Corporate Volunteering: An Analysis of the Drivers, Mediating Mechanisms and Outcomes

By

Ratnesvary Alahakone (K1047934)

Supervisors: Dr Stephen Gourlay

Dr Kerstin Alfes

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STATEMENT OF ORIGINALITY

I, Ratnesvary Alahakone certify that to the best of my knowledge, the content of this thesis is my own work. Where information has been derived from other sources, I confirm that this has been appropriately cited and referenced in the thesis. The work contained in this thesis has not been previously submitted for any degree or diploma in any other higher education institution.

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Abstract

Over the last decade, researchers have been increasingly interested in exploring the nature and potential benefits of an organisation's corporate social responsibility (CSR) activities. CSR refers to "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (McWilliams and Siegel, 2001 p.117). The majority of research to date has focused on an organisational perspective and demonstrated that engaging in CSR activities results in positive organisational outcomes such as reduced firm risk (McWilliams and Siegel 2001), increased attractiveness for investors (Aguilera, Rupp, Williams and Ganapathi 2007) and prospective employees (Bhattacharya et al. 2008) and reduced employee turnover (Galbreath 2009). More recently, researchers have turned their attention towards exploring how an organisation's employees respond to CSR activities.

Corporate volunteering (CV) is emerging as an important tool through which organisations demonstrate their CSR. A focus on CV answers the call for an employee-centred understanding of CSR. This thesis explores the drivers and consequences of CV for employees and the employing organisation. This study integrates research on functional motivation and organisational support with CV to demonstrate that employees' internal and external motives offer a perspective towards the CV initiatives in their organisations. This research also contributes to CV literature by examining the consequences of CV for the employee as well as the organisation.

As CV involves volunteers who are also regular employees, the researcher expects that participating in CV will have an impact on how employees behave during their regular employment and also for the employing organisation, who in this case are the facilitators of the CV programme. Drawing on social exchange theory and intrinsic motivation theory, the study focuses on organisational outcomes of organisational commitment and work engagement and employee outcomes of job satisfaction and employee health and well-being as a result of CV participation.

This study also examined the processes through which CV activities influence the above mentioned outcomes. Inconsistencies in findings on research in CV have elicited calls for mediation mechanisms to be identified that will clarify relationships between CV and its outcomes. By focusing on social identity theory, this study suggests that pride and organisational identification (OI) mediates the relationship between employees' attitudes to CV and the consequences.

Electronic questionnaires were distributed to employees in organisations that had corporate volunteering initiatives from Malaysia and Singapore. The final sample size after deleting for missing data and incomplete questionnaires was 160 respondents. On average, participants were 38 years old with a SD of 9.1years. 58.2 percent were female and 41.8 percent were male. Partial Least Squares (PLS) was used to analyse the data. The findings suggest that employees participate in CV for a variety of motives, the most significant of which is a desire to experience new learning experiences and to have the opportunity to use these knowledge, skills and abilities that they might not use in their regular jobs. Participating to express altruism,

improving relationships with others, protecting the ego from negative features and enhancing positive strivings of the ego proved to be less important. Another important finding is that employees are driven by the support shown by their employers in terms of paid leave and time off. In terms of the consequences, the findings suggest that all the dependent variables have a positive relationship with employees' attitudes towards corporate volunteering when mediated by both pride and organisational identification.

By conceptualising and examining the relationships in this model, this study makes the following contributions. First, this research integrates several underpinning theories to develop a new theoretical framework that explains the drivers, consequences and mediators of CV. Second, by adopting Clary et al.'s (1998) functional theory and organisational support, this study contributes towards a perspective to explain individuals' attitudes towards their organisations' CV initiatives. It also contributes towards healthy debate on similarities and differences between general volunteering and CV. Third, this study integrates social exchange theory and intrinsic-extrinsic motivation to contribute to the literature on the outcomes of CV by incorporating organisational commitment, work engagement, job satisfaction and health and well-being in one model. Fourth, this study integrates social identity theory and intrinsic-extrinsic motivation theory to examine how pride and organisational identification mediate the processes through which CV activities influence employee outcomes of job satisfaction and health and well-being as well as employer outcomes of organisational commitment and work engagement.

Contents

List of Figures

List of Tables

Chapter 1 Introduction

1.1 Scope

This chapter provides an overview of the current research. It begins by discussing the background and domain of the research and introduces the focal construct of this study, namely corporate volunteering. The focus of corporate volunteering in relation to its drivers and consequences are explained and rationalised. The next section discusses the study's aim and objectives. The research methodological process is briefly outlined and the chapter concludes with an outline of the structure of the thesis.

1.2 Research Background

Over the last decade, researchers have been increasingly interested in exploring the nature and potential benefits of an organisation's corporate social responsibility (CSR) activities. CSR refers to "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (McWilliams and Siegel 2001 p.117). CSR has been defined as the voluntary activities or policies that organisations engage in to cause positive social change and environmental sustainability. Examples include donations to charities, community programs, improving employee diversity and reducing environmental impact (Aguilera et al. 2007). As CSR initiatives have become a priority especially by organisations, research has looked at its impact on the various stakeholders (Aguinis and Glaves 2012). When businesses decide to invest into CSR activities, they hope to maximise the benefits to multiple stakeholders, hence the concept of stakeholders is central to CSR. From an ethical perspective, corporations are accountable to society at large for their actions and in some circumstances, the interests of stakeholders other than shareholders should be considered. Categorisation of stakeholders takes several perspectives depending on the approach. Some common categorisations include primary/secondary stakeholders, voluntary/involuntary stakeholders, etc. However, the most common categorisation is the internal vs external stakeholders. Internal CSR practices refer to practices which are directly related to the physical and psychological working environment of employees (Turker 2009). For instance, concern for the health and well-being of employees, their training and/or participation in business, equal opportunities etc. (Ferreira and de Oliveira (2014). External CSR deals with CSR actions directly outside its boundaries such as actions directed to business partners and suppliers, customers, public authorities and NGOs. Aguinis and Glavas (2012) in their meta-analysis state that CSR is

primarily studied at the macro level (i.e., institutional or organizational level) compared to the micro level (i.e., individual level). The majority of research to date has focused on an organisational perspective and demonstrated that engaging in CSR activities results in positive organisational outcomes such as maximising the market value of the firm (Mackey, Mackey and Barney, 2007), reduced firm risk (McWilliams and Siegel 2001), increased attractiveness for investors (Aguilera, Rupp, Williams and Ganapathi 2007) and prospective employees (Bhattacharya et al. 2008) and reduced employee turnover (Galbreath 2009).

More recently, researchers have turned their attention towards exploring how an organisation's employees respond to CSR activities. Studies for example, demonstrate that working for a socially responsible organisation has a positive impact on individual attitudes and behaviours, such as increased organisational commitment (Brammer, Millington and Rayton 2007), organisational identification (Carmeli, Gilat and Waldman, 2007), higher in and extra role performance (Jones 2010; Lin, Lyau, Tsai, Chen and Chiu 2010; de Luque, Washburn, Waldman, and House 2008) and lower turnover intention behaviour (Jones 2010).

1.2.1 Corporate Volunteering as a Tool of CSR

Corporate volunteering (CV) is emerging as an important tool through which organisations demonstrate their CSR (Pajo and Lee 2011; Rodell 2015). Corporate Volunteering (CV) refers to those practices and actions that a company adopts to encourage, support and apply to social work undertaken voluntarily by their employees (de Gilder, Schuyt and Breedijk 2005). A focus on CV answers the call for an employee-centred understanding of CSR. Estimates from Points of Light (2006) suggest that almost 90% of organisations support corporate volunteering in some way. Additionally, according to Deloitte Development (2014) the new generation of employees place significant value on volunteering opportunities especially when they considering potential employers. Corporate volunteering is one way that corporations are able to show that they are caring and compassionate to communities and causes. As a result of the increase in CV as a form of CSR in organisations, research in this area has also increased. For instance recent longitudinal work by Caliguiri, Mencin and Jiang (2013) demonstrated that CV has positive consequences for the employer, employee as well as the non-profit organisations. Studies also demonstrate that CV provides avenues for employees to improve on their skills, morale as well as performance at work (Rodell 2013; Jones 2010; Jones, Willnes and Madey 2014; Grant 2012). According to Morgan & Burchell (2010), corporate volunteering is one way for organisations to reach out to the communities. This is supported by the fact that

corporate volunteering is the fastest growing form of corporate community involvement during the 1990s (BITC 2003; Aquilera et al. 2007).

CV programmes come in many forms and involve various degrees and types of employer contributions and levels of employee involvement (Geroy, Wright and Jacoby 2000). Initiatives such as community clean up days, donations, walk/run events, blood donation drives are some activities that form CV activities (Muthuri, Moon and Matten 2006). CV programmes convert company intentions to actively cooperate in social causes within a framework of active participation and corporate citizenship in the service of common interests within the social context. This co-operation is achieved by loaning out employees and their respective knowledge, skills and expertise. Here, company involvement is attained in two ways which are sharing the existing knowledge and expertise with community groups and supporting them in their management and development or through directly boosting the competences present by releasing employees to participate as volunteers in the community. Usual activities include supporting and allowing employees to volunteer by implementing benefits such as flexitime, time off, use of facilities, corporate transportation and others. These activities operate on a continuum of formal to informal programmes. The formal programmes consist of employers forming partnerships with external parties or using an internal staff member to develop relationships with specific volunteer organisations and then jointly set volunteer programmes that are in line with the employers' mission (Muthuri, Moon and Matten 2006; Booth, Park and Glomb 2009). For instance companies like Home Depot, Delta Airlines and IBM provide formal company sponsored programmes that are aligned with the organisations' commitment to support community development (Bhattacharya et al. 2008).

On the other hand, the partnership between employers and volunteer organisations could also be an informal understanding between the employer and its employees where the employer provides benefits that enable employees to make volunteering decisions autonomously. These are more flexible and there does not appear to be a major commitment to one particular volunteer organisation. These programmes do not usually offer additional resources from the company but allow employees to take time off to participate in a community activity. For instance American Express allows its employees who have been with them for at least ten years to take a fully paid leave absence from work for one to six months to work for a non-profit organisation (Muthuri et al.2006).

Basil et al. (2011) proved that larger companies make more use of CV and use it strategically to create company benefits. However, although large organizations are twice as likely as smaller organizations to offer a CV program, rates of employee participation in these programs are similar across organizations, regardless of size

Despite the increasing popularity of CV in research and practice, there are irregularities in the definition of CV (Rodell 2015; Grant 2012). Studies show that CV has been conceptualised as having different boundaries. For instance Grant (2012, p.593) defined CV as "extent to which employees initiate and sustain involvement in volunteering activities". On the other hand Rodell (2015 p.3) defined CV as "employed individuals giving time during a planned activity for an external non-profit or charitable group or organisation". On the face of it, these definitions may appear the same, however, the reality is that they differ on a variety of components. For instance, consideration must be given to whether the activity is conducted on the individual's own time or is it conducted as part of the employer's initiative during work time.

In this research, CV is defined as volunteering by employees of corporations, where the employer provides support and often initiates projects as one way for organisations to meet their social responsibility to their communities in which they exist and support their businesses. Important aspects of this definition is that CV involves giving time and not money, it is a planned activity and not a spontaneous act and that it is formally initiated by the employing organisation within the context of some charitable or non-profit group (Wilson 2000; Omoto and Snyder 1995)

The many ways that CV has been defined has led to different approaches to measuring this phenomenon. Studies have operationalised CV as a decision to volunteer (Penner 2002; Zappala and McLaren 2004), on the frequency of volunteering (Booth et al. 2009; Brockner, Senior and Welch 2014; Rodell 2013) and the length of the volunteering service (Caliguiri et al. 2013). Most of the studies on CV to-date operationalised CV as a behaviour. Rodell (2015) in her comprehensive literature review depicted that CV as a behaviour could be distinguished as volunteer direction, volunteering intensity and volunteering persistence.

However, instead of addressing CV as a behaviour, another approach is to examine CV as an attitude (Jones 2010; Jones et al. 2014). Jones (2010) for instance examined employees'

attitudes towards their employers' volunteerism programme and how such attitudes subsequently affected these employees' citizenship behaviour at work.

The decision as to whether CV should be measured as an attitude or behaviour depends on the research aim and questions. This study conceptualises CV as an attitude. The research questions were based on examining the drivers of employees' attitudes towards their organisations' CV initiatives and subsequently how these attitudes affect employees' behaviour at the workplace. Ralston et al. (2005) state that, attitude toward a particular behaviour is a function of one's salient beliefs that the action will lead to certain positive or negative outcomes and an evaluation of how important these outcomes could be. This is echoed by Ajzen (1985) that attitudes towards a specific behaviour when assessed at a similar level of specificity to that of the behaviour are relevant in predicting intentions and behaviour. These attitudes are thought to stem from underlying beliefs, which link the behaviour with some valued outcome. Greenslade and White (2005) were interested in predicting "above-average" participation in volunteering. Their findings suggest that attitudes toward volunteering play a role in predicting intentions to engage in above-average volunteer participation. Hence, positive attitudes towards CV that stem from beliefs about the outcomes are expected to result in greater intentions to engage in CV.

Therefore, in this study, an employee may believe that participating in such initiatives may lead to a particular outcome such as a better social life. The evaluation of these outcomes contributes to the formation of the employee's attitude towards CV. Based on this rationalisation, this study decided to operationalise employees' attitudes towards their organisations' corporate volunteering programme as the degree that an employee values the company's volunteerism programme. For instance, an employee may be driven to have positive attitudes towards CV based on his or her personal values or the amount of support provided by the employer and believe that participating in CV will lead to skill development or an increased social life.

According to Comer and Cooper (2002) company leaders have recognised that it is important to be a corporate citizen in order to make an impact on societies. The literature shows that organisations have programmes where employees volunteer to improve education, build homes in low-income areas, help senior citizens and serve the communities in other ways.

Context of Study

The concept of CV originated in the USA in the late 1970s when companies widened their social activities to ways of fostering employee volunteering as part of a business strategy as a way to improve their public image and to be a part of the community (Backhaus, Stone and Heiner 2002). Moving on to Canada, Britain and other European countries next, it has now spread persistently around the world and the rationale for this has become widely accepted. According to Zappala and McLaren (2004) and Aquilera et al. (2007) corporate volunteering was the fastest growing form of corporate community involvement during the 1990s. A survey of the top 100 companies in Australia found that 61 percent of companies have corporate volunteering programmes (Zappla and Mclaren 2004). According to Lee and Higgins (2001) the interest in CSR and corporate citizenship in the Asia-Pacific region is increasing. The researcher in this study believes that the increase of interest could be because of the translation of current business practices into the Asian context and the emulation of Western business practices by Asian companies setting up operations in the West. However, research in CV in Asia is rather limited. Although literature indicates that some studies have been done, they are mostly focused on general volunteering. Snell and Wong (2013) examined the perceived integrity and commitment of firms' adoption of actively managed corporate volunteerism (AMCV), to examine whether AMCV was removing barriers against voluntary community service work and to identify volunteers' motives for AMCV involvement. This study also acknowledged that although CV research is more dominant in western countries, governments around the world are encouraging firms to partner with non- profit organisations to source volunteers via AMCV for community service work.

Several reasons for this lack of assessment exist, including insufficient organizational resources (e.g. staff, time) for doing so, in addition to the contention that measuring and evaluating employee volunteerism may infringe upon the spirit of volunteerism and employees' right to privacy. Even greater than the lack of rigorous evaluation of CV programs is the lack of theoretical as well as practical framework surrounding these programs. As Tschirhart (2005) suggests, CV is an area in need of theory, not only to gain a greater understanding of CV, but to help guide policy and practices surrounding CV programs.

This study addresses this need by examining CV in organisations based in Singapore and Malaysia. According to Ganesan (1998), Malaysia and Singapore are two countries which have long been in similar conditions. The bilateral relationship between Singapore and Malaysia has

been described as special, symbiotic, and interdependent. Geographically Singapore is an island off the southern tip of the Malaysia. To a certain extent the differences in size between these two countries has led to the differences in economic policies as well as economic achievements. However, the two countries share many similarities in terms of culture, ethnic, linguistic and work environments. Therefore, these similarities make it comparable for this study.

Corporate volunteering in Malaysia and Singapore started in the 1970s when corporations saw community service as a way to improve their public images and to be a part of the community. These programs helped companies attract and retain good employees (Veerasamy, Sambasivam and Kumar 2013). Chin and Koong (2011) evaluated the influences of motivational functions, gender, age, and religiosity on length of service and fulfilment of duty commitments in Singapore and the results indicated that further research was required to examine factors beyond demographics and motivation. This research considers CV as a company-supported effort to utilise organisational resources and engage employees in projects that target real community needs. In addressing the gap for empirical research on CV, an understanding is required about the drivers and consequences of CV.

1.2.2 Drivers of Attitudes towards Corporate Volunteering

According to Cnaan and Goldberg-Glen (1991), volunteers do not act for one reason but for a combination of reasons that can be described as a "rewarding experience". Similarly, CV literature reveals that motivations to volunteer are complex because they are driven by a range of individual motivations and perceived benefits (Peloza et al. 2006). Previous research on the drivers of CV mostly looked at who volunteered (Wilson 2000, 2012) and the connections of volunteering (Smith 1994; de Gilder et al. (2005). Subsequent research has examined the motives behind volunteerism (e.g., Clary and Snyder 1991; Clary et al. 1998; Peloza and Hassay, 2006). According to Latham and Pinder (2005), motivation is a complex psychological process that results from an interaction between the individual and his surrounding environment. Volunteer motivation is defined as a drive of individuals to seek out volunteer opportunities, to commit themselves to voluntary helping, and to sustain their involvement in volunteerism over extended periods of time (Clary et al. 1998). Motivational variables have received the greatest attention, and theories linking motives to volunteering and citizenship performance have been useful in explaining why individuals engage in these corporate

volunteering behaviours. Given that volunteers are not usually paid for their activities and they have highly valued opportunities competing for their time, attention and money, it is important to understand what motivates individuals towards giving their time to events and activities (do Paco, Agostinho and Nave 2013).

The literature indicates that different perspectives were drawn upon to examine who volunteers and why they volunteer. For instance, early researchers drew on social psychology to understand the perspectives of the non-profit organisations that were the beneficiaries of volunteering. Subsequently researchers addressed who volunteered by addressing mainly demographic profiles (Wilson 2000). Next, attention turned towards why individuals volunteered (Clary et al. 1998; Penner 2002). In addressing why people volunteered, researchers drew upon theoretical perspectives such as human capital, motivation and identity perspectives (Herzog et al. 1993; Clary et al. 1998; Grube and Pilavin 2000).

Research suggests recruitment strategies for obtaining volunteers are most effective when they match the primary motives of potential volunteers (Clary et al. 1998; Clary, Snyder, Ridge, Miene, and Haugen 1994). In trying to find out why people volunteer, one strain of research emphasised sustained volunteering especially as some research suggests that volunteer experiences which satisfy the motives of volunteers positively relate to satisfaction with and continued participation in volunteer activities (Clary et al. 1998; Houle, Sagarin and Kaplan 2005; Grant 2012).

Although there is extensive studies on why people choose to volunteer in their own free time, research on why employees may choose to volunteer in CV initiatives of their organisations is scant. A few exceptions are Peloza and Hassay (2006); Tuffrey (1995); Quirk (1998) Zappala and McLaren (2004). These studies suggest that some of the reasons employees choose to volunteer in CV programmes are to satisfy personal, social and psychological goals, to increase their community interaction and awareness and to enhance their work performance and leadership skills. Some of these reasons appear to be similar to those that have been identified in general volunteering studies. For instance, Rodell (2013) examined whether the pull of meaningful volunteer work would drive employees when they had less meaning in their jobs. This aspect is similar to Wilson and Musick (1997) and Clary et al. (1998) that when people get something meaningful out of their everyday jobs, they are more likely to seek similar activities such as volunteering that will provide the same sort of experiences. In the same vein According to Tuffrey (1995) and Quirk (1998) some of the motivations to participate in CV

were to gain an understanding and awareness of community issues and a desire to make a difference and contribute to the community. This can be likened to Clary's Protective and Enhancement functions as they are concerned with needs being met and serving the social and psychological functions of the people who are volunteering. The results of these studies on CV motivations also indicate inconsistent results and call for clearer understanding on motivations of CV.

Research shows that another aspect that serves as a driver for employees to volunteer in CV initiatives is the level of support provided by the employer (Booth, Park and Glomb 2009). This support from the employer can be in the form of paid time off, changing one's working hours, the use of facilities or equipment and/or letters of recognition for volunteering. According to Hurst (2012), in 2010 well over 57% of employees in Canada who volunteered said their employers provided at least one type of formal support and that these volunteers gave higher median hours than those who were not supported by their employers. Additionally, these formal support policies lowers barriers to volunteering arising from high work load, scheduling conflicts, lack of resources or recognition (Hurst 2012). Thus employer support was also associated with employees' perception that volunteering improves their chances of succeeding in their jobs as they felt that volunteering helped them acquire work related skills. Points of Light (2007) claimed that its recent study surveyed 56 CV initiatives that provided time-off for volunteering. This study found that organisations established an average of 42 hours per year that could be granted to each employee for CV activities. This number varied from industry to industry and could be paid time off. Not many studies have examined the role that organisations play in shaping volunteer identities. One of the few studies that investigated employer support and CV was by Booth et al. (2009). This study used gift exchange theory, which is rooted in social exchange theory to explain employer supported benefits and the creation of exchange relationships between the employer and the employee and between the volunteer organisation and the employee. The results showed that although providing employer support is costly to the employers, it helps employees minimise the costs and challenges associated with volunteering. The results also indicated that volunteering for more hours then also resulted in a gain of perceived skills by the volunteer, which could enable the employer to reduce training costs as employees learn required skills through their volunteer experience. However, despite these benefits, research on organisational support of CV is still scarce. According to Benjamin (2001), more empirical work is required in this area.

This research offers insight about how organisational support for volunteers fulfils an external motive and encourages participation in CV activities.

By drawing on theoretical perspectives such as functional theory and intrinsic and extrinsic motivation, evident from the literature, this study aims to explore whether functional motivation and organisational support are drivers of employees' attitudes towards corporate volunteering.

1.2.3 Consequences of CV for the Employee and the Employing Organisation

Besides creating models of why individuals volunteer, researchers have been collecting evidence about the consequences of corporate volunteering. Initial studies on the consequences of volunteering focused on older volunteers and found that these volunteers generally enjoy better physical health (Musick, Herzog and House 1999), and psychological health (Thoits and Hewitt 2001). In the same vein, some studies indicate that volunteering increases life satisfaction (Veerasamy, Sambasivam and Kumar (2013). Another strain of research focused on the outcomes to the non-profit organisations that were the beneficiaries of the CV programmes. These include recruiting and organising volunteer efforts (LBG Associates 2004); commitment to the volunteer organisation (Boezeman and Ellemers (2007); increasing intentions to continue volunteering (Omoto and Snyder 1995) and volunteer engagement (Alfes, Shantz and Bailey 2015).

Although there is evidence of research on consequences of CV, there are calls for more empirical evidence in this area. Some recent studies that have concentrated on the benefits of CV include Caliguiri et al. (2013); Booth et al (2009); DeGilder et al.(2005); Geroy, Wright and Jocoby 2000; Peloza and Hassay 2006 and Tuffrey 1997. According to Geroy et al. (2000) consequences for the employee were gaining social benefits, recognition by management and appreciating the life they have. More recently, Madison, Ward and Royalty (2012) examined the link between employees' organisational commitment and employer sponsored volunteerism in a national volunteer programme and found that volunteers' organisational commitment increased towards the organisations that encouraged them to participate. However, despite these studies, literature indicates that there is a need to examine the consequences from the perspectives of both the employee and the employing organisation. As CV involves volunteers who are also regular employees, the researcher expects that

participating in CV will have an impact on how employees behave during their regular employment and also for the employing organisation, who in this case are the facilitators of the CV programme.

Further, rather than just examine the consequences the literature indicates that there is a need to examine the processes through which CV activities influence the above mentioned outcomes. Inconsistencies in findings on research in CV have elicited calls for mediation mechanisms to be identified that will clarify relationships between CV and its outcomes. Although evidence shows that participating in CV activities is positively related to some attitudes and behaviour, very few studies have examined why this is the case. Understanding these processes may shed light for organisations in designing CV programmes that will not only help the beneficiaries of the programmes but also increase the outcomes for both the employees as well as the organisation. Further, other factors besides CV that affect the outcomes of commitment, engagement, job satisfaction and health and well-being may arise. Theoretically, there is a need to explore the implications of CV programmes for the employees and the organisation. Studies by Jones (2010), Grant (2008) and Brockner, Senior and Welch (2014) are among some that have examined the reasons as to why there are positive outcomes for individuals and organisations from CV. Despite the studies that have been done to-date, there are many unanswered questions.

This study focuses on social identity theory to understand these mechanisms. Social identity theory assumes that people tend to think of themselves in terms of groups and organisations to which they belong. As a result, they develop a sense of psychological attachment to their organisations, which contributes to a positive social identity, which in turn induces positive behaviours and attitudes as well as health and wellbeing towards themselves as well as their employing organisation (Boezeman and Ellemers 2008). According to Haslam (2004) organizational affiliation is one of the most important group memberships for people. Employees' social network link them with what the firm stands for, which in turn influences the employee's self-concept and social identity (Ashforth and Mael, 1989; Dutton et al, 1994).

According to Ashforth and Mael (1989) organisational identification (OI) is a specific form of social identification and they rationalise that the extent to which an individual identifies with an organisation, the organisation subsequently provides the individual with a sense of identity. Hence, OI provides a basis for attitudes and behaviour and its beneficial effects on the functions

of an organisation. Therefore, this study relies on OI as a potential mediator based on the fact that the more employees identify with their organisation, the more likely they will take the organisation's perspective and act in its best interests. In this study, OI is conceptualised based on Edwards and Peccei (2007) as a psychological bond between the individual and organisation based on the sharing of organisational goals, values and a sense of belonging and attachment to the organisation. Evidence from prior research on CV show that OI plays a role in enhancing employees' attitudes and behaviour at work. For instance, de Gilder et al. (2005) studied employees from a financial services ABN-AMRO and the results suggested that employees who participate in CV have higher work engagement levels and that these results might be caused by volunteers' higher identification levels as a result of these CV opportunities. Therefore based on SIT, this study positions OI as a mediator between employees' attitudes towards CV and the consequences for the employee and the employing organisation.

However, the literature on SIT and CV also indicates that there may be additional factors that could encourage or increase the feelings of identification with the organisation. Tyler & Blader (2002) argue that SIT links the individual to co-operate with the organisation to the extent that the status of the organisation increases and they then have a favourable relationship with the organisation. This can be thought to be organisational pride. Therefore, the researcher argues that individual volunteers may take pride in their employing organization to the degree that they feel that the CV beneficiaries are helped through their volunteering work as a member of the organization. According to Decrop and Derbaix (2009) although several companies already attribute a large degree of their sustained success to high levels of employee pride, the construct of "pride" has been widely neglected in organisational studies. In this study, pride refers to the extent to which individuals experience a sense of pleasure and self-respect arising from their organizational membership. Hence, this researcher argues that employees who volunteer in CV initiatives have higher levels of pride in their employers.

Boezeman and Ellermers (2007) demonstrated that pride and respect are important motivators in non-profit volunteer organisations. In CV literature, the concept of pride has been quite sparse. One of the exceptions, Jones (2010) found that when employees are proud of their employers' CV initiatives tend to identify strongly with their employers. This is in line with Mael and Ashforth (1989, 1992), that external prestige is an antecedent of organisational identification, meaning that when individuals are proud of their association with their organisations, they have higher levels of identification with their organisations as well. The

researcher argues that these findings are also relevant to a broader range of organisations as organisational experiences that induce pride may enhance attitudes and behaviours through identification among employees who participate in CV programmes.

Although OI and pride are conceptually related, Dutton et al. (1994) reiterate that people who identify with their organisations do not necessarily feel proud of their affiliation. Whereas OI refers to feelings of 'oneness' with an organisation, pride is an emotion-based mechanism through which individuals link their organisational membership to their self-concept. Based on this evidence, this study posits that employees' who have positive attitudes towards their organisations' CV ethos will have higher levels of pride, which in turn will increase their levels of OI.

Hence the second part of this research focuses particularly on the consequences for the employer and the employee as a result of CV participation, mediated by pride and organisational identification. By focusing on employees as the internal stakeholders of an organisation, the researcher posits that when employees are motivated to participate in CV activities, there are some consequences for the employee as well as the organisation. Drawing on social exchange theory and intrinsic and extrinsic motivation, this study focuses on organisational outcomes of organisational commitment and work engagement and employee outcomes of job satisfaction and employee health and well-being as a result of CV participation.

1.3 Rationale for this Study

Corporate volunteering (CV) as a tool for organisations to display their CSR initiatives has been growing in importance around the globe. As a result research on CV has also increased. Research to-date (Grant 2012, Caliguiri et al. 2013; Booth et al. 2009; Rodell 2013) demonstrates that CV has benefits for both employees as well as the organisations and research has also expanded on the profile of the volunteer (Pajo and Lee 2010), why employees volunteer (Zappala and McLaren 2004; Brockner et al. 2014; Nave and do Paco (2013). One stream has looked at why CV would result in positive attitudes and behaviours (Grant 2012, Rodell 2013).

Despite this increase in research in recent years, the literature shows that there has been a lack of convergence in the way CV has been defined, conceptualised and operationalised. Some

studies have conceptualised CV as entirely as a workplace initiative, organised by the employer whilst some have conceptualised CV as employee volunteering which is led by the employee during work hours or as personal volunteering efforts after working hours. Hence there does not seem to be consensus on the definition of CV. Further the lines between general volunteering and CV are also not very clear. This research begins by exploring the similarities and differences between general volunteering and corporate volunteering before defining CV as volunteering by employees in organisations where the CV initiative is organised by the employers as a way to meet their CSR needs. Important aspects of this definition is that CV involves giving time and not money, it is a planned activity and not a spontaneous act and that it is formally initiated by the employing organisation within the context of some charitable or non-profit group (Wilson 2000; Omoto and Snyder 1995)

Another issue is that most of the studies to date have conceptualised CV as a behaviour. Zappala and McLaren examined CV as a decision to volunteer whilst Booth et al. (2009), Grant (2012) and Caliguiri et al (2013) examined the frequency, persistence and longevity of CV. The problem with measuring the behavioural aspect of CV is that it does not take into account if the particular behaviour is a one off episode of volunteering or if it was an activity that was more than once. Another problem with measuring behaviour is that there is some confusion about whether it is the decision to volunteer that is beneficial for employees or is there some other aspect like sustained participation that would make a difference. Hence rather than measure behaviour, the researcher in this study conceptualised CV as an attitude. With the exception of Jones (2010) not many studies have conceptualised CV as an attitude. Relying on Ajzen (1985) and Ralston et al. (2005) that attitudes towards a specific behaviour when assessed at a similar level of specificity to that of the behaviour are relevant in predicting intentions and behaviour, this study believes that assessing employees' attitudes towards CV initiatives will provide consistent answers about corresponding attitudes and behaviour at work.

Research shows that there are many factors that influence employees' reasons to volunteer; regardless of whether it is a behavioural measure or an attitudinal measure. There is also a great deal of overlap between the antecedents of general volunteers and corporate volunteers. Initial studies mostly looked at the demographics of volunteers like age, gender, education levels and responsibility with children (Wilson 2000, 2012). Besides demographics, personality traits were also quite well studied as a driver towards volunteering. Penner (1995)'s prosocial

personality that comprises of other-oriented empathy and helpfulness seems to be the most common personality trait that was explored in connection with volunteering.

However, demographics and personality although useful to predict volunteers and the type of volunteers, do not consider the motives of individuals. Research shows that people are driven by more than a single motive (Geroy et al. 2000; Pajo and Lee 2011; Peloza and Hassay 2006). Consequently motivational approaches have been adopted to study volunteering. The most commonly adopted approach is Clary et al. (1998)'s functional approach. Based on six functions of Values, Enhancement, Understanding, Protection, Social and Career, this model suggests that volunteering serves certain functions for individuals to volunteer. This approach was developed predominantly to measure motivation for general volunteers. However, researchers have successfully adapted this approach to measure motivations of corporate volunteers as well (Zappala and McLaren 2004; Nave and do Paco 2013).

Besides the functional model, other models that have been used to study the motivations of employees include role identity (Penner 2002), theory of planned behaviour (Ajzen 1985) and self-determination theory; particularly the Psychological Needs Theory (Deci and Ryan 1985). The different models that were used to study individuals' motivation showed that common drivers are increasing others' well-being (Rodell 2013), helping motives (Brockner et al. 2014) and affective bonding (Booth et al. 2009).

Despite its criticisms, the functional motivation theory is the most appropriate approach to understanding motivation to volunteer as it has been increasingly referred to in literature (Dávila and Díaz-Morales 2009) by both academics and practitioners. In line with Finkelstein (2009)'s reasoning that functional motivations could be divided into intrinsic and extrinsic motivations, this study anticipates that employees' motivations towards CV attitudes would be best measured using the functions of Clary et al.'s (1998).

Besides individual factors, research on CV also shows that there are workplace characteristics that drive employees' attitudes towards CV. Grant (2012) and Rodell (2013) examined sustained participation in CV by examining meaningfulness in their jobs. Another approach looked at job design and how when employees perceive their jobs as interesting and reciprocate towards their employers by participating in CV.

According to the literature on CV, another aspect that serves as a driver for employees to volunteer in CV s is the level of support provided by the employer in the form of paid time off, changing one's working hours, the use of facilities or equipment and/or letters of recognition for volunteering (Booth et al. 2009). In examining the role of organisational support the researcher in this study drew on intrinsic - extrinsic motivation theory to posit organisational support as a form of external driver of employees' attitudes towards CV. This is also due to the fact that more recently people differ in the way that they perceive their behaviours as generally intrinsically or extrinsically motivated. Therefore by drawing on functional motives to explore internal drivers and organisational support as a form of external driver, the first part of this research aims to provide insights about the antecedents of employees' attitudes towards CV.

The second part of the research concentrates on the consequences of CV. Research on general volunteering found that there were many outcomes that have been associated with the volunteering activity. Besides better physical health (Musick, Herzog and House1999) other outcomes include life satisfaction, higher self-esteem and lower depression levels (Thoits and Hewitt 2001). However a review of the literature also uncovered outcomes that are unique to CV. Evidence suggests that employees' personal needs are met through CV (Caliguiri et al. 2013; Booth et al. 2009). Mojza et al (2011) found that CV allowed employees to personally detach from work and hence was a form of recovery that improved well-being. Besides personal needs CV has shown positive outcomes for behaviour at work namely talk performance (de Gilder et al. 2005), citizenship behaviours (Jones 2010) and employee engagement (Caliguiri et al. 2013). Evidence also points towards improved work related skills such as communication and active listening skills (Booth et al. 2009; Tuffrey 1997). Besides job performance, one stream of studies examined organisational commitment (Peterson 2004); intentions to remain with the employer (Jones 2010; Peloza and Hassay 2006) and job satisfaction (Peterson 2004). Along these lines, the evidence showed that there could be other outcomes that had not been explored as a result of employees' positive attitudes towards CV.

Despite these studies that have been done to examine the outcomes of CV, little has been done to examine why and how CV has shown to result in positive behaviours for employees. Some theoretical explanations are that participating in CV activities make employees want to reciprocate with positive behaviours at work as they feel that connect better with their employers (Jones 2010). Another strain of research looked at the way pride and respect via identification creates an avenue for more positive outcomes (Rodell 2013).

The literature indicates that there is a need to examine these outcomes in a more structured manner. Hence, this research decided to conduct an empirical study on how positive attitudes towards CV may create positive outcomes for the employee and the employing organisation in one model. In addition to exploring employer and employee outcomes, this study examines why these outcomes occur. Despite the fact that some research had been done on these mechanisms previously i.e. (Jones 2010; Brockner et al. 2014; Grant 2012) there were some conceptual concerns that elicited a call for further research. Therefore this study seeks to address these gaps by addressing how SIT, SET and intrinsic –extrinsic theories integrate to explain how pride and organisational identification (OI) mediate the relationship between employees' attitudes to CV and employer outcomes of organisational commitment and work engagement as well as employee outcomes of job satisfaction and health and wellbeing. This study anticipates that exploring the organisational consequences of organisational commitment and work engagement and employee consequences of job satisfaction and employee health and well-being through pride and OI as a result of CV participation, will add value towards the current literature on the topic.

Having discussed the rationale for this study from the antecedents and outcomes viewpoints, this discussion points towards the contextual aspects of this study. CV as tool for CSR started in the USA and has since proven to be quite successful in the UK, Canada and some parts of Europe. In Asia, CV is an emerging phenomenon (Snell and Wong 2013). The increase in Asia could be a result of the emulation of Western business practices. However, some of the reasons that CV research in Asia is not as dominant as other parts of the world could be due to lack of organisational resources, lack of theoretical and practical framework to actually assess these programmes (Tshirhart 2005). This study addresses this need by examining CV in organisations based in Singapore and Malaysia.

1.4 Research Aim, Objectives and Research Questions

In accordance with the discussion above and based on a review of the literature on the topic, this study aims to conceptualise an integrative model that clarifies the drivers of employees' attitudes towards CV initiatives and how this in turn creates positive consequences for both the employee as well as the employing organisation. In the course of this, the study also investigates the mediation process through which CV activities influence the above mentioned consequences.

In conceptualising the integrative model, the literature review points towards several underpinning theories. In examining the drivers of employees' attitudes towards CV initiatives, the gaps in the literature pointed the researcher towards drawing on functional motivation theory and intrinsic-extrinsic motivation to demonstrate that motives and organisational support offer a perspective to explain individuals' attitudes towards their organisations' volunteering initiatives. Likewise, social exchange theory (Blau 1964), social identity theory (Ashforth and Mael 1989; Tajfel and Turner 1985) and intrinsic-extrinsic motivation (Deci and Ryan 1985) forms the basis in examining the consequences and mediators of the study to predict employees' attitudinal and behavioural reactions to CV initiatives.

Therefore, the following objectives are identified:

Theoretical Objectives:

1. To adapt functional motivation theory and intrinsic and extrinsic motivation to explain the drivers of CV for employees in organisations.
2. To draw on social identity theory to understand the mediating mechanisms that play a role in increasing the consequences of CV participation for both the employee and the employing organisation.
3. To adopt social exchange and intrinsic-extrinsic motivation theory to explain the consequences of CV for employees and the employing organisation.

Empirical Objectives:

4. To identify and implement suitable techniques to collect and analyse data in Singapore and Malaysia
5. To assess empirically the conceptual framework relating to the drivers, consequences and mediating mechanisms of corporate volunteering.
6. To embed the results with current literature and suggest theoretical and practitioner recommendations.

From the research aim and subsequent objectives above, the following research questions are identified.

Q1: Is functional motivation a driver of employees' attitudes towards CV?

Q2: Is organisational support a driver of employees' attitudes towards CV?

Q3: Does pride mediate the relationship between attitudes towards CV and organisational identification?

Q4: Does organisational identification subsequently mediate the relationship between pride and CV consequences.

1.5 The Research Process

This study adopted a research design that follows the framework suggested by Sekaran and Bougie (2013). An in-depth examination of the research process is discussed in Chapter 3. A summary of the research process adopted is depicted in Figure 1 below and is briefly discussed below.

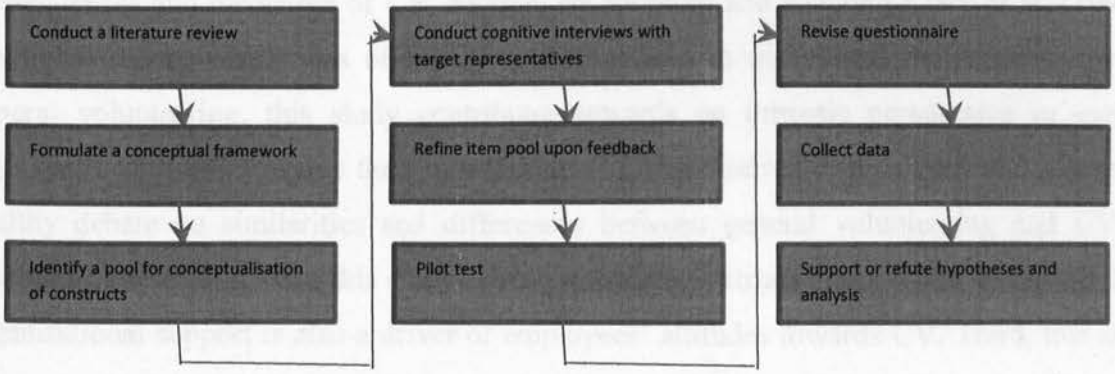

Figure 1: Flow chart depicting the research process

Source: Sekaran, U. and Bougie, R. (2013), *Research Methods for Business: A Skill Building Approach*. 6th ed. New York: Wiley

A literature review guided the formulation of a theoretically grounded conceptual model. The constructs identified are attitudes towards corporate volunteering (the focal construct), functional motivation values which consists of values, social, protection, understanding and enhancement, organisational support (drivers), organisational commitment, job satisfaction, work engagement, health and wellbeing (consequences), pride and organisational identification (mediators). Reviewing the literature enabled appropriate conceptualisation and operationalization of the research constructs. This was mainly through examination of existing scales, which generated the research tool. In order to assess the appropriateness of the indicators for the research constructs, in-depth cognitive interviews were held with key representatives of the targeted study population organisations. Based on the feedback, the research tool was amended and some indicators were reworded and some constructs were removed altogether. The resultant questionnaire was then piloted and revised again based on feedback. The final questionnaire was then administered to the targeted organisations in

Malaysia and Singapore electronically via Qualtrics. The final sample size after deleting for missing data and incomplete questionnaires is 160. Finally, the hypothesised functional relationships and the predictive powers of the conceptual model are tested using SmartPLS version 2.

1.6 Contribution of Study

By conceptualising and examining the relationships in this model, this study aims to make the following contributions. First, this research extends previous research on CV and integrates several underpinning theories to develop a new theoretical framework that explains the drivers, consequences and mediators of CV. Second, by adopting and adapting Clary et al. (1998)'s functional theory which was originally conceptualised to understand motivations towards general volunteering, this study contributes towards an intrinsic perspective to explain employees' attitudes towards their organisations' CV initiatives. It also contributes towards healthy debate on similarities and differences between general volunteering and CV. In examining external drivers, this study relies on intrinsic-extrinsic motivation to explain how organisational support is also a driver of employees' attitudes towards CV. Third, this study integrates social identity theory to examine the mediation processes through which CV activities influence employee outcomes of job satisfaction and health and well-being as well as employer outcomes of organisational commitment and work engagement. Particularly this study demonstrates how social identity theory plays a role as having positive attitudes towards their employers' CV ethos increases employees' organisational pride which in turn increases their feelings of identification with their organisations. Fourth, this study integrates social exchange theory and intrinsic-extrinsic motivation to contribute to the literature on the outcomes of CV by incorporating organisational commitment, work engagement, job satisfaction and health and well-being in one model. This study postulates that when employees have higher levels of pride and identification with their organisation as a result of their employers' CV ethos, they reciprocate by exhibiting attitudes and behaviours that result in positive individual and organisational outcomes. Fifth, this study is one of the pioneers in examining employee health and well-being as a CV outcome and sixth this study contributes towards theoretical and practical knowledge of CV in the Asian perspective, particularly in Singapore and Malaysia.

