Examining employee volunteering in a group setting

Click here to enter text.

Student Name: Jelle Postma

Student Number: 454886

Supervisor: Dr. Vidhi Chaudhri

Master Media Studies - Media & Business

Erasmus School of History, Culture and Communication

Erasmus University Rotterdam

Master's Thesis

June 2020

ABSTRACT

In today's society, the necessity of voluntary work is growing, as voluntary work solves societal problems that cannot be solved through paid work (Rodell et al., 2017). As the interest in personal voluntary work is decreasing, corporate voluntary work, which is voluntary work done by employees with the support of the company, is increasing. Even though previous organizational literature have spent a considerable amount of attention towards voluntary work, scholars (e.g. Overgaard, 2019; Shachar, Von Essen & Hustinx, 2019; Gatignon-Turneau & Mignonac, 2015) argue for examining more specific forms of voluntary work. This research examines how corporate voluntary work activities in a group setting are experienced by employees. This research thus tries to what drives employees to voluntary work events, how they experience the communication with the Non-Profit Organizaation (NPO) that organizes the event, and what are the outcomes of voluntary work to the employees.

Qualitative interviews have been conducted to answer these three questions. During research, 11 Dutch participants were interviewed. These participants have all participated in a corporate group voluntary work activity at a Non-Profit Organization (NPO), of which 9 respondents have participated at activities organized by Stichting Jarige Job and 2 respondents have participated at activities organized by other NPOs. The interviewees were asked questions about their volunteering experiences, their experiences during the voluntary work activity, how they experienced the communication with the NPO and in what ways the voluntary work activity has contributed to them.

Thematic analysis was then done to analyze the transcripts of the 11 interviewees, following the six coding phases of Braun and Clarke (2012). This analysis resulted in three overarching themes being apparent: The role of time and money, the importance of structure and clarity, and the group forming process that exists in voluntary work. Time and money play an interesting role in group volunteering, as volunteers do think it is important to spend time and money on voluntary work, but similarly time and money can obstruct the realization of voluntary work

The themes illustrate the hybrid nature of the voluntary work activities and show that the drives and outcomes of voluntary work are influenced by multiple settings and processes. From the

conclusion, therefore, it is apparent that future research should take into consideration these different aspects, and hybrid settings in which volunteering can occur.

Table of Contents

1. Introduction

Volunteers are considered as one of the most important actors in society, since they contribute to resolving societal issues by donating or by active contribution (Rodell, Booth, Lynch, & Zipay, 2017). They spend a substantial amount of their time or money to help Non-Profit Organizations (NPOs) in solving issues such as societal poverty (Rodell et al., 2017). Overgaard (2019) even describes voluntary workers as the solution to societal problems that cannot be resolved through paid work. Yet, a negative trend is occurring with regards to voluntary work, as the amount of people doing extracurricular voluntary work is decreasing (Rodell et al., 2017). The decrease in personal voluntary work activities might not be that surprising, It should be emphasized that voluntary work that is unpaid work, an effort done by people who do not expect something in return (Overgaard, 2019). Their willingness to spend their available time to voluntary work activities is dependent on not only intrinsic motivations, but also the time available, which can be limited by their daily activities (Rodell et al., 2017).

Whereas the investment in personal voluntary work is decreasing, corporate volunteering programs are on the rise (Grant, 2012; Rodell et al., 2017; Rodell & Lynch, 2016; Hovey, 2010). More and more companies are encouraging their employees into showing social responsibility through organizing employee volunteering programs, in which employees of a company spend time to benefit an individual or organization (Rodell et al., 2017; Grant, 2012). The companies offer their employees time next to regular work activities, so that these employees can perform voluntary work as part of the company's programme (Rodell et al., 2017). Companies see the voluntary work events as a way to show Coprorate Social Responsibility (CSR): they see themselves as "citizens to give back to their communities" (Muthuri, Matten & Moon, 2009, p. 1). However, since volunteering is unpaid work (Overgaard, 2019), companies expect return on their investment and see the voluntary activities as a way to benefit the organization internally and externally (Rodell et al., 2017, Van Schie, Guentert, & Wehner, 2011). Multiple studies have therefore identified how voluntary work enables companies to retain their employees and to perform a better identity towards potential future employees (Rodell & Lynch, 2016; Rodell et al., 2017).

Scholars have shifted their focus from examining the organizational benefits of voluntary work to examining how employees individually experience volunteering. Van Schie, Guentert, and Wehner (2011) argue that research should focus more on examining Employee Volunteering from an employee's perspective rather than from a corporate perspective. Employee Volunteering is promoted by the company but realized by the employees. Additionally, the way in which employees experience

voluntary work events can from how companies and corporate executives value voluntary work (Sheel & Vohra, 2016). In recent research, scholars have focussed more on how employees experience volunteering and how they benefit from corporate voluntary work (; Van Schie, Gautier, Pache, & Güntert, 2019).

