer motives, Cnaan and Goldberg-Glen (1991) report that the majority of volunteer motives are egotistic in nature (e.g., volunteering is an opportunity to develop relationships with others or as a way to gain some practical experience that could

lead to paid employment). Perhaps the most common egotistic motive for volunteerism is a social one – the opportunity to meet new people or interact with friends (e.g., Broadbridge & Horne, 1994). Because intra-organizational volunteerism opportunities typically include team participation, one would expect the social motive to be particularly important in this type of volunteering. Previous research on workplace volunteering has shown that the promotion of volunteer opportunities as self-serving resulted in more volunteers reporting that they volunteered for egotistic reasons (Peterson, 2004). Bolino (1999) argues that volunteerism in the workplace is an opportunity to practice image management. Therefore, based on the interviews we conducted, we expected that employees who demonstrated egotistic motives would also have positive attitudes toward and would participate in intra-organizational volunteerism.

As expected, analysis of findings from the online survey data confirmed that employees who were motivated by egotistic reasons also tended to participate in intra-organizational volunteerism. The egotistic motive consists of three elements: 1. the *novelty* motive, i.e., the opportunity to do something different from the normal workday; 2. the *career* motive, i.e., the opportunity to gain recognition from key managers and to broaden internal networks; and 3. the *social* motive, i.e., the opportunity to spend time with friends and meet new people.

Recommendations

When creating workplace opportunities, managers should consider the following points:

1. Balance the desire to give employees practical work experience with the employees' desire to break from routine and try something different or learn something new.
2. Resist the temptation to only provide volunteer opportunities that give employees the chance to learn job-related skills or to use the volunteerism for "grooming."
3. Create volunteer opportunities that give employees broad exposure across the company, thereby providing a better chance for employees to volunteer with friends or meet new people outside their work group.
4. Provide opportunities for employees to gain profile within the company by encouraging senior managers to support and participate in volunteer events.
5. Offer employee volunteers a wide range of opportunities, not just those that focus on the specific work skills of a particular group of employees. For example, the employees of an accounting firm might value the opportunity to build playgrounds or mentor students just as much as they would value the opportunity to offer accounting expertise.

4. Paid time off

Interviewees reported that one way for corporate volunteer programs to facilitate volunteerism is by flexible scheduling, specifically, offering employees the ability to volunteer during regular work hours. This ensures that scarce personal/family time during evenings and weekends is not sacrificed. This is an especially important issue for those companies that promise and promote work-life balance. Interviewees also reported that the fact that their employers provided guidance and actually managed the program and its volunteers made participation in the program "painless" and more effective. For instance, one interviewee stated: *"There's a bunch of us that go at lunch on Tuesdays. It's great because we can all go together since we're all at work anyways. There would be no way we could all do it together on the weekend. And the company appreciates what we do, so we can take our own lunch when we get back to work."*

When employees are able to perform volunteer duties on "company time," their costs (both in terms of time and money) are expected to be lower both directly and indirectly. Indeed, in her analysis of the 2000 NSGVP survey of volunteers, McClintock (2004) found that the most common reason cited for not volunteering was lack of time. If employees are given time off from work to volunteer, the amount of time they spend volunteering is deducted from their time at work. These employees do not have to give up any personal time to volunteer nor do they have to change any of their personal daily routines, which is an additional form of cost (Passewitz, 1991). Therefore, based on the interviews we conducted, we expected that employees who are able to engage in volunteering on company time would also have a positive attitude toward and would participate in intra-organizational volunteerism.

Findings from the online survey did not support a direct relationship between paid time off work and the amount of time spent volunteering. However, this may be because the respondents to the online survey were primarily white-collar employees who, as salaried employees, may be less likely to volunteer during work hours because their work is unlikely to be covered by others while they are away from the office.

Recommendations

To encourage participation in intra-organizational volunteering, companies could consider taking these steps:

1. Give individual managers some discretion in allowing time off for volunteering. Adopting general policies on the use of company time for volunteering can help prevent large inequities across departments; however, managers should be given discretion to allow more or less time off as their departmental priorities shift.
2. Also, care should be taken when developing policies for volunteering on company time to ensure the policies suit the salaried staff as well as those employees that want to volunteer but work on an hourly basis.