1.7 Structure of the Thesis

This study is organised into 5 chapters, in addition to the references and appendices. The first chapter discusses the research background and gives an overview about corporate volunteering, the drivers of employees' attitudes towards corporate volunteering and the consequences of participating in corporate volunteering for the employee and the employing organisation. It also briefly discusses the mediating mechanisms between attitudes towards corporate volunteering and the consequences of organisational commitment, job satisfaction, work engagement and health and well-being. This chapter then clarifies the research aim and objectives and the corresponding research questions. A brief outline of the contribution of the study follows before the research process and the chapter concludes with an outline of the structure of the thesis.

Chapter 2 is divided into three related chapters and builds the theoretical foundation of the research by reviewing the literature of corporate volunteering, the different motivations that drive employees' volunteering initiatives, the consequences of corporate volunteering as well as how pride and organisational identification enhance the relationship between corporate volunteering and the consequences. The underpinning theories of the conceptual framework are also discussed here.

Chapter 3 describes the research philosophy adopted and its assumptions. Justification of the philosophy underpinning the research and the paradigm within which it is conducted is also briefly discussed. The research design outlines the research methodology and methods and acts as a guide through the data collection phase as well as the analysis. This research applies a quantitative approach and the data collection method is described and justified. Finally, this chapter illustrates the survey design and the sampling techniques.

Chapter 4 offers a detailed discussion on the analysis of the data collected and is divided into four related chapters. The discussions include the quality of the measurement model where the reliability and validity are tested. Subsequently, the chapter assesses the fit of the structural model where multicollinearity, the path coefficients and the predictive power of the model are tested. Finally, the mediation analysis is offered.

Chapter 5 elaborates on the findings in relation to the aim and objectives stated in Chapter 1. Overall conclusions are presented together with a discussion of the contributions of the research, the limitations and ends with suggestions for future research.

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Chapter 2 Literature Review and Hypotheses Development

2.1 Introduction

The literature review is based on Figure 2 which depicts a summary of the model tested in this study. This model shows all the variables that are tested in this study and forms the basis for literature review.

Figure 2: Summary of the tested model

Given the aim and objectives of this research as outlined in chapter 1, this chapter aims to present a discussion of the CV literature with reference to the related research constructs. By using CV as the focal construct, the literature review is organized as follows.

Chapter 2a offers a debate on the nature and characteristics of CV as a tool of CVP, and then moves on to distinguish CV from the concept of personal networking. Following on, the discussion centers on the different forms of CV in organizations.

Chapter 2 Literature Review and Hypotheses Development

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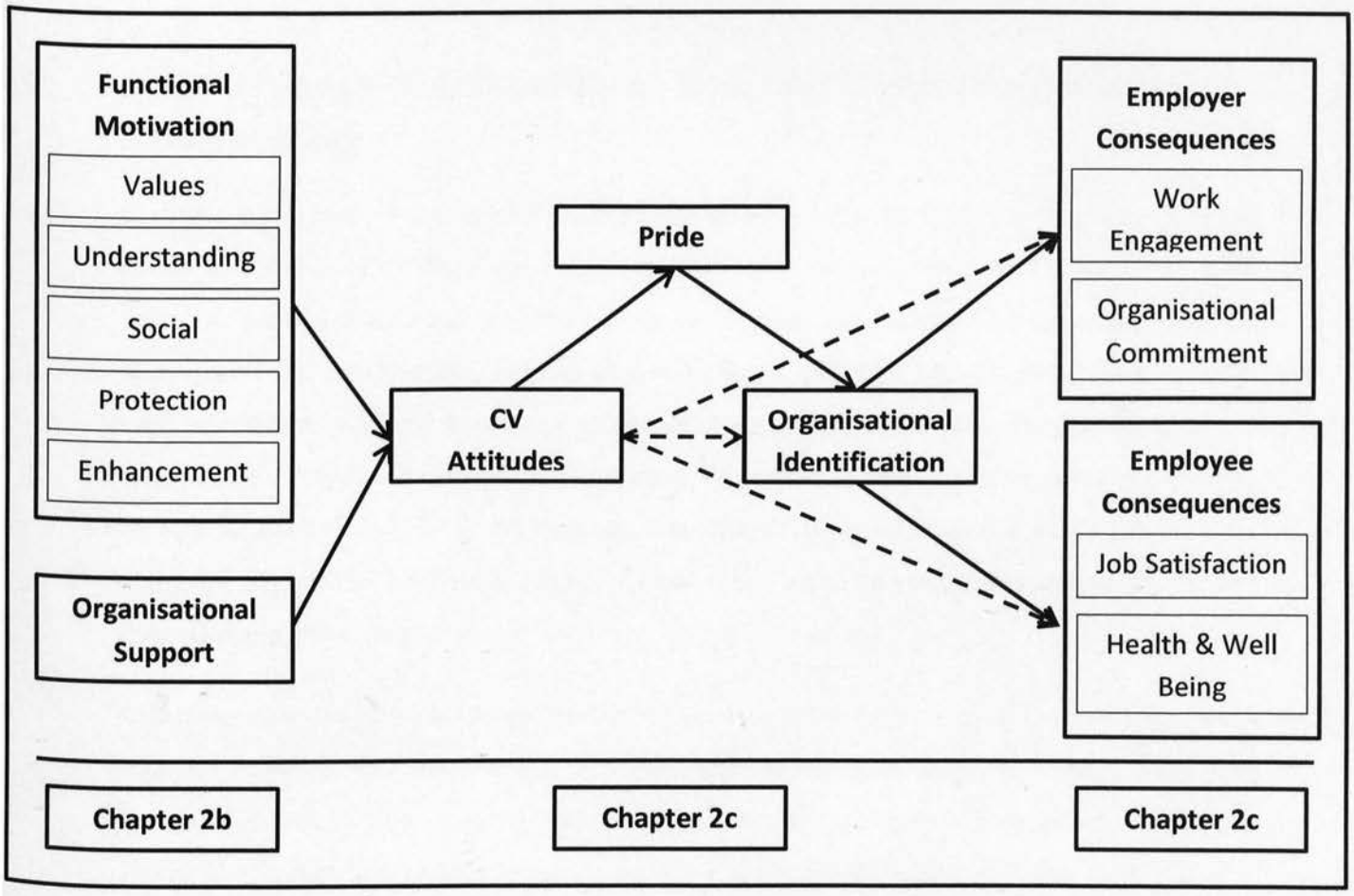
Figure 2: Summary of the tested model



Given the aim and objectives of this research as outlined in chapter 1, this chapter aims to present a discussion of the CV literature with reference to the related research constructs. By using CV as the focal construct, the literature review is structured as follows:

Chapter 2a offers a debate on the nature and characteristics of CV as a tool of CSR and then moves on to distinguish CV from the concept of general volunteering. Following on, the discussion centres on the different forms of CV in organisations.

Chapter 2b focuses on the drivers of CV and begins with a discussion of CV drivers, and then moves on to discuss the theoretical perspectives and hypotheses development for this study.

Chapter 2c discusses the consequences of CV for both the employee and the employer. The chapter begins with a discussion of the consequences of CV and then examines the theoretical perspectives that play a role here and then moves on to examine the mediating mechanisms that enhance the process of CV participation and the related consequences and concludes the literature review with the formulation of the hypotheses.

Chapter 2a Corporate Volunteering

2a.1 Introduction

As briefly discussed in Chapter 1, there is a clear consensus about the central position of CV in this study. At the same time literature also says that the term CV is not well defined (Lukka 2000). Hence, this chapter aims to provide an understanding of the concept of CV and how it forms the basis of this literature review. In order to achieve this aim, this chapter begins by providing an understanding of CSR and how CV is a tool for CSR and then goes on to also differentiate CV from general volunteering before offering a debate on the various forms of CV.

2a.2 Corporate Volunteering as a tool for Corporate Social Responsibility

Over the last decade, researchers have been increasingly interested in exploring the nature and potential benefits of an organisation's corporate social responsibility (CSR) activities. CSR refers to "actions that appear to further some social good, beyond the interests of the firm and that which is required by law" (McWilliams and Siegel 2001 p.117). Broadly, this means that CSR consists of voluntary actions by firms which enhance social or environmental conditions (Aguilera et al. 2007). It is important to acknowledge the fact that this is a voluntary approach. More specifically, Carroll (1979) suggests that when businesses engage in CSR activities, the company participates in four categories of activities which are economic, legal, ethical and discretionary/philanthropic.

When businesses decide to invest into CSR activities, they hope to maximise the benefits to multiple stakeholders. The concept of stakeholders is central to CSR. The categorisation of stakeholders can take several perspectives. Some common categorisations include primary/secondary stakeholders, voluntary/involuntary stakeholders, etc. However, the most common categorisation is the internal vs external stakeholders. Internal CSR practices refer to practices which are directly related to the physical and psychological working environment of employees (Turker 2009) like concern for the health and well-being of employees, their training and/or participation in business, equal opportunities etc. (Ferreira and de Oliveira (2014). External CSR deals with CSR actions directly outside its boundaries such as actions directed to business partners and suppliers, customers, public authorities and NGOs. Therefore, drawing from stakeholder theory, this initiative suggests that organisational leaders

should make strategic decisions to satisfy numerous parties including shareholders, employees and the community. Hence stakeholders' goals are simultaneously reinforced while value is created for the company (Caligiuri, Mencin and Jiang (2013).

Aguinis and Glaves (2012) in their meta-analysis discovered that 90% of all studies that examined CSR outcomes were investigated at the organisational level and believed that this gap in research was the predominance of organisational level investigation compared to individual level research. The reason for this imbalance could be due to the fact that the majority of research to date has focused on the external perspectives of CSR where the decisions to invest in CSR activities are not just to "do good" but also to increase competitiveness, improve reputation, attract and retain better employees and enhance good will which in turn will increase a firm's financial performance. Studies show that engaging in CSR activities results in positive organisational outcomes such as maximising the market value of the firm (Mackey, Mackey and Barney), reduced firm risk (McWilliams and Siegel 2001),increased attractiveness for investors (Aguilera, Rupp, Williams and Ganapathi 2007) and prospective employees (Bhattacharya et al. 2008) and reduced employee turnover (Galbreath 2009).

More recently, researchers have turned their attention towards exploring how an organisation's employees respond to CSR activities. Aguinis and Glavas (2012) in their meta-analysis noted that only 4% of the CSR outcome studies were conducted at the individual level. Studies have, for example, demonstrated that working for a socially responsible organisation has a positive impact on individual attitudes and behaviours, such as increased organisational identification (Carmeli, Gilat and Waldman 2007), higher in and extra role performance (Jones 2010; Lin, Lyau, Tsai, Chen and Chiu 2010; Sully de Luque, Washburn, Waldman and House 2008) and lower turnover intentions (Jones 2010).

Generally, involving stakeholders in corporate strategies provides organisations with sustainable competitive advantages. Hence, as employees are important stakeholders, integrating them into CSR initiatives is a strategic asset and many studies have described Corporate Volunteering (CV) as a highly positive facet of an organisation's community participation programmes (Muthuri, Mattenw and Moon 2009). Corporate Volunteering (CV) refers to those practices and actions that a company may adopt to encourage, support and apply to social work undertaken voluntarily by their employees (de Gilder, Schuyt and Breedijk 2005). According to Morgan and Burchell (2010), corporate volunteering is one way for

organisations to reach out to the communities and that companies are trying to respond to the expectation of CSR to further some social good while offering a means of addressing the non-profits' need for volunteers through company initiated volunteering. This is supported by the fact that corporate volunteering is the fastest growing form of corporate community involvement during the 1990s (BITC 2003; Aquilera et al 2007). According to Pajo and Lee (2011) a current challenge that organisations face is to engage employees in the CSR journey and CV is emerging as an important tool through which organisations demonstrate their CSR.

CV converts company intentions to actively co-operate in social causes within a framework of active participation and corporate citizenship in the service of common interests within the social context. This co-operation is achieved by loaning out employees and their respective social capital. Social capital in this instance refers to goodwill that is available to individuals and groups that may be in the form of influence, solidarity, networks, trust and norms. Hence, Muthuri et al. (2009) argue that company involvement is attained in two ways which are sharing the existing knowledge and expertise with community groups and supporting them in their management and development or through directly boosting the competences present by releasing employees to participate as volunteers in the community. In light of the facts and arguments presented above, the researcher in this study posits that CV is a way for organisations to demonstrate their CSR initiatives as well as a way to include employees who are also stakeholders in the related activities.

2a.3 Volunteering and Corporate Volunteering Defined

Before examining CV, it is important to understand the concept of volunteering first and this would help in understanding this study. The next section will examine the perspectives of general volunteering before moving on to CV. In this study, general volunteering refers to volunteering activities that are not related to organisations' CSR initiatives but when individuals offer their time and effort in their personal time.

2a.3.1 General Volunteering

Studies reviewed over the years show that there are various definitions of volunteering. This is because there is no standard practice in volunteering and they operate in different organisations taking on extremely varied roles. Volunteers cannot be considered as one homogenous group either as they comprise of all ages and diverse backgrounds with a range of experiences and skills (Bussel and Forbes 2002).

Putnam (2000) perceived volunteering as a social and communal activity that enhances social capital, strengthens the community and helps in delivering services that otherwise would have been more expensive or under provided. Cnaan, Handy and Wadsworth (1996) defined volunteering as institutional voluntary work that takes place in not-for-profit organizations or in the community undertaken by individuals without coercion and without financial payment (or minimal compensation) to offset private costs. Elaborating further, Wilson (2000) claimed that volunteering involves giving one's time or skills and not just donating money; it is a planned activity and not a spontaneous act of helping. From these definitions, it is evident that there is an element of exchange where volunteers respond to costs and benefits. For instance, volunteering is easier when there is a stake attached like parents joining the school PTA when their children enter school or the pleasure of socialising with staff and other volunteers with whom emotional attachments may be formed. It also hints that to be regarded as a volunteer some altruistic motive should be evident.

Volunteers usually make the decision to volunteer after a period of deliberation (Clary and Snyder 1999; Omoto and Snyder 1995) and volunteering takes place in the context of some volunteer or charity organisation (Musick and Wilson 2008; Penner 2002). This means that volunteering is a proactive rather than a reactive behaviour and requires commitment and effort. Hence it is different from the spontaneous help given to a victim of an assault, where it is necessary to make a quick decision whether to take action and the encounter is brief and often chaotic.

Having briefly examined the definition of general volunteering, the next section will examine the concept of CV.

2a.3.2 Corporate Volunteering (CV)

Corporate volunteering (CV) is about employees undertaking voluntary roles within non-profit community groups with the endorsement and assistance of their employer (Quirk 1998). Similar to general volunteering, CV has various definitions in academic literature and some of them are presented below.

Quirk (1998 p.4) stated that CV "is about businesses supporting and encouraging staff involvement in the community – for mutual benefit" while Tuffrey (1998 p.3) defined CV as "the voluntary activity of employees, encouraged and supported by their employers in their local communities". Hustinx, Handy and Cnaan (2010) described CV as that of volunteering

by employees of large corporations, where the employer provides support and often initiates projects as one way for organisations to meet their social responsibility to their communities in which they exist and support their businesses. The Point of Light, which is the largest US based volunteer organisation defined Employee Volunteer Programmes (EVP) as a planned, managed effort that seeks to motivate and enable employees to effectively volunteer under the leadership of the employer. According to Wild (1993 as quoted in Peterson (2005), a CV program is defined as any formal company support for employees and their families who wish to volunteer their time and skills in service to the community.

An important distinction between general volunteering and CV is that CV is a strategy by which organisations can motivate its employees and partners to give up their time to support causes that affect the local community. This requires the organisations to align its resources including human resources. Firms are also making significant changes to incorporate and align CV efforts with their core business. Therefore, when a non-profit organisation is involved in an organisation's strategy, the best opportunity is created to both socially and economically impact the community (Peloza and Hassay 2006). The term CV, like volunteerism in general, is typically reserved to refer only to activities that support the community or society and not participation in organizations such as professional associations, unions, and trade associations (which is often referred to as "service") (Wilson, 2000). Thus, CV programs involve varying commitments of time and involvement by the employing organization with community organizations.

The discussion on CV above suggests that CV is different from general volunteering in that CV is usually initiated at work. When organisations initiate and support CV initiatives, they play their part in being good corporate citizens and support CSR goals. CV activities can become a way to motivate employees to value their organisations' culture and possibly be a means to do the right thing.

Literature also shows that the term CV is often used interchangeably with employer-supported volunteerism. According to Lukka (2004), an important distinction between employer-supported or corporate volunteering and the more general term employee volunteerism is that employee volunteerism refers to any volunteering activity an employee engages in, independent of work, with or without the support of the employer, whereas corporate volunteerism (CV) has some aspect of support for the volunteering activities by the employer. Further employees are also paid during the CV activities. Typically, this includes an

organization supporting employee involvement in the community, often through volunteer activities or programmes initiated through or integrated into the organisation.

On the other hand, Peloza and Hassay (2006) coined the term intra-organisational volunteerism (IOV) to describe volunteerism in support of philanthropic initiatives that are planned and endorsed by the employer in contrast to inter-organisational volunteerism that is characterised by the ad hoc volunteer activities of individual employees. Thus, it can be assumed that intra-organisational volunteerism can also be used interchangeably with corporate volunteering.

Peterson (2004) surveyed individuals across a number of organizations regarding their participation in CV and volunteering in general. He found that a higher proportion of individuals volunteered when employed in an organization with a CV program. Further, of those employed in an organization offering a CV program, the majority who volunteered did so through corporate activities, with fewer volunteering on their own through non-company sponsored activities.

To summarise this section, despite the fact that CV is different from general volunteering, there are some other terms that are used interchangeably with CV that could cause confusion. It is also evident that despite the fact that CV takes employees away from their regular work, it is valued by employees and organisations alike.

2a.4. Forms of Corporate Volunteering

According to Aquilera et al. (2007), many forms of non-profit and businesses are collaborating across the world and corporate volunteering is one of the most widely used non-financial corporate contributions to the local community. The kind of community volunteering decided by a company is usually influenced by the number of staff who are interested, the knowledge and skills they already have to offer or need to be gained, the staff time that the company can make available, the needs of the community and the preferences of the organisation and its employees for particular types of volunteer work. For instance, Deloitte & Touche's "IMPACT DAY" had each office participate in a project such as planting trees and shrubs, cleaning up parks and painting community centres. On the other hand, each employee at Timberland is awarded 40 hours a year of paid time off to volunteer and each year the entire company is shut down for a day for employees to work on projects. Additionally, 4 employees can be awarded a paid six-month sabbatical each year to work with a non-profit organisation. The president of

Timberland calls this the "boot, brand and belief" to stress that CSR is integral to the company's mission.

Table 1 below shows some forms of CV that organisations have initiated as part of their CSR programmes.

Table 1: Forms of CV

Bussel and Forbes (2002)	Employer Supported Volunteering (ESV) Employer Directed Involvement	Employee led, organised for the employees' own time, unpaid, encouraged and supported by the employer but not compulsory Employer-led, in work time with projects chosen to match the organisation's needs and used as a personal development tool.
Hustinx et al. (2010)	Corporate sponsorship of events	Fundraising runs/walks where employees participate through corporate teams. Modifying work hours or giving time off for employee volunteers Forming partnership or liaising with local volunteer centres Forming long term partnerships with community agencies to share expertise through the volunteering of their employees Honouring volunteers for exemplary community work and rewarding them by donating to their organisation of choice
Meijs and Kerchief (2001)	Company commitment to employees' volunteering	Recognition (when the company shows that it values volunteering) Support (when the company enables resources or flexible working to make volunteering easier) Organisation (when the company is actively involved in organising the volunteering opportunities and co-operation with the non-profits) Sponsoring (when employees can volunteer during working hours, in close co-operation between the company and the non-profits through

		team projects, mentoring schemes, etc.)
Tuffrey (1995)	A "menu of community involvement options"	Full time, seconded (long term or short term) Part time project assignment (individual or team) Workplace community activity Management committee/trustee One-to-one support Team volunteering (challenge events) Individual volunteering
Santos (2010)	Time banks Social Service Leave Professional Consultancy	Employees dedicate part of their working schedule to voluntary activities in accordance with prior company agreement. Company loans staff to an organisation engaged in community projects so that their professional experiences contribute towards implementing the initiatives. Based on loaning out staff for specific support to pre-selected organisations and may incorporate diverse activities ranging from legal, accountancy, technological, financial, HRM etc.

The table above shows some forms that CV can take and the literature shows that organisations are becoming more creative in motivating employees to participate as well as the ways the CV initiatives are implemented in collaboration with CV beneficiaries. It is also evident that the type of CV initiative a company chooses is dependent on the number of staff interested, the knowledge and skills that they may have to offer or need to gain, the time that the employees have available, the needs of the community and the preferences of the organisations and their staff for particular types of volunteer work.

2a.5. Summary of Chapter

This chapter provided an understanding of the concept of CV by explaining the link between CSR and CV and then proceeds to differentiate CV from general volunteering before offering a debate on the various forms of CV and how CV is now an initiative that is used by organisations in different parts of the world as tool for CSR. The next chapter offers a debate on the drivers of CV.

Chapter 2b Drivers of Employees' Attitudes towards Corporate Volunteering

2b.1 Introduction

Having discussed CV in the earlier chapter, this chapter begins by offering a debate on the drivers of CV based on current literature. Based on Figure 3 below, this chapter will begin by discussing the drivers of CV (highlighted in the diagram) that are examined in this study.

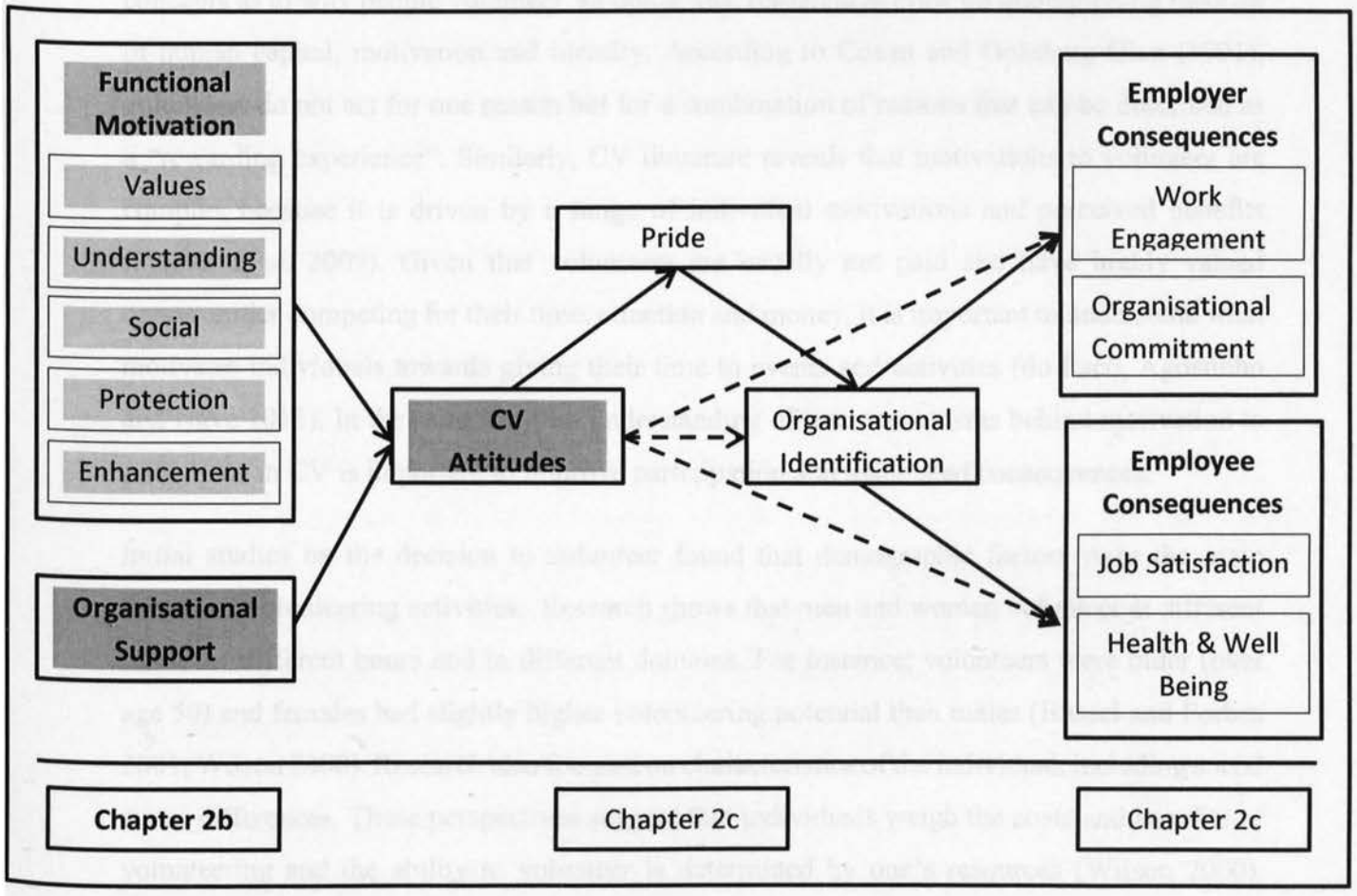


Figure 3: Summary of tested model

In order to understand the relationship between CV and its drivers, it is important to first understand which people volunteer and why they volunteer. The initial studies on volunteering began by adopting the perspectives of the beneficiaries of the volunteering activities which were the volunteer organisations. Hence, it was important to understand who volunteered and why they volunteered. Subsequently, by drawing on theoretical perspectives, research models were conceptualised to delve deeper into drivers of CV.

In examining the drivers of employees' attitudes towards CV, the researcher begins with a review of the current literature on the antecedents of CV. Subsequently, the theoretical development of the hypotheses for the drivers of employees' CV attitudes are formulated and presented.

2b.2 Antecedents of Volunteering

As highlighted earlier, initial studies focused on creating a volunteer profile that relied mainly on demographics and the personal characteristics of volunteers. Consequently researchers built concepts as to why people volunteer. In doing this, researchers drew on underpinning theories of human capital, motivation and identity. According to Cnaan and Goldberg-Glen (1991), volunteers do not act for one reason but for a combination of reasons that can be described as a "rewarding experience". Similarly, CV literature reveals that motivations to volunteer are complex because it is driven by a range of individual motivations and perceived benefits (Peloza et al. 2009). Given that volunteers are usually not paid and have highly valued opportunities competing for their time, attention and money, it is important to understand what motivates individuals towards giving their time to events and activities (do Paco, Agostinho and Nave 2013). In the same way, an understanding of the mechanisms behind motivation to participate in CV is important to improve participation and associated consequences.

Initial studies on the decision to volunteer found that demographic factors were the main drivers of volunteering activities. Research shows that men and women volunteer at different rates, for different hours and in different domains. For instance, volunteers were older (over age 50) and females had slightly higher volunteering potential than males (Bussel and Forbes 2001; Wilson 2000). Research also focused on characteristics of the individual, including social status differences. These perspectives suggest that individuals weigh the costs and benefits of volunteering and the ability to volunteer is determined by one's resources (Wilson 2000). Participation was greater among individuals with more resources, more dominant set of social positions and roles (e.g. being male, high in income and wealth, employed and high in formal education) (Wilson 2012). However, there are some contradictions to this line of thought. For instance, according to Penner (2002); Wilson (2000); Wilson and Musick (1999) individuals who are more highly educated are more likely to volunteer, as education may increase awareness of social problems and enhance skills that facilitate volunteering. Additionally, more highly educated individuals might belong to a greater number of social organizations and therefore are more likely to be asked or offered more opportunities to volunteer (Herzog and

Morgan 1993). Other characteristics that were related to volunteering were belonging to a religious organization and being married (Wilson 2000). Individuals with children were also pre-disposed to volunteer, although this characteristic appears to depend on a number of factors. Among those with children, the highest rates of volunteerism come from unemployed married women with children living at home, who volunteer for community-oriented groups (Wilson 2000). Finally, in terms of age Wilson (2000) in his study stated that volunteer rates drop during the transition from adolescence to young adulthood and peak during middle-age.

However, a study by Ariza-Montes, Roldan-Salgueiro and Leal-Rodriguez (2015) to analyse the different factors that determine levels of time devoted to volunteer activity involving employed people showed that demographic factors such as age, and presence of older children increase the likelihood of volunteering. Research also shows that another driver of volunteering are dispositions that cover concepts such as personality traits, motives and attitudes (Wilson 2012). The unifying factor here is that these characteristics refer to the way people interpret themselves and the world around them. A number of studies have linked personality traits to volunteering (Omoto, Snyder and Hackett 2010; Penner and Finkelstein 1998). The most common is the prosocial personality which comprises of other-oriented empathy and helpfulness (Penner et al.1995). According to Penner (2002) volunteers have a higher degree of prosocial personality than non-volunteers. Another personality framework that has been used is the Big Five. A study by Carlo et al. (2005) found that agreeableness and extraversion are related to volunteering. It can be argued that this is in line with Penner et al.'s (1995)'s findings on prosocial personality as agreeableness and extraversion are also related to empathy and helpfulness.

Although demographics and personality are important characteristics that help to predict who volunteers, Greenslade and White (2005) argue that these factors do not consider the internal motives and external influences of individuals. Hence, their use is limited in understanding why individuals volunteer.

Motivation variables have received a lot of attention and theories linking motives to volunteering have been useful in explaining why people engage in these behaviours. According to Clary et al. (1998), volunteer motivation is the drive of individuals to explore volunteer opportunities, to commit themselves to voluntary helping, and to sustain their involvement in volunteerism overextended periods of time (Clary et al. 1998). The functional approach which

was developed by Clary et al. (1998) is one of the more popular theoretical perspectives that have been used to study volunteer motivations. According to this approach volunteering serves different functions for different people (Clary and Snyder 1991, 1999; Omoto and Snyder 1995). Therefore, the best way to understand why people volunteer would be to identify their motives. The functional approach assumes that a belief, attitude or action might serve different psychological functions in different people. Functional Motivation Theory's philosophy is that individuals may participate in the same volunteer work for very different reasons, and that volunteering can satisfy different motives for an individual at different points in time (Dávila and Díaz-Morales 2009). In trying to find a combination between being altruistic and self-serving, Clary et al. (1998) created a list of six motivational functions, operationalised in the Volunteer Function Inventory (VFI). The functions are Values, Understanding, Enhancement, Protective, Social and Career. Clary et al. (1998) validated this model and many researchers subsequently used these functions to measure volunteer motivations.

However, there has been some criticisms of this model. Firstly, studies that have used this model have found inconsistent results. For instance a study by Omoto and Snyder (1995) found that Understanding, Enhancement and Social functions were positively related to AIDS volunteering over two and a half years. These results contradict Penner and Finkelstein's (1998) findings that motives based on the Values function were positively related to volunteering with AIDS patients within ten months of volunteering. Further, a study by Mowen and Sujan (2005) on volunteering behaviours of college students and older adults found that although Values, Careers and Understanding functions were positively related to volunteering behaviours of college students, the Enhancement function was not. On the other hand, the Career function as a motive was not significant for the older adults although the other results were similar. This seems to be in line with Clary et al. (1992) that the Career function applies to younger people.

In trying to explain the discrepancies in the research findings, some studies adopted other classification systems based on the functional theory. For instance, Finkelstein (2009) argued that functional motives could be divided into intrinsic and extrinsic motivation. Her rationale was that although people engage in the same volunteer work for very different reasons, these variations are separable into two broad categories of intrinsic/extrinsic distinction. Intrinsically motivated actions are undertaken because they are inherently interesting or in some way satisfying whilst extrinsically motivated behaviours are performed because it holds some

instrumental value (Ryan and Deci 2000). For instance, one is said to be intrinsically motivated to perform an activity when one receives no apparent reward except the activity itself, meaning that certain behaviours do not require reinforcement (Deci and Ryan 1985). On the other hand, extrinsically motivated behaviours are performed to obtain some separable outcome. Finkelstein's (2009) study concluded that people with intrinsic motives, namely Values, Understanding, Social, Protective and Enhancement established a volunteer role identity which in turn predicted volunteer participation. In short, she demonstrated that factors other than Career were closely associated with internal motives while the Career factor was associated with extrinsic motivation.

Penner (2002) outlined a conceptual framework that examined initial volunteering to demographics, personality, volunteers' functional motivations, social pressure and organisational variables. Hence, consistent with role identity, the volunteer's experience creates an identity which subsequently influences future volunteer behaviours. Hence, volunteer role identity is achieved by value congruence that reflects the different motives from the functional motive perspective. This conceptual framework is based on another approach that has emerged in studying volunteering which is the Volunteer Role Identity model. This approach focuses externally on the social context that influences people to volunteer (Grube and Piliavin 2000). According to this model, the initial decision to volunteer is driven by the volunteer's perceptions of how significant others would perceive this behaviour. The stronger this social pressure, the more likely people will volunteer (Grube and Piliavin 2000; Piliavin and Callero 1991). From here on, the volunteers' experiences with the organisation and the organisational factors will influence the development of a volunteer role identity (Grube and Piliavin 2000). Hence the volunteer role identity refers to the extent that a person internalises the role of a volunteer and incorporates it into their self-concept. The act of internalising drives future volunteer behaviour. According to Boezeman and Ellemers (2007) and Finkelstein (2009) volunteer role identity is related to the amount of volunteering and the intent to remain a volunteer. This theory works best when the objective of the study is to assess individuals' intentions to remain a volunteer.

From a CV perspective, few studies have attempted to link motivations to CV. In terms of examining demographical antecedents of CV, de Gilder et al.'s (2005)'s study examined demographic differences between employer-supported volunteers, individuals who volunteer in the community on their own time and non-volunteers. The results showed that there were

fewer demographic differences between the employee volunteers and the other two groups, suggesting that demographics may not play as much of a role in determining who participates in CV programs.

An exploratory qualitative study by Peloza and Hassay (2006) grouped motivations into three categories which were first, egoistic which entails personal pay offs and having interactions and fun with colleagues; second, charity which reflect employees' altruistic desire to help and to do good deeds with the target charity and third, organisation citizenship motives which refer to assisting the employer to build company reputation or to help colleagues. Subsequently, Peloza et al. (2009) used structural equation modelling to assess the specific contribution of each of these motives towards employee attitudes towards, and participation in, CVs. The results of this study showed that although egoistic and organizational citizenship motives were the most important drivers of employee participation, altruistic motives were not found to be predictive of positive attitudes or ensuing propensity to volunteer for company-supported initiatives. Pajo and Lee (2011) further explored employee perceptions of participation in a CV initiative. Their study reaffirmed the importance of altruism as a key driver for employee participation in CV, thus contradicting Peloza and Hassay (2006, 2009). Zappala and Mclaren (2004) developed the Employee Volunteer-Functions Inventory (EVP) based on Clary et al. (1998) to build on understanding employees' motives for participating in CV. The findings of this study suggest that the motivational profile of employee volunteers is similar to that of general volunteers. However, one unique factor that arose was that employees may also feel some element of external pressure to participate in these programmes.

Many organisations today, in pursuing their CSR goals have implemented CV initiatives as part of their strategy to be good citizens within the environment that they operate in. This study sought to understand the internal drivers of employees' attitudes towards CV and based on the rationale discussed above, relied on Clary's functional motives to examine these drivers.

Theory and Hypotheses

As discussed above, the functional approach assumes that a belief, attitude or action might serve different psychological functions in different people. Early researchers in this area (Katz 1960 as cited in Clary et al. 1998) used this theory to explain attitudes and persuasion and recommended ways to promote maintenance and/or change of those attitudes. Following on, this theory was extended to study volunteerism (Clary and Snyder 1991; Clary et al. 1994).

Functional Motivation Theory's philosophy is that individuals may participate in the same volunteer work for very different reasons, and that volunteering can satisfy different motives for an individual at different points in time (Dávila and Díaz-Morales 2009). In trying to find a combination between being altruistic and self-serving, Clary et al. (1998) created a list of six motivational functions, operationalised in the Volunteer Function Inventory (VFI). The functions are Values, Understanding, Enhancement, Protective, Social and Career. The Values function measures a person's altruistic and humanitarian motives for volunteering. The Understanding function measures the motivation to use skills that might otherwise go unused, as well as to develop new skills and abilities. The Enhancement function is a measure of the motivation to develop a positive effect by growing psychologically. Through the Protective function, volunteer work is used to reduce negative feelings, such as guilt or to manage personal problems. The Social function is related to the desire to strengthen one's social relationships. Lastly, the Career function is concerned with volunteering to gain career-related experience. Clary et al. (1998) validated this model and many researchers subsequently used these functions to measure volunteer motivations.

The literature on why employees volunteer indicate that there are similarities between those that volunteer in their own free time as well as those that do so on the initiatives of their employers. For instance volunteering to satisfy personal values (Tuffrey 1995) is similar to Clary's Values function (Clary et al. 1998). In the same vein, volunteering to enhance work performance and leadership skills (Quirk 1998) can be likened to Clary's Understanding function. Zappala and McLaren (2004) used the Clary's VFI to explore the motives of employees who participated in CV programmes with three different non-profit organisations. Although the sample size was small, the results of this study proved to be useful towards understanding the motives of employee in participating in CV initiatives. For instance, wanting to participate for altruistic reasons (Values) was the most important factor followed by Understanding and Enhancement functions whilst the Career function was the least important. Similarly, Brockner, Senior and Welch (2014) also used aspects of Clary's functional theory to examine the relationship between employees' motives and their organisational commitment. In this study, the authors differentiated between Clary's functions and found that employees engaged in volunteering for value-expressive reasons which was akin to the experience of self-integrity. An important point that should be emphasised here is that the functional approach is a multi-motivational perspective and volunteerism may serve more than one motive for an employee and also different motivations may be served within a group of volunteers who are

performing the same activity. Importantly, different motives may be engaged by different volunteer activities in the same individual (Houle, Sagarin and Kaplan 2005).

Based on this evidence and rationale, this study adopts the functional approach to understand the reasoning of employees' internal motivation of employees' attitudes towards CV in Singapore and Malaysia. Despite its criticisms, the functional motivation theory is presently the most important approach to understanding motivation to volunteer as it has been increasingly referred to in literature at a growth rate unparalleled by other theories (Dávila and Díaz-Morales 2009). Both academics and practitioners have found it useful to replicate this 30-item inventory in research. The use of the VFI has been used across continents such as Australia (Greenslade and White 2005; Zappala and McLaren 2004), Europe and Africa (Fung, Cartensen and Lang 2001), Asia (Chin and Koong (2011). It has been used across different sectors such as civic (Omoto, Snyder and Hackett 2010) and AIDS charities (Omoto and Snyder 1995). Therefore, the VFI has become one of the most widely accepted models in the field of volunteer motivation literature. Despite the fact that the VFI had been developed predominantly to measure motives of general volunteers and based on the reasoning above and the preliminary findings by Brockner et al. (2014) and Zappala and McLaren (1994), the researcher anticipates that it would be a useful tool to measure employees' CV motives in organisations in Singapore and Malaysia. However, the researcher in the current study argues that these functions can be taken one step further which is in line with Finkelstein's (2009)'s reasoning that functional motivations could be divided into intrinsic and extrinsic motivations. The original conceptualisation of self-determination theory identified two types of motivation which are intrinsically motivated behaviours and extrinsically motivated behaviours (Deci and Ryan 1985). Intrinsic motivation is when employees participate in CV activities for its inherent interest or enjoyment whilst extrinsic motivation is when some instrumental reward is foreseen. Adopting the rationale that people differ in the extent to which they see their behaviours as generally extrinsically or intrinsically motivated, which are more trait rather than state determined makes these motives more dispositional in nature. Hence, this offers a new perspective on the CV environment. For five of the six functions, the researcher argues that the employee may find fulfilment in the CV activity itself. These motives do not necessarily require a separable outcome in order to be satisfied. On the other hand, career goals usually require an outcome outside the behaviour in order to be satisfied, hence considered 'external'. Therefore, based on Finkelstein's (2009)'s division of the functions according to intrinsic and extrinsic

motivation, this study omits the Career function as the objective is to investigate the internal motivators as drivers of employees' attitudes towards CV initiatives.

This study posits that the Values function is characterised by personal values that employees hold about helping others. A CV initiative will be able to help employees express personally significant values such as helping those who are less fortunate. The ability to express these values are usually important to their sense of identity. Understanding reflects behaviour as a result of employees' goals such as learning new skills or knowledge that may not be available at the workplace. In terms of CV, this function may provide employees with the opportunity of learning new skills or in another way give them a chance to use existing skills and competencies that are not used at work. The Enhancement function is a desire for personal growth and development. From a CV perspective, this could provide employees with the opportunity to improve their personal development and fulfil needs that are not just to impress their managers for instance but to fulfil more intrinsic needs. The Social function reflects reasons to increase social relationships and possibly to make new friends and finally the Protective function is a way to use volunteer work to reduce negative feelings over being more fortunate than others and any other feelings of guilt. In terms of CV initiatives, employees may be able to make new friends at the non-profit organisations or even among the community of volunteers at work whilst making them also appreciate their lives and improved sense of wellbeing.

In this study, as discussed at the beginning of this chapter, employees' attitudes towards their organisations' corporate volunteering programme refers to the degree that an employee values the company's volunteerism programme Therefore, based on the discussions above, this study posits the following hypotheses on the effect motivation on employees' attitudes towards corporate volunteering initiatives.

Hypothesis 1(a): Employee values motivation is significantly related to attitudes towards corporate volunteering.

Hypothesis 1(b): Employee understanding motivation is significantly related to attitudes towards corporate volunteering.

Hypothesis 1(c): Employee social motivation is significantly related to attitudes towards corporate volunteering.

Hypothesis 1(d): Employee protective motivation is significantly related to attitudes towards corporate volunteering.

Hypothesis 1(e): Employees enhancement motivation is significantly related to attitudes towards corporate volunteering.

2b.3 Organisational Support

Some studies on CV postulate that when employers allow employees to contribute to volunteering activities, it increases their commitment, performance and satisfaction levels (Wilson 2012; Thoits and Hewitt 2001). According to do Paco et al. (2013) drivers in the job context such as monetary conditions or emotional compensations can also affect employees' attitudes towards CV. Hence, the level of support provided by the employer in terms of paid time off, changing one's working hours, the use of facilities or equipment and/or letters of recognition for volunteering may be a driver towards employees' CV attitudes. According to Hurst (2012), in 2010 well over 57% of employees in Canada who volunteered in CV initiatives said their employers provided at least one type of formal support and that these volunteers gave higher median hours than those who were not supported by their employers. Additionally, these formal support policies may lower barriers to volunteering arising from high work load, scheduling conflicts, lack of resources or recognition. Points of Light (2007) claimed that its recent study surveyed 56 CV initiatives that provided time-off for volunteering. Consequently this study found that organisations established an average of 42 hours per year that could be granted to each employee for CV activities. This number varied from industry to industry and may or may not be paid time off.