Yet, there is room for improvement with regards to research on employee volunteering. Scholars argue for examining employee volunteering as a more specific process rather than a generalized concept (Overgaard 2019), in which researchers take into consideration different settings in which volunteering occurs (Gatignon-Turnau & Mignonac, 2015), and in which scholars examine the hybrid forms in which corporate volunteering occurs (Shachar, Von Essen & Hustinx, 2019. The scholars argue that former research has focussed too intensely on examining how Employee Volunteering, as an overarching concept, can benefit multiple stakeholders without taking into consideration different interpretations of volunteering. By doing so, scholars do not describe specific tasks that are performed while volunteering and specific settings in which volunteering occurs (Overgaard, 2019; Gatignon-Turnau & Mignonac, 2015; Shachar, Von Essen & Hustinx, 2019). In turn, findings from academic research increasingly moved away from the actual findings reported by managers and volunteers (Overgaard, 2019). Applying former academic presumptions to contemporary voluntary work cases might therefore provide problematic results (Overgaard, 2019).

Thus, there is more room for researching more specific forms of corporate volunteering in order to identify potential new values, patterns, behaviours and benefits that play a role in these corporate volunteerism environments (Rodell & Lynch, 2016; Van Schie et al., 2019). This research will focus on examining employee volunteering in a group setting. Corporate group volunteering occurs when multiple colleagues of the same company join an event to collaboratively spend time to benefit an individual or organization. Employee volunteering in group forms has been mentioned in a few articles (e.g. Muthuri, Matten, & Moon, 2009), but has not been thoroughly examined. In research on personal group volunteering however, Haski-Leventhal & Cnaan (2009) argued that group volunteering could enhance the ways in which volunteers experience the voluntary work events.

Given the academic gaps and suggestions, the overall goal of this research is to gain more understanding on how employees of a company experience group voluntary work events that are organized by an NPO. This goal is divided into three research questions.

RQ1 tries to answer *What drives employees to participate in corporate group employee volunteering events.* This research questions follows the note that research should focus more on the exact employee's drives to participate in voluntary work. (Van Schie, Guentert and Wehner, 2011; Rodell et al., 2017). There has been some academic discussion about what exactly drives volunteers towards voluntary work. In employee volunteering, the voluntary work is performed by employees of a specific company, and in most of the cases with support of the company (Rodell et al., 2017).

However, employees must possess of certain motives that lead them to the activity (Van Schie, Guentert and Wehner, 2011). In turn, there is unclarity about who motivates who in employee volunteering (Shachar, Von Essen & Hustinx, 2019). On the one hand, companies can mobilize their employees into volunteering, but on the other hand employees can decide themselves to participate into voluntary work. Next to this, Basil et al. (2009) argue that in some cases voluntary work events are initiated by employees and not by the companies. Additionally, the suggestion that employee volunteering is preceded by altruistic motives is not always true, not only because of corporate CSR-intentions, but also because employees might decide their willingness to volunteer based on other factors (Rodell et al., 2017; Shachar, Von Essen, & Hustinx, 2019; Overgaard, 2019). Therefore, even though research on the employee's motivations towards volunteering is growing (e.g. Rodell & Lynch, 2016; Pajo & Lee, 2011; Runte & Basil, 2011), research argues for taking into consideration that different social, institutional and organizational settings in which volunteering occurs might alter what drives the employee's towards voluntary work (Shachar, Von Essen & Hustinx, 2019).

RQ2, asks the following: *What role does stakeholder communication play in corporate group employee volunteering events?* Multiple researchers have touched upon how NPOs communicate with companies when stakeholder relationships are built and maintained (Barkay, 2012; Xu & Saxton, 2019; Lewis, Hamel & Richardson, 2001). Even though recent literature is increasingly focusing on qualifying how NPOs interact with their stakeholders (Xu & Saxton, 2019), it is equally important to take into consideration how communication between the NPOs and the stakeholders contributes to the experience of the voluntary work event. Balser and McClusky (2005) and Manetti and Toccafondi (2014) raise awareness to the importance of efficient stakeholder communication, as it can result in strong and effective relationships between the NPO and company. However, because academics have neglected the role of NPOs in Employee Volunteering relationship (Cook & Burchell, 2018), NPOs in practice do not know how to effectively interact with volunteers and how to effectively profit from volunteering efforts. (Xu & Saxton, 2019; Cook & Burchell, 2018). This underlines the importance of examining the role of the NPO in the voluntary work activities.

RQ3 covers the following question: *What are the outcomes of group volunteering for the employee on an individual level and on a group level?* This question is followed from research that is identifying the possible benefits of voluntary work activities for the participating volunteers (Rodell & Lynch, 2016; Muthuri, Matten, & Moon, 2009). It is argued that research fails to identify why voluntary work results into positive outcomes to the employees (Brockner, Senior, & Welch, 2014). Even though scholars mention examples of voluntary work that can enhance the organizational commitment to an organization (Brockner, Senior, & Welch, 2014), or enhance social capital (Muthuri, Matten & Moon, 2009), Gatignon-Turnau and Mignonac (2015) call for more empirical research on different conditions can have influence on outcomes of the voluntary work activity.