Because many companies do not provide paid time off for employees, and this does not appear to have a detrimental effect on participation, charities should develop volunteer opportunities that can be done outside of normal working hours or on weekends. This will allow for participation by volunteers working in companies that do not provide paid time for volunteering.

5. Co-worker rates of participation

Social relations and pressures can influence the decision to participate in intra-organizational volunteerism. One employee we interviewed reported that when she was asked to recruit volunteers for a project, she began with people she worked with and with others within her social circle in the office. She described her approach to recruitment:

“You just start with the people you know won’t be able to say no to you. But there are some people whom you just know aren’t going to do it. It sounds bad, but some people are just anti-social. You never see them talking to anybody, so why would I ask them to get involved? I don’t even bother.”

Although no one we interviewed reported any company-wide social pressure to participate in volunteering, interviewees reported that their immediate work group or circle of friends at work were a source of “security” when they were deciding whether or not to volunteer. For example, one interviewee reported that he would be more likely to get involved if he knew of someone else who was also getting involved, so he wouldn’t “show up not knowing anybody.”

The importance of social networks is also noted in the existing research on volunteerism. For example, in environments where encouraging participation is the norm, individuals who do not adhere to the norm can incur a cost (Homans, 1974). Indeed, Blau (1964) states: “The social context in which exchange transactions take place affects them profoundly...to determine a prevailing rate of exchange, and this group standard puts pressure...to come into line” (p. 104). An employee who is part of a work-group

culture where participation is the norm will incur costs if he or she does not participate, e.g., being excluded from day-to-day social interactions such as coffee breaks. Similarly, if the work-group norm is non-participation, employees who participate may incur these same costs. Therefore, based on the interviews we conducted, we expected that employees whose co-workers participated in intra-organizational volunteering would also have a positive attitude toward and would participate in intra-organizational volunteerism.

Interestingly, however, findings from our online survey do not support this hypothesis. The data show that as the percentage of work-group volunteering increases, the number of hours volunteered by individual employees go down. Similarly, egotistic rewards that were based on *social* and *understanding* motives suggest that employees are responding to a desire for novel experiences when they choose to increase their participation in workplace volunteer programs. This may suggest that employees do not value spending even more time with their co-workers and may instead want to develop new friendships or to spend time with people other than their co-workers.

Recommendations

Companies that want to encourage participation in intra-organizational volunteerism should consider the following:

1. Allow employees to create their own volunteer teams and to participate with employees outside of their own department. This means that volunteer programs should be made widely available within the company.
2. Refrain from “forcing” employees to volunteer, since this can lead to resentment or even sabotage (e.g., Stukas, Snyder, & Clary, 1999).

Nonprofit organizations that want to attract employee volunteers should provide a range of volunteer opportunities that can accommodate individual volunteers and volunteer teams of different sizes so that employees have a choice about whether to volunteer with their work group, with others from outside their immediate work group, or on their own or with their families.

6. The effect of intra-organizational volunteerism on extra-organizational volunteerism

Because of the incremental benefits that employees receive from intra-organizational volunteerism compared to other forms of volunteerism (e.g., increased opportunity for recognition and social benefits within the company), it is possible that intra-organizational volunteerism may interfere with extra-organizational volunteerism (i.e., volunteering done on one's own time). Indeed, 10 out of the 29 employees we interviewed reported that the opportunity to engage in workplace volunteer initiatives sometimes took precedence over other, personal commitments to charity. For example, one interviewee echoed the experiences of other employees when he spoke of giving priority to a work-related volunteer commitment over one that he identified with on a personal level. He commented:

"I have had personal experience with juvenile diabetes and was hoping to get involved with them – then this opportunity came up through work to get involved with the United Way, so I jumped at it. The diabetes thing is still something I'm interested in doing, though. I think I'll eventually get back to it when my commitment through work is over."

Giving priority to workplace volunteerism is, in part, an acknowledgement of the egotistic benefits available to employees from this type of volunteering. This was summed up by the following comment: *"At the end of the day, the job comes first."*

Individuals not only examine the net benefits that they receive from a given relationship but they also examine these benefits in relation to other *potential relationships* (Thibaut & Kelley, 1959). Employees who volunteer on their own time (extra-organizational volunteerism) are likely to compare the benefits they receive with the potential benefits they could receive from volunteering through the workplace. If employees perceive workplace volunteerism as providing superior value, they are likely to divert time away from personal volunteering so that they can devote time to workplace volunteering. Therefore, based on our findings from one third of the interviewees, we put forward the tenet that employees who participated in intra-organizational volunteerism would probably be less likely to participate in extra-organizational volunteerism.