Despite the fact that organisation support has been suggested as a driver of CV, research testing this concept in CV context is sparse and contradictory. Booth, Park and Glomb (2009) drew on gift exchange theory to investigate the exchange relationship between employer and employee as well as the relationship between the volunteer organisation and the employee. Part of the results of this extensive study found that although providing employer support is costly to the

employers, it helps employees minimise the costs and challenges associated with volunteering in organisations. On the other hand, Grant's (2012) study on CV activity demonstrated that recognition and managerial support for volunteering may influence the effects of repeated volunteering on the internalisation of a volunteer identity. Thus, when a CV initiative has organisational support which includes facilitative procedures like giving time off and paid leave, it will encourage employees to internalise a volunteer identity. This is concurred in Ryan and Kossek's (2008), study that when employers offer support to employees such as sabbatical leave, vacation time or flexible work arrangements, this offering may positively affect employees motivation to take part in CV activities. The relative importance of a given role in one's self-structure is generally referred to as the salience of the role identity (Charng, Pilliavin and Callero 1988). On the other hand, Veerasamy, Sambasivam and Kumar (2013) examined job performance and life satisfaction as two outcomes of individual skills-based volunteerism among healthcare volunteers in Malaysia. Among the antecedents examined was employer encouragement. The results of this study highlighted the fact that employer support was not a driver that supported employees in their volunteering work. This study reasoned that more research was required to investigate this phenomenon. Most of the research on organisational support in volunteering and CV context have relied on volunteer role identity theory as a focal point for their argument, for instance (Grant 2012; Veerasamy et al. 2013). More recently Rodell (2013) suggested that employer support of volunteering moderates the extent of employee identification with their employing organisation on this rationale. Volunteer role identity theory, according to Piliavin, Grube and Callero (2002) focuses on the social context that influences people to volunteer. Hence employees' attitudes to volunteer is driven by the potential volunteers' internalisation and perceptions of how their significant others would feel about this behaviour. Hence, the stronger this sort of social pressure, the more likely employees would volunteer. For instance when upper management provide some incentives to employees to encourage them to volunteer, it is an indication that that the employees' efforts are valued, which in turn emphasise their identity as a volunteer. On the other hand, Booth et al. (2009) drew on exchange relationships to establish how employer supported volunteering benefits for the employees positively influenced volunteer hours, higher skills.

In examining the role of organisational support as a driver of CV attitudes, the researcher in this study posits organisational support as a form of extrinsic motivation. Based on this rationale, the researcher in this study anticipated that support from the organisations in terms

of time off or paid leave for CV initiatives may act as a driver to encourage employees to participate in these activities.

Theory and Hypothesis

In examining the role of organisational support the researcher in this study drew on intrinsic - extrinsic motivation theory to posit organisational support as a form of extrinsic driver of employees' attitudes towards CV. This is also due to the fact that more recently people differ in the way that they perceive their behaviours as generally intrinsically or extrinsically motivated. This concept is rooted in the original conceptualisation of Self Determination theory (SDT) which identified intrinsic and extrinsic motivation (Deci and Ryan 1985). As intrinsic motivation was discussed in the earlier section, the following debate will focus on extrinsic motivation. According to Gagne and Deci (2005), extrinsic motivation refers to participating in an activity for instrumental reasons such as acquiring an external reward. Deci and Ryan (2008) extended extrinsic motivation to encompass four types of regulatory behaviour which are external regulation, introjected regulation, identified regulation and integrated regulation. External regulations are the most characteristic of extrinsic motivation where behaviours are controlled by exterior circumstances such as being appreciated or avoiding criticism. These rewards/punishments are administered by others such as a manager or supervisor or colleague. Introjected regulation indicates that behaviours are controlled by the individuals themselves, for instance due to feelings of guilt or self-worth. Identified regulation happens when employees identify with the principles of their behaviour and accept them as their own and finally integrated regulation happens when individuals integrate behavioural values into their self-concept. Based on this rationale, the researcher posits organisational support as a form of external regulation which may exist among employees who may have to participate in CV. Therefore the researcher infers that employees may be driven to have positive attitudes towards their organisations' CV initiatives if they perceive that there is organisational support in the form of "rewards" like paid leave or time off.

In addition to the role of individual motivations to volunteer, the support provided by the employing organisation towards the CV activities is likely to increase employees' attitudes towards CV. The support provided by the employer will give the employee volunteer more time, decreased cost and the ability to gauge workplace constraints about participating in CV activities. Further knowing that organisational support is available in the first place is already likely to induce positive attitudes towards the CV initiative. Without the support provided by

the employers, employees may be less inclined to volunteer, especially given work-life conflicts (Booth et al. 2009). This could be due to the fact that they feel that these CV initiatives are taking them away from their regular duties and that the extra expenses incurred is an extra burden financially. They could also perceive that the lack of support from management means that their employers do not care about these initiatives and hence why should they. Additionally Peterson (2004) found that employer recruitment strategies influence participation in corporate-sponsored volunteer activities. Generally, the support provided by the employer for CV activities signals to employees not only that they are valued but also that their volunteering is valued. The support by employers help in overcoming obstacles towards having positive attitudes to CV which in turn increases the likelihood of increased pride and identification with the organisation. This was also echoed in Peloza and Hassay (2006, p.371) that "employees reported that management support was important if their involvement was to be recognised and rewarded". However, Basil, Runte, Easwaramoorthy and Barr (2008) argue that although company support for CV is evident, it is only available when the employee has initiated the effort, and the effort does not expend company resources. Few companies actually have a CV programme which is supported by company resources and fewer have written volunteerism policies. Based on the rationale above as well as a call for further research by Basil et al. (2008) that there is not enough insight provided on company support for CV, this study posits that:

Hypothesis 2: Employee support from the organisation is significantly related to attitudes towards corporate volunteering.

2b.4 Summary of Chapter

In examining the drivers of employees attitudes towards CV, this study integrated functional theory and intrinsic-extrinsic motivation to ascertain the internal drivers of employees attitudes towards CV and subsequently if organisational support as a form of external driver would influence employees' CV initiatives.

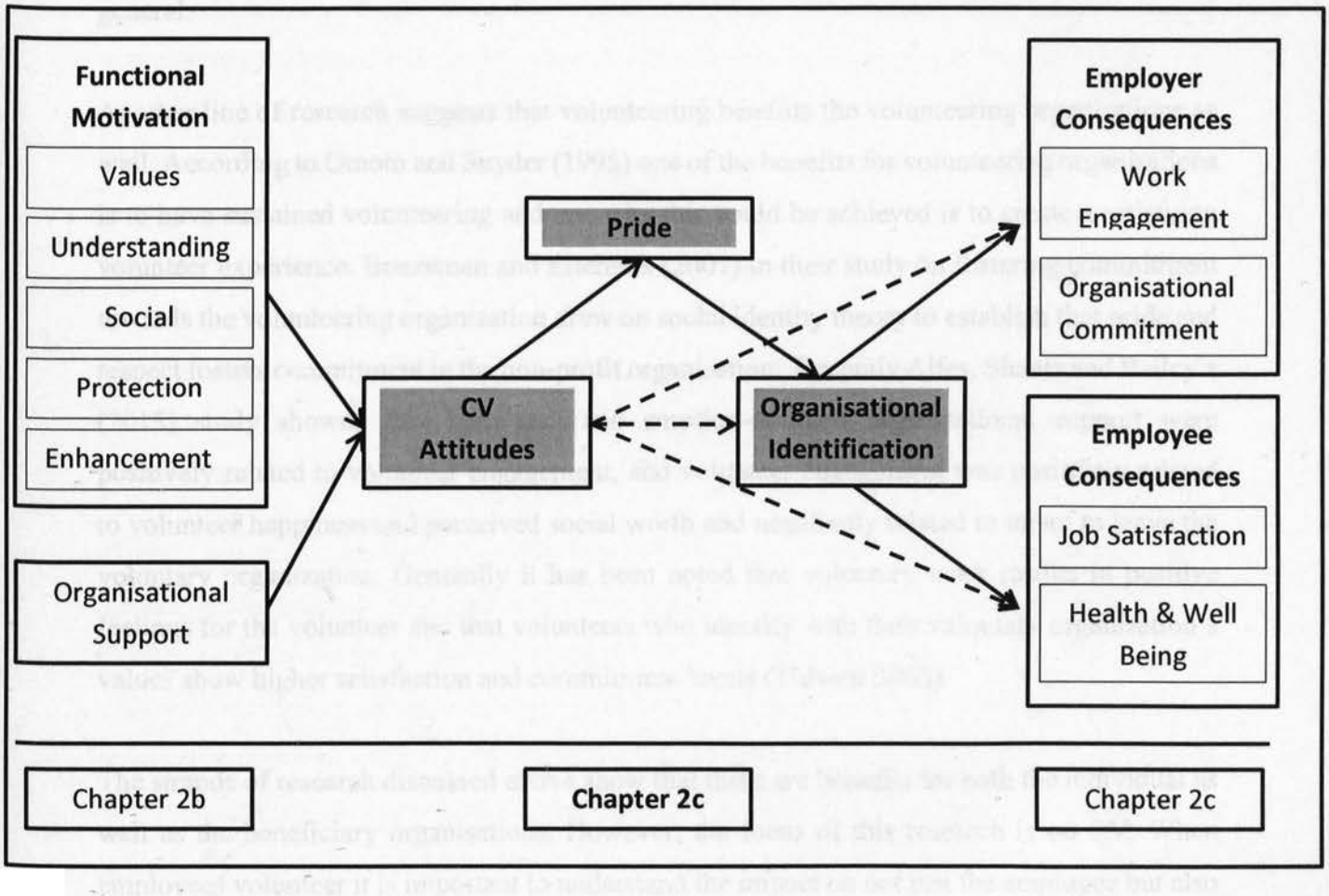
Having discussed the drivers of CV, the next chapter moves on to debate the literature on the consequences of employees' attitudes towards CV.

Chapter 2c: The Mediating Roles of Pride and Organisational Identification on the Consequences of Corporate Volunteering

2c.1 Introduction

This chapter begins by discussing the consequences of volunteering from a general perspective before moving on to focus on the consequences of CV. Subsequently the mediators that influence this process are examined, followed by theory and hypotheses. The highlighted parts in Figure 4 below indicate the discussions in this chapter.

Figure 4: Summary of Tested Model



2c.2 Consequences of Volunteering

Besides addressing why people volunteer, researchers have also been examining the benefits of volunteering. Initial studies show that older adults who volunteered had better health (Musick et al. 1999; Thoits and Hewitt 2001) and psychological health (Herzog and Morgan 1993; Thoits and Hewitt 2001). According to Wilson (2012), two reasons for better psychological and overall health are that helping others boosts self-esteem and is a buffer against stress. In the same way, studies also show that volunteering increases overall life satisfaction (Wilson 2000). Weinstein and Ryan (2010) in their study of college students found that those who volunteered for intrinsic reasons felt better than those who volunteered for extrinsic reasons for instance to increase their social circles. Another line of research focused on the context of volunteer work. According to Wilson (2012), when volunteers felt that they were appreciated and given support and guidance, they were more satisfied with their lives in general.

Another line of research suggests that volunteering benefits the volunteering organisations as well. According to Omoto and Snyder (1995) one of the benefits for volunteering organisations is to have sustained volunteering and one way this could be achieved is to create a satisfying volunteer experience. Boezeman and Ellemers (2007) in their study on fostering commitment towards the volunteering organisation drew on social identity theory to establish that pride and respect fosters commitment in the non-profit organisation. Recently Alfes, Shantz and Bailey's (2015) study showed that both task and emotion-oriented organizational support were positively related to volunteer engagement, and volunteer engagement was positively related to volunteer happiness and perceived social worth and negatively related to intent to leave the voluntary organization. Generally it has been noted that voluntary work results in positive feelings for the volunteer and that volunteers who identify with their voluntary organisation's values show higher satisfaction and commitment levels (Tidwell 2005).

The strands of research discussed above show that there are benefits for both the individual as well as the beneficiary organisations. However, the focus of this research is on CV. When employees volunteer it is important to understand the impact on not just the employee but also the employing organisation. As discussed in chapter 1, as a tool for CSR, CV has the ability to improve an organisation's reputation within the community and benefit society at large (Brown and Ashcraft 2005). From an external perspective CV programs help communities address a

variety of social issues that include health, poverty, education, hunger and homelessness (Points of Light Foundation 2008) and simultaneously improve participating companies' public images (Carroll 1999). Internally, socially responsible and engaged employees exhibit higher retention, lower absenteeism rates and are also able to develop additional skills and display better attitudes (Wild 1993; Peterson 2004). For instance research on a group of professional women who participated in corporate volunteering reported that 83% stated that volunteering has improved their leadership development, 78% cited enhanced communication techniques and more than half suggested that volunteering strengthened their event planning abilities and other workplace skills, such as marketing, training, and problem solving skills (Markitects & WOMENS WAY 2006). The majority of research to date has focused on external factors and specifically explored the benefits of CV in attracting external applicants and funding bodies (Basil et al. 2008; Geroy et al. 2000).

This study focuses on CV from an internal perspective and explores the benefits of CV participation for both the employee as well as the employer as shown in Figure 4 above. By initiating CV activities, employers have the opportunity to communicate the values that it shares with its employees which in turn can result in a more engaged, committed workforce that drives the company's competitive edge. The researcher in this study anticipates it is very likely that CV will have many implications for employees, particularly in organisations where employees support their organisations' CV initiatives. By focusing on employees as the internal stakeholders of an organisation, the researcher expects that when employees are motivated to participate in CV activities, there are some consequences for the employee as well as the organisation.

To-date, most of the studies on the consequences of CV have been qualitative studies and these studies predominantly examined the consequences of CV on job outcomes. For instance Tuffrey (1997) established that the benefits of CV participation included skill development, employee motivation and morale and recognition by management by collecting evidence from seven companies in the UK. Geroy et al. (2000) conducted interviews with employees to develop a framework that would aid HR managers to develop CV programmes that would be in line with specific workforce needs. This study particularly highlighted that some of the perceived benefits included coping with job challenges, developing more contacts and on the job skills as well as improved self-esteem and pride.

However, there are some quantitative studies on the consequences of CV. Realising that most studies focused on a single organisation, Peterson (2003) focused on a few organisations and examined the relationship between CV programmes and job related skills and work attitudes, particularly organisational commitment and job satisfaction, relying on social identity theory. The results showed that employees saw CV as a way to develop or enhance several types of job-related skills. In terms of commitment, the results were higher for volunteers from companies with a CV programme. On the other hand, job satisfaction was related to female employees but not the males. Booth et al. (2009) conducted a direct test of employer benefits of volunteering by using a sample of 14, 724 volunteers from the 2000 National Survey of Giving, Volunteering and Participating (NSGVP). By drawing on gift exchange theory, the results of this study showed that CV was positively related to skills acquired (including fundraising, technical/office, managerial, knowledge, communication and interpersonal skills). Having acquired these skills, volunteering was then linked to employee perceptions of job success and employer recognition for volunteering. De Gilder, Schuyt and Breedijk (2005) examined the impact of volunteering on employees' attitudes about their employer in a sample of 625 ABN-AMRO employees. The sample consisted of employee volunteers, community volunteers and non-volunteers. The results of this study showed that employee volunteers had better attitudes about their jobs than the other two groups of employees. Another significant study was by Bartel (2000), where a study of 310 employee volunteers proved that participation in a community outreach programme increased employee identification with their employer which subsequently predicted behaviours such as work effort and interpersonal cooperation. More recently, Caligiuri et al.'s (2013) longitudinal study showed that volunteering assignments which included meaningful projects, social support within the voluntary organization and opportunities for skill development yielded higher levels of employee engagement for the employer, sustainable impact for the voluntary organization and higher capability development for the volunteer. Rodell (2013) suggested that volunteering was associated with both volunteer and job meaningfulness and that there was a greater pull for meaningful volunteer work when employees had less meaning in their jobs. This study also yielded results on the benefits of volunteering for employees especially with job absorption.

The trend in the literature shows that there is a need to examine the consequences of CV from the perspectives of both the employing organisation as well as the employee. The literature shows that not enough research is being done on CV consequences particularly as the concept of CV is growing around the world. Further, most of the studies address job relevant outcomes

and some employee attitudes. Further not many empirical studies have been done on both employer and employee consequences of CV, especially in one model. As discussed in Chapter 1, this study does not just examine the consequences of CV but also seeks to understand how this process could be enhanced.

Although there is some evidence that participating in CV activities is positively related to some attitudes, behaviours as well as health and wellbeing of employees, very few studies have examined the question as to why this is the case. Some exceptions are Jones (2010), Grant et al. (2008) and Brockner, Senior and Welch (2014). Brockner et al (2014) found that CV was positively related to organisational commitment (OC) and that the experience of self-integrity mediated this relationship. However, there were some conceptual concerns in this study that elicited a call to examine if other factors would account for the relationship between CV and OC. Similarly, Jones's (2010) findings were that employees' favourable attitudes towards CV led to higher citizenship behaviours, intent to stay and in-role performance mediated by organisational identification and moderated by social exchange processes. The results of this study also implied that although the framework in this study was obtained from social exchange and identification theories, there would be a benefit towards integrating these theories for future CV research on other variables of employee attitudes and behaviour.

This study seeks to address these gaps. The researcher expects that understanding this reason may shed light on other possible outcomes of participating in CV. Rather than just examine the consequences of CV, this study goes one step further as it explores the processes through which CV activities influence the outcomes. In understanding the process, this study also seeks to close the gaps shown in the literature by drawing upon social identity theory as shown in the highlighted parts in Figure 4 above.

2c.3 Theory and Hypotheses

Theoretically, there is a need to explore the implications of CV programmes for the employees and the organisation. Studies by Jones (2010), Grant (2008) and Brockner, Senior and Welch (2014) are among some that have examined the reasons as to why there are positive outcomes for individuals and organisations from CV. Brockner et al (2014) found that CV was positively related to organisational commitment (OC) and that the experience of self-integrity mediated this relationship. Similarly, Jones's (2010) findings were that employees' favourable attitudes towards CV led to higher citizenship behaviours, intent to stay and in-role performance mediated by organisational identification and moderated by social exchange processes. The results of this study also implied that although the framework in this study was obtained from social exchange and identification theories, there would be a benefit towards integrating these theories for future CV research on other variables of employee attitudes and behaviour. Based on the rationale above, this study focuses on social identity theory to understand these mechanisms.

Social identity is defined as a person's knowledge of belonging to a certain social group with the emotional and value significance this group membership has to the person (Tajfel and Turner 1986). In explaining this value significance, Turner and Oakes (1989, p. 235) state that humans as social beings, live and have evolved to live in social groups. In this evolution, groups provide a setting for human behaviour and shape humans' psychology through internalisation and hence contribute to the sense of self. Accordingly when individuals relate to important social entities like family, friends, work, organisations, volunteering community, religious groups and so on, that membership is not deemed as 'other' but instead embraced as 'us'.

According to Ashforth and Mael (1989), in SIT people tend to classify themselves and others into various social categories such as gender, age, organisational membership and so on. This classification serves two functions. First, it cognitively segments and orders the social environment, providing the individual with a systematic means of defining others which may not necessarily be reliable. Second, social classification enables the individual to locate or define himself or herself in the social environment. According to SIT, the self-concept is comprised of a personal identity like bodily attributes, abilities, psychological traits and a social identity encompassing salient group classifications. Social identification, therefore, is the perception of oneness with or belongingness to some human aggregate. On the flip side, it can

also show how different individuals are from members of other groups. Hence the 'us' versus 'them' does not just help to understand their selves but also has an impact on individuals' self-evaluations and sense of worth (Haslam, Jetten, Postmes and Haslam 2009). The rationale provided here is relevant for this study in understanding how employees see themselves; firstly as a volunteer from Company XYZ and secondly, the impact this identity has on their evaluation of their employer in terms of feelings of pride and identification. When employees find that their employer has CV initiatives that they feel they can associate with. For instance, it relates to value congruence or the fact that they feel good that their employers are giving back to society, it increases their feelings of prestige that they belong to this group (organisation) which makes them subsequently evaluate their feelings of worthiness to belong to this organisation. In classifying this feeling/aspect, they feel a psychological sense of belonging that could relate to identifying or feeling of oneness with their employer.

A second aspect of SIT that comes into play in this study is the self-system that depends on the context in which people see themselves as sharing category membership with others and this is called a shared social identity; for instance this membership could be perceived as a member of group of employees who participate in CV activities. By establishing the prominence of this identity, an individual who participates in CV activities establishes certain perceptions, evaluation and selection of social relationships (Mael and Ashforth 1995). Basically employees are likely to identify with companies that match the same values as their self-identity. In terms of CV initiatives these could translate in supporting the same charities or causes that employees believe in or alternatively these could be in terms of the sub-groups or social group that employees belong to at work, for instance a group of colleagues who believe in giving back to society.

A third aspect of SIT is that when individuals perceive themselves as sharing group membership with other people in a given context, they are motivated to try and agree with them and to coordinate their behaviour to the activities that are relevant to that identity. This is usually done as it is the group that defines their sense of self and hence they behave for the self and not against it (Haslam et al. 2009). For instance, when employees feel that CV initiatives are giving them a sense of satisfaction or wellbeing that comes from the act of volunteering and not necessarily from their everyday jobs, their sense of identification will also increase.

According to Ashforth and Mael (1989) organisational identification (OI) is a specific form of social identification and they rationalise that the extent to which an individual identifies with an organisation, the organisation subsequently provides the individual with a sense of identity. Hence, OI provides a basis for attitudes and behaviour and its beneficial effects on the functions of an organisation. Therefore, this study relies on OI as a potential mediator based on the fact that the more employees identify with their organisation, the more likely they will take the organisation's perspective and act in its best interests. In this study, OI is conceptualised based on Edwards and Peccei (2007) as a psychological bond between the individual and organisation based on the sharing of organisational goals, values and a sense of belonging and attachment to the organisation. Evidence from prior research on CV show that OI plays a role in enhancing employees' attitudes and behaviour at work. For instance, de Gilder et al. (2005) studied employees from a financial services ABN-AMRO and the results suggested that employees who participate in CV have higher work engagement levels and that these results might be caused by volunteers' higher identification levels as a result of these CV opportunities. Therefore based on SIT, this study positions OI as a mediator between employees' attitudes towards CV and the consequences for the employee and the employing organisation.

However, the literature on SIT and CV also indicates that there may be additional factors that could encourage or increase the feelings of identification with the organisation. Tyler & Blader (2002) argue that SIT links the individual to co-operate with the organisation to the extent that the status of the organisation increases and they then have a favourable relationship with the organisation. This can be thought to be organisational pride. Therefore, the researcher argues that individual volunteers may take pride in their employing organization to the degree that they feel that the CV beneficiaries are helped through their volunteering work as a member of the organization. According to Decrop and Derbaix (2009) although several companies already attribute a large degree of their sustained success to high levels of employee pride, the construct of "pride" has been widely neglected in organisational studies.

According to Katzenbach (2003), employee pride is a central driver of positive work behaviours and a key differentiator from competition. Research also shows that employee pride positively influences the decision to stay with an organisation and hence negatively affects turnover intention. Decrop and Derbaix (2009) characterised pride as a positive, performance related emotion and that its occurrence is triggered by specific events such as the perceived success of a personal deed This kind of pride accompanies an individual's evaluative capacity

to reflect upon his or her achievements and to ascribe these achievements to internal causes or internal attribution such as personality, ability, effort and so on (Weiner 1985). Another way that employees can experience pride emotions is when it is triggered by successful achievements of the organisation that they are affiliated to and the said achievements are not due to their own contributions and according to Weiner (1985) this is called external attribution.

Another stream of research defines pride as an attitude which in contrast to emotional pride is stable and not dependent on single events (Ajzen 2001). Since individuals have certain attitudes toward a variety of objects, it is possible for them to develop a stable inner pride attitude toward their own job ("job pride") or toward the organization for which they work ("attitudinal organizational pride") Even though they are distinct, it is assumed that the two types of organizational pride of employees are neither contrary nor mutually exclusive concepts. Instead, both perspectives are closely connected.

In this study, pride refers to the extent to which individuals experience a sense of pleasure and self-respect arising from their organizational membership. Hence, this researcher argues that employees who have positive attitudes towards the CV initiatives in their organisations have higher levels of pride towards their employers.

Boezeman and Ellermers (2007) demonstrated that pride and respect are important motivators in non-profit volunteer organisations. In CV literature, the concept of pride has been quite sparse. Pancer, Baetz and Rog (2002) suggested that one of the benefits of CV programmes is that they increase employees' pride in their organisations. Tuffrey's (2003) study showed that 60% of the respondents felt that their organisation's community had a great impact on their feelings of pride in the organisation. Jones (2010) found that when employees are proud of their employers' CV initiatives tend to identify strongly with their employers. This is in line with Mael and Ashforth (1989, 1992), that external prestige is an antecedent of organisational identification, meaning that when individuals are proud of their association with their organisations, they have higher levels of identification with their organisations as well. For these reasons, the researcher argues that pride will mediate the relationship between employees CV attitudes and organisational identification. Further, these findings are also relevant to a broader range of organisations as organisational experiences that induce pride may enhance attitudes and behaviours through identification among employees who participate in CV programmes.

Besides Tuffrey (2003) and Pancer, Baetz and Rog (2002) discussed above, Vian et al. (2007) conducted a study on Pfizer Corporation's international corporate volunteering and the results indicated that the program had positive effects on recipient organizations and enhanced the personal and professional skills of participating employees. However, more importantly the fellowship program seemed to have benefits in terms of team-building and increasing employee pride in Pfizer. Thirty-six percent of supervisors stated that work team development was somewhat or much higher as a result of the Fellowship, while sixty-nine percent said that pride in Pfizer was higher.

This study posits that following on from feeling proud to belonging to an organisation that has a CV ethos, the employee internalises this feeling of pride and links it to increased identification with his/her organisation. Therefore, based on the arguments above that explain the relationship between CV and pride and subsequently pride and OI, this study posits that:

Hypothesis 3: Pride mediates the relationship between employees' attitudes towards CV and organisational identification.

2c.5 Organisational Identification as a mediator between Pride and CV Consequences

The earlier section examined the role of pride as a mediator between CV and OI. This section examines the role of OI as a mediator between employees' feeling of pride as a result of employees' CV attitudes and CV consequences.

Literature shows that there are many definitions of OI (Ashforth and Mael 1989; Dutton et al.1994). Most of them conceptualise OI as a construct that shows congruence of individual and organisational values. For instance, Ashforth and Mael (1989) say that organisational identification refers to an employee's feelings of 'oneness' with his or her organisation, which can be translated to mean that OI is a way of incorporating the perception of oneself as a member of a particular organisation into one's general self-definition (Dutton et al.1994). Patchen (1970, p.155) had a comprehensive definition that OI brought up "(1) feelings of solidarity with the organisation; (2) [attitudinal and behavioural] support for the organisation; and (3) perception of shared characteristics with other organisational members". According to organizational identification theory, greater interaction with the organization enhances the

attractiveness of the perceived organizational identity as well as the individual's readiness to categorize and define him- or herself in terms of its membership (Dutton, Dukerich, and Harquail, 1994). Previous research supports the notion that identification encourages a motivation to further organisations' interests. For instance, identification has been shown to be related to support for the organisation (Mael and Ashforth 1992) and in-role performance (van Knippenberg 2000) among others.

Before expanding on OI's role, the researcher in this study feels that it is important to clarify some conceptual and operationalisation confusion about the overlap between OI with job satisfaction and organisational commitment as these variables are also assessed in this study. Depending on its definition, OI is quite similar to other concepts such as involvement, satisfaction and mostly organisational commitment, specifically affective commitment (Riketta 2005; Edwards and Peccei 2007). According to Mowday et al. (1979 p.226) affective commitment has at least three related factors which are acceptance of the organisational goals and values, willingness to work hard for the organisation and a strong desire to remain in the organisation. Allen and Meyer's (1990) definition of affective commitment resembles Mowday et al.'s (1979) definition especially on employee's emotional attachment to, identification with and involvement in the organisation. Based on these definitions there is a clear overlap between affective organisational commitment and OI. It is beyond the scope of this study to discuss this overlap in detail but to merely clarify that despite these overlaps, as a review of the literature proves that the measures of OI and affective commitment although often are strongly correlated, are empirically discriminable. The meta-analysis by Riketta (2005) proves that OI is different from affective commitment from its correlates. For instance OI correlated strongly with extra role behaviour and job involvement than commitment. Another point to note was that OI was also associated with negative emotional experiences unlike organisational commitment.

This study adopts Edwards and Peccei's (2007) conceptualisation and operationalization of OI as it included both cognitive and affective components and integrated the main dimensions of OI in the current literature. Hence, OI in this study is conceptualised as a psychological bond between the individual and the organisation based on self-categorisation, the sharing of organisational goals and values and a sense of belonging and attachment to the organisation and is conceptually different from commitment which is more behaviourally oriented.

Theory and Hypothesis

The researcher in this study bases OI from a social identity perspective which is that part of an individual's self-concept which is obtained from his/her membership of a social group (or groups) together with the value and emotional significance attached to that membership (Riketta 2005). In examining this mediating relationship, the researcher feels that an integration of SIT and SET will shed light on the relationships between pride, OI and the consequences of CV. This is also in response to a call by Jones (2010) that further research is required in examining an integration of SET and SIT as well as to examine the other attitudes and behaviours as a consequence of CV programmes. Prior research seemed to adopt one of the two fundamental relationship perspectives (social exchange vs. social identification). However this study suggests that social identity and social exchange perspectives are not completely separate. Instead, they may be integrated to explain the employee–organization relationship, and hence also employee attitudes and behaviours at work. Although research on how CV affects employee attitudes and behaviours is growing, it is still in infancy (Jones 2010; Rodell 2013; Caliguiri et al. 2013;Peterson 2004; Rupp, Ganapathi, Aguilera, and Williams 2006).

Blau (1964) conceptualised social exchange as an exchange of voluntary social between at least two persons that are contingent on rewarding reactions from others and that cease when these expected reactions are not forthcoming. According to Blau (1964) relationships in organisations often involve exchanges of symbolic and intangible resources. The researcher in this study argues that certain workplace antecedents lead to interpersonal connections i.e. social exchange relationships which evolve when employers "take care of their employees" which engenders benefits to both parties. The sense of obligation as a moral norm assumes that employees should help those who have helped them. This is a process regulated in part by the "norm of reciprocity'. This sense of obligation, as a moral norm assumes that under certain circumstances, employees will reciprocate the positive treatment that they receive from their employers. Hence, here the researcher argues that the repayment would depend on how employees value CV initiatives as well as the motives and resources of the organisation. Employees who believe they benefit from their employer's discretionary and benevolent actions often feel obligated to reciprocate. Employees prefer to work for companies that are not just concerned with their bottom line but are also actively involved in their community (Peterson 2003). When employers provide the opportunity to employees to participate in non-work activities as a resource that will satisfy their individual needs, this opportunity then motivates the employees to reciprocate which in turn enhances individual and work based outcomes.

According to Blau (1964) social exchange can take many forms in organisations. Molm and Cook (1995) distinguished between three forms of exchange. Negotiated exchange involves two entities where the terms of exchange are openly discussed and the giving and receiving of benefits are usually direct and immediate Reciprocal exchange involves two parties who benefit each other by anonymous giving and the rate of exchange is decided only over time. Finally, generalised exchange is indirect and impersonal, which involves three or more members of a social group where the exchange stipulates repayment of a kind deed, but not necessarily by the original recipient or the original giver. The researcher argues that these three forms of exchange can shape the effect of employees' CV attitudes on both employees' attitudes and behaviours. Basically when employees feel proud to belong to an organisation that they believe have socially valued characteristics, their identification with their organisation increases. Some reasons here could be that they feel that there is a feeling of congruence between their value systems and their employers, which in turn increases their feelings of pride and identification. This is then reflected by the employees wanting to reciprocate to show that they appreciate the efforts made by their organisations. Molm and Cook (1995) forms of exchange are reflected here. The researcher argues that these three forms of exchange can shape the effect of employees' CV attitudes on both employees' attitudes and behaviours. For instance, a purely economic exchange may prevent employees from identifying with their organisations whilst when employees exchange in generalised social exchange they have already strongly identified with their organisations.

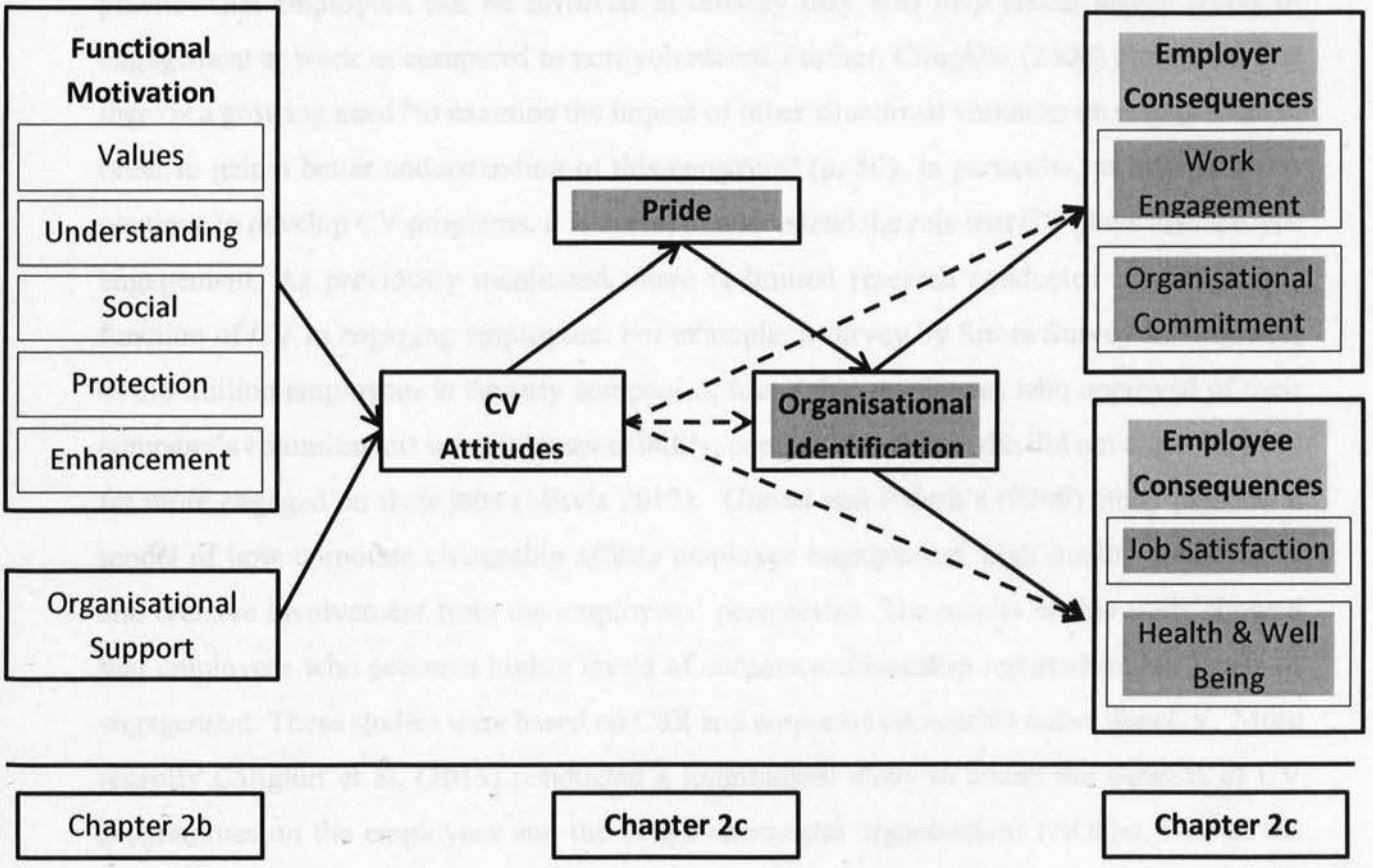
The core of SIT is self-definition whilst reciprocity between the individual and another party lies at the core of the social exchange perspective. The central point of the exchange relationship between employee and organisation is that the quality of the relationship is predictive of the employees' attitudes and behaviour (Rhoades and Eisenberger 2002). The better the perceived quality of the exchange relationship, the more motivated employees are to exert themselves on behalf of the organisation and to show positive attitudes and behaviour.

In this context, the researcher argues that the more strongly individuals identify with their employer's CV initiatives, the more they would behave in ways that benefit their employer and themselves in the workplace. For example, if employees viewed their employers as more caring and prosocial in a charitable giving program they may feel a stronger connection with their employer. This bond that connects employees and organisation through mutual interests will

cause employees to exhibit more favourable work attitudes and behaviours. Similarly Bartel (2001) found that that the strength of employees' identification with their employer, determined by the value they associated with group membership directly influenced effort at work.

Having established that OI would mediate the relationship between pride and CV consequences, the next section examines the relationship between OI and the consequences for the employer and the employee in this study, namely work engagement and organisational commitment as organisational outcomes and job satisfaction and health and well-being. The relationships are shown in the highlighted parts in Figure 5 below.

Figure 5: Summary of Tested Model



2c.6 Consequences for the Employer

From the employers' perspective, there are relatively few empirical tests that have tested the consequences of CV. This section examines the benefits of positive attitudes towards CV for the employing organisation. In view of this gap in the literature, the researcher anticipates that exploring work engagement and organisational commitment as employer consequences will throw light in CV literature. In examining the employer benefits, this study draws upon social exchange theory to argue that employees' attitudes towards CV will positively influence organisation commitment and the work engagement levels. The literature will first discuss work engagement and then move on to organisational commitment.

The literature indicates that not much research has been conducted on the relationship between work engagement and CV. Mirvis's (2012) call for future research suggested that CV as a CSR practice that employees can be involved in directly may also help create higher levels of engagement at work as compared to non-volunteers. Further, Chughtai (2008) concluded that there is a growing need "to examine the impact of other situational variables on engagement in order to gain a better understanding of this construct" (p. 50). In particular, as organizations continue to develop CV programs, it is useful to understand the role that CV plays in employee engagement. As previously mentioned, there is limited research conducted relative to the function of CV in engaging employees. For example, a survey by Sirota Survey Intelligence, of 1.6 million employees in seventy companies, found that employees who approved of their company's commitments to social responsibility, compared to those who did not approve, were far more engaged on their jobs (Mirvis 2012). Glavas and Piderit's (2009) study presents a model of how corporate citizenship affects employee engagement, high quality connections and creative involvement from the employees' perspective. The results of this study showed that employees who perceive higher levels of corporate citizenship reported higher levels of engagement. These studies were based on CSR and corporate citizenship rather than CV. More recently Caligiuri et al. (2013) conducted a longitudinal study to assess the benefits of CV programmes on the employees and the nongovernmental organisations (NGOs). One of the elements examined was the conditions of CV that led to increased employee engagement and the results in this case was that when CV projects were meaningful and there was social support involved, employees' engagement levels increased when they returned to their regular work. However, the literature also indicates that more research is needed to confirm the link between

CV and work engagement. The extent to which corporate volunteers are engaged in their work is an outcome worth exploring further.

In this study, work engagement is conceptualised as a "positive, fulfilling, work-related state of mind that is characterised by vigor, dedication, and absorption" (Schaufeli and Bakker 2004, p.295). Engagement is important for organisations as it contributes to the bottom line (Demerouti and Cropanzo 2010), supervisor ratings of job performance and financial results (Xanthapoulou, Bakker, Demerouti and Schaufeli 2009) among others. Engagement is thought to benefit both employees and the organisation as it is presumably influences how individuals do their work and fulfil their work tasks.

Kahn (1990) originally introduced the concept of personal engagement and disengagement to explore the conditions at work when people engage and disengage. Particularly, he says that it "involves the channelling of personal energies into physical, cognitive and emotional labours. People become physically involved in tasks, whether alone or with others, cognitively vigilant, and emphatically connected to others in the service of the work they are doing that display what they think and feel, their creativity, their beliefs and values, and their personal connections to others" (p.700). In short, employees are drawn into their work physically, emotionally and cognitively in ways that depict how they experience work. Subsequently Maslach et al. (2001) conceptualized employee engagement as the positive antithesis to burnout, defining engagement as "a persistent positive affective state...characterized by high levels of activation and pleasure" (p.417). Burnout was deemed to be the erosion of engagement (Maslach, et al. 2001). Basically what this meant was that what was once important, meaningful and challenging work became unpleasant, unfulfilling, and meaningless (Maslach, et al. 2001).

Schaufeli and Bakker (2004) however suggested that while burnout and engagement are negatively correlated, they are not at the direct ends of a single continuum and hence claimed that this was not the most effective way to assess engagement. Schaufeli, Salanova, González-Romá, and Bakker (2002) subsequently defined work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 74). Vigour refers to high levels of mental resilience, willingness to invest effort in work, and persistence in the face of difficulties at work. The second constituent, dedication, is characterized by being strongly involved in work, enthusiastic, inspired and proud. Finally, absorption refers to being concentrated and pleasantly engrossed in one's work as time quickly passes. According to Schaufeli et al. (2002), engagement is not a momentary and specific state

but rather, it is "a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behaviour" (p.74). Therefore, engaged employees have high levels of energy, are enthusiastic about their work and are often fully immersed in their work that time flies. A review by Schaufeli and Salanova (2007) showed that work engagement is positively related to intrinsic motivation, efficacy beliefs, positive attitudes towards work and organisation as well as mental and psychosomatic health. Therefore they considered work engagement to be more stable than work related emotions like being cheerful and contented but less stable than personality traits.

Saks (2006) hypothesized that employee engagement developed through a social exchange model and was the first researcher to separate job engagement and organizational engagement. Sak's (2006) research extended Schaufeli et al.'s (2002) model of engagement by suggesting engagement could be experienced emotionally and cognitively and manifested behaviourally. Sak (2006) suggested that SET can explain how individuals respond to work conditions with differing levels of engagement depending on norms of reciprocity and interdependence.

Theory and Hypothesis

Despite the various definitions and ways that engagement has been operationalised, employee engagement has been linked to organisations' success, competitiveness and higher shareholder returns. Further, the different models of engagement concur that the consequences of engagement are beneficial for both the employees and the employing organisation (Shantz et al. 2013; Caliguiri et al. 2013). When employees give their time voluntarily to further a cause by their organisation, it becomes an important concept in the work context and has implications for organisations. However, research linking CV and employee engagement is still scarce.

This study relies on Cropanzano and Mitchell's (2005) reasoning that a basic tenet of SET is that all relationships evolve over time into trusting, loyal and mutual commitments as long as the parties abide by certain "rules" of exchange. In this case, it is argued that when individuals receive economic and sociomotional resources from their organisation, they feel obliged to respond in kind and repay the organisation. Thus, one way for employees to repay their organisation in return for CV participation is through their levels of engagement – i.e. employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organisation. This fits with Schaufeli et al.'s (2002) description of engagement where employees feel obliged to bring themselves more deeply into

their role performances and devoting greater amounts of vigour, dedication and absorption as repayment for the resources they receive from their organisation. However, when the organisation fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. Therefore the researcher anticipates that when an organisation is able to effectively encourage its employees to take part in CV activities, the employees reciprocates in ways that extend far beyond the formal work that they do for the organisation. It also enables them to become educated and motivated 'ambassadors' to the rest of the community, not only for the organisation but also for the cause that they are volunteering. Based on this evidence, this study posits that CV will positively increase work engagement.

Hence, it is likely that the employees who are proud of their organisation's membership as a result of the CV ethos and identify with their organisation will perform their tasks better and that this desire to perform better will lead employees to be more energetic, vigorous as well as absorbed in their work. Thus:

Hypothesis 4: OI mediates the relationship between Pride and Work Engagement

Another construct of employer consequence that is examined in this study is organisational commitment (OC). Commitment at work can take various forms and it is argued that it has a big influence on organisational effectiveness. A review of the literature indicates that some studies have examined OC in the CV context. Some of these studies include Peterson (2004); Brockner et al. (2014); Madison et al. (2012). However, although previous research indicate a positive relationship between CV and OC, it has not been tested through the identification perspective.