1.1.   Thesis structure

This thesis will try to answer the three research questions mentioned above by using a qualitative methods approach. The remainder of this paper is divided into four sections, that all contribute to answering the research questions mentioned above. The theoretical framework, which is the first section, will discuss earlier academic research on corporate volunteering, and will define concepts that are relevant to this topic. Also, this section will elaborate on what the gaps are in research on employee volunteering and why it is important to fill in these academic gaps. In the second chapter, all methodological steps that were taken during this research process will be described. The methodology section will explain how all data has been structured, gathered, and analysed. Following this, the results chapter will discuss the findings, and more specifically, reoccurring patterns that have been identified during research. The paper is concluded by chapter 5, which discusses the findings of the research, answers the three research questions, implies what the results entail for volunteering from both an academic and managerial perspective, and suggests possibilities for future research.

2. Theoretical framework

The following section describes the concepts and academic insights that are relevant to answering the research questions. This section outlines the definition and importance of employee volunteering, previous academic insights into the phenomenon and gaps in research with regards to volunteering.

2.1. The relevance of studying Employee Volunteering

In order to understand the nature and characteristics of employee volunteering, the following section describes the concept and its relation to other forms of volunteering. Employee Volunteering can be considered as an activity in which employed individuals of a specific organization give time to benefit another person, group or organization (Rodell et al., 2017). The key factor that distinguishes employee volunteering from traditional, personal volunteering, is the corporate support put into the volunteering activity (Van Schie, Guentert, & Wehner, 2011). Whereas personal volunteering events are generally initiated and performed by individuals, employee volunteering activities are initiated by the company and generally occur in event-form rather than on a regular base (Van Schie, Guentert, & Wehner, 2011). By engaging in Employee Volunteering Programmes, companies are actively allowing and stimulating employees to perform voluntary work (De Gilder, Schuyt, & Breedijk, 2005; Rodell & Lynch, 2016). For instance, companies can give their employees a paid day of in order to perform voluntary work, or organize days in which all employees perform multiple voluntary work activities (Rodell et al., 2017).

Even though employee volunteering and personal volunteering differ in the ways in which voluntary work events are initiated and experienced, employee volunteering should not be treated as a completely different concept. In fact, Van Schie, Guentert, and Wehner (2011) argue that employee volunteering shares similar traits with traditional forms of volunteering. Just like personal volunteering, corporate volunteering is unpaid work, in which individuals invest time to benefit other groups or individuals out of personal motivations (Van Schie, Guentert, & Wehner, 2011). Even though companies might initiate voluntary work via volunteering programs, it are the employees of these companies that individually decide whether or not to participate in voluntary work event (Van Schie, Guentert, & Wehner, 2011; Rodell et al., 2017; Păceşilă, 2017). At the very beginning of research on corporate volunteering, the concept has mainly been examined from a Corporate Social Responsibility-perspective (Basil, Runte, Easwaramoorthy, & Barr, 2009) Back then, corporate volunteering was mainly considered as strategy to benefit the reputation of the company. Scholars mainly focussed on the extent to which company-initiated volunteering programmes could benefit

their corporate reputation and to which extent they could be beneficial to the professional skill development of their employees (Basil et al., 2009).

Despite acknowledging the functions of research on the corporate motives, Van Schie, Guentert, and Wehner (2011) argue that scholars should also examine how employees experience corporate-initiated volunteering events. To put it into a different perspective: employee volunteering cannot succeed without employees, and therefore research should also take employees into consideration in examining corporate voluntary work (Van Schie, Guentert, and Wehner, 2011). In more recent literature, voluntary work has been increasingly examined from an employee's perspective (Rodell et al., 2017; Pajo & Lee, 2011; Muthuri, Matten & Moon, 2009). For instance, researchers have examined how employees perceive voluntary work initiatives (Pajo & Lee, 2011), what drives them to corporate voluntary work (Rodell et al., 2017), and how corporate voluntary work can contribute to the social capital of employees (Muthuri, Matten, & Moon, 2009). While these researches contribute to the understanding of employee volunteering, Overgaard (2019) argues that researches like these do not reflect a representative view of volunteering.

2.1.1 Specifying scope: group volunteering

The issue Overgaard (2019) raises is that many scholars that have done research on volunteering from an employee perspective, treat volunteering as a generalized concept. By this, Overgaard (2019) means that many researchers have conceptualized volunteering as a one form leisure activity. Essentially, previous scholars considers voluntary work as 'one form of activity' and consider each form of volunteering as similar. This is problematic, according to Overgaard (2019). She argues that because previous academic research uses this fixed conceptualization, it does not take into account any critical settings in which volunteering occurs. Overgaard (2019) argues that the majority of literature on voluntary work treat volunteering as leisure activities, disregarding any other political and social factors that could potentially influence the motivations, experiences and outcomes of voluntary work (Shachar, Von Essen & Hustinx, 2019; Ganzevoort & Van den Born, 2020). Scholars thus tend to forget that volunteering can differ in, first, the context in which voluntary work is done and, second, which activities are exactly performed during voluntary work (Overgaard, 2019; Gatignon-Turnau & Mignonac, 2015). Additionally, because volunteering is often treated as a general concept, scholars do not examine what volunteers do during voluntary work tasks and how these tasks differ from paid labor (Overgaard, 2019). Studies should therefore focus more on "the settings, actors logics and discourses that belong to a specific field of work" (Overgaard, 2019, p. 140). Volunteering rather should be treated as a more specific definition (Overgaard, 2019), while at the same time considering the different contexts in which it can occur (Gatignon-Turnau & Mignonac, 2015) and by taking into consideration the hybrid and dynamic form of voluntary work.