In fact, however, findings from our online survey suggest that participation in intra-organizational volunteerism does not interfere with other forms of volunteering. Our research suggests that for some employees participation in intra-organizational volunteerism can actually *increase* other forms of charitable support. Not only do employees not see intra-organizational volunteerism as a substitute for other forms of volunteerism but they also are willing to take part in intra-organizational volunteerism on their own personal time while maintaining other volunteer commitments. One possible explanation for this is that extra-organizational volunteerism and intra-organizational volunteerism satisfy different motives. Indeed, although this study did not directly explore altruistic motives with regard to extra-organizational volunteerism, there appears to be a positive relationship between the two. Thus, volunteers receive two sets of distinct benefits from participation in intra-organizational volunteerism and extra-organizational volunteerism.

In the open-ended comments in the online survey, one respondent noted: *“I think it is great that we have the opportunity to volunteer in the workplace. I am seriously considering volunteering outside of the workplace, and it is because of the experiences I have had as a workplace volunteer.”* Such comments suggest that simply being exposed to a charity can cause an employee to become emotionally engaged and thus to continue or even increase their support after the workplace volunteer program has ended. Indeed, previous researchers have argued that even a small amount of engagement or exposure can lead to more meaningful support on the part of volunteers (Peloza & Hassay, in press). Specifically with regard to workplace volunteerism, Rog, Pancer, & Baetz (2003) reported that employees who have had satisfactory volunteer experiences are more likely to continue volunteering.

Recommendations

Charities can see a net increase in their levels of volunteer support as a result of their participation in workplace volunteer programs because of employees' exposure to the charity. Therefore, charities should consider doing the following:

- 1.** Seek corporate support in the form of volunteerism in addition to financial and other types of support.
- 2.** Ensure that all volunteers are exposed to the mission of the charity and to the beneficiaries of its programs and services.
- 3.** Treat workplace volunteer programs not as one-off shows of support, but rather as opportunities to begin a long-term relationship with new volunteers. This is particularly important for lesser-known charities, where exposure through workplace volunteer programs may be an important source of awareness and new support.

Analysis of the impact of different motives on the tendency to engage in intra- and extra-organizational volunteering

A statistical approach termed *structural equation modeling* was used to determine which of the motives described in the findings had a significant impact on the likelihood of employees to engage in *intra-organizational volunteering*. The figure in Appendix A shows that egotistic motives have the most pronounced effect followed by the desire to be a good organizational citizen. Pressure from peers to volunteer had a significant negative impact on attitudes towards volunteering. Positive attitudes to volunteering generated in the workplace have a significant positive impact on people's tendency to engage in intra-organizational volunteering but no effect on extra-organizational volunteering.

Conclusion

This research project had two primary objectives:

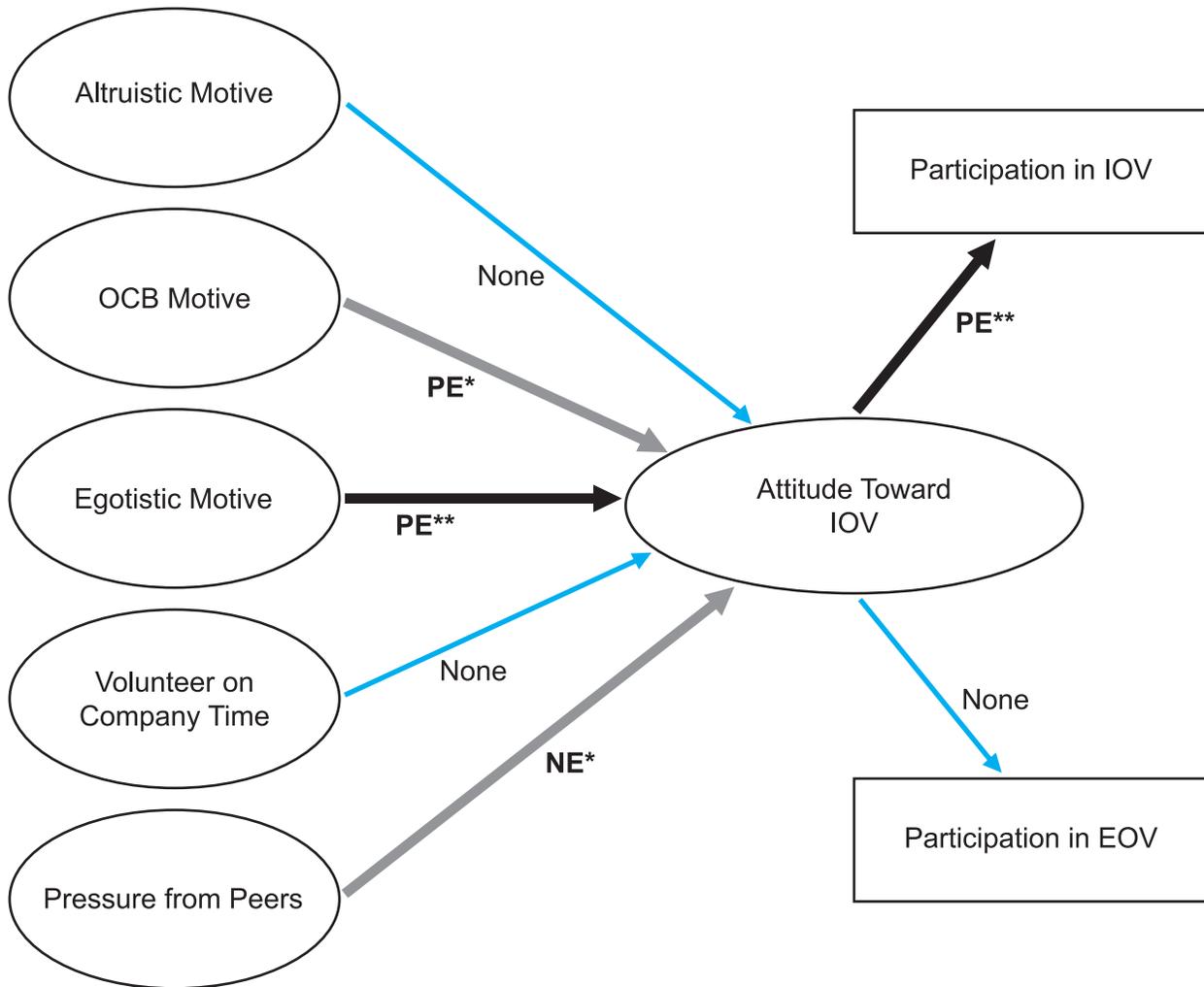
1. to uncover the benefits of employee participation in an emerging form of workplace volunteer program – *intra-organizational volunteerism* – and
2. to understand both the reasons for that participation and its effects on other forms of charity support.

The findings presented here clearly demonstrate that companies, charities, and employees can capture incremental benefits from intra-organizational volunteerism. The findings here also present managers and charities with insights that will allow them to increase employee participation in such programs and help to fulfill the insight of Ralph Waldo Emerson: “It is one of the beautiful compensations of this life that no one can sincerely try to help another without helping himself.”

Appendix A

The figure below presents a diagram of the tested model based on analysis of data from the online survey of 400 employees. The analysis of the model was done using a statistical analysis process known as structural equation modeling (SEM). SEM allows each motive and its effect on intra-organizational volunteering (IOV) to be estimated while simultaneously taking into account the overlap effects of the other relationships.⁴

Summary of the impact of employee motivations and other influences on attitudes to intra-organizational volunteering



Notes:

OCB = organizational citizenship behaviour
 IOV = intra-organizational volunteerism
 EOV = extra-organizational volunteerism

PE** = significantly positive effect on attitudes to intra-organizational volunteering will be found 99 out of 100

PE* = significantly positive effect on IOV 95 times out of 100

NE* = significantly negative effect on IOV 95 times out of 100

None = no effect

⁴ For those readers who want to read more about this type of analysis check the following websites: <http://www.jeremymiles.co.uk/misc/fun/> and <http://www.statsoft.com/textbook/stsepath.html>

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