The literature indicates that organisational commitment has been defined and measured in many different ways (Meyer and Allen 1991; Mowday et al. 1982). This study is concerned with organisational commitment as an employer consequence as a result of employees' participation in CV activities. Hence, the next part of the literature review will discuss some definitions and dimensions of OC, identify the facet of OC that has been adopted for this research and subsequently examine the relationship between CV and OC.

Organisational commitment has been defined as "the relative strength of an individual's identification with and involvement in an organization" (Mowday, Porter and Steers 1982,

p.421). O'Reilly and Chatman ((1986) developed a multidimensional framework based on the assumption that commitment represents an attitude toward an organisation and that there are many mechanisms through which attitudes can develop. Their framework took three distinct forms which they labelled as compliance, identification and internalization. Compliance occurs when attitudes and corresponding behaviours are adopted to gain specific rewards. Identification happens when an individual accepts influence to establish or maintain a satisfying relationship and internalization occurs when influence is accepted because the attitudes and behaviours one is being encouraged to adopt are in line with existing values. Caldwell et al. (1990) echoed this aspect of shared values and specifically suggested that shared values have a central role in the development of organisational commitment.

In multidimensional perspectives, the dimensions tend to be domain specific. For instance Meyer and Allen (1991) identified three distinct themes in their definition of commitment which were affective commitment, continuance commitment and normative commitment. Affective commitment refers to identification with, involvement in and emotional attachment to the organisation. Continuance commitment refers to commitment based on employee's recognition of the costs associated with leaving the organisation. Hence employees with strong continuance then remain with the organisation because they have to do so. Normative commitment refers to commitment based on a sense of obligation to the organisation. Employees with strong normative commitment remain with the organisation because they feel they ought to. The one common factor to the three approaches is the view that commitment is a psychological state that characterises the employee's relationship with the organisation and has implications for the decision to continue or discontinue membership in the organisation. Hence it can be seen that all three components are conceptually different and are assessed using three separate measures. According to Grant, Dutton and Russo (2008) normative and continuance commitment usually involve feelings of obligation or pressure to be attached. On the other hand, affective commitment is more consistently related to constructive attitudes and behaviour such as high job performance, low turnover and attendance. Hence, affective commitment is expected to have the strongest positive relationship to desirable work behaviours. This is supported by Riketta's (2005) meta-analysis that affective commitment is especially relevant towards predicting individual behaviour and behavioural intentions on behalf of the organisation. Based on this reasoning, this study focuses on affective commitment as defined by Meyer and Allen (1991).

Theory and Hypothesis

From a theoretical perspective, this study seeks to deepen existing knowledge about how employees' attitudes towards CV programmes can increase employees' psychological attachments to their employing organisations. The researcher proposes that social exchange theory will provide the theoretical explanation. Previous research by Grant, et al. (2008) suggested that the act of giving to employee support programmes strengthens employees' affective commitment to their organization, over and above the gain in commitment that might derive from the experience of receiving support from these programs. However, in this study, the researcher argues that in exchange for the support and the opportunity, employees will reciprocate with a stronger emotional bond with the employer as reasoned by Rhoades and Eisenberger (2002). For instance, when employees believe that their employers are committed towards enriching the quality of the work environment and providing opportunities for employee growth and demonstrating a humanised sense of the company, they respond by having stronger commitment levels for their employers. Based on this reasoning, this study claims that employees' positive CV attitudes will increase organisational commitment.

The review thus far has established the relationship between CV, pride and OI. However, this section takes the above claims once step further and postulates that OI will predict higher levels of OC. Although previous research shows a relationship between employees' attitudes towards CV and OC (Madison et al. 2012; Brockner et al. 2014), research is scarce on whether OI would mediate this relationship when employees are proud of their organisations as a result of the CV programmes. An exception is Kim, Lee, Lee and Kim (2010) who suggested and tested a model that related CSR to OC thorough identification. The results of this study suggested that employee participation in CSR activities as well as participation in planning CSR activities directly enhanced their sense of belonging and increased organisational commitment. However, this study was based on CSR rather than CV. In terms of CV, there is a need for more work in this area. The researcher argues that when employees decide to participate in CV activities, they feel that they share the same values as the organisation. As a result, their sense of pride increases which in turn increases their identity with the organisation. This feeling then is translated into a sense of involvement and belonging with the organisation i.e. affective organisational commitment. The extent to which employees identify with and develop a sense of belonging to the organisation determines the strength of their membership (Dutton et al.

1994). Hence feeling obliged to reciprocate as a result of the exchange relationships will strengthen OC. Thus

Hypothesis 5: OI mediates the relationship between Pride and Organisational commitment

2c.7 Consequences for the Employee

Previous research on CV have shown favourable benefits towards individual work attitudes. For instance, there have been positive links between CV programmes and employee morale (Lewin 1991); greater company loyalty (Carroll 1990) and organisational commitment and job satisfaction (Stebbins, 1989).

The researcher in this study argues that although some studies in CV have examined JS previously, the results have been inconclusive. For instance, in Peterson's (2003) study, the results seemed to indicate that CV seemed to favour female volunteers only. The researcher of this study expects that this variable could be further examined in relation to CV. Valentine and Fleischman (2007) used survey information from 313 business professionals and subsequently proposed that perceived CSR would mediate the positive relationships between ethics codes/training and job satisfaction. Robledo, Aran and Porras (2015) analysed CV as a dimension of responses to internal market responses and of all the impact factors that were examined, the results clearly indicated that the presence of CV programmes affected job satisfaction the most in family businesses in Andalusia.

Job Satisfaction (JS) is defined by Locke (1976, p.1300) as the "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". JS is usually considered an attitude or an internal state. It could be associated with a personal feeling of achievement (Mullins 2005). Currie (2001) suggested that job satisfaction is also related to the degree to which an individual is satisfied with the terms and conditions of employment and the factors that make up the physical work environment. For instance employees may be satisfied with their salaries and how well they get on with their peers and work or be satisfied with company policy. Hence, it can be interpreted that job satisfaction is an attitude that is determined by employees' perceptions of their job situations including the physical work environment, the terms and conditions of their employment and the degree to which they are given autonomy, responsibility, authority and empowerment in their jobs (Kersley et al. 2006).

Theory and Hypothesis

The rationale adopted in this study states that depending on employees' readiness to volunteer and regardless of the perceptions of the link between CV and the rewards from the organisation for CV activities, employees will develop a sense of person-role congruence which in turn will enhance their job satisfaction. As job satisfaction basically results from a momentary appraisal

of the work situation, the researcher perceives an employee's JS can be affected by attributes like a stimulating job or other attributes that are autonomous and beyond the scope of the actual job description. In this case CV initiatives are autonomous and usually performed outside the job scope. Hence these activities could present job variation and serve a societal cause (Lorenz et al. 2011) and increase employees' perception of job satisfaction.

Therefore, in linking CV attitudes towards job satisfaction, the researcher argues that when employees participate in CV activities, it increases the satisfaction that they get from their actual jobs. For instance, volunteering may allow them to use skills and abilities that they may not use in their regular jobs and thus create additional advantages to the employees such as interacting with management and co-workers, self-enhancement and sharing extra responsibilities other than their jobs. Further, employees who take part in CV activities also receive personal benefits such as skill development, social networking and group identification, which in turn allows them to reciprocate by bringing these new found skills into their regular work and in turn increases their job satisfaction.

According to a recent study, one factor that may affect job satisfaction is organizational identification or the extent to which an employee identifies with the same goals as the organization (Brunetto and Farr-Wharton 2002). Moreover, van Knippenberg and van Schie (2000) found that organizational identification and job satisfaction mutually affect one another. Riketta (2005) and Riketta and Van Dick (2005) have provided meta-analytical evidence that employees' identification with teams and organisations relates to JS and other job related behaviour and attitudes. However, this link has not been examined from a CV perspective. Basically, when employees are proud to belong to an organisation, it increases their feelings of identification which in turn makes the employees want to reciprocate in ways that will positively increase employees' JS. Hence this study posits that

Hypothesis 6: Organisational Identification mediates the relationship between Pride and Job satisfaction

From the employees' perspective, an aspect that has not been addressed in CV studies to-date is the impact of CV on the health and well-being of the employee volunteer. Although previous research shows that volunteering has health benefits for volunteers, these studies were predominantly done on general volunteers who were either older adults or kids (under 18 years).

For instance although research shows that volunteering generally improves the volunteer's health and well-being, this has not been tested from the CV perspective. Researchers have related helping behaviour to better health, finding that volunteers tend to experience better physical health in old age and have a lower risk of mortality (Musick, Herzog and House 1999). Thoits and Hewitt (2001) claim that volunteering improves problem solving abilities and enhances the health of volunteers by reducing their stress levels, retaining their mental acuity and heightens their sense of self-worth. Additionally, benefits appear to include better mental well-being, such as enhanced self-esteem, socialization and overall life satisfaction and reduced depression (Harlow and Cantor 1996; Piliavin 2005). Swinson (2006) explained that an individual may choose to volunteer for altruistic reasons but finds further satisfaction in the experience because it meets social needs as well. A study in Canada linked volunteering to health benefits and the results of this study proved that volunteering not only improved self-esteem but reduced social isolation, lowered blood pressure and enhanced the immune system. This study further revealed that older adults who volunteered experienced a lower mortality rate (Jenkins 2005). These findings were supported by Yafee (2005) who claimed that Canadians who volunteer were reaping health benefits such as reduced anxiety and depression. Other benefits included improved personal self-regard, increased mental functioning and reduced self-concern.

According to Dana and Griffin (1999), health and wellbeing at work have become frequent topics in the media, practitioner oriented as well as scholarly research journals (Danna and Griffin, 1999). Additionally it has also gained the attention of policymakers especially with the current sizeable negative socio-economic consequences of low levels of health and wellbeing at work. Similarly, Dame Carol Black's Review (cited in Hassan et al. 2009) – Working for a Healthier Tomorrow – recently recognised that there is strong and growing evidence that work and health and wellbeing are closely and powerfully linked and need to be addressed together. Despite the recent increased interest in health and wellbeing at work, the literature is not consistent. Dana and Griffin (1999) identified three broad approaches to health and wellbeing. The first approach addresses health and wellbeing at work from a physical perspective i.e. the physical health of workers such as their physical illnesses and diseases. However it is insufficient to address health and wellbeing at work from a uniquely physical perspective since work has also been shown to impact on social and mental health. Therefore, the second approach considers health and wellbeing at work from a mental, psychological and emotional perspective, looking at 'emotional states and epidemiological rates of mental illnesses and

diseases'. Finally, the third approach addresses health and wellbeing through their potential societal consequences as is prevalent in cases where drug abuse and alcoholism are present. There are other definitions of wellbeing in the literature. For instance Warr (1999) as cited in Hassan et al. (2009) distinguished between job-specific wellbeing and context-free wellbeing from a psychology perspective. Here, job-specific wellbeing refers to people's feelings about themselves in their job whilst the latter refers more general feelings about one's life. Warr (1999) further suggests that although wellbeing is often perceived through a single axis i.e. feeling good or bad, job-specific and context free wellbeing may be viewed in terms of three axes: displeasure-to-pleasure, anxiety-to-comfort and depression-to-enthusiasm. Key job features such as physical security, valued social position and opportunity for skill use will impact on employees' level of wellbeing at work.

Waddell and Burton (2006) defined wellbeing as the "subjective state of being healthy, happy, contented, comfortable, and satisfied with one's life". It includes physical, material, social, emotional (happiness), development and activity dimensions.

Theory and Hypothesis

From the debate on the definitions of health and well-being, it is clear that well-being does not just encompass individuals' health, but a broader concept and includes context-free measures of life experiences as well as work-related experiences. Therefore, the researcher in the current study anticipates that individuals' experiences at work whether physical, emotional, mental or social in nature will affect them at the workplace. This is also in line with CIPD (2007) that personal wellbeing does not exist on its own or in the workplace but within a social context. Therefore the rationale to examine health and well-being as an employee consequence of CV is that as a large proportion of employees' lives are spent at work, employees look towards employers to help them achieve basic physical and mental needs for social support, physical safety, health and to feel that they are able to cope with life. The literature also indicates that there is a need for interventions that improve health and well-being that are beyond work-related factors. Therefore the researcher in this study expects that participation in CV fills this need. In filling this need, this study relies on intrinsic and extrinsic motivation theory to explain this concept. This is supported by Vansteenkiste, Simons, Lens, Sheldon and Deci (2004) that an emphasis on intrinsic goals is associated with greater health, wellbeing and performance. Based on the literature on health and well-being, the researcher argues that a better explanation will be given by an integration of SIT and intrinsic and extrinsic motivation in explaining how

increased OI and pride as a result of CV initiatives will increase employees' health and well-being.

From an intrinsic perspective, when employees participate in CV activities, it could possibly boost their self-esteem and/or prove to be a buffer against stress. Previous research also shows that generally, volunteers feel better about themselves and this feeling generally improves their quality of life. From an extrinsic perspective, CV participation allows them to make new friends, which would also increase the size of their networks. In the long run, the researcher anticipates that when employees feel good about themselves and believe that they are contributing to a cause, it increases their overall health and well-being and this would also benefit their employers as it may reduce the rate of sick leave and absenteeism and possibly increase performance.

According to Jenkinson et al. (2013) in her meta-analysis on general volunteering; there is need to focus on the impact of mediating factors that are associated with the promotion of healthy lifestyles, mental wellbeing and social participation. In responding to this gap and using SIT as the underlying theory, this study believes that organisational identification (OI) mediates the relationship between pride and wellbeing

Van Dick and Wagner's (2002) study showed a negative correlation between OI and physical health complaints. In a similar vein, Schaubroeck and Jones (2000) proved that high organisational identification may be a buffer against organisational stressors. Haslam et al. (2009) in a special editorial discussed the contributions of social identity towards health and wellbeing. One major feature that emerged from this is the increasing interest in the specific role that group memberships (and the social identities associated with them) play in determining people's health and well-being.

However, this researcher expects that in this case, social identity theory may be integrated with intrinsic and extrinsic motivation to claim that employees' health and well-being increases because they enjoy helping others and that the rewards are experienced intrinsically as well as extrinsically as a result of feeling proud and identifying with the organisation. Hence this study posits that:

Hypothesis 7: OI mediates the relationship between Pride and Employee Health and Well-being

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2c.8 Summary of Chapter 2c

Although research shows that there are some benefits in CVs, these have not been sufficiently explored in the current literature and as Peterson (2004) claimed, in spite of the fast growth, very little systematic research has been done in examining these consequences. Further the research done to-date does not explore the benefits to both the employer and the employee in a single model. However, very few studies have actually examined why these benefits occur as a result of CV participation. There is little empirical evidence and further inconsistencies in findings on research in CV have elicited calls for mediation mechanisms to be identified that will clarify relationships between attitudes towards CV and its outcomes.

Drawing on social identity theory, social exchange theory and intrinsic-extrinsic motivation this study suggests that pride and organisational identification (OI) mediates the relationship between employee attitudes to CV activities and organisational commitment, work engagement, job satisfaction and health and wellbeing.

This study anticipates that exploring the organisational consequences of organisational commitment and work engagement and employee consequences of job satisfaction and employee health and well-being through pride and OI as a result of CV participation, will add value towards the current literature on the topic.

Having discussed the literature on CV, the drivers, mediators and consequences for both the employer and the employing organisation, the next section will move on towards examining the methodological processes undertaken in this study.

Chapter 3 Research Methodology

This chapter begins by discussing the research paradigm and then moves on to the research philosophy adopted and finally the research approach is explained in the context of the research questions presented in Chapter 1, describing the independent and dependent variables, population, informed consent, sampling method, confidentiality and geographic location. The design of the research instrument, data collection, and response rate are presented along with the validity and reliability of the conceptual framework.

3.1 Research Paradigm

Before moving on to discuss the research paradigm and strategies adopted in this study, the researcher would like to reiterate the aims of this study to ease the understanding of this chapter. The aims of this study are to provide an integrative model that explains the drivers of employees' attitudes towards CV initiatives and how this in turn creates positive consequences for both the employee as well as the employing organisation. In doing so this study also explores the processes through which CV activities influence the above mentioned outcomes.

According to Hussey and Hussey (1997)) a paradigm is a combination of a metaphysical theory about the nature of objects in a particular field of interest and a consequential method about acquiring knowledge of those objects. Once a paradigm is chosen, it is advisable for the researcher to remain within it. Hussey and Hussey (1997) go on to emphasise that it is also important for researchers to recognise and understand their philosophical orientations within the paradigm adopted for a specific study. According to Saunders, Lewis & Thornhill (2009), research philosophy relates to the researcher's perspective of reality, how it is described, explained and its relationship to the developed knowledge. Hence it can be concluded that the philosophical assumptions refer to the set of basic beliefs that represent the worldview and define the relationship between the world and the researcher.

According to Macintosh and O'Gorman (2015), the first stage in research design is to articulate the ontology. Ontology concerns the nature of reality and has two aspects which are objectivism and constructionism or sometimes called subjectivism (Saunders et al. 2009). An objective perspective can be understood as looking at reality as made of solid objects that can be measured and tested and even exist when they are not directly being experienced or perceived

while subjectivism (constructionism) is the ontological position that looks at reality as made up of perceptions and interactions of living subjects.

Table 2 below outlines the key features of the objectivist and subjectivist paradigms:

	Objectivist	Subjectivist
Basic Beliefs	The world is external/objective The observer is independent Science is value free	The world is socially constructed/subjective The observer is part of what is observed Science is driven by human interests
Researchers Should	Focus on facts Look for causality and fundamental laws Reduce phenomena to simplest elements Formulate and test hypotheses	Focus on meanings Try to understand what is happening Look at the totality of each situation Develop ideas by inducing from the data
Preferred Methods	Operationalise concepts so they can be measured. Take large samples Mostly use quantitative methods	Use multiple methods to establish different views of phenomena Small samples investigated in depth and over time Mostly use qualitative methods

Table 2: Key Features of the Objectivist and Subjectivist Paradigms

From Table 2, it can be assumed that an objective ontological perspective assumes that reality exists separately from the researcher's comprehension and that it is possible to establish and explain universal principals and facts through robust replicable methods. On the other hand, a subjective ontological perspective assumes that the researcher's perspective shape reality and this belief is depicted mostly through social science. Based on this distinction, and the aims of this study, this study follows an objectivist paradigm.

According to Bryman and Bell (2011) ontological assumptions and commitment feed into the ways in which research questions are formulated and research carried out and feeds into decisions on epistemology. According to Macintosh and O'Gorman (2015), epistemology concerns the way in which valid knowledge is obtained. Although there are other epistemological positions, this study discusses four that will help define reliable knowledge and be adopted in this study. These positions are positivist, critical realist, action research and interpretivist and are summarised in Table 3 below.

Table 3: Research assumptions and positivistic and interpretivist paradigms

Assumption	Question	Positivism	Critical Realism	Action Research	Interpretivist
Ontological	What is the nature of reality?	Reality is singular, set apart from the researcher.	Reality is stratified and engaged with by the researcher.	Reality is knowable through interaction with the specifics of a given situation.	Reality is multiple and interpreted by the researcher.
Epistemological	How do we obtain knowledge of that reality	Researcher is independent from that being researched.	Interdependent but analytically distinct nature of society, culture (structure) and individual (agency).	Researcher interacts with what is being researched with the express intention of changing the situation.	Researcher interacts with that being researched.

Source: O'Gorman, K.D. (2008), The Essence of Hospitality from the Texts of Classical Antiquity: The Development of a Hermeneutical Helix to Identify the Philosophy of the Phenomenon of Hospitality: University of Strathclyde, Glasgow

i) Positivism

A positivist approach assumes that a process of observation will be undertaken, evidence will be produced and then a process of generalisation or mathematical modelling of the object of the study will be undertaken (Bryman and Bell 2011). It is objective and adopts the deductive principal, by depending on an existing theory to develop a tested hypothesis. Therefore, the researcher acquires knowledge by gathering facts that lead to further development of the theory.

ii) Critical Realism

Critical realism assumes that there is a reality that exists independently of human perceptions but that researchers' access to this reality is always limited and skewed by these perceptions.

According to Bryman and Bell (2011) critical realism implies two things. First, that researchers' conceptualisation is simply a way of knowing that reality and second, unlike positivists, critical realists are happy to admit into their explanations theoretical terms that are not directly amenable to observation. The 'critical' aspect here is the identification of generative mechanisms that offer the prospect of making changes that can transform the status quo.

iii) Action Research

Action research is an umbrella term that covers a range of styles of research that have a shared emphasis on effecting change to the situation being studied. According to Macintosh and O'Gorman (2015) action research is a common way of conducting research that sees managers and research collaborators working with organisations on matters of concern that need action taken. One of the criticisms towards action research is its limited capacity to develop generalizable knowledge.

iv) Interpretivism

Interpretivism is an alternative to the positivist approach. It is based on the view that a strategy that respects the differences between people and the objects of natural science is required. Basically, the interpretivist paradigm considers the multiple realities that are revealed by the perspectives of different individuals, the context of the phenomenon under investigation, the contextual understanding and interpretation of the collected data and the nature and depth of the researcher's involvement (Bryman and Bell 2011).

This research follows a positivist epistemological consideration; in this case, the study of the antecedents of corporate volunteering and the consequences for the employee and employing organisation. Thus by employing a scientific approach i.e. the use of empirical and analytical method for understanding reality, this study will aim to test the factors that influence employees' attitudes towards volunteering initiatives by their employing organisation. It could be argued that exploring the drivers and consequences of employees' attitudes towards corporate volunteering is too complex and the process of reducing it to a series of law like generalisation could lead to loss in richness of the data. However, in this case, if an 'interpretivist' approach was adopted, the analysis could be influenced by the researcher's own value and belief system (Bryman and Bell, 2011) which has the potential to bias the research process. Hence, the positivist approach is considered more feasible and relevant to the context

of this study as the researcher remains objective. The use of positivist approach is also motivated from the research emphasis on the use of quantifiable observations that could be analysed using statistical methods and are widely used by studies in this field.

3.2 Methodology

Having discussed the ontological and epistemological stances adopted in this study, the next section discusses the methodology adopted in terms of data gathering. Whilst epistemology defines the nature of the relationship between the researcher and the studied phenomenon, the methodology defines the methods of collecting and analysing data in order to conduct a research (Sekaran and Bougie 2013). The discussion below addresses the data approaches and subsequently the different ways that data can be gathered.

3.2.1 Deductive vs. Inductive Approach

According to Bryman and Bell (2011), there are two approaches that define the link between theory and research which are the deductive approach or the inductive approach. The research approach selected depends on the research issue or question determined by the nature of relationship between the theory and the research. Based upon this relationship, the clarity of the theory and the reason of collecting the data, whether to test or build the theory, will be significant.

The deductive approach starts with theory developed from reviewing the academic literature from which hypotheses are deduced. The concepts embedded in the hypotheses are operationalised and data is collected to measure it. By analysing the data, the theory can be rejected or accepted or subject to modifications in order to explain the research inquiry (Bryman and Bell 2008; Sekaran and Bougie 2013).

The inductive approach represents the common-sense view of how scientists discover reality and build theories. Hence, research begins by collecting data about the studied phenomenon in order to explore it and then build a theory. This approach allows for the interaction of social actors in interpreting reality and follows a flexible structure. It is conducted by interviewing a small sample of subjects working in the context in which the event under investigation took place. The inductive approach has less concern with generalisation Therefore; the theory itself is the result of the research (Bryman and Bell 2011). However, both these approaches are not mutually exclusive. Sometimes, hypotheses that were not formulated originally could get

generated through the process of induction; meaning that after the data are obtained, some insights could occur that cause new hypotheses to be generated.

The current study aims to examine the different motivators that affect employees' attitudes towards CV activities and the corresponding outcomes to the employee and the organisation, taking into account mediating mechanisms. Here, it begins with theory and literature of CV and the drivers and consequences towards these initiatives. The literature provides the theoretical foundation of the proposed conceptual model and hypotheses. The model defines the approach that the study will take. Therefore the study employs a deductive approach.

According to Sekaran and Bougie (2013), data can be obtained from primary or secondary sources. Primary data are obtained first-hand by the researcher for the specific purpose of the study whilst the latter refer to information gathered from sources that already exist. In the exploratory stage of this study, secondary data were thoroughly reviewed from academic journals, text books and other relevant literature. As discussed earlier in this chapter and in detail in Chapter 2, reviewing the literature helped to identify the need for this study and in defining the concepts. Primary data were subsequently collected to test the relationships in the structural model developed in this study. The primary data collection process is discussed below.

i) Qualitative or Quantitative Methods

The available data collection methods can be broadly categorised as either qualitative or quantitative research designs (Malhotra and Birks 2003). Bryman and Bell (2011) argue that there should be some form of interconnectedness between the approaches. Quantitative and qualitative methods have key differences that are located in the overall assumption, form, focus, and emphasis of study.

Quantitative methods are broadly employed in research designs that follow the positivist paradigm with deductive reasoning whilst qualitative methods usually follow the interpretivist paradigm with an inductive reasoning and theory generation (Guba and Lincoln 2004; Bryman and Bell 2008). The basic difference lies in the process of measurement. Studies which are based on a positivist position tend to be highly structured and uses large samples and commonly quantitative methods. The interpretivist philosophical assumption is suited to small sample sizes and in-depth investigations using qualitative methods. Mixed or multiple methods can also be used.

In this research the variables were identified, the research questions were direct, and outcomes were expected to explain the relationship between the variables in line with Creswell (2005, p. 45) who posited that a research problem "requiring a description of trends or an explanation of the relationship among variables" is aligned with a quantitative research study. The research problem in this study denoted a quantitative design due to the nature of the derived research purpose and research questions.

3.3 Research Design

Having identified the variables and developed the theoretical framework, this section discusses the way this study is designed so that data can be gathered and analysed subsequently. According to de Vaus (2006) social research needs a design before data collection or data analysis. Hence a research design ensures that the evidence obtained enables the research questions be answered as unambiguously as possible. de Vaus (2006) further maintains that design should be distinguished from the methods by which data are collected. The emphasis of this study was to examine the drivers of corporate volunteering and its consequences on the employee and the employing organisation, given known variables. The survey questions only incorporated the variables of the study.

In this study, the literature provided the foundation for determining the variables and justified the need for the research to be conducted. The determination of research design was derived from the problem statement, which determined the application of a quantitative design, enabling direct data collection in relation to the variables and purpose of the study.

In conducting this research, the researcher examined the literature which provided the theoretical basis to test a number of hypotheses to establish if relationships existed between variables. Hypothesis testing engages in testing the nature of certain relationships or to establish the differences among groups or the independence of two or more factors in a situation (Sekaran 2003). While a research question is interrogative, hypotheses are declarative and can be tested empirically. Therefore, the hypotheses can provide the answer to research questions. An analysis and evaluation of the nature of the research led to the development of the conceptual model and from this the research aims and related hypotheses were developed. The central focus of this research was to test a set of hypotheses that were related to the relationships between constructs in the conceptual model.

This research follows a cross-sectional research design where data on multiple cases are collected at a single point in time. According to Bryman & Bell (2011) a cross sectional design uses the collection of data on more than one case and at a single point in time in order to collect a body of quantitative data in connection with two or more variables, which are then examined to detect patterns of association. A longitudinal study on the other hand, is a form of design that is able to map changes over a period of time. A longitudinal study is when data are collected at two or more points in time (Sekaran 2003).

In this study, data were collected from respondents in organisations based in Malaysia and Singapore just once. The purpose was to find out the drivers and effects of CV. Although a longitudinal research study would have been more effective in capturing these developments, due to time and cost constraints associated with this research, a cross-sectional research design was employed to measure the variation in the unit of analysis i.e. employee. This required collecting a large number of responses to counter for all possible variations in employee responses in line with (Saunders, et al. 2009) and is one of the challenges associated with the choice of the selected research design. Although it is possible that employee response could be influenced by recent and temporary developments, the choice of this research design is seconded by the majority of quantitative research in this field.

3.4 Sampling Design

According to Bryman and Bell (2007), sampling decisions relate to the identification of a segment or subset of the population that is selected for research. It is generally agreed that sampling is a fundamental element of the research design. The sample is implied to be a subset of the population; it is a process of obtaining information from a subset of a population which is related to the research questions.

The population is referred to "the universe of units from which the sample is to be selected". (Bryman and Bell 2007, p. 182). The choice of a suitable population requires the researcher to specify elements that possess the information sought so that inferences could be made. For the purposes of this study, the target population was defined as follows:

Element: Individual working in organisations that have CV initiatives
Sampling unit: An organisation that has a CV initiative
Extent: Organisations that are based in Singapore and Malaysia

This study was interested in obtaining the views of employees about the drivers of their attitudes towards CV and subsequently to examine the outcomes for both the employee and the employing organisation whilst also testing about how outcomes could be enhanced. As discussed in Chapter 2A, the researcher in this study collected data from Malaysia and Singapore as CV is an emerging form of CSR activity in this region (Chin and Koong 2011) and research in this area is scarce.

3.4.1 Sampling Procedure

There are two main types of sampling which are probability and non-probability sampling. This decision relates to whether the sample will take the form of a probability or non-probability sample. In the former, all elements of the population have some known and non-zero but not necessarily equal chance of being selected as sample subjects. In the latter, elements of the population do not have a known or predetermined chance of being selected, and instead are chosen through the personal judgement of the researcher (Bryman and Bell 2007).

This study initially employed convenience sampling which falls under the category of non-probability sampling. Convenience sampling is defined in Bryman and Bell (2007) as a sampling method that is available to the researcher simply by virtue of its accessibility. Convenience sampling is the least expensive and least time consuming of all sampling techniques. The sampling units are accessible, easy to measure and cooperative. However, there are some serious limitations. Although used widely, it is prone to bias and influences beyond the researcher's control. Hence, they are often given very little credibility. However, Saunders (2012) states that these samples often meet purposive selection criteria that are relevant to the research aim. For instance, convenience sampling can be used in exploratory research for generating ideas, insights or hypotheses. As this research used employees in organisations that had a CV initiative, obtained through contacts, the criterion being that these organisations had a CV initiative, convenience sampling was deemed suitable.

Using convenience sampling, four organisations that fulfilled the criteria to be included in the sample were identified, two in Singapore and two in Malaysia. The representatives from these organisations requested that the names of the organisations remain anonymous. Therefore in this study they are named Companies A, B, C and D respectively.

Company A in Singapore is the equivalent of the Business in the Community UK, agreed to help collect data from its member organisations that took part in CV initiatives. Company B was a multi-national company (MNC) that had regularly organised CV activities as part of its CSR programme. In Malaysia, Company C was an MNC that had an established CSR department with regular CV initiatives whilst Company D was an established property developer with also regular CV initiatives in place.

Another non-probability sampling method that was used in this study was snowball sampling. Snowball sampling is a form of convenient sampling but is different in the sense that the researcher makes contact with a small group of people who are relevant to the research topic and then uses these contacts to establish contacts with others (Bryman and Bell 2011). According to Malhotra and Birks (2007) when the initial group of respondents is selected, typically targeted individuals who are known to possess the desired characteristics of the target population, subsequent respondents are then selected based on referrals. By obtaining referrals, hence this leads to a snowballing effect. With snowball sampling there is no accessible sampling frame. The advantages of snowball sampling strategies reduce the time and diminish the cost when trying to reach a particular community of study participants. The main objective here was to select a specific characteristic from respondents which in this case was that the respondents took part in CV activities initiated by their organisations. In this study, this method was used in the second phase as more representation of CV participants was required and this was only possible through referrals by other CV participants. This aspect of sampling is discussed in depth later in this chapter.

3.5 Data Collection

Having evaluated the alternative methods of sampling procedures and as this study follows a positivist paradigm, the methods of data collection utilised in this study will be discussed here. According to Groves et al. (2009) there are two basic issues that affect the choice of a data collection method; first, what is the most appropriate method to choose for a particular research question? Second, what is the impact of a particular method of data collection on survey errors and costs? The decisions made at the outset of the design process often determines how the data can be collected with implications for costs, data quality, nonresponse, coverage and so on.

Traditionally surveys have relied on three basic data collection methods which are postal questionnaires, telephone interviews and face-to-face interviews. The computer and the internet have changed each of these traditional methods and now new methods have been added. With these new methods, researchers are also looking for ways to minimise costs and/or errors (Groves et al. 2009). Some of the new ways of data collection include computer assisted personal interviewing, audio computer-assisted self-interviewing, computer assisted telephone interviewing and web surveys where a computer administers the questions online. It can be seen that although there have been new methods, they all have their roots in in the traditional three methods.

Groves et al. (2009) go on to state that the choice of method differ along a variety of dimensions which are the degree of interviewer involvement, the level of interaction with the respondent, the degree of privacy for the respondent, which channels of communication are used and the degree of technology use. Each of these dimensions are discussed below and then the rationale for the choice of the method adopted for this research is discussed.

Interviewer involvement has implications for survey cost and quality. For instance, in an interview, the cost and time can be high as interviewers need to be trained in many aspects. Further, monitoring and support is also involved. In terms of quality the use of interviewers will affect the entire data collection effort. (Groves et al. 2009). However other survey designs involve no interviewers at all. However, in terms of response rates, interviews are higher as the interviewers help with clarifying questions.

Face to face surveys have a high degree of interaction with the respondent. The researcher will have more control based on the level of interaction. Hence, in a web questionnaire, the degree of interaction is minimal (Groves et al. 2009).

The presence of interviewers or other persons may affect respondents' behaviour. According to Groves et al (2009) the principles of privacy are similar to those involving confidentiality of data. The impact of privacy will increase when the information sought is sensitive.

Groves et al. (2009) state that survey modes vary on how the questions are communicated to the respondents and how the respondents reciprocate. For instance, interviewer administered are aural, mail surveys are visual. The use of computers and technology in surveys shows that the layout of the question and answer elements affects the answers provided.

Finally, according to Groves et al. (2009) the use of technology can affect the data collection methods. For instance, in a web survey the respondents interact with the survey instrument via the Internet, using their own types of hardware and software. In computer assisted interviews, the interviewer uses technology that is provided by the researcher. Postal surveys on the other hand, do not use technology. One issue of technology is that there could be some degree of control over the respondent. For instance, restricting the range of possible answers, requiring an answer before proceeding to the next question and limiting navigation around the instrument.

This research aimed to collect data from employees in organisations based in Singapore and Malaysia whilst the researcher is based in the UK. In deliberating over the advantages and disadvantages of the different methods to collect data as well as aims of the research, time, cost and convenience, the researcher decided that a web based questionnaire or sometimes called an electronic questionnaire would be the most appropriate tool to collect data from the targeted respondents.

As discussed above, internet-based survey techniques provide an important option across disciplines. Some of the benefits include convenient access to samples, reduced costs, faster responses, more interactive or tailored formats. Further, in terms of data collection, web based methods are quicker in reporting and troubleshooting. However, one major drawback is the lower response rate compared to more traditional methods such as mail surveys or interviewer based surveys. Other threats include declining response rates, incomplete surveys, survey length, security issues and mistrust about survey use, among others. However, using the questionnaire is cost advantageous over interviews especially if the sample is geographically widely dispersed. Hence, using an online questionnaire was a good option from the cost perspective. Further, the Internet was a valuable tool as both Malaysia and Singapore have good access.

Electronic surveys are quite flexible as they can be conducted in several formats, for instance email with an embedded survey, email with a link to a survey URL or to visit a website by an internet surfer, among others. In addition, these kinds of surveys are easily adapted to suit customer demographics, language and multiple versions of a questionnaire as each respondent will only see the pertinent questions. Electronic surveys are convenient in many ways. For instance, it allows respondents to answer them at a time that is suitable for them and they can

take as much time as needed (Saunders et al. 2012). In this study, respondents were able to start the questionnaire and return to where they left off later on.

One major advantage of using an online survey is that the burden of inputting data and analysing them is considerably reduced as the data is stored instantaneously in a database. Further, it is easy to follow up with reminders in order to increase the response rate. This reduces the scope for data entry error.

Having decided on the method of data collection, the next section examines the measures and scales that were adopted in developing the questionnaire and then goes on to discuss the design of the questionnaire.

3.6 Measures

This section discusses issues concerning the measures and measurements employed in this study, including the operational definition and conceptualisation of the research constructs. This is followed by the design of the research instrument.

3.6.1 Operational Definition of the Research Constructs

Variables or constructs that represent abstract concepts are known as unobservable or latent (Bryman and Bell 2011). These abstract concepts or latent variables (LVs) are not directly quantifiable or measureable. In the present study all the constructs discussed in Chapter 2 are latent variables, namely attitudes towards CV, volunteer motivation, organisational support, organisational identification, pride, organisational commitment, work engagement, job satisfaction and health and well-being.

According to Sekaran (2003) the process of clarifying and translating LVs into observable measures is known as operationalisation. This process involves clarifying and defining the concept in two stages. The first stage is the conceptual definition which involves specifying the meaning of the concept. This stage was done in the extensive literature review and discussed in Chapter 2.

The second stage is the operational definition which enables the LVs to be measured. The observable characteristics of the concept are related to empirical indicators and the specific questions asked in the questionnaire are articulated. Sekaran (2003) adds that how well the indicators tap into the concept will determine how "good" the data are and they also relate to

the importance of the conclusions from the study. All the scales used in this study were borrowed scales.

The borrowed scales in this study were subsequently examined according to the framework suggested by Engelland et al. (2001) depicted in Figure 6 below.

Stage 1: Check on the domain definition and scale's performance for meeting measurement validation expectation

To delineate the domain of a construct, four questions should be asked:

a. What is the breadth of the domain
b. What is the appropriate level of abstraction
c. What is the scope of the domain
d. Is the construct intended or realized i.e. what is the level of futurity?

Stage 2: In assessing scale's performance, researcher should consider these issues:

a. Time period of research
b. Use of reverse coding
c. Outcome (expected performance), validating studies

Stage 3: Examine the content and phrasing of the scale's items for relevance both to the construct and to the population of interest. Expert judges should be consulted as they are better able to render a judgement relative to content and face validity

Stage 4: Fitting in/appropriateness of addition/modified items

a. Care should be taken when adding/modifying items to the borrowed scales.
b. Compatibility (in terms of time frame, research domain, wording of questions/phrases) should be evaluated to reduce later inadequacies
c. Added/modified items should be simple and appropriate to the reading level of the respondent

Figure 6: Framework for selecting and adapting scales

Stage 1 – A thorough review of the literature provided a firm foundation for the scales to borrow for the related constructs. All the borrowed scales were used in recent academic journal articles. Hence they were up-to-date and represented current thinking in the field of study.

Stage 2 – Even though most of the borrowed scales had accepted validity and reliability, all the scales were subsequently reassessed for reliability and validity (discussed in Chapter 4). This re-established their suitability for the intended use.

Stage 3 – During the cognitive interviews and the pilot testing, the content and phrasing of the items were tested. Some changes were made to the way some questions were worded and this has been discussed in the earlier part of this chapter. During this phase, changes related to item similarity, duplication and rephrasing of items were suggested by representatives of the targeted organisations. Based on feedback received, the scales were revised.

Stage 4 – Upon making the suggested changes by the expert informants, a pilot test was conducted to establish the adequacy of the modifications. The pilot test resulted in minimal changes. The results of these tests proved that the scales used were explicit in their meaning and were clearly understood by targeted respondents even though they were in a different continent.

The discussions now turn towards the specific ways in which the scales were adapted in this study.

3.6.2 Scales

According to Sekaran and Bougie (2013) there are two main categories of attitudinal scales which are the rating scale and the ranking scale. Rating scales have a few response categories and are used to obtain responses on the issues under study. On the other hand, ranking scales make comparisons between objects of a study and try to obtain the preferred choices and ranking among them. Several types of scales that have been used in organisational research include the Likert scale, Sematic differential scale and Guttman scale. The Thurstone scale is a classic interval scale that requires sophisticated mathematical procedures. The Guttman scale is a cumulative scale that allows respondents to express their agreement on different statements, but it is very complicated and validation problems can occur. The two most popular, easy to use and reliable scales are the Osgood semantic scale and Likert scale. This study used the Likert scale because respondents always find it easier to respond to questions using the Likert

scale (Churchill 1995). The number of Likert scale points usually ranges from four to seven The four points force the respondents to express their attitude or feelings, while the five points give respondents the chance of being unsure about an implicit negative statement. Moreover, the five points are clearer in appearance and easier to handle than the seven points (Saunders et al. 2012).) Therefore, the Likert five-point scale was used. The next section examines the scales that were used in this research.

i) Corporate Volunteering (CV)

Corporate volunteering (CV) in this research is defined as "the voluntary activity of employees, encouraged and supported by their employers in their local communities" (Tuffrey 1998 p.3). The focus here is the attitudes that employees may have about their organisations' CV initiatives. Hence, in order to measure how employees may respond to their organisation's volunteering programmes, Jones's (2010) 4-item measure was adapted. All items used a response scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

No	Jones (2010)	
1	The corporate volunteerism programme is a great benefit of working here	BENVOL
2	I highly value my opportunity to volunteer through the corporate volunteerism programme	VALVOL
3	It is really great that [organisation] encourages me to volunteer through the corporate volunteerism programme	ENCVOL
4	The opportunity to participate in the corporate volunteerism programme is not a big deal to me	INTVOL

ii) Volunteer Motivation

In this research volunteer motivation refers to the drive of individuals to seek out volunteering opportunities, to commit themselves to voluntary helping, and to sustain their involvement in volunteering over extended periods of time (Clary et al. (1998). This research adapted general volunteering motives to the CV context to understand the drivers of employees' attitudes towards CV. Volunteer motivation was measured by a 26-item scale adapted from Clary et al. (1998). As discussed in Chapter 2, this study adopted and adapted five out of the six functions to determine the internal drivers of employees towards CV programmes. The five motivational are Values, Understanding, Social, Protective and Enhancement. The Values function provides for individuals to express values related to altruistic and humanitarian concerns for others. The Understanding function involves the opportunity to allow new learning experiences and the opportunity to exercise knowledge, skills and abilities that might otherwise go unpractised. The

Social function reflects motivation concerning relationships with others. For instance, volunteering may offer chances to be with friends or to engage in activities that are favourable to others. The Protective function goes back to motivations involving processes associated with protecting the ego from negative features. The Enhancement function centres on the ego's growth and development and involves positive strivings of the ego. A sample of the items included in the Protective function include: "By volunteering I feel less lonely," and "Volunteering is a good escape from my own troubles". The Values function included questions such as "I am concerned about those less fortunate than myself," and "I feel it is important to help others", The Social function items included, "My friends volunteer," and "People I know share an interest in community service", The Understanding function had items such as "I can learn more about the cause for which I am working," and "I can explore my own strengths". The Enhancement function items included, "Volunteering makes me feel important," and "Volunteering is a way to make new friends".