This research will examine group volunteering. These are activities in which employees of a specific company form a group and perform work that can benefit another individual or organization. This form of corporate volunteering has rarely been examined by organizational scholars. In most of the cases, scholars shortly refer to group voluntary work (e.g. team challenges, group one off activities), but do not examine the underlying motivations, experiences and outcomes of corporate group voluntary work (Rodell and Lynch; 2016, Rodell et al, 2017; Muthuri, Matten and Moon, 2009). Still, examining voluntary work in a group perspective can help the academic, corporate and non-profit field in gaining insight into the functioning of group volunteering. Earlier research on personal voluntary work in group forms has pointed out that group volunteering occurs on a regular base and in different forms (Haski-Leventhal & Cnaan, 2011). Haski-Leventhal and Cnaan (2011) argue that group dynamics in volunteering can influence what motivates individuals to participate in an event, how they perceive the event, and how the event benefits them. As employee volunteering is both similar to and different from personal volunteering, research needs to identify the uses of group volunteering in different contexts (Haski-Leventhal & Cnaan, 2011; Van Schie, Guentert & Wehner, 2011; Rodell et al., 2017).

2.2. The Motivators, experiences and outcomes of employee volunteering

The first section of the literature review mentioned how and why the perspective on employee volunteering has changed throughout the time and why studying volunteering in specific contexts is necessary. Before examining group volunteering however, more understanding is needed in what volunteering can exactly bring to employees, what can motivate employees and how NPOs can play a role in maintaining sufficient relationships with the employees. The second part of the literature review will review existing literature to outline the motivations for and outcomes of employee volunteering.

2.2.1 *The individual motivations of group volunteering*

As mentioned before, corporate voluntary work is a personal choice, as employees of a company can decide whether to participate in voluntary work or not (Van Schie, Guentert & Wehner, 2011). When employees decide to participate in a volunteering program, their decision is formed by intrinsic (internal) and extrinsic (external) motivations (Hao, Farooq, & Zhang, 2018). This means that employees may decide to participate in a voluntary work activity because of personal values and

attitudes they possess of, but that their decision can also be participated by external factors such as friends, family or even the company they work for (Hao, Farooq, & Zhang, 2018). Scholars have researched the employee's intrinsic motivations to participate in voluntary work. For instance, employees can choose to volunteer because volunteering has emotionally-loaded values and attitudes that are relevant t them (Rodell et al., 2017) Employees can decide to do voluntary work because it makes them happy or because they feel the urge to help other people (Rodell et al., 2017).

Van Schie, Guentert, and Wehner (2011) mention that individual motives in corporate volunteering activities are not solely preceded by individual values. In Employee Volunteering, the volunteering drives are to a lesser extent preceded by altruistic motives and more influenced by corporate motives (Van Schie, Guentert, and Wehner, 2011). This is why companies use Corporate Support for Employee Volunteering (CSEV) to encourage employees to participate in voluntary work activities (Basil, Runte, Basil & Usher, 2011; Gatignon-Turnau & Mignonac, 2015) In a corporate volunteering setting, therefore, the drives of employees are to a certain extent influenced by these CSEV programs, which, according to Van Schie, Guentert, and Wehner, 2011), makes volunteering rather an activity preceded by more corporate values than personal values.

2.2.2. The corporate drives of volunteering

In a corporate voluntary work setting, the motives of individuals to participate in volunteering events are interacting with corporate motives (Van Schie, Guentert and Wehner (2011). Again, corporate volunteering cannot exist without employees, neither can this form of volunteering take place without the support of companies (Van Schie, Guentert, & Wehner, 2011). The corporate motivations for allowing and even encouraging employee volunteering have been outlined in a substantial amount of articles (Rodell et al., 2017; Basil et al., 2011; Gatignon-Turneau & Mignonac, 2015). For instance, companies can encourage volunteering by creating a coherent volunteering program that includes corporate policies and procedures related to volunteering (Rodell et al., 2017). Additionally, the company can provide recourses to employees to enable corporate voluntary work, such as giving employees paid voluntary work days, or donating extra money to NPOs or individuals that organize the volunteering activity (Rodell et al., 2017).

Companies give employees the opportunity for voluntary work because it can elicit multiple benefits to their employees, the organization and to the NPO. Therefore, in early research on corporate volunteering, corporate support was frequently considered as a Corporate Social Responsibility (CSR) strategy in order to maximize their profits, to gain more power and to enhance their corporate reputation (Basil et al., 2011; Garriga & Melé, 2004).

However, scholars should not generalize the extent to which companies are engaged in voluntary work. Neither should scholars rely on only the CSR-founded motives that drive companies to participating in voluntary work activities. Studies such as Cycota, Ferrante, & Schroeder (2016) and Muthuri, Matten, & Moon (2009) often seem to focus on large, international companies in explaining corporate voluntary work. Basil et al. (2011) argue that the size of the company can determine the extent to which it is involved in voluntary work. Larger companies tend to have a higher priority towards employee volunteering, and are thus more likely to set up multiple voluntary work processes that are structured to an overarching goal (Basil et al., 2011). Smaller companies, on the other hand, use corporate volunteering in a less strategical manner (Basil et al, 2011).

2.2.3. Bringing together the individual and corporate:

From an academic point of view, it seems that the drives of individuals and companies are interacting with one another. The motivations to participate in voluntary work events are also different, as scholars describe the individual motives as prosocial behaviour (Hao, Farooq & Zhang, 2018; Rodell et al., 2017), whereas corporates are believed to participate in events for their own benefits (Basil et al., 2011). The question remains how companies and employees interact with one another, how a volunteering event is set up and who takes the initiative (Overgaard, 2019). Studies suggest that future scholars should look beyond the general drives of volunteering and focus on specified examples of how volunteering events are set up (Overgaard, 2019; Gatignon-Turnau & Mignonac, 2015). Who takes the initiative in setting up a volunteering event and how do employees react to an initiative? Existing literature on these processes have identified cases in which corporate volunteering events are initiated by the employees instead of people from managerial positions (Breitsohl & Ehrig, 2017). Therefore, understanding these underlying processes and factors that initiate a voluntary work event, is important to understand why a voluntary work event is successful or not. As research on corporate group events is scarce, yet it is suggested to research the motivations of employee volunteering in different contexts (Breitsohl & Ehring, 2017). Especially in a group context, where multiple corporate volunteers form a team to participate in a single event, it remains unclear how all individual and corporate drives interact with one another.

Also, it remains unclear how an employee volunteering event is set up (Overgaard, 2019) The recurring theme is that volunteering as a concept, and processes that play a role before, during and after volunteering events, have been examined from a broad perspective (Overgaard, 2019). Organizational studies should therefore focus on more specific examples of volunteering and processes that occur when employees and organizations decide to participate in voluntary work.

The difference in the extent to which companies are engaged in voluntary work guide scholars to looking more critically at which motivations precisely drive companies to specific voluntary work activities (Basil et al., 2011). What factors drive a company towards voluntary work? Besides public-driven and self-driven motivations, are there more factors companies and employees take into consideration when participating in voluntary work events (Gatignon-Turnau & Mignonac, 2015)?

Even though these emotional considerations certainly contribute to the understanding of what drives employees to participate in voluntary work, more insight is needed into why these drives are formed (Pajo & Lee, 2011). Especially in a group-context, which has not been examined yet, it would be interesting to see how the decision to perform a specific group activity is made, which people had influence on this decision and which attributes and contexts have resulted in employees agreeing to participate in this specific activity.

2.2.4. Benefactor-Beneficiary Communication

An important aspect which has not been thoroughly researched yet is the role NPOs have in the relationships between the NPO, the employee and the company. As an NPO, knowing how to communicate and manage relationships with stakeholders is important, because it does not only contribute to the effectivity of NPOs performing their tasks but also to potential communal relationships (Balser & McClusky, 2005; Hall, 2006). However, organizations struggle to communicate effectively because they do not know what is needed to create and maintain relationships with stakeholders (Xu & Saxton, 2019). This is likely one of the results of academic research spending little attention on the role of NPOs in the relationships between NPOs, volunteers and companies (Cook & Burchell, 2018). This can be problematic, especially in one-time corporate volunteering events (Muthuri, Matten, & Moon, 2009). Muthuri, Matten, and Moon (2009) have found out that employees who have attended these events negatively evaluated these events because they do not know what is expected from them and how they will reach the beneficiary organization. In turn, they are less likely to build relationships with beneficiaries (Muthuri, Matten, & Moon, 2009). Cook and Burchell (2018), on the other hand, argued that while the voluntary work events do certainly contribute to the functioning of the NPO, they argue that through events, the participants do not provide the NPO with added knowledge, skills and information. Because it are exactly these groups that can provide NPOs support in different ways than only the volunteering activity, researchers underline the necessity of maintaining stakeholder relationships (Cook & Burchell, 2018). However, it is relatively unknown how and to what extent these NPOs can communicate with their benefactors in a most efficient ways. Especially because the communication between NPOs, companies and employees have not been described from an employee perspective.

However, given the positive relationship between stakeholder communication and relationship building in general (Balser & McClusky, 2005) and through social media (Xu & Saxton, 2019), it is interesting to examine what are the measurements that NPOs take when they communicate with stakeholders about the voluntary work activities. More interestingly, there should be a larger focus on how the employees experience the communication with the NPO before, during and after event.