No	Clary et al. (1998)	
1	My friends volunteer	MSOC1
2	I am concerned about those less fortunate than myself	MVAL1
3	People I'm close to want me **to** volunteer	MSOC2
4	Corporate volunteering makes me feel important	MENH1
5	People I know share an interest in community service	MSOC3
6	No matter how bad I've been feeling, corporate volunteering helps me to forget about it	MPROT1
7	I am genuinely concerned about the particular group I am serving	MVAL2
8	By volunteering I feel less lonely	MPROT2
10	I can learn more about the cause for which I am working	MUNDSTD1
11	Corporate volunteering increases my self-esteem	MENH2
12	Corporate volunteering allows me to gain a new perspective on things	MUNDSTD2
13	I feel compassion toward people in need	MVAL3
14	Others with whom I am close place a high value on community service	MSOC4
16	I feel it is important to help others	MVAL4
17	Corporate volunteering helps me work through my own personal problems	MPROT3
18	I can do something for a cause that is important to me	MVAL5
19	Corporate volunteering is an important activity to the people I know best	MSOC5
20	Corporate volunteering is a good escape from my own troubles	MPROT4

21	I can learn how to deal with a variety of people	MUNDSTD3
22	Corporate volunteering makes me feel needed	MENH3
23	Corporate volunteering is a way to make new friends	MENH4
24	I can explore my own strengths	MUNDSTD4
25	Doing corporate volunteer work is my way of giving back. I feel a sense of duty to do this	MPROT5
26	Corporate volunteering lets me learn things through direct, hands on experience	MUNDSTD5

iii) Organisational Support

In measuring organisational support, this study adapted Gagne's (2012) measures and included three items to increase the validity of the study towards the motivations towards corporate volunteering. All items used a Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

No	(Gagne et al (2012)	
1	Company provides volunteer leave(s)	MORG1
2	Company provides time off for corporate volunteering	MORG2
3	I feel strongly about the causes my company supports	MORG3

iv) Organisational Commitment (OC)

Organisational commitment was measured by Meyer, Allen and Smith's (1993) 6-item measure. This study focuses on affective communication as it has been found (Riketta 2005) that affective communication is especially relevant towards predicting individual behaviour and behavioural intentions on behalf of the organisation. All items used a response scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

No	Meyer, Allen and Smith (1993)	
1	I would be very happy to spend the rest of my career with my organization	OCOM1
2	I really feel as if my organization's problems are my own	OCOM2
3	I do not feel a strong sense of "belonging" to my organization	OCOM3_p
4	I do not feel "emotionally attached" to my organization	OCOM4_p
5	I do not feel like "part of the family" at my organization	OCOM5_p
6	My organization has a great deal of personal meaning for me	OCOM6

v) Organisational Identification (OI)

Organisational identification in this study refers to an employee's feelings of 'oneness' with his or her organisation (Ashforth and Mael 1989) and is underpinned by SIT. Organisational Identification is seen as central to understanding and analysing the link between individuals and the employing organisation (Ashforth and Mael 1989, Dutton et al. 1994). Organisational identification was measured by Edwards and Peccei's (2007) 6-item measure. All items used a response scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

No	Edwards and Peccei (2007)	
1	My employment in my organisation is a big part of who I am	OI1
2	I consider myself a person that is part of my organisation	OI2
3	What my organisation stands for is important to me	OI3
4	I share the goals and values of my organisation	OI4
5	My membership of my organisation is important to me	OI5
6	I feel strong ties with my organisation	OI6

vi) **Pride**

This research posits Pride as an attitude which in contrast to emotional pride is stable and not dependent on single events (Ajzen 2001). Since individuals have certain attitudes toward a variety of objects, it is possible for them to develop a stable inner pride attitude toward their own job ("job pride") or toward the organization for which they work ("attitudinal organizational pride"). A 5-item scale developed by Tyler and Blader (2002) was adopted. All items used a response scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

No	Tyler and Blader (2002)	CODE
1	I would feel good if I was described as a typical member of my organisation	PRD1
2	I am proud to tell my friends that I belong to my organisation	PRD2
3	I often talk about my organisation as a great place	PRD3
4	I feel strong ties to [organisation]	PRD4
5	I would be proud to be identified as a members of my organisation	PRD5

vii) Job Satisfaction

Job satisfaction is defined by Locke (1976 p.1300) as the "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". A three item scale adapted from Cammann, Fichman, Jenkins, and Klesh (1979) was used to measure job satisfaction. All items used a response scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

No	Cammann, Fichman, Jenkins and Klesh (1979)	CODE
1	All in all, I am satisfied with my job	JS1
2	In general, I like working here	JS2
3	All things considered, I am satisfied with my current job	JS3

viii) Work Engagement

Schaufeli, Salanova, González-Romá, and Bakker (2002) define work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 74) and this is how engagement was conceptualised in this study. Work Engagement was measured by Schaufeli's UWES (9-item scale). All items were measured on a response scales from 0=Never; 1=Almost Never; 2=Rarely; 3=Sometimes; 4=often; 5= Very Often; 6=Always.

No	Schaufeli's UWES (9-item scale)	CODE
1	At my work, I feel bursting with energy	ENG1
2	At my job, I feel strong and vigorous	ENG2
3	I am enthusiastic about my job	ENG3
4	When I get up in the morning, I feel like going to work	ENG4
5	I feel happy when I am working intensely	ENG5
6	I am proud of the work that I do	ENG6
7	I am immersed in my work	ENG7
8	I get carried away when I am working	ENG8
9	My job inspires me	ENG9

ix) Well-Being

In this research, health and well-being is defined as the "subjective state of being healthy, happy, contented, comfortable, and satisfied with one's life" (Waddell and Burton 2006). It includes physical, material, social, emotional (happiness), and development and activity dimensions. Health and wellbeing was measured by the GHQ12 which is a 12 item measure created by Goldberg (1978). The items were measured on a scale that ranged from 1=Much

less than usual, 2=Less than usual, 3=same as usual, 4=more than usual and 5=much more than usual.

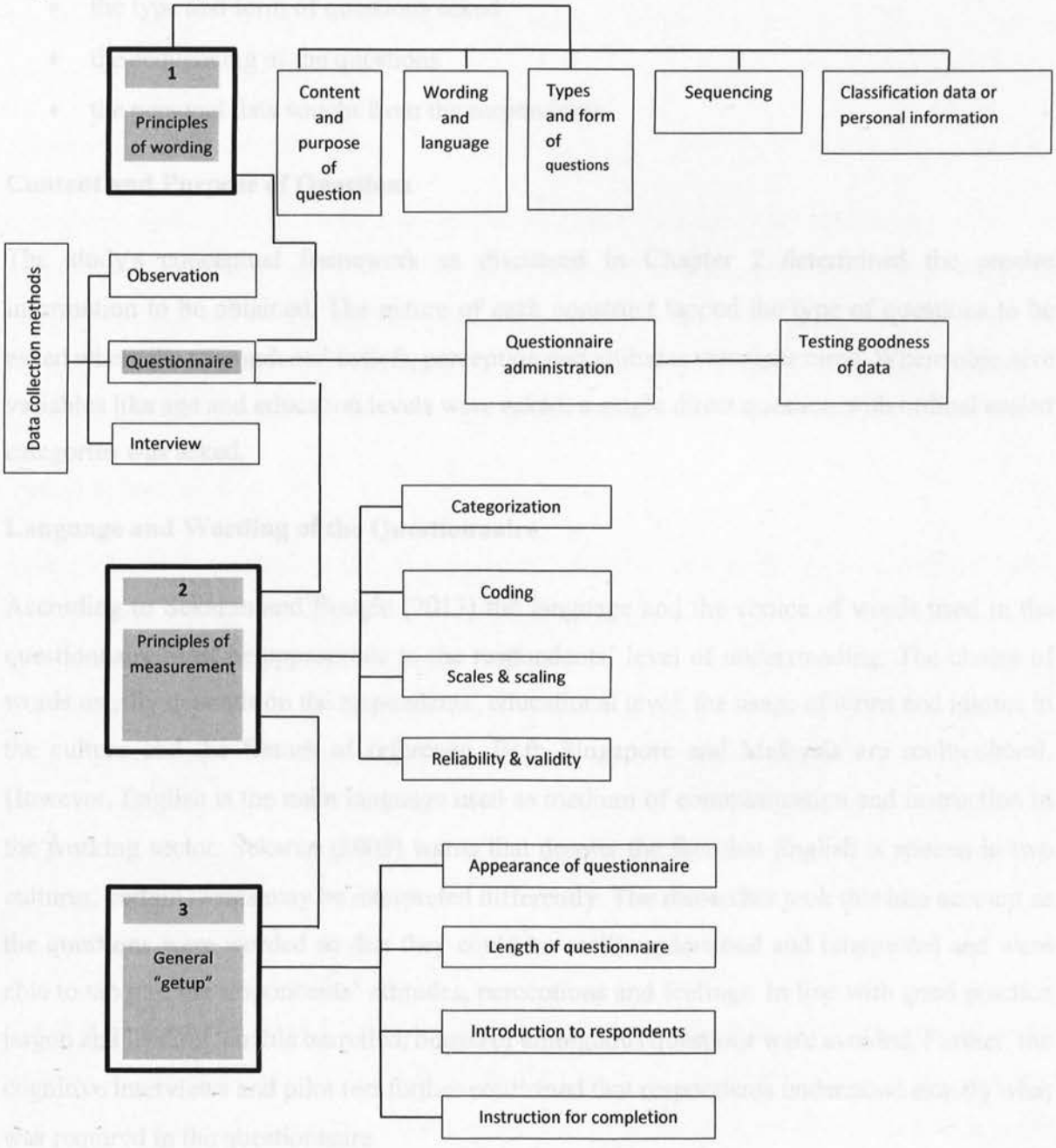
No	Goldberg (1978)	CODE
1	I have been able to concentrate on whatever I am doing	WB1
2	I don't lose sleep over worries	WB2
3	I feel that I play a useful part in things	WB3
4	I feel that I am capable of making decisions about things	WB4
5	I feel constantly under strain	WB5
6	I feel that I cannot overcome my difficulties	WB6
7	I am able to enjoy my day-to day activities	WB7
8	I am able to face up to my problems	WB8
9	I feel unhappy and depressed	WB9_p
10	I am losing confidence in myself	WB10_p
11	I think of myself as a worthless person	WB11_p
12	I feel reasonably happy, all things considered	WB12

Having decided on the scales that were most appropriate for this study, the next section articulates how the questionnaire was designed.

3.7 Research Instrument

The design of the research instrument used in the main field research followed accepted good practice outlined by Sekaran and Bougie (2013) and depicted in Figure 7 below.

Figure 7: Principles of Questionnaire Design



1. **Principles of Wording**

This section refers to factors such as:

- appropriateness of the content of the questions
- how the questions are worded and the level of sophistication of the language
- the type and form of questions asked
- the sequencing of the questions
- the personal data sought from the respondents

Content and Purpose of Questions

The study's conceptual framework as discussed in Chapter 2 determined the precise information to be obtained. The nature of each construct tapped the type of questions to be asked where the respondents' beliefs, perception and attitudes were measured. Where objective variables like age and education levels were asked, a single direct question with ordinal scaled categories was asked.

Language and Wording of the Questionnaire

According to Sekaran and Bougie (2013) the language and the choice of words used in the questionnaire must be appropriate to the respondents' level of understanding. The choice of words usually depends on the respondents' educational level, the usage of terms and idioms in the culture and the frames of reference. Both Singapore and Malaysia are multicultural. However, English is the main language used as medium of communication and instruction in the working sector. Sekaran (2003) warns that despite the fact that English is spoken in two cultures; certain words may be interpreted differently. The researcher took this into account as the questions were worded so that they could be easily understood and interpreted and were able to tap into the respondents' attitudes, perceptions and feelings. In line with good practice jargon and leading, double barrelled, biased or ambiguous questions were avoided. Further, the cognitive interviews and pilot test further confirmed that respondents understood exactly what was required in the questionnaire.

Type and Form of Questions

According to Sekaran (2003) type of questions refer to whether the question will be open-ended or closed whilst form refers to positively and negatively worded questions. The questionnaire

in this study used mostly closed questions where respondents were asked to make choices among a set of alternatives given by the researcher. Closed questions were advantageous as they helped respondents make quick decisions and also helped the researcher in coding the information for subsequent analysis. Some of the measures used in this study contained some negatively worded questions and this is in line with Sekaran's (2003) reasons that including negatively worded questions will reduce respondents' tendency to mechanically circle points toward one end of the scale.

Sequencing of Questions

The questions in this study were grouped and sequenced in such a way to make it easier/more comfortable for respondents to complete the questionnaire. The questions that were easiest to answer were located at the beginning of the questionnaire. Once the respondents had 'settled in' to the task, questions requiring more reflection relating to the drivers and consequences of CV followed (please refer to the questionnaire in Appendix 1).

Personal Information

Sekaran (2003) states that whether personal information such as the age, educational level, marital status and income appears in the beginning or the end of the questionnaire is a matter of choice for the researcher. This study decided to insert the personal information at the beginning of the questionnaire as this was stated as the usual practice in questionnaires that were usually used in Singapore and Malaysia and was highlighted by respondents of the targeted organisations during the cognitive interviews held. The rationale here could be that once respondents have shared some of their personal history, they may be more committed to respond (Sekaran 2003).

2. Principles of Measurement

These refer to the scales and scaling technique used in measuring the concepts, as well as the assessment of the reliability and validity of the measures used. These have been discussed earlier in this chapter. Appropriate scales were used depending on the type of data obtained in this study. Generally the "goodness of the data" was assessed through validity and reliability as suggested by Sekaran and Bougie (2013).

3. General "Getup"

According to Sekaran and Bougie (2013), the general appearance of the questionnaire is also important. This deals with issues like a good introduction, well organised instructions and neat alignment of the questions.

The questionnaire for this research had an introduction that conveyed the purpose of this study and also included the benefits of responding to the questionnaire. The respondents were assured that all information would be kept confidential as this would also reduce bias in the answers. The identity and contact information of the researcher as well as the Directors of Study from Kingston University were included in case the respondents had any queries. A copy of this Introduction is enclosed in Appendix 2.

In line with good practice, the questions were organised logically, in appropriate sections and instructions were provided in each section so that respondents will answer them without much difficulty. The questionnaire is attached in Appendix 1. The questionnaire ended on a courteous note, thanking respondents for their time.

After the developing and designing the questionnaire, good practice as recommended by Groves et al. (2009) requires that the instrument be evaluated for errors of non-observation and measurement error. Errors of non-observation are when the characteristics of the respondents do not match those of the population and observation/measurement error means the answers to the questions are not good measures of the intended constructs. Therefore, the researcher decided to evaluate the questions to assess how well the questions are understood or how difficult they are to answer, which will affect the quality of measurement. According to Groves et al. (2009) one way to evaluate questions is by observing people trying to understand and answer questions. The assumptions here are that first, when questions are easily understood, it reduces other cognitive problems and therefore less measurement error. Second, question evaluation assesses how well the answers correspond to what the researcher is trying to measure; hence directly estimating measurement error. The three distinct standards that must be met by survey questions are; first, content standard (that the questions are asking about the right things); second, cognitive standards (do respondents understand the questions consistently, do they have the information required to answer them, are they willing and able to formulate answers to the questions) and third, usability standards (can respondents complete the questionnaire easily and as they were intended to).

In addressing the issues above, the researcher conducted cognitive interviews with some of members of the targeted organisations and these are discussed in the next section.

3.7.1 Cognitive Interviews as a Pre-test

Cognitive Interviewing is one of the methods used to test survey questions. It is based on a technique called "protocol analysis" where subjects think aloud as they work on their problems and their verbalisations are recoded (Groves et al. 2009). However, cognitive interviewing has a broader approach and covers a range of procedures that include:

- Concurrent think-alouds (in which respondents verbalise their thoughts while they answer a question).
- Retrospective think-alouds (in which respondents describe how they arrived at their answers either just before they provide them or at the end of the interview).
- Confidence ratings (in which respondents assess their confidence in their own answers).
- Paraphrasing (in which respondents restate the question in their own words).
- Definitions (in which respondents provide definitions for key terms in the questions).
- Probes (in which respondents answer follow-up questions designed to reveal their response strategies.

However, there is no single way that cognitive interviewing is done. This was echoed by DeMaio and Landreth (2004) in their comprehensive study on cognitive interviews. The results of this study showed that different approaches can produce similar results.

In this research, cognitive interviews were used as part of the pre-test process to evaluate in advance whether the questionnaire would cause problems for the respondents. According to Napoles et al. (2006), research is increasingly including people from a variety of cultural and socioeconomic backgrounds. Hence, cognitive interviews are used widely in questionnaire development to detect items that are not understood by respondents as intended by the survey developers. Additionally, they are useful to test whether items are being understood similarly across cultures. The measures used in this study had been developed previously in a non-Asian context. Hence using cognitive interviews was a good method to verify if the same questions would be appropriate in a different culture. Cognitive interviews also increase the face validity of the questionnaire i.e. whether the questionnaire makes sense and if it is easy to understand by the respondents. Generally, cognitive interviews reflect a survey response process that

involves 4 phases which are comprehension, retrieval, judgement and response. Basically, respondents must first understand the question, then recall the information and then decide on its relevance and finally produce an answer that is required by the interviewer, in the format provided. One of the techniques used is to ask the respondents to verbalise their thoughts i.e. think aloud while answering the questionnaire (Napoles et al. 2006).

For this study, cognitive interviews were conducted with the representatives of two organisations that were part of the targeted population in Singapore and two organisations in Malaysia on a face-to-face basis. At the first organisation in Singapore, the questionnaire was examined item by item and the members of staff (comprising of two managers and two employees from the department) were asked if they understood what was the information required and why it was asked. From the feedback received, changes were made to the questionnaire. For instance, questions on turnover intention were deemed sensitive in Singapore as generally Singaporeans will not divulge such information for fear of being 'marked' or 'put in cold storage' by their employers. Hence, the organisation's representatives suggested that these items be removed from the questionnaire as it will increase the non-response rate. Two other items in the "Volunteer Motivation" section were thought to be ambiguous and were amended immediately to improve clarity. For instance, based on feedback *"Doing corporate volunteer work relieves me of some of the guilt over being more fortunate than others"* was changed to *"Doing corporate volunteer work is my way of giving back. I feel a sense of duty to do this"*.

Other areas of concern were that the overall questionnaire was too long and that it would take the respondents too much time to complete them. This was one of the feedback that was received from the pilot study of this research. The initial questionnaire that was tested in the pilot study was considered too long and prone to 'respondent fatigue'. As a result of this, the questionnaire length was shortened considerably in order to increase the response rate. However, in reducing the length, the researcher ensured that this did not compromise the study. Two variables were removed, which were 'Intention to Quit' and 'Intention to quit as a volunteer'. These variables were also deemed sensitive questions at work as employees would hesitate to respond to such questions.

The second cognitive interview in Singapore was conducted with the head of department and one employee of the particular unit that organised the volunteering initiatives of the organisation. Each question was examined as to what was meant and required from the part of

the respondents. There was no problem with understanding the requirements of the items. The only concern was the length of the questionnaire.

In Malaysia, the first cognitive interview was conducted with four members from the CSR department of a MNC. In the second organisation interviews were held with the HR Manager and a member of staff. The feedback from both organisations in Malaysia showed that there was no problem with the understanding and interpretation of the questions. However, the first organisation also indicated that questions regarding employees' intention to leave would be deemed inappropriate.

The results of the cognitive interviews conducted in both countries were compiled and the necessary changes were made to the questionnaire. After making the changes, the researcher decided to conduct a pilot test to ensure that the whole instrument functioned well.

3.7.2 Pilot Test

The main reasons for carrying out the pilot study before the main survey are to refine the questionnaire, check the clarity of its instructions, ambiguous questions, layout, and length of time to answer it. Further, although a cognitive interview had been conducted and changes made, the researcher wanted to ensure that as according to Bryman and Bell (2011) the purpose of a pilot test is to refine the questionnaire so that respondents will understand the questions and there will be no problem in recording the data. Thus, piloting addresses two main issues which are (a) respondents' understanding of the questionnaire and individual questions, and (b) the questionnaire's physical characteristics in terms of layout and design. It also helps the researcher obtain an assessment of the validity and the likely reliability of the data that will be collected. The pilot study for this research was conducted with the employees of Organisation A's employees in Singapore. Organisation A's employees were not targeted as respondents in the main study. Therefore it was possible to use them as respondents for the pilot test. As recommended by Bryman and Bell (2011) that pilot studies should not be carried out on people who might be members of the sample employed in the actual study as this may affect the representativeness of the subsequent sample. From a population of 25 employees, a total of 15 responses were obtained via Qualtrics. The results of the pilot test resulted in minor amendments which related to the wording of some questions.

After conducting the pilot test and final amendments completed, the questionnaire was ready to be distributed to the targeted respondents of the research. The administration and final data collection methods are discussed below.

3.8 Administration of the Questionnaire in the Final Study.

The questionnaire adopted a highly structured approach whereby questions followed a strict sequence of permitted responses using a 5-point scale system (Saunders et al. 2003). The purpose of the research was not hidden as it was believed that this would encourage accurate and reliable answers. Therefore, respondents were informed of the purpose and legitimacy of the research at the outset. Transparency was demonstrated by a cover letter carrying the Kingston University logo to reinforce the importance and credibility of the study. Further the purpose of the study was explained in detail in the cover letter as well as the following information:

- The purpose of the study and the benefits of participating for the employees and the organisations. This also reinforced the importance of respondents' replies in contributing to its success.
- The names and contact details of the researcher as well as both the supervisors of the study, in case respondents wished to raise questions or concerns regarding the study.
- Administration of the data in the sense of the confidential nature of the research and that the respondents would remain anonymous.

The researcher had to ensure that the questions asked were clear and unambiguous as there was no one present to help respondents if they have problems in understanding the questions. Additionally, there is no opportunity to probe especially for open-ended questions. Hence, partially answered questionnaires are likely because of the lack of prompting or supervision. When questions are not answered, it creates a problem of missing data for the variables that are conceptualised. Additionally, because of the possibility of 'respondent fatigue' it is difficult to ask a lot of questions (Bryman & Bell 2011). Online questionnaires are also not appropriate for respondents whose literacy is limited and/or whose English language skills are limited. However, this was not a problem in this study as all the respondents were fluent in English language skills.

This study used Qualtrics to communicate the questions to the respondents and as a mode to deliver them electronically. Qualtrics is also a tool that helps to collate the returned questionnaires. By using Qualtrics it was possible to get the respondents to answer questions in the order intended by the researcher as well as prohibit the respondent from looking ahead at later questions. This reduces survey bias. However, this might make the questionnaire seem endless. To avoid this, a graphical progress indicator was the solution. The survey was constructed so that respondents must answer a question before advancing to the next question. The only exception to this was for the demographic questions. By creating a forced response, the problem of non-response was eliminated to a large extent as well as throwing out answers not entered properly. Further, the high level of anonymity enabled respondents to answer potentially sensitive questions, for example about their emotions, with complete confidentiality.

3.8.1 Data Collection

Phase 1: In the first instance, the questionnaire link was emailed to the identified representatives in Company A and B in Singapore and Company C and D in Malaysia. This study will first discuss the methods used in Singapore and then in Malaysia.

Company A in Singapore played the role of disseminator of the survey link to its member organisations. Company A is a national body that promotes and develops a culture of giving and strengthening opportunities to give time and talent in Singapore. The member organisations took part in CV initiatives which were organised by Company A. Company B is a multi-national company (MNC) that had regularly organised CV activities as part of its CSR programme. The questionnaire link was emailed to the head of department, who subsequently emailed the link to staff members.

In Malaysia, Company C was an MNC that had an established CSR department with regular CV initiatives whilst Company D was an established property developer with also regular CV initiatives in place. The questionnaire link was sent to representatives of both organisations with whom the researcher had initial discussions and conducted pre-tests. Subsequently, the link was emailed within the organisation to the employees.

The responses were stored in the Qualtrics database. Reminders were sent out via the identified representative of each organisation after two weeks and then subsequently in the order of two weeks, and once a month subsequently for the next two months.

At the end of three months, a total of 285 questionnaires had been emailed and 115 were returned.

Phase 2: After the first phase which lasted three months in total, the researcher had discussions with the representatives of the targeted organisations about increasing the response rate of the survey. The representatives then agreed to email the questionnaire link to other individuals that they knew in other organisations who took part in CV activities. This method then took on snowballing technique and data were collected via online questionnaires for a subsequent two months. At the end of the second phase a total of 140 questionnaires were sent out of which 62 were returned.

3.8.2. Sample Size and Response Rate

The total number of questionnaires sent out were 425 of which 177 were returned. From the final 177 that were returned, 17 were excluded due to missing data. After editing the data and dealing with the missing data, the final sample size was 85 for Malaysia and 75 for Singapore, making it a total of 160, giving a response rate of 37%.

Having discussed how the questionnaire was administered and data collected for this study, the next section offers the error minimisation techniques employed.

3.9 Error Minimisation

This section discusses the ways of minimising the error and bias that can happen with regard to the quality of information obtained. According to Bryman and Bell (2011) error is inherent in information gathering and measurement taken from a sample.

1. **Response Errors**

These errors mainly arise from respondents who provide inaccurate answers or fail to answer some of the questions intentionally or unintentionally. Further responses to difficult or embarrassing questions may become biased. Respondents may also become bored or fatigued and have difficulty remembering the required information (Malhotra and Birks 2007). In order to reduce response errors, care was taken in the design of the questionnaire to ensure readability and response. Pre-testing via cognitive interviews and a pilot test before the questionnaire was administered to the sample respondents confirmed its clarity in terms of question structure and

format. Additionally, a cover letter was included to confirm the importance and purpose of the survey as well as assure respondents of their anonymity.

2. **Non-response Errors**

According to Malhotra and Birks (2007) this bias represents a failure to obtain information from some elements of the population that were selected for the survey. Non-response bias is more common for non-probability samples, even with high response rate. However, the non-response bias is only one source of sample bias and is not the only criterion for evaluating the quality of the sample (Bryman and Bell 2011).The missing responses from the respondents due to their refusal, inability or their ineligibility are other possible sources of non-response bias. As mentioned earlier in the chapter, questionnaires via email run the risk of low response rates. In order to increase the response rates, three reminders were sent out to respondents. Further, the cover letter assured respondents of the importance of their responses. According to Bryman and Bell (2011) when samples are based on non-probability methods, it could be argued that the response rate is less of an issue as the sample may not be representative of the population even if everyone participated.

3. **Office Processing Errors**

These errors occur when the researcher makes mistakes in editing, coding, inputting, tabulating or analysing the data (Iacobucci and Churchill 2010). The researcher in this study took due care when processing the data. The data were downloaded to SPSS from the Qualtrics database and then subsequently into *Smart*PLS version 2 which removed the possibility of input errors at this stage.

4. **Instrument Errors**

According to Sekaran (2003), these are biases that occur because of problems with the research instrument like unclear instructions, confusing terms or biased phrasing of items. As discussed earlier in this chapter, the questionnaire that was used in this study was tested rigorously to minimise this type of error. Further, the cognitive interviews and the pilot test further minimised this error.

3.10 Summary

The discussions in this chapter demonstrate the systematic decision-making process that was applied in the methodology and methods applied in this study. They were founded on widely accepted good practice that underpinned the research methodology, which was formulated based on achieving the aim and objectives of the research. Hence having discussed the research design, the methods employed, the research instrument and the sampling process and data collection, the subsequent chapter goes on to discuss the analysis of the data collected for this research.

Chapter 4a Data Analysis

This chapter is divided into four parts. Chapter 4a covers the details that relate to the editing of the data, the analysis technique adopted, and the choice of PLS-SEM over CB-SEM as well as preliminary analyses. Chapter 4b examines the assessment of the measurement model whilst Chapter 4c assesses the structural model. Finally chapter 4d assesses the mediation mechanisms of the conceptual model.

4a.1 Introduction

Prior to analysing the data it is important to first discuss the preliminary steps that must be completed to ensure that the data are reasonably good and of assured quality for further analysis (Sekaran 2003).

4a.2 Editing Data

According to Hair, Celsi, Money, Samouel and Page (2011), survey data must be edited before they can be used. This basically means inspecting the data for completeness and consistency. According to Hair et al. (2011), there are generally two approaches to dealing with missing data. The first being to identify respondents and variables that have more than 15% of missing points and eliminate them. In this case if there is a high proportion of responses are missing for a single construct, then the entire observation is removed. The second approach is to estimate the missing values by substituting the mean or some other appropriate number. In mean value replacement, the missing values of an indicator variable are replaced with the mean of valid values of that indicator. This method decreases the variability in the data and possibly reduces the possibility of finding meaningful relationships. Hence Hair et al. (2014) recommend that this method be only used when the data show extremely low levels of missing data. This research adopted the first approach and all data that had a high proportion of missing data were removed from the database. Questionnaires that had low missing values were replaced with the mean.

4a.3 Basic Objectives in Data Analysis

According to Sekaran (2003) there are three objectives in data analysis which are; getting a feel of the data, testing the goodness of data and testing the hypotheses developed for the research.

1. **Feel for the data**

This is usually done by checking the central tendency and the dispersion which will give an idea about how good the items and measures are with regards to spread and variability.

2. **Reliability and Validity**

According to Sekaran (2003) this encompasses the reliability and validity of the measures. Reliability is established by testing for both consistency and stability. The reliability and validity tests undertaken in this research are discussed in the assessment of the measurement model.

3. **Hypotheses Testing**

Once the data are ready for analysis, then the hypotheses that were developed from the conceptual framework and aims of this research can be tested. This is done in the assessment of the structural model later in this chapter.

4a.4 Preliminary Analysis

Data were collected from two countries i.e. Singapore and Malaysia. After editing the data and dealing with the missing data, the final sample size was 85 for Malaysia and 75 for Singapore. In order to decide if there were significant differences between the two samples, independent-means t-test were done on both samples. According the Field (2009), this test is used when there are different groups of people and are parametric tests based on the normal distribution. The assumptions that must be met for independent t-tests are:

- The sampling distribution is normally distributed.
- Data are measured at least at the interval level
- The variances in these populations are roughly equal

Using SPSS, independent T-Tests were run for the independent variable (CORPVOL) which reflects employees' attitudes towards CV across the two different countries. This variable was chosen as it is the focal construct in this study. The results show that on average participants attitudes to CV in Singapore were (M = 3.9, SE = 0.1) and the Malaysian participants showed statistics of (M = 4.09, SE =0.08). To test the hypothesis that the two samples were significantly different with regard to their attitudes towards CV, an independent sample t-test was conducted. As can be seen in Appendix 4, both the Singapore sample and the Malaysian sample were sufficiently normal for the purposes of conducting the t-test, as evident from the skewness and

kurtosis. Subsequently, the Levene's test for quality of variances if used to test the analysis of variance.

H_o = There is no significant differences in the variances of employees attitudes' towards CV in Singapore and employees' attitudes towards CV in Malaysia

H_a = There are significant differences in the variances of employees' attitudes towards CV in Singapore and employees' attitudes towards CV in Malaysia.

$\alpha = 5\%$

Table 4: t-tests results

		Test for		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Confidence Lower	Confidence Upper
CORPVOL	Equal variances assumed	.617	.433	1.415	154	.159	.18320	.12950	-.07262	.43903
	Equal variances not assumed			1.401	142.974	.163	.18320	.13075	-.07525	.44165

The results from Table 4 above show that the significance associated with the test of equality of variance is 0.433 which is more than 0.05. Therefore, the null hypothesis is retained and it is concluded that there are no significant differences between employees' attitudes towards CV in the Singapore sample and the Malaysian sample.

The results show that the assumptions mentioned above were met. Both country samples are normally distributed as evident from the skewness and kurtosis values. The t-test results are not significant at the 5% significance level both for the assumptions that the population variance is equal or not equal. As the differences between the two samples were not significantly different, a decision was made to combine both the samples for the subsequent analyses. Hence, both the samples were merged.

4a.5 Data Analysis Technique

The analysis technique that was employed in this research is Structural equation modelling (SEM). According to Hair, Anderson, Tatham and Black (1998), SEM is based upon the development of a set of causal relationships between variables that are based on theory as is the case in this research. SEM's approach can be broadly characterised in philosophical terms as theoretical empiricism, which finds its ideological roots within scientific realism and is thus located within the positivist paradigm (discussed in chapter 3a). SEM allows the simultaneous investigation of the relationships between multiple latent variables, thereby enabling a holistic investigation of complex phenomena. According to Hair et al. (1998) SEM does not share the limitations of other multivariate techniques such as regression or factor analysis that can examine only a single relationship at a time. Further, SEM allows hypothesised relationships founded in theory to be tested. Therefore SEM is chosen as an appropriate analytical tool with which to test the research model.

This study adopts a two-stage approach to data analysis. The first stage assesses the accuracy of the measurement model by testing reliability and validity of the RLVs as well as multicollinearity. The second stage assesses the structural model by testing the significance of the pathways between constructs. According to Henseler, Ringle and Sinkovics (2009) one of the reasons SEM has become popular is due to researchers' desire to test complete theories and concepts in business research. There are two methods of SEM analyses. The first is covariance-based SEM (CB-SEM) which uses software such as Amos, Mplus and LISREL among others. The second method is the partial least squares method SEM (PLS-SEM).

4a.6 PLS-SEM

According to Hair et al. (2014) Partial Least Squares Structural Equation Modelling (PLS-SEM) is a causal modelling approach aimed at maximising the explained variance of the dependent latent constructs. Specifically PLS-SEM algorithm first optimises the measurement model parameters and then estimates the path coefficients in the structural model. Hence, it is different to Covariance Based Structural Equation Modelling (CB-SEM)'s purpose of reproducing the theoretical covariance matrix, without focusing on explained variance. The distinction between CB-SEM and PLS-SEM is that if the objective of the research is theory testing and confirmation, then, CB-SEM is the appropriate method. However, if the aim is prediction and theory development, then the appropriate method would be PLS-SEM. Instead

of applying goodness of fit, the structural model here is assessed on the basis of the investigative criteria that are determined by the model's predictive capabilities. Therefore, it does not allow for testing the overall goodness of the model fit and instead is assessed in terms of how well it predicts the dependent variables (Rigdon 2012).

The objective of this research was to predict the relationships between the antecedents of employees' attitudes towards corporate volunteering as well as the relationships between these attitudes and the related outcomes for the employer and the employee. This study also sought to build theory in terms of the drivers of employees' attitudes towards CV initiatives and how this in turn creates positive consequences for both the employee as well as the employing organisation. Another aspect that was explored in this study was the mediation processes through which CV activities influenced the employer and employee outcomes. PLS-SEM was an appropriate choice as the primary objective of this method in this study was to maximise the explained variance in the drivers of employees' attitudes towards CV and how pride and organisational identification mediate the process towards the outcomes of organisational commitment, job satisfaction, work engagement and health and wellbeing as well as to evaluate the data quality on the basis of the measurement model characteristics. The model only had reflective models and the model is complex as there are many constructs and indicators.

In terms of assumptions, unlike CB-SEM that has assumptions based on a specific joint multivariate distribution and independence of observations, the PLS approach uses very general and soft distributional assumptions. For instance the evaluation of PLS models should apply prediction-oriented measures that are also nonparametric. In PLS, the indicators developed for each construct only take into account the neighbouring constructs that it is structurally connected to. Hence, some researchers use the argument that PLS is used when both the theoretical knowledge and substantive knowledge for the domain they are studying is limited. However, this is not necessarily the case as it could be where the researcher has begun with a well-established model where both theory and measures have been rigorously developed.

In terms of the accuracy of the model estimates, PLS estimates can be obtained with smaller sample sizes relative to the model complexity. The minimum sample size requirement for PLS path model estimation follows a general guideline of 10 times the largest number of structural

paths directed at a particular construct in the structural model (Barclays, Higgins and Thompson 1995). This is ascertained by determining the specific portion of the model that has the largest number of predictors for a particular dependent variable and then applying Cohen's power tables relative to the effect sizes one wishes to detect. The researcher did this by determining which dependent variable had the highest number of predictors i.e. arrows directed. In the structural model of this study, the maximum number of arrows pointing at a construct is six. Hence this study would require a minimum sample size of 60 cases. As the combined sample size in this study was 160, this was above the minimum sample size required.

Therefore this study used the software *Smart*PLS2.0 (Ringle, Wende and Will 2005) in the analyses. Before uploading the data into *Smart*PLS 2.0 some preliminary analyses were conducted on the combined data set to obtain some descriptive statistics. The final sample size after deleting for missing data and incomplete questionnaires was 160. On average, participants were 38 years old with a SD of 9.1years. 58.2 percent were female and 41.8 percent were male. 59.4 percent were married, 37.5 percent were single and 3.1 percent were divorced. In terms of highest education level attained, 5.6 percent had less than a diploma, 13.1 percent had a diploma, 39.6 percent had a degree, and 30.8 percent had an advanced degree e.g. professional or Masters and 10.6 percent had a doctorate. One participant chose not to report this information. 68.1 percent managed others as part of their job description whilst 30 percent did not. Two participants chose not to disclose this information. The average number of hours worked per week in the organisation was 39. In terms of participation in corporate volunteering initiatives, 5.6 percent participated once or twice a month, 25 percent participated several times a year, and 41.9 percent participated once or twice a year whilst 27.5 percent had never participated. The SPSS results are shown in Appendix 5.

Common Method Bias

According to Podsakoff, Mackenzie, Jeong-Yeon and Podsakoff (2003) common method biases occur as a result of having a common rater, a common measurement context or from the characteristics of the survey items themselves. Further, data for both the drivers and consequences for CV were obtained from the same person. Procedural and statistical remedies suggested by Podsakoff et al. (2003) were used to address issues related to common method bias. Procedurally respondents were ensured of anonymity and de-identified surveys. Respondents were also assured that there were no right or wrong answers and that they should

answer as honestly as possible. This also helped to reduce the issue of social desirability bias. The questionnaire was structured so that the order of the drivers and consequences of CV were mixed or counterbalanced. During the cognitive interviews and pilots test the items in the questionnaire were tested with participant from the same population group i.e.in Singapore and Malaysia to ensure that there were no ambiguity in terms of terms or concepts. Questions were kept simple, specific and concise.

For statistical remedies, as suggested by Podsakoff et al. (2003), Harman's single-factor test was used to address common method bias. Using SPSS, all the variables that were used in the study were loaded into an exploratory factor analysis and the un-rotated factor solution was examined to determine the variance in the variables. The single component explains cumulative 30.565% of the variance as shown in Table 6 below and indicates that common method bias is not a problem as there was no general factor.

Table 5 – Harman's Single-Factor Test

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	23.229	30.565	30.565	23.229	30.565	30.565

Having discussed the rationale for the decisions taken and the preliminary analyses, the next chapter discusses the accuracy of the measurement model.

Chapter 4b Research Analysis

4b.1 Introduction

This section involves testing the accuracy of the research measures. According to Sekaran and Bougie (2013), it is important to ensure that the instrument developed is actually measuring the concepts that the current study set out to measure. This is basically the assessment of the measurement model.

4b.2 Evaluation of Measurement Models

According to Hair et al. (2014), the measurement or sometimes called the outer model specifies the relationship between observable variables and the underlying construct. Two types of indicators are possible, i.e. reflective or formative. The choice of whether a particular model is reflective or formative is subject to the hypothesized effect's direction and the nature of the relationship between latent constructs and their indicators.

For instance, if variation in an indicator X is dependent on variation in a latent construct Y, then exogenous interventions that change Y can be detected in the indicator X. Hence the assumption here is that this relationship between construct and indicator is reflective. In other words, the change in X reflects the change in the latent construct Y. With reflective (or effect) measurement models, causality flows from the latent construct to the indicator as shown in Figure 8 below. As reflective indicators are assumed as a representative sample of the all the possible items in the conceptual domain of the construct, the indicators should be highly correlated with each other. Additionally, individual items are interchangeable and any item can be left out without changing the meaning as long as the reliability is sufficient (Hair et al. 2014). For instance, in Figure 8 below, the three indicators of appreciating the hotel, looking forward to staying in the hotel and recommending this hotel to others represent the Satisfaction construct.

Figure 8: Illustration of a Reflective Latent Variable

(Source: Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. 2014, A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), USA: Sage Publications

On the other hand, a formative or causal index is where causality flows in the opposite direction, from the indicator to the construct. For instance, as shown in Figure 9 below, they represent variables whose indicators are viewed as causing rather than being caused by the underlying LV. Therefore, a change in the latent variable is not necessarily accompanied by a change in all its indicators; rather than if any one of the indicators changes, then the latent variable would also change (Diamantopoulous 1999). The example in Figure 9 shows that the three indicators of good service, friendly personnel and clean rooms cause satisfaction.

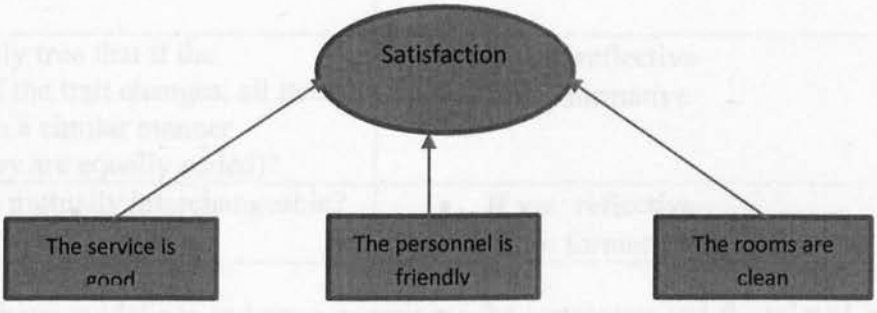


Figure 9: Illustration of a Formative Latent Variable

Source: Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. 2014, A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), USA: Sage Publications

The distinction between formative and reflective measures is important because proper specification of a measurement model is necessary to assign meaningful relationships in the structural model (Coltman, Devinney, Midgley and Venaik 2008). It also determines how to evaluate the measurement model as reliability does not apply to formative latent variables.

4b.3 Evaluation of Reflective Measurement Model

The decision whether the model under study was reflective or formative is dependent on certain criteria. This specification depends on the construct specialisation and the objective of the study. In this study, the decision was clear as pre-existing scales were used. This study sought to identify the drivers of attitudes towards corporate volunteering and the consequences impacting both the employee and the employing organisation. Hence for instance, the different facets of the drivers for functional motivation were considered. Table 6 below, adapted from Hair et al. (2014) was used as a guideline in the decision about a reflective or formative model.