2.2.5.. Voluntary work and the outcomes to employees

Lastly, it is important to take into consideration how voluntary work benefits employees. From a managerial perspective, corporate volunteering is believed to be contributing not only to the corporate external benefits but also to the internal organization (Gatignon-Turnau & Mignonac, 2015). Next to organizational outcomes, employee volunteering is enhancing multiple attitudes, emotions and values of the employee (Balser & McClusky, 2005; Rodell & Lynch, 2016; Muthuri, Matten, & Moon, 2009). For instance, voluntary work is believed to increase the employee's organizational identification to the company they belong to (Ashfort, Harrison, & Corley, 2008; Mozes, Josman, & Yaniv, 2011). Employees might feel personal satisfaction and a sense of personal stewardship, and feel more attached to voluntary work and thus might be performing voluntary work activities more frequently (Rodell et al., 2017; Hovey, 2010). Employee volunteering might also have implications for the group dynamics inside an organization (Muthuri, Matten & Moon (2009). It might enhance the social capital inside an organization, which means that employees might feel stronger connected to his or her colleagues and organizational ties are strengthened (Muthuri, Matten & Moon, 2009).

Besides the positive effects of employee volunteering, some questions and issues arise as well. First of all, there is a lack in research on what are actually the benefits of corporate voluntary work to employees. Next to this, researches fail to identify more specifically why employees have certain positive outcomes of employee volunteering, since the majority of researches focusses testing general quantitative relationships between earlier-found attitudes and behaviours related to voluntary work (Brockner, Senior & Welch, 2014; Gatignon-Turnau & Mignonac, 2015). Gatignon-Turnau & Mignonac (2015) add to this by stating that research should examine how different employee outcomes can exist in specific settings. Additionally, given the fact that voluntary work can be performed in groups, it is also important to consider what are the collective takeaways of employee volunteering in a group setting (Muthuri, Matten, & Moon, 2009). Hence, also in line with Overgaard's (2019) earlier notice on how volunteering should be studied, research should focus on if and how the outcomes of employee volunteering are formed in more specific and more dynamic settings.

Based on the literature review, it is clear that employee volunteering is preceded by individual and corporate drives, that volunteering activities can result in benefits to the NPO, the employee and the company. Additionally, efficient stakeholder communication between the NPO and the volunteers could contribute to the effectivity of the voluntary work event. However, as noted by Overgaard (2019), Shachar, Von Essen, & Hustinx (2019), Gatignon-Turnau & Mignonac, and Cook & Burchell (2018), research needs to focus on the different contexts in which voluntary work occurs and which implications this has for different processes, such as individual drives, the outcomes of the voluntary work activity and the role of the NPO in the activity.

This provides sufficient reasons for researching the voluntary work event in a group setting and to answer *RQ1: What drives employees to participate in corporate group employee volunteering events.* , *RQ2: What role does stakeholder communication perform in corporate group employee volunteering events?* and *RQ3: What are the outcomes of group volunteering for the employee on an individual level and on a group level?*

3.   Method

This section will carefully explain all methodological steps that were taken in conducting this research. First, it will be explained which research method was considered as most suitable for this research and why. After this, the sampling procedure and the ways in which data was collected and analyzed will be carefully described. The methodology section will also include a paragraph on the validity and reliability of the research, and ethical considerations that were made.

3.1. Research Approach

The majority of literature on employee volunteering has employed quantitative surveys in validating potential relationships between employee volunteering and other factors (Rodell & Lynch, 2016; Rodell et al., 2017). Following the suggestions from Overgaard (2019), Shachar, Von Essen, and Hustinx (2019) and Gatignon-Turneau, and Mignonac (2015), this research tries to focus more on more specific, dynamic contexts of voluntary work. Following the logic of these researchers, qualitative research is considered as most appropriate to answering the research questions. This research is less about testing the effects employee volunteering can have on employees, and more about finding patterns that are apparent in the group setting of the voluntary work activity. This research tries to gain more insight into how employees describe various experiences of employee volunteering, and the analytical nature of this question makes qualitative research appropriate for this thesis (Muthuri, Matten & Moon, 2009). Another benefit of qualitative research is that it enables iteration during the thesis project (Srivastava & Hopwood, 2009). Most importantly however, qualitative research allows for new findings that can emerge out theoretical and methodological data allows for reflexivity in slightly altering the interview processes and the analysis processes (Srivastava & Hopwood, 2009).

Following the methodology of Muthuri, Matten and Moon (2009), semi-structured interviews are employed method to answer the research question. This method allows for being flexible in asking questions, and revealing new concepts and frameworks that are relevant to the research topic (Evans, 2018).

3.2. Sampling procedures

The purpose of this research was to examine how employees belonging to a corporate organization experience corporate voluntary activities in a group setting. This purpose was translated in several sampling prerequisites.