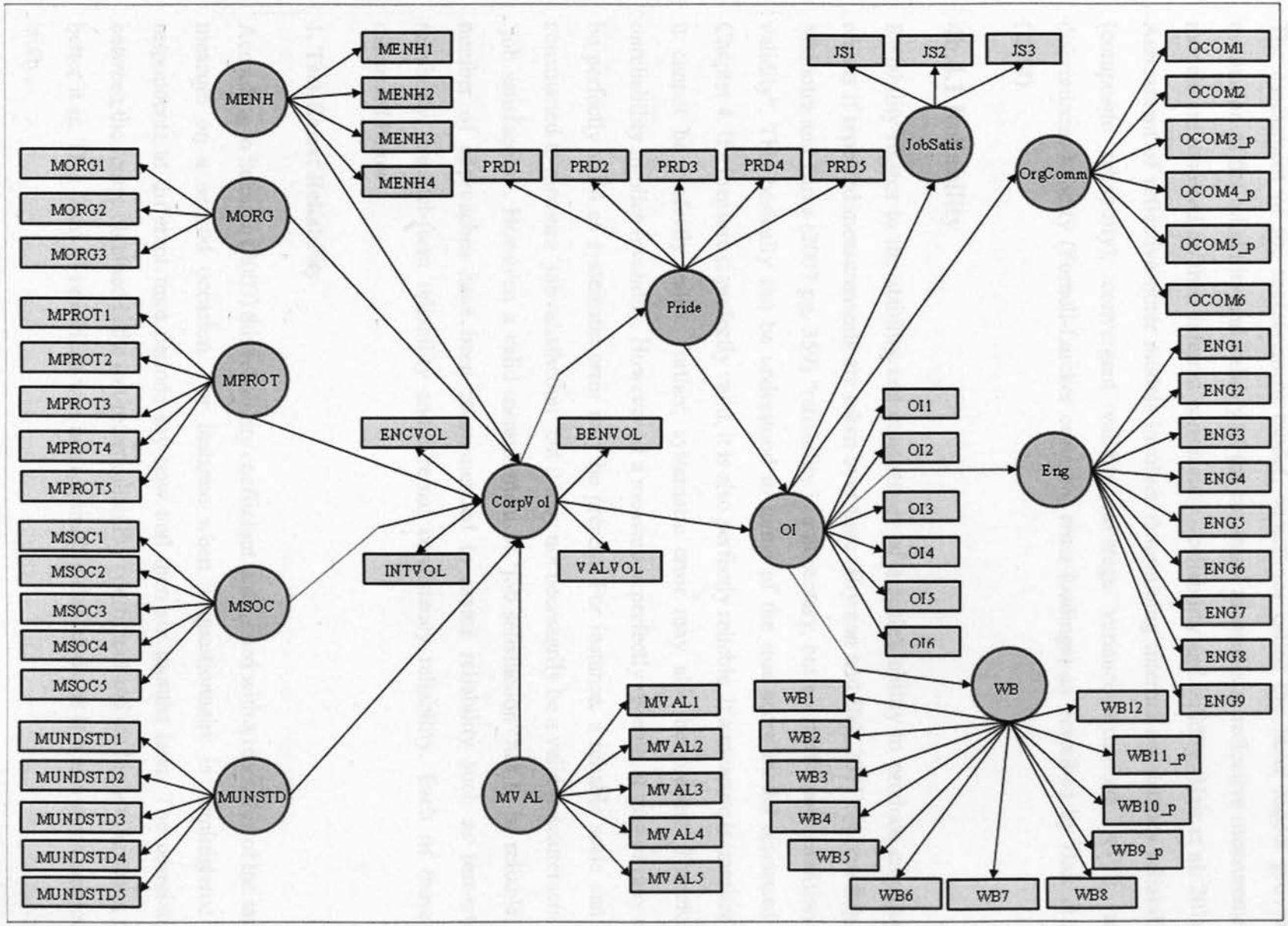
Table 6: Guidelines for Choosing the Measurement Model

Criterion	Decision
Causal priority between the indicator and the construct	• From the construct to the indicators: reflective • From the indicators to the construct: formative
Is the construct a trait explaining the indicators or rather a combination of the indicators?	• If trait: reflective • If combination: reflective
Do the indicators represent consequences or causes of the construct?	• If consequences: reflective • If causes: formative
Is it necessarily true that if the assessment of the trait changes, all items will change in a similar manner (assuming they are equally coded)?	• If yes: reflective • If no: formative
Are the items mutually interchangeable?	• If yes: reflective • If no: formative

Based on the above guidelines and upon examining the constructs and the related measures in this study, it was decided that the model analysed in this study has all reflective measures where the measures used are a reflection of the latent construct and hence are expected to be highly correlated to each other. Unlike the case with formative constructs where indicators together form the formative construct and need not be correlated to each other, the indicators of the reflective constructs in the model are expected to be highly correlated. Therefore, removing indicators would not necessarily change the nature of the latent construct (Chin 2010). This implies the theoretical model analysed in this study is a reflective model, where the direction of causality is from construct to the indicators. According to Gotz et al. (2012), when a model is operationalised reflectively, each indicator represents an error-afflicted measurement, which

can be split into a random and systematic part. The random part includes all items that influence a construct measurement's results unsystematically. On the other hand, the systematic measurement error is not dependent on random measurement errors, but occurs at each repetition and always at the same level. A measurement is totally reliable if the random measurement error is zero and completely valid if both error parts equal zero. This study relied on the recommendations from Hair et al. (2014) in assessing the reflective measurement models. Figure 10 below shows the reflective model of this study with the constructs and indicators for each construct.

Figure 10: Final Model showing Variables and Indicators



4b.4 Procedure for Measurement Model Assessment

The assessment of the measurement model, sometimes called the outer model provides evaluation of the reliability and validity of the construct measures as reflective measurement models are assessed on their internal consistency - reliability and validity (Hair et al. 2014). Assessment of reflective outer models involves determining internal consistency reliability (composite reliability), convergent validity (average variance extracted, AVE), and discriminant validity (Fornell-Larcker criterion, cross-loadings) as described by Hair et al. (2014).

4b.4.1 Reliability

Reliability relates to the stability and consistency of a scale's ability to produce consistent results if repeated measurements are taken over time (Bryman and Bell 2011). According to Malhotra and Birks (2007 pg. 359) "reliability is a necessary, but not sufficient, condition of validity". This basically can be understood in terms of the true score model discussed in Chapter 4. If a measure is perfectly valid, it is also perfectly reliable. If a measure is unreliable, it cannot be perfectly valid. Further, systematic error may also be present. Therefore, unreliability implies invalidity. However, if a measure is perfectly reliable, it may or may not be perfectly valid as systematic error may be present. For instance, a reliable scale can be constructed to measure 'job satisfaction' but it may not necessarily be a valid measurement of 'job satisfaction'. However, a valid measurement of 'job satisfaction' has to be reliable. A number of approaches have been recommended to assess reliability such as test-retest reliability, parallel-form reliability and internal consistency reliability. Each of these is discussed below.

1. Test-Retest Reliability

According to Sekaran (2003) this reliability coefficient is obtained with a repetition of the same measure on a second occasion. For instance when a questionnaire is administered to respondents at different time periods say now and then six months later. The correlation between the scores obtained is the test-retest reliability coefficient and the higher the score, the better it is. This form of reliability was not required in this study as it was a cross sectional study.

2. Parallel-Form Reliability

Parallel-form reliability is obtained when responses on two comparable sets of measures tapping the same construct are highly correlated. Both forms will have similar items and the same response format. The only changes are the wordings and the order or sequence of the questions. Therefore the higher the reliability score, it shows that the measures are reasonably reliable with minimal error variance due to wording, ordering or other factors (Sekaran 2003). Given the nature of this research, this form of reliability was deemed inappropriate.

3. Internal Consistency Reliability

Internal consistency reliability investigates the homogeneity of the items in the scale, or how well the items "hang together as a set" (Sekaran 2003, pg. 205). The underlying principle is that if the scale items are measuring the same construct, they should be highly intercorrelated (Hair et al., 2006). The following are the four main methods for assessing internal reliability:

a) Split-half reliability

According to Sekaran (2003) this reflects the correlations between two halves of an instrument. Scale items are separated into two equal parts, either at random or on the basis of odd and even numbered items. Reliability is indicated if the results of the two halves are highly correlated. A shortcoming of this method is that the results are dependent on how the items are split. Additionally, the tests for the split-half reliability can be problematic because sources of error other than those affecting the value of the construct itself can affect the results (DeVellis 2003). Hence, this type of reliability was not used in this research.

b) Cronbach's coefficient Alpha

Cronbach's alpha is a commonly used test of internal reliability and basically calculates the average of all possible split-half reliability coefficients. The test coefficient ranges from 0 (no reliability) to 1 (perfect reliability), and the benchmark value for assessing internal consistency varies between authors. Bryman and Bell (2011) posit that 0.8 is a typical rule of thumb, but acknowledge that 0.7 is acceptable. Hair et al. (2006) state that the generally agreed lower limit is 0.7, decreasing to 0.6 in exploratory research. Malhotra and Birks (2003) suggest a minimum of 0.6. A shortcoming of Cronbach's alpha is that it tests only the inter-item correlations and does not account for the item-to-construct correlations. Further, Cronbach Alpha assumes all indicators are equally reliable, meaning that all indicators have equal outer loadings on the

construct and it is also sensitive to the number of items in the scale and tends to underestimate the internal consistency reliability. However, as the Cronbach alpha is commonly used as a test of reliability, the Cronbach alpha is shown in Table 7 below.

c) Composite reliability

According to Chin (1998), Fornell and Larcker's method of composite reliability (also termed internal consistency) is more robust than Cronbach's alpha. The difference between Cronbach's alpha and composite reliability is that Cronbach Alpha assumes all indicators are equally reliable, meaning that all indicators have equal outer loadings on the construct. However, composite reliability gives priority to the indicators according to their individual reliability. Hence, in this case the composite reliability takes into account the different outer loading of the indicator variables and varies between 0 and 1, with higher values indicating higher level of reliability (Hair et al. 2013). Thus, the composite reliability measure is not influenced by the number of items in the scale. The rules of thumb generally adopted by researchers are that reliability is confirmed when two conditions are met i.e.:

(a) The loading of each indicator is greater than 0.7 (implying that more than 50% of variance is shared between the construct and its measure than error variance) and is statistically significant.

(b) The scale composite reliability value is greater than 0.7. As indicated in Table 7 below, all the constructs have composite reliability scores in the acceptable range of greater than 0.60, which are acceptable in exploratory research. In more advanced stages of research, values between 0.70 and 0.90 are considered satisfactory (Nunally and Berstein 1994).

Fornell and Larcker's method showed the most comprehensive test for the reliability of the latent variables in this study. In this research, four constructs have a composite reliability scores that are more than 0.95, namely work engagement, job satisfaction, organisational identification and pride. According to Hair et al. (2013), these scores may indicate that the same phenomenon are being measured by the indicator variables and may boost error term correlations. Upon examining the questions in the survey, it was clear that the questions although similar, did not measure the same dimension of the respective variables. Hence, the decision was to retain the scale items.

From the results and consequent debate, it can be concluded that all the RLVs show considerable reliability, with loadings being above 0.70 as seen in Table 7 below.

Table 7: Fornell and Larker's Composite Reliability Scores and the Cronbach Alpha Scores

Construct (LV)	Codes	Composite Reliability	Cronbach Alpha
Corporate Volunteering	CORPVOL	0.93	0.91
Engagement	ENG	0.96	0.96
Job Satisfaction	JS	0.96	0.94
M(Enhancement)	MENH	0.88	0.82
M(Org Benefits)	MORG	0.86	0.8
M(Protection)	MPROT	0.88	0.82
M(Social)	MSOC	0.85	0.75
M(Understanding)	MUNDSTD	0.89	0.85
M(values)	MVAL	0.87	0.80
Organisation Commitment	OCOM	0.89	0.94
Organisational Identification	OI	0.96	0.85
Pride	PRD	0.96	0.93
Well-Being	WB	0.90	0.87

4b.4.2 Assessing the Validity of the RLVs

Validity is the test by which to measure the scale's ability to capture a concept really measure that concept (Bryman and Bell 2011). Thus, validity is concerned with how well the scale is constructed and its ability to predict specific events or its relationships to measures of other constructs (Malhotra and Birks 2007). There are four main types of validity, i.e. criterion validity (comprising concurrent and predictive validity); content validity; face validity; and construct validity (comprising nomological, convergent, and discriminant validity) (Bryman and Bell; Sekaran 2003; Malhotra and Birks 2007). Each of these is discussed in the following section together with relevant test results (where appropriate).

1. Content Validity

According to Malhotra and Birks (2007), this is an evaluation of how well the content of a scale represents the measurement; in other words how well the items tap into the full domain of the construct. Due to its subjective nature, content validity by itself is not a sufficient measure of

the validity of the scale. In this research, content validity was established through a thorough review of the relevant literature, which enabled definition and operationalisation of the research constructs to be aligned with previous empirical and conceptual research in the field.

2. Face Validity

On the other hand, face validity indicates that the items that are intended to measure a concept, do on the face of it look like they measure the concept. Sometimes this is considered as a basic and minimum index of content validity (Sekaran 2003). As with content validity, establishing face validity is somewhat difficult because it involves a subjective assessment of how appropriate the pool of scale items looks In terms of fitting the domain of the construct (Malhotra and Birks 2003). In this study, face validity was established during the cognitive interviews with representatives of the targeted organisations in both Singapore and Malaysia. As discussed in Chapter 3, items that were not representative were removed or rephrased.

3. Construct Validity

According to Sekaran (2003), construct validity refers to how well the results obtained from the measure fit the theories around which the test is designed. Construct validity is usually assessed through convergent and discriminant validity, which are explained below.

i) Convergent Validity

According to Hair et al. (2014) convergent validity is the extent to which a measure correlates positively to alternative measures of the same construct. Therefore, all items that are indicators of a specific construct should converge or share a high proportion of variance. To establish convergent validity, Hair et al. (2014) recommend that the outer loadings of the indicators as well as the average variance extracted (AVE) must be considered. The AVE is a common measure used to establish convergent validity and is defined as the defined as the grand mean value of the squared loadings of the indicators associated with the construct. It is equivalent to the communality of a construct. High outer loadings on a construct demonstrate that the related indicators have much in common, which is captured by the construct; also commonly called indicator reliability. The rule of thumb here is that all indicators' outer loadings should be 0.708 or higher in order to be statistically significant. The rationale is that a latent variable should explain a substantial part (at least 50%) of each indicator's variance. Hence it also implies that the variance shared between the construct and its indicator is larger than the measurement error

variance i.e. $(0.708)^2$ equals 0.50. However, Hair et al. (2014) recommend that instead of automatically eliminating indicators when it is lower than 0.70, the effects of item removal on the composite reliability as well as the construct's content validity must be examined closely.

Figure 11 below taken from Hair et al. (2014) illustrates the recommendations regarding indicator deletion based on outer loadings, which was also followed in this study. Rather than automatically eliminating indicators that have outer loadings that are less than 0.70, it is important to examine the effects of item removal on the composite reliability as well as on the construct's content validity. Generally, indicators with outer loadings between 0.40 and 0.70 should be considered to be removed only when deleting the indicator leads to an increase in the composite reliability or the average variance extracted above the suggested threshold value. The other factor that needs to be taken into consideration whether to delete an indicator is the extent to which its removal affects content validity. However, indicators with very low outer loadings i.e. below 0.40 must be eliminated from the scale (Hair, Ringle, and Sarstedt 2011).

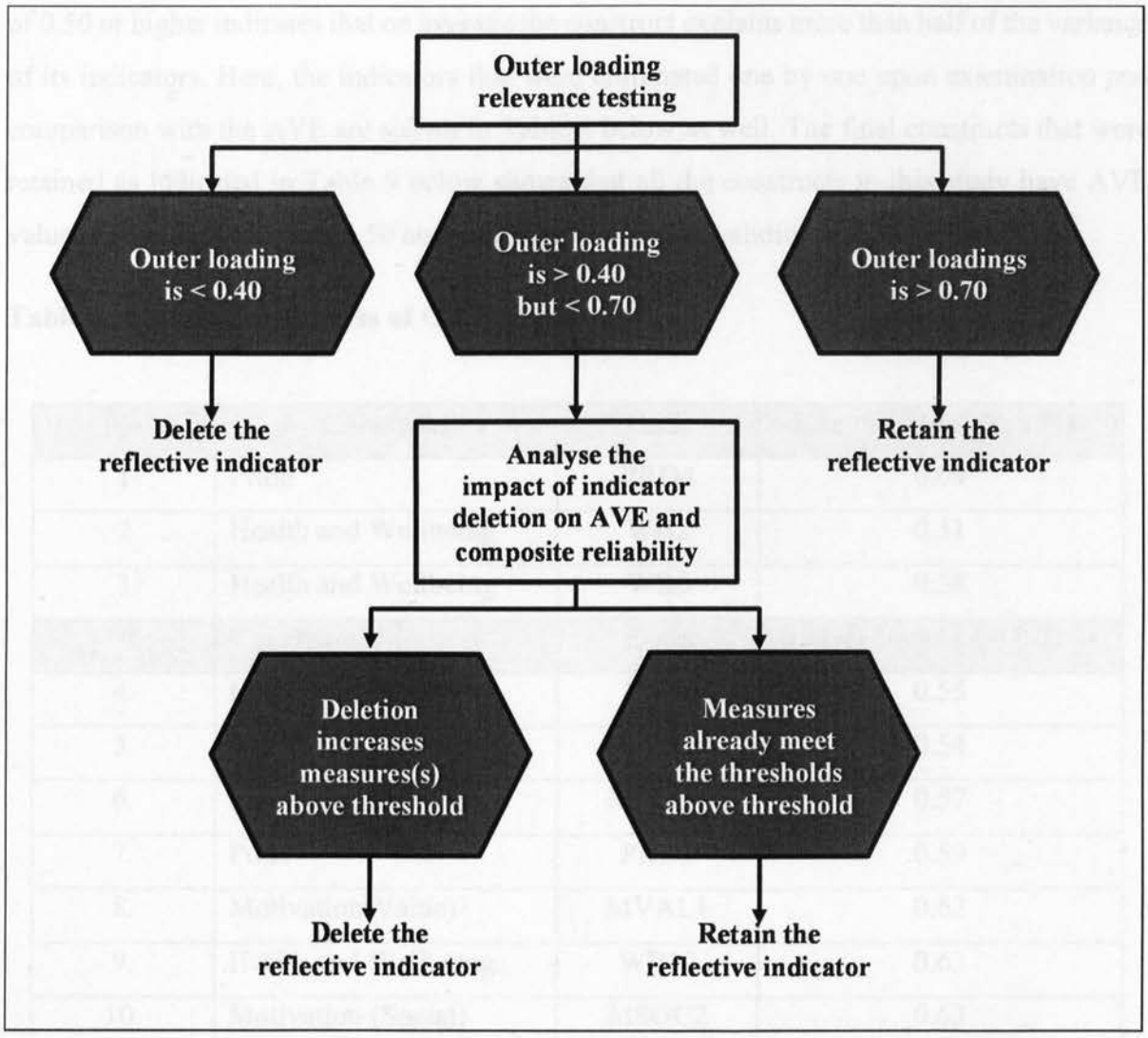


Figure 11: Outer Loadings Relevance Testing

Source: Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. 2014, A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM), p.104, USA: Sage Publications)

The initial loadings for the model were analysed and loadings less than 0.4 were deleted. Initial loading that were between 0.40 and 0.70 were analysed based on how removal of the particular item affected the AVE and composite reliability measures and decided accordingly. Upon initial perusal, the indicators which had the lowest loading (less than 0.40) were eliminated one by one. After each indicator was eliminated the process was run again to obtain the new indicator loading. The indicators with loadings that were less than 0.40 which were eliminated one by one as shown in Table 8 below. Subsequently indicators with loadings between 0.40 and 0.70 were analysed. Here, when the indicator with the lowest loading was eliminated, the effects of the removal on the composite reliability and the AVE were examined. An AVE value

of 0.50 or higher indicates that on average the construct explains more than half of the variance of its indicators. Here, the indicators that were eliminated one by one upon examination and comparison with the AVE are shown in Table 8 below as well. The final constructs that were retained as indicated in Table 9 below shows that all the constructs in this study have AVE values that are greater than 0.50 and therefore convergent validity was confirmed.

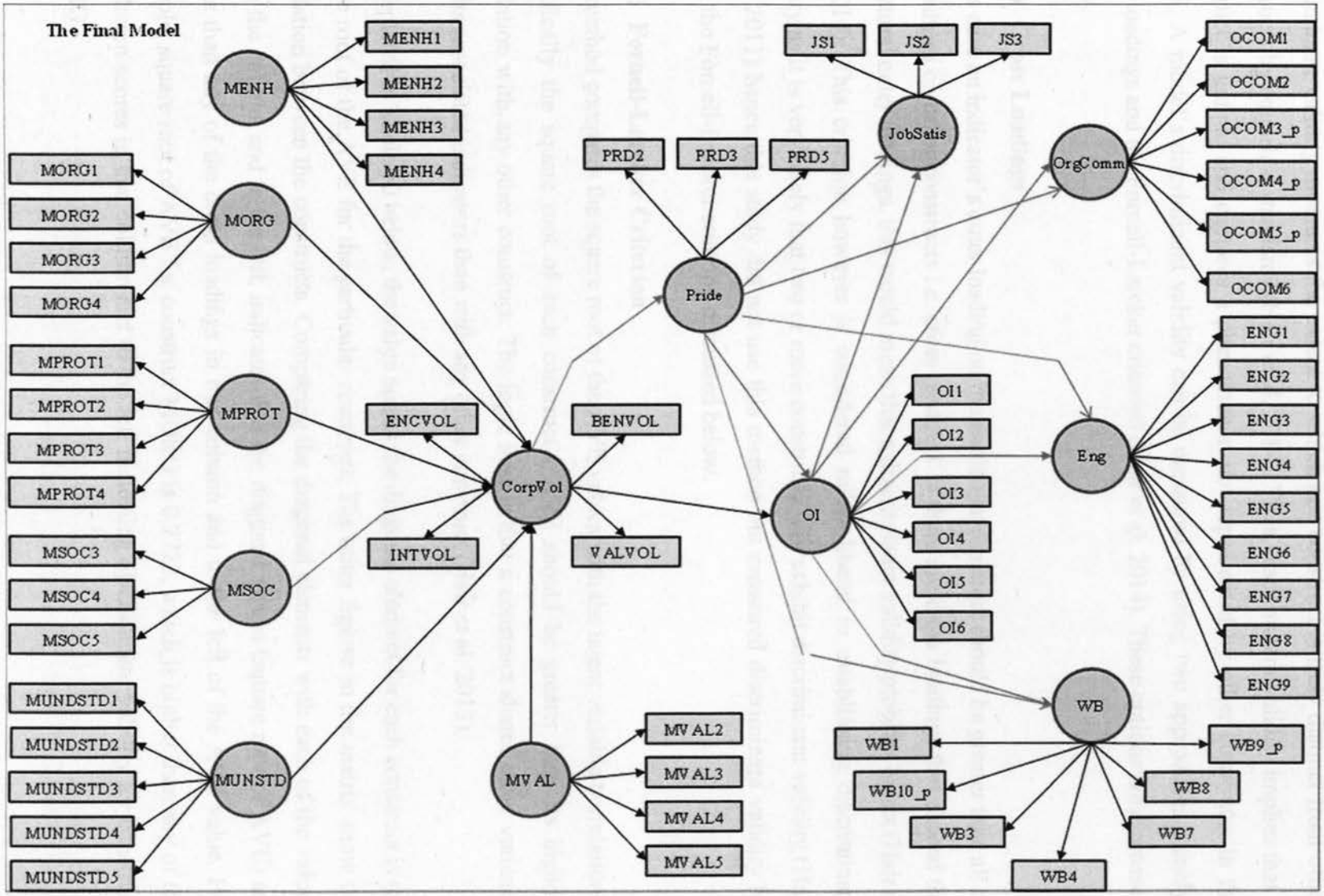
Table 8: Elimination Process of Outer Loadings

No	Construct	Code	Loading (less than 0.4)
1	Pride	PRD4	0.09
2	Health and Wellbeing	WB2	0.31
3	Health and Wellbeing	WB5	0.38
No	**Construct**	**Code**	**Loading (0.4 – 0.7)**
4.	Health and Wellbeing	WB6	0.55
5.	Health and Wellbeing	WB11	0.54
6.	Motivation (Social)	MSOC1	0.57
7.	Pride	PRD1	0.59
8.	Motivation(Value)	MVAL1	0.62
9.	Health and Wellbeing	WB12	0.63
10.	Motivation (Social)	MSOC2	0.63

Table 9: Fornell Larker's AVE Convergent Validity

Construct	LV	AVE
Corporate Volunteering	CORPVOL	0.78
Engagement	ENG	0.75
Job Satisfaction	JS	0.89
M(Enhancement)	MENH	0.65
M(Org Benefits)	MORG	0.60
M(Protection)	MPROT	0.64
M(Social)	MSOC	0.66
M(Understanding)	MUNDSTD	0.63
M(values)	MVAL	0.63
Organisation Commitment	OCOM	0.57
Organisational Identification	OI	0.78
Pride	PRD	0.88
Well-Being	WB	0.57

Figure 12: Final Model after Elimination of Outer Loadings



ii) Discriminant Validity

Discriminant validity measures the extent to which one construct is truly distinct from other constructs by empirical standards (Hair et al. 2014). Thus, discriminant validity implies that a construct is unique and captures a phenomenon not represented by other constructs in the model. A model's discriminant validity can be measured by using two approaches namely, cross loadings and the Fornell-Larcker criterion (Hair et al. 2014). These options are discussed below.

a) Cross Loadings

In this case an indicator's outer loading on the particular construct should be greater than all of its loadings on other constructs i.e. cross loadings. If there are cross loadings that exceed the indicators' outer loadings, this would mean that a discriminant validity problem exists (Hair et al. 2014). This criterion however is considered rather liberal in establishing discriminant validity as it is very likely that two or more constructs will exhibit discriminant validity (Hair et al. 2011) hence this study did not use this method but measured discriminant validity by using the Fornell-Larcker criterion discussed below.

b) Fornell-Larcker Criterion

This method compares the square root of the AVE values with the latent variable correlations. Specifically the square root of each construct's AVE should be greater than its highest correlation with any other construct. The logic here is that a construct shares more variance with its associated indicators than with any other construct (Hair et al. 2013).

As depicted in Table 10 below, the value across the diagonal element for each construct is the square root of the AVE for the particular construct. The other figures in the matrix show the correlation between the constructs. Comparing the diagonal elements with each of the values along the column and to the left, indicates that the diagonal values (square root of AVE) are higher than any of the cross loadings in that column and to the left of the AVE value. For example, square root of AVE for construct MORG is 0.7722, which is higher than any of the correlation scores in that column and to the left indicating discriminant validity for construct MORG.

Table 10: Fornell Larker Comparison of Square Root of AVE values with the LV Correlations

	CorpVol	Eng	JobSatis	MENH	MORG	MPROT	MSOC	MUNDSTD	MVAL	OI	OrgComm	Pride	WB
CorpVol	**0.88**												
Eng	0.27	**0.87**											
JobSatis	0.19	0.63	**0.94**										
MENH	0.51	0.33	0.29	**0.81**									
MORG	0.55	0.26	0.31	0.67	**0.77**								
MPROT	0.46	0.27	0.26	0.70	0.63	**0.80**							
MSOC	0.39	0.34	0.34	0.62	0.55	0.68	**0.81**						
MUNDSTI	0.63	0.37	0.30	0.74	0.64	0.61	0.57	**0.79**					
MVAL	0.46	0.22	0.27	0.48	0.43	0.47	0.50	0.64	**0.79**				
OI	0.39	0.54	0.57	0.43	0.37	0.29	0.41	0.44	0.32	**0.88**			
OrgComm	0.38	0.60	0.59	0.32	0.33	0.27	0.30	0.35	0.22	0.69	**0.75**		
Pride	0.41	0.46	0.49	0.41	0.33	0.28	0.36	0.49	0.40	0.78	0.63	**0.94**	
WB	0.25	0.47	0.29	0.28	0.14	0.11	0.29	0.33	0.28	0.45	0.37	0.39	**0.75**

4b.5 Summary of Measurement Model Evaluation

Table 11 below provides a summary of the reflective measurement model results. The final model meets all the model evaluation criteria, thus providing support for reliability and validity measures. Subsequently the structural model will be analysed for path significance and the model's predictive capabilities.

Table 11: Summary of Reflective Measurement Model Results

LV's	Indicators	Loadings	T Statistics	Indicator Reliability	Composite Reliability	AVE	Discriminant Validity?
CORPVOL	BENVOL	0.87	30.85	0.75	0.93	0.78	Yes
	ENCVOL	0.90	41.36	0.81			
	INTVOL	0.86	27.84	0.73			
	VALVOL	0.91	40.6	0.82			
ENG	ENG1	0.84	30.64	0.70	0.96	0.75	Yes
	ENG2	0.87	33.57	0.75			
	ENG3	0.92	60.65	0.85			
	ENG4	0.88	50.76	0.77			
	ENG5	0.82	29.93	0.68			
	ENG6	0.89	45.41	0.80			
	ENG7	0.88	41.04	0.80			
	ENG8	0.76	15.00	0.58			
	ENG9	0.90	59.32	0.83			
JS	JS1	0.95	62.16	0.90	0.96	0.89	Yes
	JS2	0.96	76.76	0.91			
	JS3	0.93	34.19	0.86			

MENH	MENH1	0.75	13.11	0.56	0.88	0.65	Yes
	MENH2	0.85	27.28	0.72			
	MENH3	0.87	33.68	0.75			
	MENH4	0.76	15.32	0.59			
MORG	MORG1	0.67	7.69	0.45	0.86	0.60	Yes
	MORG2	0.73	8.57	0.53			
	MORG3	0.80	18.51	0.64			
	MORG4	0.87	39.25	0.76			
MPROT	MPROT1	0.83	28.2	0.70	0.88	0.64	Yes
	MPROT2	0.74	11.65	0.54			
	MPROT3	0.83	26.56	0.69			
	MPROT4	0.80	16.24	0.64			
MSOC	MSOC3	0.79	10.01	0.62	0.86	0.66	Yes
	MSOC4	0.82	11.69	0.67			
	MSOC5	0.84	17.17	0.70			
MUNDSTD	MUNDSTD1	0.73	11.68	0.53	0.89	0.63	Yes
	MUNDSTD2	0.85	39.03	0.72			
	MUNDSTD3	0.75	10.87	0.56			
	MUNDSTD4	0.78	11.84	0.61			
	MUNDSTD5	0.84	22.88	0.71			
MVAL	MVAL2	0.76	15.12	0.58	0.87	0.63	Yes
	MVAL3	0.82	19.13	0.67			
	MVAL4	0.78	16.55	0.60			
	MVAL5	0.82	25.35	0.67			
OCOM	OCOM1	0.79	22.42	0.62	0.89	0.57	Yes
	OCOM2	0.73	17.23	0.53			
	OCOM3_p	0.66	7.067	0.44			
	OCOM4_p	0.77	11.76	0.59			
	OCOM5_p	0.77	10.56	0.59			
	OCOM6	0.81	15.41	0.65			
OI	OI1	0.83	26.71	0.70	0.96	0.78	Yes
	OI2	0.86	25.58	0.73			
	OI3	0.89	40.37	0.80			
	OI4	0.88	37.11	0.77			
	OI5	0.93	56.24	0.86			
	OI6	0.91	41.29	0.83			

PRD	PRD2	0.94	58.95	0.89	0.96	0.88	Yes
	PRD3	0.92	57.48	0.85			
	PRD5	0.95	93.47	0.89			
WB	WB1	0.71	12.22	0.50	0.9	0.57	Yes
	WB10_p	0.69	9.17	0.48			
	WB3	0.72	14.72	0.52			
	WB4	0.79	19.87	0.62			
	WB7	0.82	26.70	0.67			
	WB8	0.82	21.06	0.67			
	WB9_p	0.71	9.69	0.51			

Chapter 4c Procedure for Structural Model Assessment

4c.1 Introduction

The previous chapter dealt with the assessment of the reflective measurement model, where constructs measures were gauged for their validity and reliability. The initial model was screened for items reliability. This chapter deals with the assessment of the structural model results which is to test the overall fit of the research model. PLS makes no assumptions about the distribution of data. Therefore the traditional parametric based approaches cannot be employed. Hair et al. (2014) recommend that non-parametric measures such as R^2 for dependent LVs and bootstrapping and blindfolding when testing the significance of the coefficients. Further, unlike covariance-based methodologies, PLS does not provide a goodness of fit measure for the entire model. Hence, the process adopted in this stage mainly concerns examining the model's predictive capabilities and the relationship between the constructs. This stage follows a series of steps as outlined in Hair et al. (2014), which are outlined below:

1. Assessing the structural model for collinearity issues.
2. Assessing the significance and relevance of the structural model relationships
3. Assessing the level of R^2
4. Assessing the effect sizes f^2
5. Assessing the predictive relevance Q^2 and the q^2 effect sizes

1. Assessing for Collinearity Issues

Collinearity exists when there are high correlations between two indicators. According to (Hair et al. 2014), significant levels of collinearity among predictor variables in the structural model could bias the path coefficients. In order to screen the structural model for collinearity issues, the tolerance has to be computed. The tolerance represents the amount of variance of one indicator not explained by the other indicators in the same construct. A related measure of tolerance is the variance inflation factor (VIF) which is the reciprocal of the tolerance. In PLS-SEM, a tolerance value of 0.2 or lower and a VIF value of 5 and higher respectively indicate a potential collinearity problem (Hair et al. 2011). Hence, this indicates that 80% of an indicator's variance is accounted for by the remaining indicators associated with the construct.

To assess collinearity, the latent variable scores were obtained from the default report after running the algorithm. These values were input into IBM SPSS to compute collinearity. After importing the latent variable scores, multiple regressions were run with predictor constructs as independent variables and other latent variable, which are not predictor variables. Specifically, the following set of (predictor) constructs were assessed for collinearity i.e.:

The functional motivators which are enhancement (MENH), protection (MPROT), organisational perquisites (MORG), social (MSOCIAL), understanding (MUNDSTD) and values (MVAL) as predictors of attitudes towards corporate volunteering (CORPVOL); and attitudes towards corporate volunteering (CORPVOL) and pride (PRIDE) as predictors of organisational identification (OI), pride (PRD) and organisational identification as predictors of the four consequences i.e. job satisfaction (JobSatis), organisational commitment (OrgComm), work engagement (ENG) and health and wellbeing (WB). The tolerance and VIF values are shown below in Table 12 below.

Table 12: Collinearity Assessment

First Set		
DV CorpVol		
Constructs	Tolerance	VIF
MENH	.320	3.128
MORG	.469	2.134
MPROT	.389	2.570
MSOC	.469	2.130
MUNDSTD	.323	3.098
MVAL	.558	1.792
Second Set		
DV OI		
Constructs	Tolerance	VIF
CorpVol	.397	2.518
Pride	.397	2.518
Third Set		
DV JobSat		
Constructs	Tolerance	VIF
Pride	.397	2.518
OI	.397	2.518
Fourth Set		
DV OrgCom		
Constructs	Tolerance	VIF
Pride	.397	2.518
OI	.397	2.518

Fifth Set		
DV ENG		
Constructs	Tolerance	VIF
Pride	.397	2.518
OI	.397	2.518
Sixth Set		
DV WB		
Constructs	Tolerance	VIF
Pride	.397	2.518
OI	.397	2.518

Table 12 summarises the collinearity assessment for each set of predictor constructs. The Variance Inflated Factor (VIF) collinearity diagnostics indicates whether the predictor has a strong linear relationship with other predictors. The results show that both sets of predictor constructs have VIF values that are less than 5, and tolerance value that is more than 0.2 indicating that collinearity is not evident in the predictor constructs of the model.

2. Assessing the Significance and Relevance of the Indicators

According to Hair et al. (2014), the next step in estimating the structural model is to estimate the path coefficients that represent the hypothesised relationships among the variables. The path coefficients have standardized values between -1 and + 1. Estimated path coefficients close to+ 1 represent strong positive relationships (and vice versa for negative values) that are almost always statistically significant (i.e., different from zero in the population). The closer the estimated coefficients are to 0, the weaker the relationships. Very low values close to 0 are usually non-significant (i.e., not significantly different from zero). Whether a coefficient is significant ultimately depends on its standard error that is obtained by means of bootstrapping. To interpret the results of a path model, a significance test must be done of all relationships. However, in reporting the results, the empirical t value, the p value or the bootstrapping confidence interval is examined. Hair et al. (2014) recommend that not all three types of testing need to be reported as they all lead to the same conclusion. Similarly, another recommendation is that the relevance of the significant relationships be assessed. The interpretation of the individual path model can be interpreted the same way as standardised beta coefficients in OLS regression. Hence these coefficients represent the estimated change in the endogenous construct for a unit change in the exogenous construct. If the path coefficient is statistically significant (i.e., the coefficient is significantly different from zero in the population), its value indicates the extent to which the exogenous construct is associated with the endogenous construct. Therefore, PLS-SEM identifies the significant path coefficients as well as the

significant and relevant effects. In estimating the path models, bootstrapping was conducted according to recommended practice by Hair et al. (2014). Table 13 below shows the path coefficient values for the relationship between each construct in the model.

Table 13: The Path Coefficients

	Path Coefficients	T Statistics	Sig values (2 tail)	P Values (2 tail)
CorpVol -> OI	0.08	1.20	NS	0.23
CorpVol -> Pride	0.41	4.87	***	0.00
MENH -> CorpVol	-0.03	0.27	NS	0.79
MORG -> CorpVol	0.25	3.20	***	0.00
MPROT -> CorpVol	0.05	0.57	NS	0.57
MSOC -> CorpVol	-0.06	0.80	NS	0.43
MUNDSTD -> CorpVol	0.45	4.52	***	0.00
MVAL -> CorpVol	0.09	0.91	NS	0.37
OI -> Eng	0.47	5.19	***	0.00
OI -> JobSatis	0.47	5.00	***	0.00
OI -> OrgComm	0.50	4.98	***	0.00
OI -> WB	0.37	2.81	***	0.01
Pride -> Eng	0.09	0.95	NS	0.34
Pride -> JobSatis	0.13	1.29	NS	0.20
Pride -> OI	0.74	11.47	***	0.00
Pride -> OrgComm	0.24	2.30	**	0.02
Pride -> WB	0.10	0.66	NS	0.51

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

According to Hair et al. (2014), after examining the significance of the relationships, the relevance of the significant relationships must be assessed as well. For instance, the path coefficients in the model may be significant but the size may be too small to warrant managerial attention. If one coefficient is larger than another, its effect on the dependent variable is greater, similar to the standardised beta coefficients in regression analysis. The coefficients represent the estimated change in the dependent construct for a unit change in the independent construct. Hence, the role of PLS-SEM is to identify the significant and relevant effects alongside the significant path coefficients.

In evaluating the antecedents towards attitudes towards corporate volunteering, out of the six functional motivation constructs, the ones that show a significant relationship are motivation that employees have by the support given by the organisation in terms of volunteer leave and time off (0.25).and motivation towards understanding (0.45). The other four constructs of motivation which were the values, social, protective and enhancement functions showed non-significant paths. The values function which provides for individuals to express values related

to altruistic and humanitarian concerns for others showed a coefficient of 0.085. The social function which reflects motivation concerning relationships with others had a path coefficient of (-0.06). The protective function had (0.05) and the enhancement function that centres on the ego's growth and development and involves positive strivings of the ego showed a non-significant path of (-0.03).

The relationship between attitudes towards corporate volunteering and organisational identification shows very low significance i.e. (0.08). On the other hand, the relationship between attitudes towards corporate volunteering and pride show a quite strong significance of 0.41. The relationship between pride and organisational identification shows a strong pathway of 0.74.

In terms of assessing the consequences towards the organisation and the employees, the results show that when employees identify with the particular organisation, there is a strong significance with the outcomes of organisational commitment (0.69), work engagement (0.54), job satisfaction (0.57) and well-being (0.45).

3. Assessing the level of R2

According to Hair et al. (2014) one of the most common measures used to evaluate the structural model is the coefficient of determination (R2 value). This coefficient is a measure of the model's predictive accuracy and is calculated as the squared correlation between a specific endogenous construct's actual and predicted values. R^2 indicate the amount of variance in the construct that is explained by the path model. Therefore in this study, the R^2 value represents the amount of variance in the endogenous constructs i.e. attitudes towards corporate volunteering, organisational identification, pride, job satisfaction, organisational commitment, work engagement and well-being that is explained by all of the exogenous constructs linked to it. The R^2 value ranges from 0 to 1 with higher values indicating higher levels of predictive accuracy (Hair et al. 2014). Table 14 below depicts the R^2 values for the endogenous latent variables mentioned above.

Table 14: R2 Values

Construct	R2
CorpVol	0.442
OI	0.609
Pride	0.170
JobSatis	0.330
OrgComm	0.498
ENG	0.298
WB	0.205

According to Hair et al. (2014), there is no prescribed rule of thumb for acceptable R^2 as it is dependent on model complexity and the field of research. The results of the R^2 indicate that functional motivation and organisational support explained 44.2% of employees' attitudes towards corporate volunteering initiatives. In terms of understanding the role of the mediators, the results show that pride mediated the relationship between employees' CV attitudes and organisational identification by 17% whilst organisational identification mediated the relationship between pride and the CV consequences overall by 61%. Consequences of taking part in corporate volunteering initiatives, through pride and OI are explained by 32.3% in job satisfaction, 29.4% in work engagement, 47.9% in organisational commitment and 20.1% in overall health and well-being. Figure 13 below shows the pathways and the value of R^2 in the structural model as discussed above.

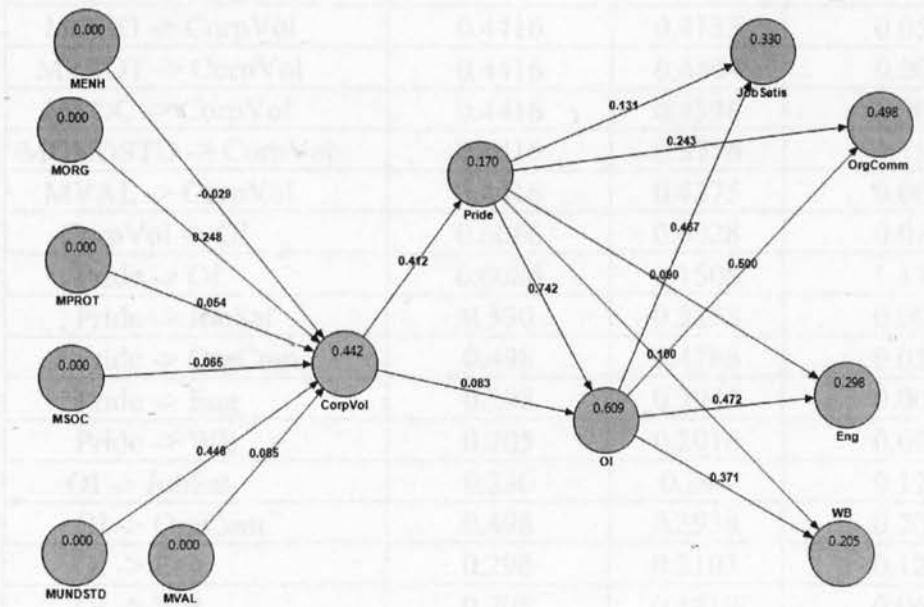


Figure 13: The Pathways and R2 values in the conceptual model

4. Assessing Effect Size f^2

Besides inspecting the R^2 values of all endogenous variables, the effect size will show whether an independent latent variable has a substantial influence on the dependent latent variable. Hence, the f^2 effect size evaluates the change in the coefficient of determination (R^2) value when a specific exogenous construct is omitted from the model and is used to evaluate if the omitted construct has a substantive impact on the endogenous construct (Hair et al. 2012). The change in the dependent variable's coefficient of determination is calculated by estimating the structural model twice, i.e. once with and once without the independent latent variable as shown below. Values for f^2 of 0.02, 0.15 and 0.35 represent small, medium and large effect respectively on the particular exogenous variable (Hair et al. 2014).