17

Stichting Jarige Job initially chosen as the NPO of focus. The NPO has agreed to participate in the research project. The organization a considerable amount of corporate group voluntary work events, has already been part of academic research (Meijs, Handy, Simons & Roza, 2018), and is therefore appropriate to examine. Stichting Jarige Job is a Dutch NPO that is raising awareness to and is battling against child poverty in the Netherlands. Loosely translated into English to 'Birthday Boy Foundation' Jarige Job is handing out birthday boxes to families who cannot celebrate the birthday of their child(ren) properly because they do not have the money to do so. Stichting Jarige Job has already been earlier examined by Meijs, Handy, Simons & Roza (2019). They mention that one of Stichting Jarige Job's four key components of social innovation, is the fact that they organize voluntary team activities in which teams pack birthday boxes in a group session of approximately 3 to 4 hours (Meijs et al., 2019). In 2016, over 60 teams, consisting of 10 to 15 people, have visited Jarige Job's location in Rotterdam to pack birthday boxes (Meijs et al., 2018). 9 out of 11 volunteers have visited the voluntary work event at Stichting Jarige Job.

Initially, the intention was to interview a sample of 10 to 15 corporate employees and to interview 2 or 3 representatives from Stichting Jarige Job. The intention to do so was guided by the interest in examining how the employees at Stichting Jarige Job communicate with the volunteers attending at Jarige Job, and how the attending volunteers experience this communication. This would allow for a clear understanding of perspectives from both the volunteer and the coordinators of the voluntary work event. This, in turn could provide rich and well-balanced knowledge on the stakeholder communication framework in a corporate voluntary work setting.

 Unfortunately, the COVID-19 crisis resulted in mandatory adjustments to the sampling procedure. The idea to interview the employees working at Stichting Jarige Job had to be dropped. Additionally, the sampling criteria for interviewing the volunteers had to be changed. Initially, only the employee volunteers who have participated in voluntary work activities at Stichting Jarige Job were invited. The COVID-19 crisis made it difficult to find enough participants for interviews. Additionally, the first volunteers that have been interviewed also mentioned and carefully described other group activities organized by NPOs at which they have participated. Therefore, the decision was made to loosen the sampling criteria and to not only focus on people who have done corporate group volunteering at Stichting Jarige Job, but to include employees who have participated in group volunteering projects at other organizations.

Snowball sampling was conducted to find participants. At the first stage, an invitation for participation was spread out via the social media channels of Stichting Jarige Job. This resulted in 7 initial respondents. At a second stage, invitations were spread out via private social media channels (e.g. Linkedin). Additionally, a few e-mails were sent out to people who mentioned on social media

that they have participated in a voluntary work event at Stichting Jarige Job. The second sampling stage resulted in 4 additional respondents, resulting in a total sample of 11 respondents.

Eventually, 9 interviewees had participated at the voluntary group activities at Stichting Jarige Job. 4 out of these 9 interviewees also mentioned other volunteering activities in which they were engaging. 2 out of 11 interviewees volunteered at other NPOs. One volunteer participated in an activity organized by an elderly home, whereas the other volunteer participated in an activity organized by an elementary school.

The sample size consists of 6 men and 5 women. 9 respondents have volunteered at Stichting Jarige Job, whereas 1 respondent volunteered for an elderly home, and 1 respondent volunteered at an elementary school.

Table 1: Descriptives of the interviewed employees

#	Name	Gender	Works for	Function	Time active	Participated at the NGO
1	Olav Prolivy	M	Exact software	CSR Manager	3 years	Stichting Jarige Job
2	Rick de Vette	M	PostNL	Growth Hacker	9 months	Stichting Jarige Job
3	Rene van de Koolwijk	M	Jack Link's	HR-Manager	5 years	Stichting Jarige Job
4	Ruud Vink	M	Tauw**	Project Manager	4 years**	Stichting Jarige Job
5	Raymond Maes	M	Depesche	Product Representative	10 years	Stichting Jarige Job
6	Ellen Voormolen	F	IBM***	Program Manager	15 years	Stichting Jarige Job
7	Maria Koops	F	Equens Worldwide	Product Manager	14 years	Stichting Jarige Job
8	Adelheid Wösten	F	Municipality of Rotterdam	Secretary	12 years	Nursery home
9	Miranda Konneman	F	Equens Worldwide**	Jurial Assistant	18 years	Stichting Jarige Job
10	Jessica van Valen	F	Banking company*	Advisor income and capital	21 years	Elementary school
11	Ruben Uppelschoten	M	Vasco Consult	CEO	3 years	Stichting Jarige Job

*= Wanted her company to remain anonymous**= Do not work at the organization anymore

***= Works at IBM, participated with Atlassian

3.3.. Interview procedure

11 interviews were conducted, with lasting from 44 to 64 minutes.. All interviews were conducted in Dutch. In the invitation message, the interviewees had the option to be interviewed via phone or via video call. 3 interviews were conducted through video call, whereas the remainder of the interviews was conducted by phone. All interviews were audiotaped and transcribed.

Prior to the interview, the interviewees were asked to give verbal consent in which they agreed to participating in the interview and in which they give consent for the interview to be audiotaped. Participants were made aware that their participation was voluntary and, if they wished to, their data could by anonymized. All participants gave verbal consent to participating in the interview and the interview to be audiotaped and transcribed. 10 participants did allow for the use of their personal data in the report. 1 participant only wanted the company she works for to be anonymized.