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

The f^2 size effect for each of the exogenous constructs in final model is shown in Table 15 below:

Table 15: f^2 Size Effect

Pathway	R^2 included	R^2 excluded	f^2
MENH -> CorpVol	0.4416	0.4413	0.001
MORG -> CorpVol	0.4416	0.4133	0.051
MPROT -> CorpVol	0.4416	0.4404	0.002
MSOC -> CorpVol	0.4416	0.4396	0.004
MUNDSTD -> CorpVol	0.4416	0.3776	0.115
MVAL -> CorpVol	0.4416	0.4375	0.007
CorpVol -> OI	0.6086	0.6028	0.015
Pride -> OI	0.6086	0.1508	1.170
Pride -> JobSat	0.330	0.3238	0.009
Pride -> OrgCom	0.498	0.4786	0.038
Pride -> Eng	0.298	0.2945	0.005
Pride -> WB	0.205	0.2016	0.004
OI -> JobSat	0.330	0.244	0.129
OI -> OrgCom	0.498	0.3938	0.207
OI -> Eng	0.298	0.2103	0.124
OI -> WB	0.205	0.1519	0.067

The results of this study show that, for instance, if pride is deleted from the path model, and the model is re-estimated, the R^2 of Organisational Identification (OI) is only 15% as opposed to 61% before deletion. Hence the effect size of pride on organisational identification is considered large (1.170). Conversely, when enhancement is removed from the path model, upon re-estimation, the change in the coefficient of determination on attitudes towards corporate volunteering is very small i.e. 0.001. Therefore, the results of the calculating the effect size show that the effect of functional motivators of enhancement, organisational benefits for volunteering, protection, social and values on attitudes towards corporate volunteering initiatives when removed from the path model is small. The effect of understanding on attitudes corporate volunteering and the effect of corporate volunteering on organisational identification are medium.

5. Assessing the Predictive Relevance Q^2 and q^2 effect size

Another measure of predictive accuracy for a reflective variable is provided by the Stone-Geisser's predictive relevance score Q^2 (Geisser 1974; Stone 1975 cited in Hair et al. 2014). Q^2 is a measure of the model's predictive relevance as to how accurately it predicts the data points of indicators in reflective measurement models of endogenous constructs. In a nutshell, Q^2 is a measure of how well observed values are reconstructed by the model and its parameter estimates. Q^2 values range from 0 to 1 and larger values for certain dependent variables indicate the path model's higher predictive relevance for that particular construct. In contrast value of 0 and below indicates a lack of predictive relevance for those constructs (Chin 2010).

The test to calculate Q^2 uses a 'blindfolding' procedure which systematically assumes that a part of the raw data matrix is missing during the parameter estimation. According to Hair et al. (2014) the blindfolding procedure is only applied to endogenous constructs in a reflective measurement model. The Q^2 value for the final model was obtained by using the blindfolding procedure for a certain omission index (D), where the sample reuse technique omits the 'dth' data point in the endogenous construct's indicators and estimates the parameter using the remaining data points (Chin 1998). The omitted data points are considered missing values and treated accordingly when running the PLS-SEM algorithm (e.g. by using mean value replacement). The resulting estimates are used to predict the omitted data points. The difference between omitted data points and the predicted ones is used as input to calculate Q2. The omission distance also has to be specified. According to Wold (1982) the omission distance D should be a prime integer between the number of indicators K and cases N. Further, the choice

of the omission distance D need not be large. Studies show that D from 5 to 10 is feasible as long as N is large. For example, this study has 160 observations, so an omission distance of 7 was used as 160/7= 22.8 rounded up to 23 (prime integer).

According to Hair et al. (2014), there are two approaches to calculating Q^2. The first is the cross-validates redundancy approach, which builds on the path model estimates of both the structural model as well as the measurement model. Alternatively the cross-validated communality approach only uses the construct scores of the target endogenous construct without including the structural model information, to predict eliminated data points. This study adopted the first approach as it builds on the path model estimates of the structural model as well as the measurement model of data prediction. Therefore, it fits the PLS-SEM approach (Hair et al. 2014). The q^2 value for each of the endogenous construct was run separately with an omission index (D=7), and the results are summarised in Table 16 below.

The relative impact of the predictive relevance can be compared by means of the measure to the q^2 effect size, i.e.:

$$q^2 = \frac{Q^2_{included} - Q^2_{excluded}}{1 - Q^2_{included}}$$

As a relative measure of predictive relevance, values of 0.02, 0.15 and 0.35 indicate that an exogenous construct has a small, medium or large predictive relevance for a certain endogenous construct (Hair et al. 2014).

Table 16: q2 Effect Size

Pathway	Q^2 included	Q^2 excluded	q^2
MENH -> CorpVol	0.336	0.336	0.000
MORG -> CorpVol	0.336	0.315	0.032
MPROT -> CorpVol	0.336	0.334	0.002
MSOC -> CorpVol	0.336	0.333	0.004
MUNDSTD -> CorpVol	0.336	0.285	0.076
MVAL -> CorpVol	0.336	0.334	0.002
CorpVol -> OI	0.474	0.468	0.012
Pride -> OI	0.474	0.117	0.679
Pride -> JobSat	0.291	0.286	0.007
Pride -> OrgCom	0.271	0.256	0.020
Pride -> Eng	0.221	0.219	0.003
Pride -> WB	0.113	0.113	0.000
OI -> JobSat	0.291	0.215	0.107
OI -> OrgCom	0.271	0.220	0.070
OI -> Eng	0.221	0.155	0.084
OI -> WB	0.113	0.076	0.043

The computations of q^2 show that the effect sizes of functional motivations of enhancement (MENH), protection (MPROT), social (MSOC) and values (MVAL) on attitudes towards corporate volunteering have small predictive value whereas organisational benefits for volunteering (MORG) and understanding (MUNDSTD) have medium predictive value. The predictive value of attitudes towards corporate volunteering (CORPVOL) on organisational identification (OI) is small whilst pride (PRD) on organisational identification (OI) is large. The effect sizes of corporate volunteering on organisational identification is small as compared to the effect size of pride on organisational identification which is quite large at 0.68. In terms of the outcome variables, it is evident that the effect size of pride and organisational identification on all four outcome variables are small.

4c.2 Summary of Structural Model Results

Table 17: Summary of Results showing the f2 and q2 Effect Sizes

Pathway	R^2included	R^2excluded	f^2	Q^2included	Q^2 excluded	q^2
MENH -> CorpVol	0.44	0.44	0.00	0.34	0.34	0.00
MORG -> CorpVol	0.44	0.41	0.05	0.34	0.31	0.03
MPROT -> CorpVol	0.44	0.44	0.00	0.34	0.33	0.00
MSOC -> CorpVol	0.44	0.44	0.00	0.34	0.33	0.00
MUNDSTD -> CorpVol	0.44	0.38	0.11	0.34	0.29	0.08
MVAL -> CorpVol	0.44	0.44	0.01	0.34	0.33	0.00
CorpVol -> OI	0.61	0.60	0.01	0.47	0.47	0.01
Pride -> OI	0.61	0.15	1.17	0.47	0.12	0.68
Pride -> JobSat	0.33	0.32	0.01	0.29	0.29	0.01
Pride -> OrgCom	0.50	0.48	0.04	0.27	0.26	0.02
Pride -> Eng	0.30	0.29	0.00	0.22	0.22	0.00
Pride -> WB	0.21	0.20	0.00	0.11	0.11	0.00
OI -> JobSat	0.33	0.24	0.13	0.29	0.21	0.11
OI -> OrgCom	0.50	0.39	0.21	0.27	0.22	0.07
OI -> Eng	0.30	0.21	0.12	0.22	0.16	0.08
OI -> WB	0.21	0.15	0.07	0.11	0.08	0.04

	CORPVOL				OI		
Pathway	Path coefficients	f^2effect size	q^2effect size		Path coefficients	f^2effect size	q^2effect size
MENH	-0.03	0.00	0.00	CorpVol	0.08	0.01	0.01
MORG	0.25	0.05	0.03	Pride	0.74	1.17	0.68
MPROT	0.05	0.00	0.00				
MSOC	-0.06	0.00	0.00				
MUNDSTD	0.45	0.11	0.08				
MVAL	0.09	0.01	0.00				

	JobSat				OrgCom		
	Path coefficients	f^2effect size	q^2effect size		Path coefficients	f^2effect size	q^2effect size
Pride	0.13	0.01	0.01	Pride	0.24	0.04	0.02
OI	0.47	0.13	0.11	OI	0.50	0.21	0.07

Eng				WB		
Path coefficients	f^2effect size	q^2effect size		Path coefficients	f^2effect size	q^2effect size
0.09	0.00	0.00	Pride	0.10	0.00	0.00
0.47	0.12	0.08	OI	0.37	0.07	0.04

Chapter 4d Data Analysis

4d.1 Mediation Analysis

Having discussed the assessment of the structural model, the next section of the analysis assesses whether pride and organisational identification enhance the relationship between employees' attitudes towards CV and CV outcomes. This study incorporates two mediators to explain the relationship between employees' CV attitudes and the related consequences. The next section briefly examines the mediation process and analysis of the strength of the mediators.

1. The Simple Mediation Model

According to Hays (2013) mediation analysis is used to help answer the question as to how some causal agent X transmits its effect on Y. Hence, it seeks to find out what is the mechanism, be it emotional, cognitive, biological or otherwise by which X influences Y? Mediation occurs when an antecedent variable affects a mediator variable and the mediator variable affects a dependent variable, thus forming a chain of relations among the three variables (Baron & Kenny 1986). The chain of relations among the variables is called an indirect or mediated effect of the antecedent variable on the dependent variable. An effect that is not mediated this way is called a direct effect. As shown in Figure 14 below, the direct effect is the pathway from X to Y without passing through M and the second pathway of X to Y through M is the indirect effect of X on Y through M. Hence the indirect effect represents how Y is influenced by X through a causal sequence in which X influences M, which in turn influences Y.

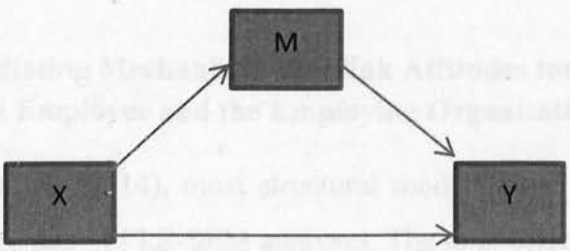


Figure 14: A conceptual diagram of a simple mediation analysis

2. The Serial Multiple Mediator Model

According to Hays (2013), In this type of model, the direct and indirect effect of X on Y while modelling a process in which X causes M_1, which in turn causes M_2 concluding with Y as the final consequent. Hays (2013) adds that in serial multiple mediator models the assumption of no causal association between the two mediators is rejected. As discussed in the conceptual model in this study, this study relies on social identity perspective to suggest that pride and organisational identification (OI) may mediate the relationship between employee attitudes to CV activities and commitment, engagement, job satisfaction and health and wellbeing as shown in Figure 18 below. Therefore, as described by Hays (2013) this takes the form of a serial multiple mediator analysis

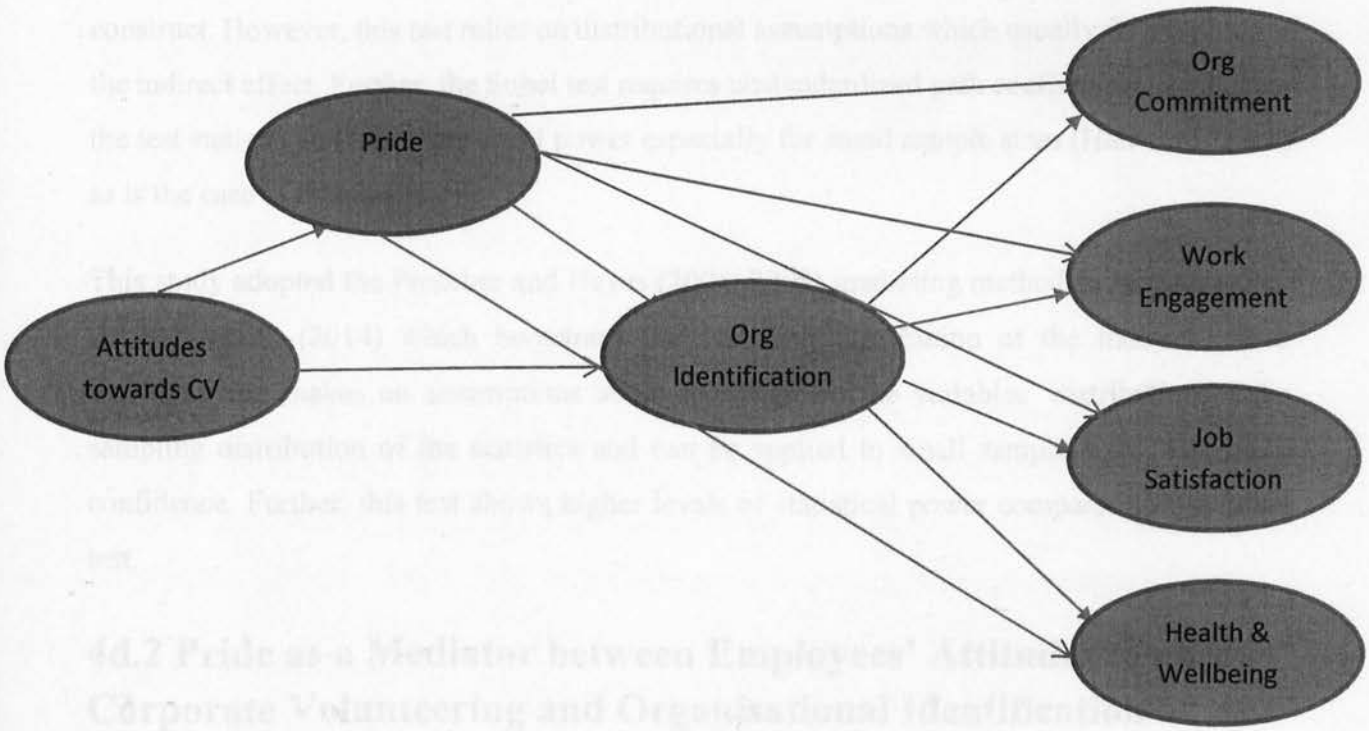


Figure 15: The Mediating Mechanisms that link Attitudes towards CV and its consequences to the Employee and the Employing Organisation

According to Hair et al. (2014), most structural models have mediation effects which are overlooked by researchers in PLS-SEM analyses. The total effects which is the sum of direct and indirect effects between the two constructs must be reported as it allows a complete picture of the mediator's role as well as provides practitioners with actions to take regarding cause-effect relationships.

The next section discusses the different ways through which mediation is analysed and the method that was adopted in this research.

According to Baron and Kenny (1986), four conditions are necessary to establish mediation. First, the independent and mediator variables must be significantly related. Second, the independent and dependent variables must be significantly related. Third, the mediator and the dependent variable must be significantly related and fourth, the relationship between the independent variable and dependent variable should be weaker (partial mediation) or non-significant (mediation) when the mediator is included in the regression equation.

Another commonly used approach for testing mediating effects is the Sobel test, which examines the relationship between the independent and dependent variable compared with the relationship between the independent variable and dependent variable including the mediation construct. However, this test relies on distributional assumptions which usually do not hold for the indirect effect. Further, the Sobel test requires unstandardized path coefficients as input for the test statistic and lacks statistical power especially for small sample sizes (Hair et al. 2014) as is the case in this study.

This study adopted the Preacher and Hayes (2004, 2008) mediating method as recommended by Hair et al. (2014) which bootstraps the sampling distribution of the indirect effect. Bootstrapping makes no assumptions about the shape of the variables' distribution or the sampling distribution of the statistics and can be applied to small sample sizes with more confidence. Further, this test shows higher levels of statistical power compared to the Sobel test.

4d.2 Pride as a Mediator between Employees' Attitudes towards Corporate Volunteering and Organisational Identification

Hypothesis 3 proposed that pride mediates the relationship between attitudes towards corporate volunteering and organisational identification. According to Hays (2013) the first step is that the direct effect should be significant if the mediator is not included in the model. According to Zhao, Lynch and Chen (2010), this would make the mediation analysis easier to understand even though it is not a necessary condition.

Path Coefficients	T Statistics	P values (1 tail)
CorpVol -> OI	4.2331	0.00

Table 18 Path Coefficient

The path coefficient between attitudes towards corporate volunteering and organisational identification is significant as shown in Table 18 above. In the second step as recommended by Hays (2013), the mediator variable i.e. pride was included. A necessary but not sufficient condition here is that the significance of the relationship between attitudes towards corporate volunteering and pride as well as between pride and organisational identification. This can be confirmed by the structural model results i.e. the indirect effect size is 0.306273 (0.4126*0.7423) which is the product of the path coefficient of CORPVOL to PRIDE (0.4126) and the path coefficient of PRIDE to OI.

The indirect effect size and its significance was again tested using bootstrapping (i.e.160 observations per sample, 5000 sub samples and no sign changes). The bootstrapping results were pasted into Microsoft Excel to compute as shown in Appendix 5.

The standard deviation was computed i.e. 0.0682. Hence the empirical t value of the indirect effect is the original value divided by the bootstrapping standard error i.e. empirical t value of the indirect effect of attitudes towards corporate volunteering to organisational identification is 0.306273/0.0682 = 4.491. Therefore, we can say that pride mediates the relationship between attitudes between corporate volunteering and organisational identification as the indirect effect is significant. Finally Hair et al. (2014) recommends that the strength of the mediation be computed which gives the variance accounted for (VAF) score. This is calculated below:

Strength of mediation

The direct effect of CorpVol to OI = 0.0829

The indirect effect via Pride = 0.306273

Total Effect = 0.389173

VAF score = Indirect/Total = 78.70

Therefore, it is interpreted that 78.7% of employees' attitudes towards corporate volunteering's effect on organisational identification is explained via Pride as a mediator. As the VAF score is larger than 20% and less than 80%, this relationship can be considered as a partial mediation (Hair et al. 2014).

4d.3 Organisational Identification as a Mediator between Pride and CV Consequences

This study hypothesised a second mediator of organisational identification which mediates the relationship between pride and the outcomes. The effects of pride, mediated through organizational identification, were tested on four outcomes which were job satisfaction, organisational commitment, work engagement and well-being. Preacher and Hayes (2004, 2008) mediating method of bootstrapping as recommended by Hair et al. (2014) was adopted again in this analyses and the same steps as described above were replicated. The results of the mediation analysis are shown in Appendix 5.

Hypothesis 4 posited that pride has a positive relationship with organisational commitment mediated by organisational identification. The strength of the mediation showed that 60.4% of pride on organisational commitment was explained by organisational identification. As the VAF is larger than 20% and less than 80%, this was considered to be partial mediation.

Hypothesis 5 stated that pride has a positive relationship with work engagement mediated by organisational identification. The bootstrapping results showed that 79.5% of pride on work engagement was explained by organisational identification, making it almost a complete mediation.

Hypothesis 6 stated that pride has a positive relationship with job satisfaction mediated by organisational identification. The results showed that 76.4% of pride on job satisfaction was mediated by organisational identification. As per the VAF score, it can be characterised as almost partial mediation.

Hypothesis 7 posited that pride has a positive relationship with employee well-being through organisational identification. The results of the mediation analysis showed that 73.2% of pride on well-being was explained by organisational identification. The VAF score indicated that it was partial mediation.

According to Hays (2013), mediation analysis results in one of three claims i.e. no mediation, partial mediation or full mediation. Partial mediation implies that the mediating mechanism does not entirely account for the association between X and Y whilst full mediation means that the relationship between X and Y is entirely accounted for by the mediating mechanism.

However, Hayes (2013) argues that although these terms are popularly used in empirical research, they should be abandoned. There are four reasons for this:

First, although partial and full mediation are defined when the total effect is different from zero, it is possible to find evidence of an indirect effect absent evidence of a total effect. Hence as they do occur in real research in some circumstances, these concepts do not apply.

Second, the ability to claim that a mediation relationship exists is contingent on rejecting three null hypotheses as discussed above. Given that these hypotheses are based on assumptions that may not be met and may also affect their performance as well as the fact that the reliance on many hypotheses can cause mistakes to happen. Hence Hays (2013) recommends that a single inferential test of the indirect effect is all that is required. Third, the causal steps to test mediation begins with testing for total effect between X and Y. A failure to reject the null hypothesis basically means that the following steps to establish mediation is stopped as the belief is that an effect that doesn't exist can't be mediated. Hays (2013) argues that it is possible for a mediation relationship to exist between two variables even if the direct effect is not significant. Given these arguments, this research suggests that organisational identification mediates the relationships between pride and the four consequences of job satisfaction, organisational commitment, work engagement and health and well-being.

Chapter 5 Discussions and Conclusions

5.1 Introduction

Before discussing the findings of the research, the researcher would like to briefly summarise the need for this study, its aims and objectives. Chapter 1 established CV as the focal point in this study and the need to examine the drivers, mediators and consequences of this variable. The literature review in chapter 2b revealed a growing body of research on the different drivers of CV. Simultaneously; the literature review in chapter 2c shows that although previous research has examined the benefits of CV, the processes that explain these relationships have not been examined in depth. In response to this need, the aim of this study was to provide an integrative model that explains the drivers of employees' attitudes towards CV initiatives and the processes through which positive consequences for both the employee as well as the employing organisation are created. From the gaps in the literature review, the following six research objectives were identified.

1. To adapt functional motivation theory and intrinsic and extrinsic motivation to explain the drivers of CV for employees in organisations.
2. To draw on social identity theory to understand the mediating mechanisms that play a role in increasing the consequences of CV participation for both the employee and the employing organisation.
3. To adopt social exchange and intrinsic-extrinsic motivation theory to explain the consequences of CV for employees and the employing organisation.
4. To identify and implement suitable techniques to collect and analyse data in Singapore and Malaysia.
5. To assess empirically the conceptual framework relating to the drivers, consequences and mediating mechanisms of corporate volunteering.
6. To embed the results with current literature and suggest theoretical and practitioner recommendations.

From the research aim and subsequent objectives above, the following research questions were identified.

Q1: Is functional motivation a driver of employees' attitudes towards CV?

Q2: Is organisational support a driver of employees' attitudes towards CV?

Q3: Does pride mediate the relationship between attitudes towards CV and organisational identification?

Q4: Does organisational identification subsequently mediate the relationship between pride and CV consequences of organisational commitment, work engagement, job satisfaction and health and well-being.

A framework that was grounded in literature was developed to enable the objectives 1, 2 and 3 to be achieved. Subsequently data collection was implemented according to the discussions in Chapter 3. An electronic questionnaire was administered to the sample respondents in targeted organisations in Malaysia and Singapore. The results were analysed using *Smart*PLS version 2 (Ringle et al. 2005) for Structural Equation Modelling as reported in Chapter 4. Hence objectives 4 and 5 were fulfilled in Chapters 3 and 4. This chapter fulfils objective 6, which is the final chapter where the results of the analysis are discussed in relation to the literature. The chapter concludes with a discussion of the results, the theoretical and managerial contributions, limitations of the study and ideas for future research.

5.2 Results of the Research Hypotheses

This section discusses the hypothesised relationships between the constructs that were determined in the research framework. In order to ease the flow of discussion, each block of hypothesis is discussed in a separate section. The first section will discuss the drivers of employees' attitudes towards corporate volunteering. The second section will elaborate on the pathways between attitudes towards CV and the mediating mechanisms namely pride and organisational identification. Subsequently the focus of discussion will turn towards the consequences of CV for the employees and the employing organisation through the mediators.

5.3 Drivers of Employees' Attitudes towards Corporate Volunteering

Discussion here first turns towards the hypothesised relationship between employees' functional motivation and their attitudes towards CV initiatives.

	Path Coefficients	T Statistics	Sig values (2 tail)	P Values (2 tail)
MENH -> CorpVol	-0.03	0.27	NS	0.7882
MPROT -> CorpVol	0.05	0.57	NS	0.5695
MSOC -> CorpVol	-0.06	0.80	NS	0.4268
MUNDSTD -> CorpVol	0.45	4.52	***	0.0000
MVAL -> CorpVol	0.09	0.91	NS	0.3653

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Table 19: The Path Coefficients of the relationship between volunteer functions and employees' attitudes towards corporate volunteering

As discussed in the literature review and the conceptual framework, this study adopted and adapted Clary et al. (1998)'s general volunteering motives to the CV context to understand the drivers of employees' attitudes towards CV. According to Clary et al. (1998) strategies to obtain volunteers are most effective when they match the primary motives of would-be volunteers. The functions adopted were Values, Understanding, Enhancement, Protective and Social. Collectively, the five functions do not seem to support the view that CV can satisfy a mixture of motives that are commonly identified in general volunteering research for different individuals as of the five functions hypothesised, only one functional pathway was significant i.e. Understanding. Each of the pathway results are discussed below.

Hypothesis 1(a): Employee values motivation is significantly related to attitudes towards corporate volunteering

This hypothesis was not supported as the result of the pathway between employees' values and their attitudes towards corporate volunteering initiatives shows that it is statistically not significant ($p > 0.05$). The values function provides for individuals to express values related to altruistic and humanitarian concerns for others. The finding in this study was contrary to some studies that showed Values as the most important motivating factor for employees to volunteer in CV, for instance Zappala and Mclaren (2004). In Pajo and Lee's (2010) study altruistic concerns emerged as a key driver for employee involvement in CV activities. However, in Peloza and Hassay (2008), altruistic reasons were found to be less prevalent in workplace

volunteer programme. The results of this study agree with Peloza and Hassay (2008). One of the reasons could be that the employees did not affiliate as strongly to the charity or cause selected by their employers. People are attracted to causes that they feel strongly about on a personal basis. Hence if the employees did not feel that they connected with the CV causes that their organisations were supporting it could reduce their participation.

Hypothesis 1(b): Employee understanding motivation is significantly related to attitudes towards corporate volunteering

This hypothesis is supported as the analysis shows a strong significant relationship between volunteers' understanding function and their attitudes towards CV ($p<0.05$). The understanding function involves the opportunity to allow new learning experiences and the opportunity to exercise knowledge, skills and abilities that might otherwise go unpractised (Clary et al., 1998). This finding supports some previous studies, for instance Zappala and Mclaren (2004); Caligiuri et al. (2013). This finding suggests that one of the reasons employees will want to participate in CV is the belief that they will gain from the community learning as well as personal learning and skills sets which could be transferred from the volunteer experience to their actual jobs. In this case the results show that individuals are drawn towards CV activities that allow them to enhance their learning experiences that may not already be present in their current jobs. Hence, it is obvious that there is a positive link between CV activities and employees' jobs as this may also be a way to help retain employees who otherwise would get bored with their regular jobs. This seems to be in line with Houle et al. (2005) that people may differ not only if the motives that they consider most important but also to the extent that they perceive different volunteer tasks will satisfy different motives. It can also be argued that choosing CV causes that provide the opportunity to employees to add variety or increase their learning, skills and knowledge will also increase employees' self-confidence and perceptions of meaningfulness.

Hypothesis 1(c): Employee social motivation is significantly related to attitudes towards corporate volunteering

This hypothesis is not supported as the pathway between employees' social motivation and their attitudes towards corporate volunteering initiatives was statistically not significant ($p>0.05$). The social function reflects motivation concerning relationships with others. For instance, volunteering may offer chances to be with friends or to engage in activities that are

favourable to others. It is quite obvious that in this study, the respondents did not perceive CV as a motive to make more friends or to socialise more. This finding interestingly contradicts previous findings from Teague (2008) in his qualitative doctoral study where the social benefit of volunteering was found to be the primary objective for many employee volunteers. It could be that employees in this study did not perceive that participating in CV causes would necessarily increase their social networks or even from an egoistic perspective improve their profile or connections within the firm as also found by Pajo and Lee (2010).

Hypothesis 1(d): Employee protective motivation is significantly related to attitudes towards corporate volunteering

This hypothesis is not supported as seen in Table 19 above. The protective function relates to motivations involving processes associated with protecting the ego from negative features, for instance personal problems or guilt over being more fortunate than others. Interestingly, Zappala and Mclaren (2004) removed the protective function in their study as it was deemed as not being relevant to employee volunteering as it was not found to be a factor in previous employee volunteering literature. The results of this research seems to concur with Zappala and Mclaren (2004)'s view in terms of being insignificant. According to Clary et al. (1998), the protective function has lower significance for volunteering. This finding implies that employees in this study did not feel that they were more fortunate than others or that they needed to participate in CV causes to alleviate feelings of guilt of having a better life.

Hypothesis 1 (e): Employee enhancement motivation is significantly related to attitudes towards corporate volunteering

This hypothesis is not supported as shown in Table 19 above. The results indicate that the relationship between the enhancement motive and employees' attitudes towards CV is not significant ($p>0.05$). According to Finkelstein (2009), the enhancement function centres on increasing positive affect through personal growth and increased self-esteem. The result was surprising as it contradicts other studies that showed the enhancement function as one of the more important motivators for CV i.e. Zappala and Mclaren (2004). Peloza and Hassay (2006) also demonstrated that CVs was one way that employees felt good about themselves which they referred to as a "warm glow" (p.362). However, it seems like the respondents in this study did not feel that the targeted CV initiatives by their organisations would increase their personal self-esteem or positive affect.

Hypothesis 2: Employee support from the organisation is significantly related to attitudes towards corporate volunteering

	Path Coefficients	T Statistics	Sig values (2 tail)	P Values (2 tail)
MORG -> CorpVol	0.25	3.20	***	0.0017

Note: * p < 0.05, **p < 0.01, ***p < 0.001

Table 20: The Path Coefficients between organisational support and employees' attitudes towards corporate volunteering

As shown in Table 20 above, this hypothesis is supported as the analysis showed a statistically strong significant relationship ($p<0.05$) between the organisational support that employees receive and their attitudes towards CV. This finding supports previous findings i.e. Booth et al. (2009); Caligiuri et al.(2013); Ryan and Kossek (2008) that when organisations offer benefits to employees in the form of vacation leave or time off or even a flexible work schedule, it positively affects employees' drive to take part in CV activities and also results in positive outcomes. This study also concurs with Grant (2012); Peloza and Hassay (2006) and Fisher and Ackerman (1998) that organisational support signals to employees that CV efforts are valued.

5.4 Employee and Employer Outcomes mediated by Pride and Organisational Identification

The findings here focus on the consequences of CV participation for the employee and the employing organisation through the mediators. However, as outlined in chapter 1 and subsequently in the conceptual model, this study specifically sought to demonstrate ways in which organisations can increase employees' participation in CV activities by exploring the processes through which CV activities influenced the above mentioned outcomes. By drawing on SIT ad SET and intrinsic-extrinsic motivation, this study posits pride and organisational identification (OI) as mediating mechanisms that could increase the relationship between employees' attitudes towards CV and the outcomes of job satisfaction, organisational commitment, work engagement as well as health and well-being. The results are discussed below.

Hypothesis 3: Pride mediates the relationship between attitudes towards corporate volunteering and organisational identification

	Path Coefficients	T Statistics	Sig values (2 tail)	P Values (2 tail)
CorpVol -> Pride	0.41	4.87	***	0.0000
Pride -> OI	0.74	11.47	***	0.0000

Note: * p < 0.05, **p < 0.01, ***p < 0.001

Table 21: Path Coefficients of the relationship between CV, Pride and Organisational Identification (OI)

The results show that there is a strong statistical relationship between employees' attitudes towards CV and Pride as well as between Pride and OI as shown in Table 21 above. The mediation analysis also indicate that pride partially mediates the relationship between CV and OI. As recommended by Hair et al. (2014) the strength of the mediation by the variance accounted for (VAF) score shows that 78.7% of employees' attitudes towards corporate volunteering's effect on organisational identification is explained via Pride. As the VAF score is larger than 20% and less than 80%, this relationship is considered as partial mediation (Hair et al. 2014). It also means that 22.3% of the relationship between attitudes towards CV and OI could have other potential mediators. However this study concurs with Hays (2013)'s suggestion that in investigating mediation, the terms full and partial be abandoned as per the

reasons discussed in Chapter 4d. Therefore, hypothesis 3 is supported as there is a mediating relationship between employees' attitudes towards CV, pride and organisational identification.

Hypothesis 4: Organisational Identification mediates the relationship between Pride and Organisational Commitment

Hypothesis 5: Organisational Identification mediates the relationship between Pride and Work Engagement

Hypothesis 6: Organisational Identification mediates the relationship between Pride and Job Satisfaction.

Hypothesis 7: Organisational Identification mediates the relationship between Pride and Health and Wellbeing

	Path Coefficients	T Statistics	Sig values (2 tail)	P Values (2 tail)
Pride -> OI	0.74	11.47	***	0.0000
OI -> Eng	0.47	5.19	***	0.0000
OI -> JobSatis	0.47	5.00	***	0.0000
OI -> OrgComm	0.50	4.98	***	0.0000
OI -> WB	0.37	2.81	***	0.0055

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Table 22: Path Coefficients of the relationship between Pride, Organisational Identification (OI) and the Consequences of CV

Hypotheses 4 through 7 made predictions about the effects of organisational identification on organisational commitment, work engagement, job satisfaction and health and well-being. The portions of the structural model analysis relevant to these predictions are summarised in Table 22 above. The results indicate statistically significant results for all four outcome variables through OI.

Subsequently, as recommended by Hair et al. (2014), mediation analysis to estimate the variance accounted for (VAF) scores show that OI partially mediates these relationships. OI mediated 76.4% of pride on job satisfaction, 60.4% on organisational commitment, 79.5% on work engagement, making it almost a complete mediation and 73.2% on health and well-being. Therefore, based on these results, hypotheses 4, 5, 6 and 7 are supported in this study.

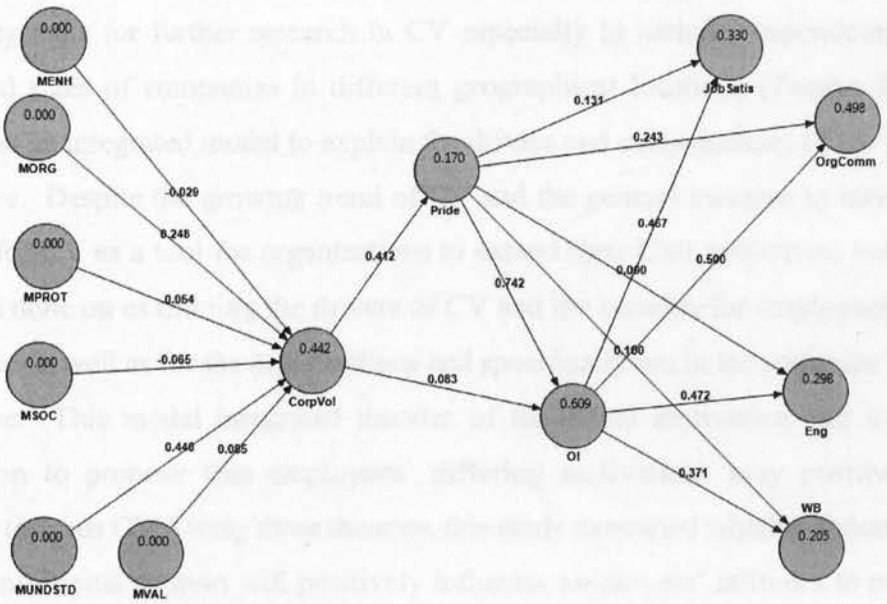


Figure 16: The Pathways and R^2 values in the conceptual model

From the R^2 values in Figure 16 and despite the fact that hypotheses 1(a), (c), (d) and (e) were not supported, the R^2 value of the tested drivers of CV influence 44.2% of employees' attitudes towards CV. Hence, it can be assumed that the remaining portion (55.8%) could be due to other factors that could drive CV. For instance, employees may be driven to participate for other reasons, not examined here like being directly asked, being coerced by a peer or supervisor or even to impress upper management. These could be areas for future research.

The R^2 results also indicate that pride mediates the relationship between employees' CV attitudes and organisational identification by 17% whilst organisational identification mediates the relationship between pride and the CV consequences overall by 61%. In terms of the outcomes through pride and OI, the results show 32.3% in job satisfaction, 29.4% in work engagement, 47.9% in organisational commitment and 20.1% in overall health and well-being. These results point out that there could be other mechanisms that would enhance the relationships between employees' CV attitudes and the outcomes.

5.5 Overall Discussions

Following calls for further research in CV especially to include respondents from different kinds and sizes of companies in different geographical locations (Teague 2008) this study developed an integrated model to explain the drivers and consequences of CV in Malaysia and Singapore. Despite the growing trend of CV and the general increase in interest in CSR and support for CV as a tool for organisations to extend their CSR initiatives, very little research had been done on examining the drivers of CV and the benefits for employees in their regular workplace as well as for the organisations and specifically not in the countries of Malaysia and Singapore. This model integrated theories of functional motivation and intrinsic extrinsic motivation to propose that employees' differing motivations may positively affect their attitudes towards CV. Using these theories, this study examined whether functional motivation and organisational support will positively influence employees' attitudes to participate in CV initiatives. Subsequently, by integrating social identity theory, social exchange theory and intrinsic extrinsic motivation, the findings reveal that by being proud of their membership in an organisation that values being a part of the community, employees' feelings of identification increased with their organisation. In turn these feelings promote associate consequences that benefit both the employee and the organisation. This study therefore answered calls to explore the processes through which CV influenced outcomes relevant to the employee and the organisation.

In line with these aims, the researcher sought to answer four research questions about CV. First, is there a relationship between functional motivation and employees' attitudes towards corporate volunteering? Second, is there a relationship between organisational support and employees' attitudes towards corporate volunteering? Third, does pride mediate the relationship between attitudes towards CV and organisational identification? And finally, does OI subsequently mediate the relationship between pride and CV consequences of organisational commitment, job satisfaction, work engagement and health and well-being?

Using Clary et al.'s (1998) functional motivation theory's reasoning that individuals may participate in the same volunteering work for very different motives, and that volunteering can satisfy different motives for an individual at different points in time, employees' intrinsic drivers were examined. The literature indicates that this functional scale is predominantly used in general volunteering research, although some CV studies have adapted it as well (Zappala and Mclaren 2004; Brockner et al. 2014; Nave and do Paco 2013). As discussed in Chapter 2,

the reason for using Clary's VFI was that it would be a suitable measure to examine employees' intrinsic drivers as was demonstrated by the studies mentioned above. The results of the five hypotheses examined here show that of the five functions of the VFI that were identified only one function i.e. the Understanding function of the VFI was significant. The remaining four functions of Values, Social, Protective and Enhancement showed non-significant relationships. Some conclusions that can be drawn from the significant findings of the Understanding function are that the respondents are generally keen to increase their skill sets and learning that they might not be obtaining from their regular everyday work and this is one of the more important reasons that drives them to volunteer in CV activities. This is concurred in Caligiuri et al. (2013) where the importance of projects that lead to greater capability development is proven to be a strong motivator for employees to volunteer. Another perspective that is suggested here is that jobs that lack a variety of skill or enrichment may motivate employees to contribute to their organisations through CV participation and this is in line with Grant (2012).

The fact that the other four functions showed non-significant results was surprising. It also contradicted previous research i.e. Zappala and Mclaren (2004); Teague (2008). Previous studies on CV show that altruistic and humanitarian concerns have proven to be very strong motivators (Pajo and Lee 2010; Nave and do Paco 2013). In this case, it could be that the employees did not affiliate as strongly to the charity or cause selected by their employers. People are attracted to causes that they feel strongly about on a personal basis. Hence if the employees did not feel that they connected with the CV causes that their organisations were supporting it could reduce their participation. It would have been useful to include a measure to find out if affiliation to the beneficiary of the CV initiative is a driver for employees' positive attitudes.

Although Clary's VFI is used to measure extrinsic motivators, these are still based within the person i.e. their own motives and personal reasons to volunteer; for example the Career function which is based on a desire to gain career-related experiences and to increase job prospects. The Career function was omitted from this study as the aim was to examine the intrinsic motivators based on Finkelstein's reasoning of dividing the functional motives into intrinsic and extrinsic motivations. On the argument that the Career function requires an outcome that is outside the behaviour of volunteering, it was omitted from the study. Further,

previous studies (Zappala and McLaren 2004) on the VFI findings have shown that the Career function is one of the least significant functions as a motivator for volunteering. However in the contexts of this study, it could have been a motivator that may have played a role in driving employees to have a positive attitude towards CV.

Additionally, bearing in mind that this study was done in Singapore and Malaysia, there could have been external and/or environmental factors to the individual that may have played a part as to why employees' volunteer and these factors were not captured by Clary's functional measures. For instance, external pressure from management, the need to portray some of form of impression management and/or the management styles adopted by senior management in the organisations targeted may have been a driver for employees to have positive attitudes towards CV.

In addition to these internal motives, this study also examined the external support that is provided by the organisations to employees participating in CV initiatives. Taking the cue from Gagne and Deci (1985), the researcher adopted a perspective that offers insight about how organisational support for volunteers fulfil an external motive. Particularly, the researcher expected that one form of extrinsic motivation which is external regulations may exist as a driver for employees in the CV context. External regulations are the most characteristic of extrinsic motivation where behaviours are controlled by exterior circumstances such as being appreciated or avoiding criticism. Therefore, based on this rationale, this research posited that organisational support could be driver for employees to have positive attitudes towards CV purely for external rewards. On the other hand, employees may not participate in CV activities if they feel that it will take them away from their regular workload and that this could affect their performance evaluation. Knowing that their employer is supportive will help alleviate these stresses as well.

The results indicated that organisational support is a significant driver for employees to participate in CV initiatives. Not many studies have examined the role that organisational support play in shaping volunteer motivation. A few exceptions are Booth et al. (2009); Basil et al. (2008). Interestingly this study contradicts the results of Veerasamy et al. (2013) in their study on volunteers in Malaysia where the results showed that there was a lack of employer support for volunteers. However, the differences could be attributed to the fact that Veerasamy

et al.'s (2013) study was based on self-reports of volunteers from a single voluntary organisation.

To answer research questions 3 and 4, the researcher explored the potential for not just positive consequences for the employee and the organisation but also variables that may explain this relationship. Responding to gaps in the literature review (Rodell 2013; Jones 2010), the researcher expected that social identity theory will be able to answer the question of why there are positive outcomes for CV in organisations and for the individual employee. Along these lines two variables, pride and organisational identification were identified as mediators. Responding to a call that research has yet to provide clear evidence about the effects of CV on employees' behaviours on the job (Rodell 2010), this study drew on social identity theory, social exchange theory and intrinsic extrinsic motivation to focus on organisational outcomes of organisational commitment and work engagement and employee outcomes of job satisfaction and health and well-being as a result of CV participation. Although the literature indicated that previous research had been conducted on the benefits of CV, it was mostly concentrated on citizenship behaviours (Grant et al. 2008; Jones 2010; Peloza and Hassay 2006); Volunteer hours, skill and capability development (Booth et al. 2009; Bartel et al. 2001; Peterson 2004) employee engagement (Caligiuri et al. 2013) and more recently Nave and do Paco (2013) found that participation in CV enabled employees to broaden their communication skills, increase their aptitude for helping others, whilst increasing their leadership capabilities, creativity and confidence. However, no study to-date had looked employee and employer consequences of job satisfaction, organisational commitment, work engagement and health and well-being together in one model. This study is one of the pioneers in examining employee health and well-being in the CV context. However, in testing the how positive CV attitudes could enhance employees; health and well-being, this study integrated social identity theory and intrinsic extrinsic motivation.

The advantages of exploring all these consequences in one model are; first, it provides employers the knowledge that they have some form of control over the benefits they may receive through the level of encouragement that they provide to the employees for the CV and second, as opposed to studies that have just proved CV benefits to either the employer or the employee, the current study is able to demonstrate that CV initiatives can benefit both

employees and employers. Third, it is able to help organisations think about how they could streamline their CV initiatives to increase the outcomes accordingly.

In the first instance, this study examined if employees' pride increased when employees had positive attitudes towards CV activities. Subsequently, the study assessed if this feeling of pride increased employees' organisational identification, which in turn then would positively affect employees' attitudes and behaviour at work. In this case, the literature indicated that integrating social exchange theory and social identity theory would yield some results. As previous research on CSR, for instance (Boezeman and Ellemers 2007) drew on SIT to establish that pride and respect fosters commitment in the non-profit organisation, the researcher anticipated that some relevance may be shown for CV as well. Further, CV research (Tuffrey 2003) also indicated positive links between CV and pride in the organisation. Therefore, relying on social identity theory, the researcher posited that employees who identify with a CV initiative are proud to belong to their organisation and will subsequently identify with their company also in line with Jones (2010). As anticipated by the conceptual model, the overall results suggested that pride does mediate the relationship between employees' CV attitudes and OI. However, the bigger impact was the predictive power of OI between pride and the consequences measured as indicated in the results. Grant (2008) speculated that organisational and prosocial sense making were in turn associated with greater levels of organisational commitment. Taking this speculation further, this study applied it and showed that feelings of identification can be applied to volunteering and other consequences as well.

The results in this part of the study showed that employees appreciated the fact that their organisation was endorsing a behaviour that they believed in and they responded by feeling a stronger psychological link to the employer. Hence, this suggests that employees grow to see their employers more positively and identify with them when the employer is actively involved in a charitable giving programme as also proposed by Grant et al. (2008), which in turn positively affects both employees and the organisations.

The results go on to show that identifying with the organisation causes a positive link between employee and employer outcomes. The literature indicated that in determining CV outcomes, it was worth differentiating between employee and employer outcomes in one model. This model examined work engagement and organisational commitment as employer outcomes and job satisfaction and employee health and well-being as individual employee outcomes. The

results of this study found that when mediated by OI, employees' satisfaction with their regular jobs increased and their general health and well-being also improved. From the organisation's perspective, the results showed higher levels of organisational commitment and engagement with their work.

By introducing pride and OI as mediators that account for the relationship between CV and the outcomes, this research extended previous research which had previously only looked at consequences of CV without emphasising the processes that explain this relationship. Hence, the researcher argues that this framework provided a more holistic perspective as it suggests a complete picture of CV in terms of the factors that push employees to take part in CV activities, consequences that would benefit both the employee and the organisation and two important mediators that would enhance the processes between the drivers and the consequences.

Having summarised the results, the next section discusses the research contributions, practical implications and the limitations of this research.

5.6 Research Contributions

The results of this thesis have important theoretical and practical contributions, which are discussed below.

A New Theoretical Framework

The findings extend previous research on CSR from its predominant focus on external stakeholders to internal stakeholders i.e. employees. This framework answered calls for new theoretical perspectives to explain the drivers of employees' attitudes towards CV (Zappala and McLaren 2004) as well as towards employee participation in CV (Grant 2012; Booth et al. 2009; Tschirhart 2005; Jones 2010). Most research to-date either studied the antecedents of CV (Grant 2012, Zappala and McLaren 2009) or the benefits of CV participation (Grant et al. 2008; Peterson 2004; Peloza et al, 2009; de Gilder et al. 2005). This study contributed to existing literature by developing a framework that incorporated both the drivers as well as the outcomes of CV for both the employer and the employee. This study is the first to examine the outcomes of organisational commitment, work engagement, job satisfaction and health and well-being in one model. Theoretically, this model integrated functional theory and intrinsic and extrinsic motivation to underpin the rationale of internal and external drivers of CV. The mediation

mechanisms and consequences were examined by integrating social identity theory, social exchange theory and intrinsic extrinsic motivation. Therefore, this study incorporated a wholesome picture of the CV process by integrating relevant theories in a theoretical framework. The researcher hopes that this framework would serve as a foundation for future research on the role of CV for employees and organisations.

Examining CV in the Singapore and Malaysian Perspective

Another contribution of this study is that it examined the drivers and outcomes of CV in an Asian perspective, particularly Singapore and Malaysia. As acknowledged in Chapter 1, CV is an emerging phenomenon in both these countries. Although the practice of CV is gaining prominence among organisations in both Singapore and Malaysia, empirical research is still lacking (Chin and Koong 2011; Veerasamy et al. (2013). Although there have been some studies on CV, they have mostly comprised of examining either the antecedents (Chin and Koong 2011), the volunteer profile (Rahmawati and Abidin 2014) or consequences in terms of life satisfaction and skill acquisition (Veerasamy et al. 2013). Therefore, this study is one of the pioneers in investigating CV in depth in both these countries.

Drivers of CV

To examine the internal drivers of CV, this study relied on functional motivation to demonstrate that employees have different intrinsic drivers that would result in positive attitudes towards CV. Although Clary's VFI (Clary et al. 1998) was originally developed to measure the motivations of general volunteers, the literature on CV and general volunteering indicate that there are similarities between those that volunteer in their own free time as well as those that do so on the initiatives of their employers. Therefore functional theory was adapted and adopted to examine the different intrinsic motives of corporate volunteers. Another contribution in this study was that it contributed to a healthy debate on the similarities and differences between general volunteering and CV. The results of this study found that from a theoretical perspective, adapting Clary et al. (1998)'s VFI to measure employees' intrinsic motivation in Singapore and Malaysia was not well supported. With the exception of the Understanding function, the other four functions of Enhancement, Social, Protective and Values were non-significant. This is a contribution to existing literature. Clary's VFI is used to measure intrinsic and extrinsic motivators and capture individuals' own motives and personal reasons to volunteer. The results on the other hand indicated that there could be other motives that are external to the individual

that may have played a role in this context. These factors could be peer pressure, management style adopted at work, the need for impression management or even not affiliating strongly to the charity or cause adopted for the CV activity. The significant results of the Understanding function imply that organisations can make use of the employees' internal drive to further develop their knowledge, skills and learning.

Theoretically the results in terms of organisational support contribute to the fact that employees value the facilitation and encouragement from management towards the CV participation. It offers a perspective to organisations that extrinsic drivers also play a part in motivating employees to participate in CV initiatives in line with Booth et al. (2009) especially with regards to the type of support from the employer. Therefore, creating instrumental rewards where employees know that they are supported by the organisation in ways that are more external also proved to be a driver of positive CV attitudes.

Consequences of CV

This study is one of the few that used serial mediators of pride and organisational identification to explore a gap in literature that called for future research to examine the processes through which CV activities influence outcomes for the employee and the employer. By integrating social identity theory and social exchange theory between CV, the mediators and the consequences, this study contributed to knowledge that employees are stakeholders and identification theory plays a role in understanding employees' responses to CV. Subsequently, the study demonstrated that exchange ideology facilitates employees' positive attitude and behaviour as a result of the psychological attachment with their organisation. This stems from the norm of reciprocity that encompasses the exchange between employee and employers. Further, this study contributed to knowledge by examining outcomes of organisational commitment and work engagement for the employing organisation and job satisfaction and employee health and well-being for the employee in one comprehensive model. The results showed that when employees have higher levels of pride and identification with their organisation as a result of their employers' CV ethos, they reciprocate by exhibiting attitudes and behaviours that result in positive individual and organisational outcomes.

In line with examining the consequences, this study was one of the first to incorporate employee health and well-being in the CV context. Previous research on health and well-being seemed to focus on general volunteering. Further, in examining the relationship between OI and

employee health and well-being, this study integrated SIT with intrinsic and extrinsic motivation to posit health and well-being an individual outcome of CV.

Managerial Implications

From a practical perspective this study demonstrated that organisations should implement CV initiatives and use them to positively enhance employees' attitudes and behaviour that inevitably will also positively impact the organisation.

One of the positive relationships between functional motivation and CV was that employees are driven by the skill sets that they will obtain from the CV initiatives. Therefore, managers should choose CV activities that will enhance these employees' learning and skills. Besides benefiting the employees, organisations also benefit as their training costs could be reduced. Choosing the right CV programmes will provide an avenue for employees to learn and develop skills that will benefit them in the regular jobs. Hence, HR personnel and top management should be careful about the kind of causes the organisation supports and ensure that the tasks entailed in these CV causes either encourage more participation and/or fill a void in employees' current work. Other aspects that managers should take into account is to ensure that employees are able to relate to the cause or beneficiary that the organisation is supporting. It may also be a good idea to have spotlight events at work by highlighting current volunteers' experiences and how it has helped them both personally and professionally. These events will help increase interest and highlight the positives of CV at work.

As organisational support has proven to be a form of driver for employees to participate in CV activities, this study has implications for how management should be creative about providing external forms of support. For instance supporting measures like providing T-shirts, badges and perhaps transportation during CV causes can be incorporated to show external support for employees. Besides increasing identity and pride, this could also increase the organisation's brand and reputation.

In terms of the consequences, the findings show that top management should seriously consider CV programmes as way to show their organisations' CSR. The results of this study point out that CV programmes pay off in ways that benefit both the employee and the employer in terms of positive attitudes and behaviours as well as improved health and well-being. In doing so, the results also indicate that the implementation of these initiatives also play a part in the positive

outcomes. For instance, top management support for CV is crucial for employees to realise that their organisation cares about being part of the community and this ethos would then increase employees' sense of pride and identity with the employer. The results of this study indicate that this is an important intervening mechanism that will then promote positive attitudes and behaviours as a reciprocal exchange. Further, when employees feel good about the fact that they are contributing to society in some way, it increases their well-being, which in turn reduces the rate of absenteeism, medical expenses for the organisation and increases performance and productivity

5.7 Research Limitations and Future Research

As with most studies, this thesis was subject to several limitations which are discussed below together with potential ideas for future research.

This study only focused on individuals who participated in CV initiatives as the study was designed to focus on internal aspects of CV as a segment of CSR. Hence, a comparison with non-participant employees was not possible. This could be an important aspect for future research, where the sample should incorporate the views of both volunteers and non-volunteers of CV to examine if it makes a difference to the consequences examined.

Another limitation of this study is that data were collected at one point in time i.e. it was cross-sectional in nature. Therefore this raises the possibility of reverse causality among the examined variables. Therefore, future research should incorporate a longitudinal study to minimise this limitation.

Common method bias was a limitation in this study. The researcher relied on employees' self-reports for all variables. Although it is considered preferable to have other forms of objective reports or supervisor reports, it is difficult to access this type of data. However, the focus of this study was on the drivers of employees' attitudes towards CV and how their feelings of pride and identification with the organisation could increase the outcomes. Hence it can be argued that self-report measures are the most valid measurement method in this study. Individuals are best placed to report their own levels of motivators, their attitudes towards CV, their perceptions of pride, OI and subsequently their levels of satisfaction, engagement, health and well-being as well as organisational commitment. Additionally, procedural remedies suggested by Podsakoff et al. (2003) were employed to reduce common method bias.

Statistically, Harman's single-factor test showed that common method variance did not overly influence the results. However, it may be a good idea for future research to collect data from multiple sources to investigate further findings.

Social desirability is a concern especially in a research that concerns corporate volunteering as participants may feel that they should reply in ways that are socially desirable. According to Groves et al. (2011) social desirability bias refers to the tendency to present oneself in favourable light. Survey respondents may exhibit this bias when they feel that they should answer the survey in ways that are socially desirable. As a result, the observed correlations may be artificially inflated. By collecting data electronically, this bias was reduced considerably. Research shows that the presence of an interviewer increases social desirability bias (Groves et al. 2011). Further, as suggested by Krumpal (2013) the researcher ensured that this bias was also reduced by ensuring anonymity to the participants and assuring them that the data provided would only be used for purposes of this research. This decreased participants' concerns about being truthful in the survey and not worrying about issues such as impression management. Cognitive interviews were conducted as a pre-test which helped the researcher weed out questions that were deemed sensitive in Singapore and Malaysia. According to Krumpal (2013) in addition to question wording, appropriateness and question context seems to matter. When designing the questionnaire, sensitive questions were embedded in a series of general questions and then gradually narrowed to focus on more specific attitudes and behaviour at work. This helped to reduce the focus on the more sensitive questions and lowered participants' need to answer 'in the right way'. The pilot test further helped to ensure that social desirability bias was not extensive in this study.

This study measured the attitudes of employees' towards their employers' CV initiatives rather than the behaviour of employees. Hence it was unable to measure the extent to which people actually engage in volunteering behaviour. Future research should examine CV as a behaviour as it may be an avenue towards finding out whether CV leads to higher wellbeing levels and more positive organisational behaviours. Another avenue for future research is to also test the extent to which motives influence actual volunteering behaviour and the mechanism through which CV influences positive organisational and individual outcomes.

The measures used in this study met the basic psychometric properties in assessing the full content for the variables in the study. However in measuring organisational support, this study

adapted Gagne's (2012) measures and included three items. The first two items were based on time oriented CV benefits. The third item which was *"I feel strongly about the causes my company supports"* was not as comprehensive as it should have been in measuring organisational support. It would have provided more insight to this research if participants were asked more detailed questions about the support provided by the organisations for CV. Besides time-oriented CV benefits, future research should include financial and logistic oriented CV support as well. This could include for instance use of facilities or equipment for CV activities, employer donation in terms of prizes, food, T-shirts, company goods, providing transportation for the volunteers and so forth.

The researcher realises that the findings of this study may not generalise to other countries as the sample represented employees from Malaysia and Singapore, which narrows this research geographically. Although the literature indicates that there is an increase in CV practices globally, culture-specific dynamics may attribute towards differing results. Therefore future studies should benefit from researching a wider geographical scope. However, this study contributed to drivers of CV and how the consequences of CV may be enhanced and uncovers certain attributes that influence employees' behaviour. Along these lines, future research could also explore the possibilities of a comparative study with other countries.

In terms of the drivers of CV, an important finding in this study was that the decision to use Clary et al.'s (1998) VFI to measure employees' internal motives towards CV did not provide the results that were expected. According to Clary et al. (1998), people are motivated for different reasons. Although Clary's functional measure was originally administered to examine motives of general volunteer, it has been successfully used to examine CV motives as well (Zappla and McLaren 2004; Brockner et al. 2014). Clary's VFI is based on people's intrinsic and extrinsic motives to volunteer and based on the research questions in this study, it appeared to be a suitable measure to examine the intrinsic drivers of employees. However, the results showed that functional motives were found to be non-significant with the exception of the Understanding function. In hindsight and bearing in mind that this study was done in Singapore and Malaysia, it is likely that there were external factors to the individual that may have played a part in why employees' volunteer and these factors were not captured by Clary's functional measures. For instance, there could be contextual factors like external pressure from management, management/leadership styles that may play a role in motivating employees.

Therefore, future research should extend the literature by developing a broader set of drivers to CV that includes internal (person-grounded) and external (contextual/environmental) factors that would explain why employees would participate in CV. Another potential future research would be to conduct the same study in a different geographical location, like the UK for cross cultural comparison especially with regards to the drivers of CV.

Another important finding is that new skills and learning is one of the main motivators for employees to participate in CV activities. Hence, future research should explore the implications towards how CV initiatives should be developed, designed and implemented to attract higher participation among employees.

This study found that pride and OI were successful mediators to enhance the CV experience for both employees and employers. However, the mediation results also indicate that there could be other variables that would affect these relationships. For instance, employees' self-esteem, trust, or forms of justice may play a part in the current framework and these are worth examining in future research.

Finally, in terms of exploring the benefits to both the employer and the employee from CV initiatives, future research should incorporate other variables like employee performance or retention.

5.8 Conclusion

Organisations are increasingly using corporate volunteering initiatives to display good corporate social responsibility. Therefore, it is important for researchers and managers to understand how CV initiatives affect the nature of the relationship between the employee volunteer and work domains. The current study represents one of the first in examining this relationship in the Asian perspective, particularly Singapore and Malaysia. In particular, this study examined whether functional motivation and organisational support drive employees' attitudes towards CV initiatives. Subsequently, the study tested if identification and exchange relationships plays a role in increasing employees' attitudes and behaviours at work. The results revealed that employees are driven to participate in CV activities to develop new skills and knowledge that they may obtain from the volunteering opportunities as well as by the external support provided by their employers. The study further showed that feelings of pride

and identification with their organisation subsequently caused employees be more engaged and committed to their organisations. From an individual perspective, the results pointed towards higher job satisfaction and improved health and well-being.

Theoretically, this study integrated theories to develop a framework towards understanding the internal and external drivers of employees' attitudes towards CV and how positive outcomes for both the employee and the employing organisation can be acquired. Practically, this research provides valuable suggestions to managers about how to implement CV initiatives that increase employee participation as well as how to use these initiatives in a way that increases employees' attitudes, behaviour and well-being so that it is a win-win situation for both the organisation as well as the employee.

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Appendices

Appendix 1: CV Questionnaire

Kingston University London

Employee Questionnaire

Part 1:

Demographic Information

Please tick the appropriate choice or write the required information:

1. Sex ☐ Male ☐Female

2. Age _____

3. Marital Status ☐Married ☐Single ☐Divorced ☐Widowed

4. Highest level of education attained

☐ Less than high school diploma ☐ Degree

☐ Diploma ☐ Advanced degree (e.g. Professional, Masters)

☐ Others (please specify) _____

5. How many children (aged 18 and below) are there living in your household?

   _____

6. What is the name of your organisation? _____

7. How long have you worked in this organisation? _____year _____months

8. How many hours a week do you work on average? _____

9. What is your job title? _____

Part 2:

This section requires you to reflect on your participation in your organisation's corporate volunteering initiatives for the past 12 months. These are activities that have been initiated by your organisation as part of its corporate social responsibility initiative.

How frequently in the past year did you participate in company-initiated volunteering in the community (donating your time, not money)?

☐ Never

☐ Occasionally (Once or twice a year)

☐ Several times a year

☐ Frequently (Once or twice a month)

How frequently in the past year did you participate in general volunteering in the community (in your own time and not initiated by your organisation?)

☐ Never

☐ Occasionally (Once or twice a year)

☐ Several times a year

☐ Frequently (Once or twice a month)

To what extent are the following statements true for you **with anchors from 1 – strongly disagree to 5 - strongly agree.**

No		1	2	3	4	5
1	The corporate volunteerism programme is a great benefit of working here	1	2	3	4	5
2	I highly value my opportunity to volunteer through the corporate volunteerism programme	1	2	3	4	5
3	It is really great that [organisation] encourages me to volunteer through the corporate volunteerism programme	1	2	3	4	5
4	The opportunity to participate in the corporate volunteerism programme is not a big deal to me	1	2	3	4	5

The following questions concern your feelings of motivation and effort in participating in corporate volunteering activities.

To what extent is each of the following statements important or accurate for your possible reasons for participating in corporate volunteering activities initiated by your organisation with **anchors from 1 – strongly disagree to 5 - strongly agree.**

No		1	2	3	4	5
1	My friends volunteer	1	2	3	4	5
2	I am concerned about those less fortunate than myself	1	2	3	4	5
3	People I'm close to want me to volunteer	1	2	3	4	5
4	Corporate volunteering makes me feel important	1	2	3	4	5
5	People I know share an interest in community service	1	2	3	4	5
6	No matter how bad I've been feeling, corporate volunteering helps me to forget about it	1	2	3	4	5
7	I am genuinely concerned about the particular group I am serving	1	2	3	4	5
8	By volunteering I feel less lonely	1	2	3	4	5
9	The program content is interesting to me.	1	2	3	4	5
10	I can learn more about the cause for which I am working	1	2	3	4	5
11	Corporate volunteering increases my self-esteem	1	2	3	4	5
12	Corporate volunteering allows me to gain a new perspective on things	1	2	3	4	5
13	I feel compassion toward people in need	1	2	3	4	5
14	Others with whom I am close place a high value on community service	1	2	3	4	5
15	Company provides volunteer leave(s)	1	2	3	4	5
16	I feel it is important to help others	1	2	3	4	5
17	Corporate volunteering helps me work through my own personal problems	1	2	3	4	5
18	I can do something for a cause that is important to me	1	2	3	4	5
19	Corporate volunteering is an important activity to the people I know best	1	2	3	4	5
20	Corporate volunteering is a good escape from my own troubles	1	2	3	4	5
21	I can learn how to deal with a variety of people	1	2	3	4	5
22	Corporate volunteering makes me feel needed	1	2	3	4	5
23	Corporate volunteering is a way to make new friends	1	2	3	4	5
24	I can explore my own strengths	1	2	3	4	5
25	Doing corporate volunteer work relieves me of some of the guilt over being more fortunate than others	1	2	3	4	5

26	Corporate volunteering lets me learn things through direct, hands on experience	1	2	3	4	5
27	Company provides time off for corporate volunteering	1	2	3	4	5
28	The corporate volunteering cause has personal meaning to me	1	2	3	4	5
29	I feel as if the problems of the corporate volunteering cause are my own	1	2	3	4	5

Part 2:

This section requires you to reflect about your organisation.
Please respond to each of the following statements by indicating the degree to which the statement is true for you **from 1 – strongly disagree to 5 - strongly agree**

No		1	2	3	4	5
1	I would feel good if I was described as a typical member of [organisation]	1	2	3	4	5
2	I am proud to tell my friends that I belong to [organisation]	1	2	3	4	5
3	I often talk about [organisation] as a great place	1	2	3	4	5
4	I feel strong ties to [organisation]	1	2	3	4	5
5	I make excuses for being in [organisation]	1	2	3	4	5
6	I would be proud to be identified as a member of [organisation]	1	2	3	4	5
7	My employment in [organisation] is a big part of who I am	1	2	3	4	5
8	I consider myself an [organisation] person	1	2	3	4	5
9	What the [organisation] stands for is important to me	1	2	3	4	5
10	I share the goals and values of the [organisation]	1	2	3	4	5
11	My membership of the [organisation] is important to me	1	2	3	4	5
12	I feel strong ties with the [organisation]	1	2	3	4	5

Please respond to each of the following statements by indicating the degree to which the statement is true for you **from 1 – strongly disagree to 5 - strongly agree.**

No		1	2	3	4	5
1	The values of the organization are similar to your own values	1	2	3	4	5
2	Your personality matches the personality or image of the organization	1	2	3	4	5
3	The organization fulfils your needs	1	2	3	4	5
4	The organization is a good match for you	1	2	3	4	5
5	I would be very happy to spend the rest of my career with this organization	1	2	3	4	5
6	I really feel as if this organization's problems are my own	1	2	3	4	5
7	I do not feel a strong sense of "belonging" to my organization	1	2	3	4	5
8	I do not feel "emotionally attached" to this organization	1	2	3	4	5
9	I do not feel like "part of the family" at my organization	1	2	3	4	5
10	This organization has a great deal of personal meaning for me	1	2	3	4	5
11	All in all, I am satisfied with my job	1	2	3	4	5
12	In general, I like working here	1	2	3	4	5
13	All things considered, I am satisfied with my current job	1	2	3	4	5

The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way. [0=Never; 1=Almost Never; 2=Rarely; 3=Sometimes; 4=often; 5= Very Often; 6=Always]

No		0	1	2	3	4	5	6
1	At my work, I feel bursting with energy	0	1	2	3	4	5	6
2	At my job, I feel strong and vigorous	0	1	2	3	4	5	6
3	I am enthusiastic about my job	0	1	2	3	4	5	6
4	When I get up in the morning, I feel like going to work	0	1	2	3	4	5	6
5	I feel happy when I am working intensely	0	1	2	3	4	5	6
6	I am proud of the work that I do	0	1	2	3	4	5	6
7	I am immersed in my work	0	1	2	3	4	5	6
8	I get carried away when I am working	0	1	2	3	4	5	6
9	My job inspires me	0	1	2	3	4	5	6

Please respond to each of the following statements by indicating the degree to which the statement is true for you **with anchors from 1 – strongly disagree to 5 - strongly agree.**

No		1	2	3	4	5
1	I feel that I am a person of worth, at least on an equal basis with others	1	2	3	4	5
2	I feel that I have a number of good qualities	1	2	3	4	5
3	All in all, I am inclined to feel that I am a failure	1	2	3	4	5
4	I am able to do things as well as other people	1	2	3	4	5
5	I feel that I do not have much to be proud of	1	2	3	4	5
6	I take a positive attitude toward myself	1	2	3	4	5
7	On the whole, I am satisfied with myself	1	2	3	4	5
8	I wish I could have more respect for myself	1	2	3	4	5
9	I certainly feel useless at times	1	2	3	4	5
10	At times, I think I am no good at all	1	2	3	4	5

To what extent are the following statements true for you in general in your life with anchors from

1= much less than usual,

2= less than usual,

3=same as usual,

4= more than usual,

5= much more than usual.

No		1	2	3	4	5
1	I have been able to concentrate on whatever I am doing	1	2	3	4	5
2	I don't lose sleep over worries	1	2	3	4	5
3	I feel that I play a useful part in things	1	2	3	4	5
4	I feel that I am capable of making decisions about things	1	2	3	4	5
5	I feel constantly under strain	1	2	3	4	5
6	I feel that I cannot overcome my difficulties	1	2	3	4	5
7	I am able to enjoy my day-to day activities	1	2	3	4	5
8	I am able to face up to my problems	1	2	3	4	5
9	I feel unhappy and depressed	1	2	3	4	5
10	I am losing confidence in myself	1	2	3	4	5
11	I think of myself as a worthless person	1	2	3	4	5
12	I feel reasonably happy, all things considered	1	2	3	4	5

End of Survey Questionnaire

Thank You

Appendix 2: Invitation to Participate

Kingston University London

Research title : Corporate Volunteering: An Examination of the Antecedents and Outcomes for the Employee and the Employing Organisation

Thank you for considering taking part in this research. The purpose of this form is to convey a little background information about the survey and to make sure that you are still happy to participate.

Overview of the Study

This study seeks to examine the drivers of corporate volunteering (CV) initiatives undertaken by organisations and the consequences of these initiatives for both the employing organisation and the employees who choose to volunteer. The first purpose of this study is to explore why employees engage in corporate volunteering activities. Specifically, the study tests a corporate volunteering model which links certain individual characteristics and organisational factors to an individual's decision to participate in corporate volunteering activities. A second purpose of the study is to examine potential benefits for the employing organisation and the individual employee resulting from continued participation in corporate volunteering activities.

Participation and Output

You are invited to participate in this study. Participation will involve completing a questionnaire electronically. There will be no cost for participation in the study. All data will be kept confidential and purely used for research purposes. It will take approximately 15 minutes to complete the questionnaire. Everything that you do say will be kept in confidence and will not be disclosed to anyone else. I will be publishing and presenting findings from my research. It is important to point out that your identity will be kept anonymous and any details that may identify you will be excluded from any published/presented findings.

Researcher

This study is led by me, Ms Ratnes Alahakone from Kingston University as my PhD research. My research supervisors are Dr Stephen Gourlay and Dr Kerstin Alfes. The administration, collection and analysis of data will be done at Kingston University.

If you have any questions or queries about the interview or research, please feel free to contact me at: r.alahakone@kingston.ac.uk Telephone: +447543918934

If you have no further queries, please tick the box below:

☐

I agree to take part in this questionnaire survey.

Thank you very much for your time and support.

Appendix 3: Consent Form

Kingston University London

Research title : Corporate Volunteering: An Examination of the Antecedents and Outcomes for the Employee and the Employing Organisation

Thank you for considering taking part in this research. The purpose of this form is to convey a little background information about the interview and to make sure that you are still happy to participate. I would like to record the interview so that I do not miss anything you say. At any stage of the interview you can ask me to turn the recorder off or rewind it to erase anything you have said. Everything that you do say will be kept in confidence and will not be disclosed to anyone else. I will be publishing and presenting findings from my research and this may include extracts taken from your interview, along with others. It is important to point out that your identity will be kept anonymous and any details that may identify you will be excluded from any published/presented findings. You are also free to decline from answering any questions or stop the interview without having to give a reason for doing so.

If you have any questions or queries about the interview or research, please feel free to contact me at: r.alahakone@kingston.ac.uk Telephone: +447543918934

You will be given a copy of this Consent Form to keep.

1 I understand that taking part is entirely voluntary and that I am free to change my mind and withdraw at any time without giving any reason. ☐

2 I agree to being interviewed and the interview being digitally recorded. ☐

3 I agree that (anonymous) quotes from my interview may be used in the report that is written about the study and in published material. ☐

4 I agree to take part in this study. ☐

Your Name	Date	Your Signature

I confirm that I have carefully explained to the participant the nature and demands of the proposed research.

Researcher Name	Date	Researcher Signature

(One copy for participant and one for researcher)

Participant Identification Number:

Appendix 4: Analysis

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	41.3	41.8	41.8
	Female	92	57.5	58.2	100.0
	Total	158	98.8	100.0	
Missing	-99	2	1.3		
Total		160	100.0		

What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	95	59.4	59.4	59.4
	Single	60	37.5	37.5	96.9
	Divorced	5	3.1	3.1	100.0
	Total	160	100.0	100.0	

Participation in Corporate Volunteering Initiatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	44	27.5	27.5	27.5
	Occasionally (once or twice a year)	67	41.9	41.9	69.4
	Several times a year	40	25.0	25.0	94.4
	Frequently (once or twice a month)	9	5.6	5.6	100.0
	Total	160	100.0	100.0	

Appendix 5: t test results

	Country	Cases					
		Valid		Missing		Total	
		N	Percent	N	Percent	N	Percent
CORPVOL	Malaysia	83	97.6%	2	2.4%	85	100.0%
	Singapore	69	92.0%	6	8.0%	75	100.0%

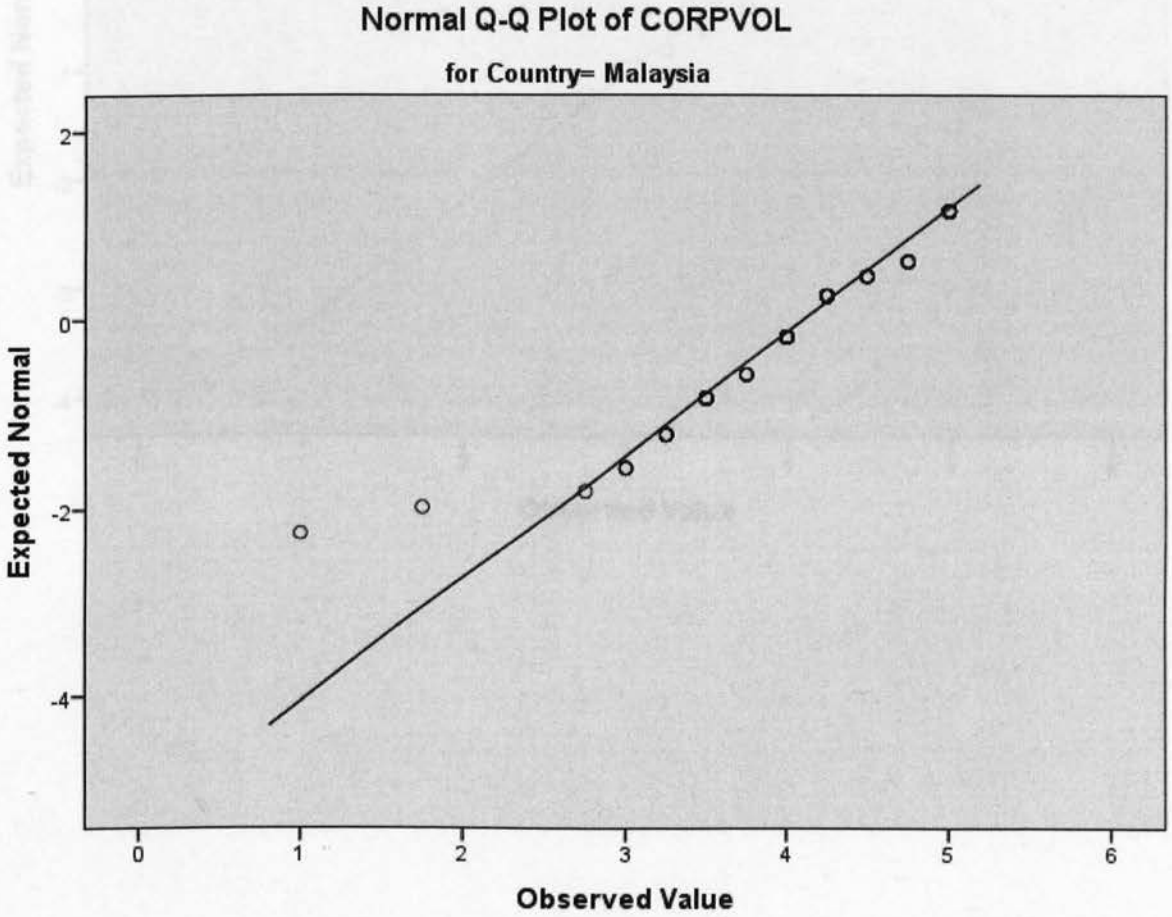
Descriptives

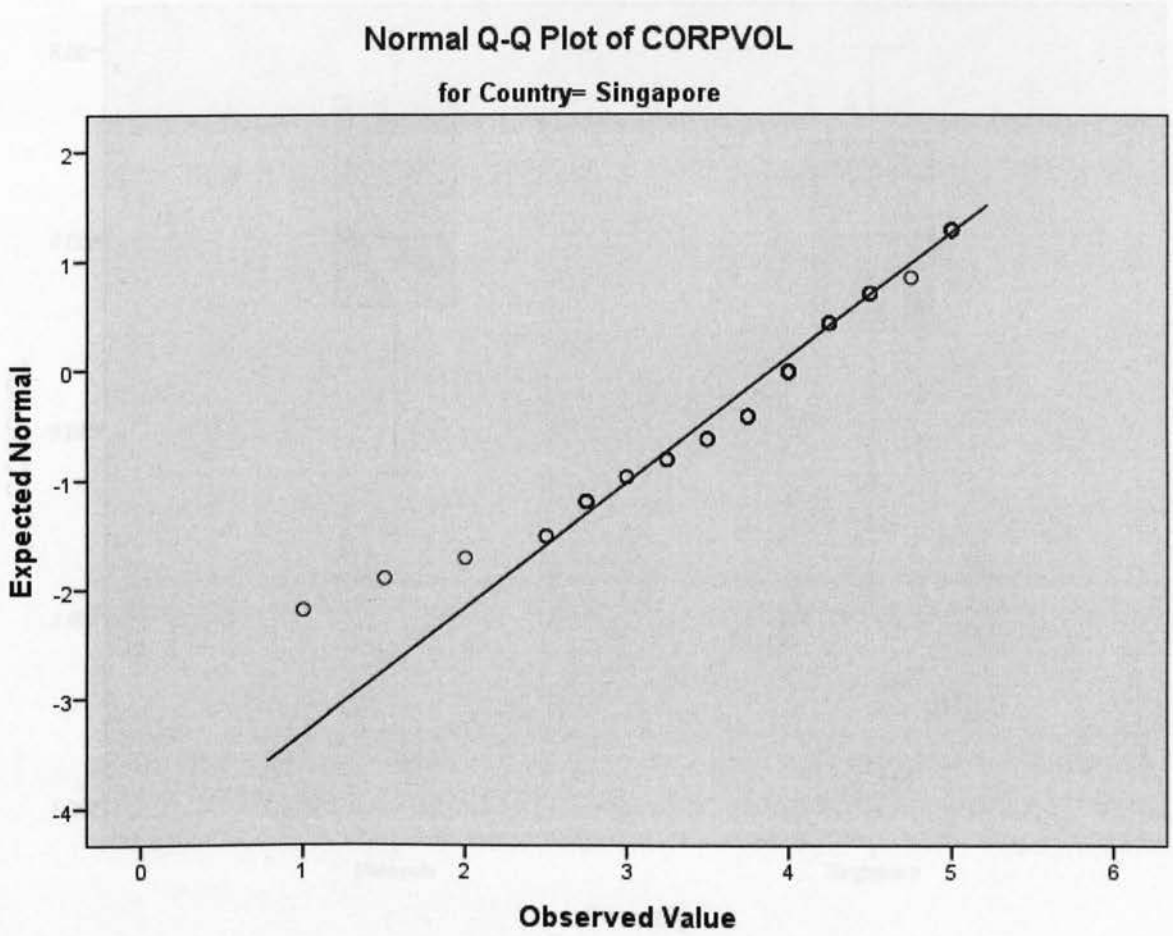
	Country			Statistic	Std. Error
CORPVOL	Malaysia	Mean		4.0964	.08374
		95% Confidence Interval for Mean	Lower Bound	3.9298	
			Upper Bound	4.2630	
		5% Trimmed Mean		4.1539	
		Median		4.0000	
		Variance		.582	
		Std. Deviation		.76293	
		Minimum		1.00	
		Maximum		5.00	
		Range		4.00	
		Interquartile Range		1.25	
		Skewness		-1.083	.264
		Kurtosis		2.632	.523
	Singapore	Mean		3.8986	.10506
		95% Confidence Interval for Mean	Lower Bound	3.6889	
			Upper Bound	4.1082	
		5% Trimmed Mean		3.9634	
		Median		4.0000	
		Variance		.762	
		Std. Deviation		.87271	
		Minimum		1.00	
		Maximum		5.00	
		Range		4.00	
		Interquartile Range		1.00	
		Skewness		-.944	.289
		Kurtosis		1.171	.570

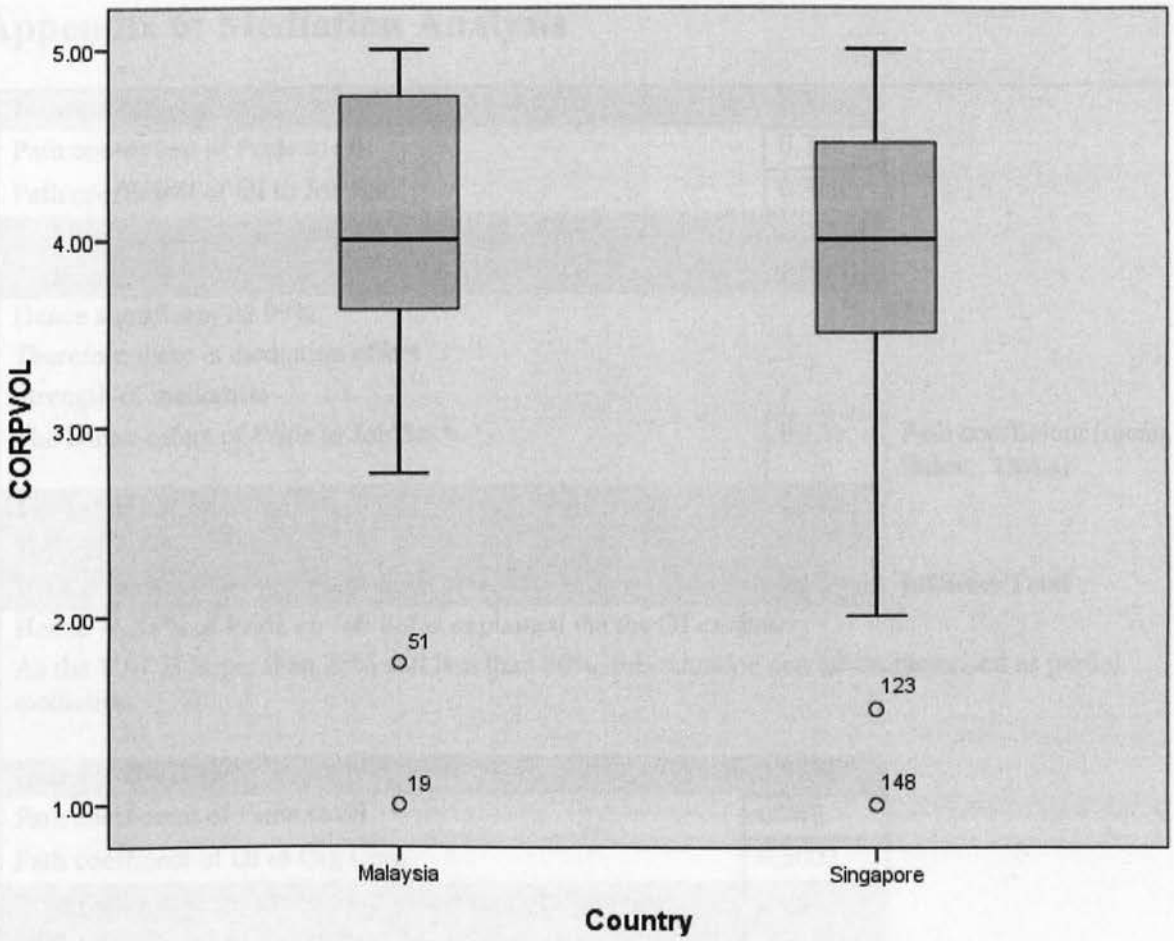
Tests of Normality

	Country	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
CORPVOL	Malaysia	.149	83	.000	.887	83	.000
	Singapore	.169	69	.000	.915	69	.000

a. Lilliefors Significance Correction




Normal Q-Q Plot of CORPVOL
for Country= Singapore
Expected Normal
Observed Value
2
1
0
-1
-2
-3
-4
0
1
2
3
4
5
6


5.00
4.00
3.00
2.00
1.00
CORPVOL
51
19
123
148
Malaysia
Singapore
Country

Appendix 6: Mediation Analysis

Indirect effect size	**0.3464**	
Path coefficient of Pride to OI	0.742	
Path coefficient of OI to Job Sat	0.4669	
Empirical t value of the indirect effect size of Pride to Job Sat	4.3202	
P value	0.000	
Hence significant At 99%		
Therefore there is mediation effect		
Strength of mediation		
The Direct effect of Pride to Job Sat =	0.131	Path coefficient (mean, Stdev, Tstats)
The Indirect effect via OI =	0.346	
Total effect =	0.477	
VAF score	72.64%	InDirect/Total
Hence 76.38% of Pride on Job Sat is explained via the OI mediator		
As the VAF is larger than 20% and less than 80%, this situation can be characterised as partial mediation.		

Indirect effect size	**0.3711**	
Path coefficient of Pride to OI	0.742	
Path coefficent of OI to Org Com	0.5002	
Empirical t value of the indirect effect size of Pride to OrgCom	5.0423	
P value	0.000	
Hence significant At 99%		
Therefore there is mediation effect		
Strength of mediation		
The Direct effect of Pride to OrgCom =	0.243	
The Indirect effect via OI =	0.371	
Total effect =	0.614	
VAF score	60.44%	InDirect/Total
Hence 60.42% of Pride on OrgCom is explained via the OI mediator		
As the VAF is larger than 20% and less than 80%, this situation can be characterised as partial mediation		

Indirect effect size	**0.3505**	
Path coefficient of Pride to OI	0.742	
Path coefficent of OI to Eng	0.4724	
Empirical t value of the indirect effect size of Pride to Eng	4.7740	
P value	0.000	
Hence significant At 99%		
Therefore there is mediation effect		
Strength of mediation		
The Direct effect of Pride to Eng =	0.091	

The Indirect effect via OI =	0.351	
Total effect =	0.441	
VAF score	79.48%	InDirect/Total

Hence 79.48% of Pride on Eng is explained via the OI mediator

As the VAF is larger than 20% and less than 80%, this situation can be characterised as partial mediation

Indirect effect size	**0.2751**	
Path coefficient of Pride to OI	0.742	
Path coefficent of OI to WB	0.3708	
Empirical t value of the indirect effect size of Pride to WB	2.7276	
P value	0.007	

Hence significant At 99%

Therefore there is mediation effect

Strength of mediation

The Direct effect of Pride to WB =	0.100	
The Indirect effect via OI =	0.275	
Total effect =	0.375	
VAF score	73.34%	InDirect/Total

Hence 73.16% of Pride on WB is explained via the OI mediator

As the VAF is larger than 20% and less than 80%, this situation can be characterised as partial mediation