During the interview, the interviewees were asked about how they experienced the corporate group volunteering event they have participated in. They were first asked about what motivates them to volunteering, after which they were asked about how they perceived the communication with the NPO, and whether they have experienced any outcomes resulting from the voluntary group activity. The semi-structured nature allowed for questions that were initially not in the interview guide (See Appendix A). Examples of elaborating questions were the extent to which their group was involved in the activity, how they rated the team aspect of the activity, and so forth.

3.4.. Thematic Analysis

During the process of data gathering, once each interview was finished, it was transcribed verbatim immediately, after which the initial coding stage started. Thematic analysis is considered as a useful method of analysis, because it can identify themes and subthemes that relate to or contrast with learier literature that have been examining different forms of volunteering (MacNeela, 2008). The flexibility of the thematic analysis allowed for the use of inductive and deductive approaches of analysis, as the researcher structured concepts from the data available and derived concepts partially from earlier theory (Braun & Clarke, 2012).

The data has been analyzed by using Braun & Clarke (2012)'s six-phase approach. First of all, the researcher has immersed himself in the data by reading the transcripts of the interviews for multiple times. Initial notes were made with regards to how to structure potential findings from these data. After immersing in the data, initial codes were created, which remarks phase 2 of the thematical analysis (Braun & Clarke, 2012). Themes emerged from patterns that were found throughout the data

analysed, as also patterns between the themes became apparent. The flexibility of the thematical analysis allowed for changing themes throughout the time (Braun & Clarke, 2012). This means that some themes have been merged, divided or dropped throughout the time. At the same time, the report was written. The structure of the report changed as some of the themes were changed or dropped as well. (Braun & Clarke, 2012).

Eventually, thematical analysis resulted in 3 themes that contribute to answering the research question, namely the role of time and money in volunteering, the role of NPOs in voluntary work, and the group-forming aspect of voluntary work. The first theme is divided into two subthemes, where time and money can be preceded by individual and organizational values, but time and money can at the same time restrict voluntary work opportunities. In the second theme, relating to the Role of the NPO, two subthemes were found, of which one relates to the importance of visibly serving a purpose, and the second relates to the importance of professional and structured communication. The third theme, the group-forming aspect, shows how, on the one hand, people see the group activity as a team-building event, and, on the other hand, the social purpose dominates the activity.

3.5. Validity and Reliability

Validity and Reliability are two concepts that are difficult to define in qualitative research (Cypress, 2017). Cypress (2017) defines reliability as something which depends on the extent to which the researcher is consistent in his practices, which is reflected in the research practices, the analysis and conclusions. The researcher of this thesis has tried to be as thorough as possible in describing these steps and analysing the data. Validity can be described into several the aspects and relates to how well the data reflects what the participant said, how well the researcher reports on the behaviours, in which the researcher uses theoretical constructs to reflect on the data during the analysis (Thomson, 2011). In this research, the researcher has tried to use as much data from the respondents as possible to illustrate the themes that were found. The researcher also tried to report on the behaviours as accurately as possible, and compare the findings to other theoretical constructs.

4. Results

The following section analyzes the three overarching themes that were found during thematic analysis. The themes are reoccurring patterns resulting from the interviews with the three interviewees and each contribute to answering the three research questions, namely *RQ1: What drives employees to participate in corporate group employee volunteering events, RQ2: What role does stakeholder communication perform in corporate group employee volunteering events?* And *RQ3: What are the outcomes of group volunteering for the employee on an individual level and on a group level?*

4.1 The role of Time and Money in volunteering

The first theme that has been identified is the importance of time and money in participating in the voluntary work activity. Time and money appear to be important factors for the employee volunteers when participating in a voluntary work activity, and also for the companies that support the voluntary work activity. The participants have mentioned these two resources frequently while discussing their motives, experiences and outcomes of the voluntary event. On the one hand it is apparent that the volunteers argue for the importance to spend time and money on these activities, and that in most of the cases, the organizations also ask for their employees to spend time on the activities. This relates to the suggestion cultural, psychological and social factors can attribute to the willingness to spend time and money (Bekkers, 2010). On the other hand, it was apparent that time and money at the same time functioned as a barrier that obstructs the altruistic and prosocial motives of employees to employee volunteering in groups and employee volunteering in person. Correlating with Overgaard's note (2019) the volunteers argued that spending time and money might come at the cost of time and money invested in their daily, personal-oriented and business-oriented lives.

4.1.1 Time and money is preceded by individual and corporate values

Volunteering is an opportunity for volunteers to give their own time to benefit other individuals. Even though time and money is costly – Most of the participants argue that they have busy personal lives – the participants show a willingness to invest time and money into volunteering. Their willingness to volunteer is preceded by multiple social and psychological values. In line with Bekkers (2010) the

volunteers argue that they participate because of social incentives, such as the urge to help society, and psychological incentives, such as creating awareness of the societal situation and a good feeling that results from the voluntary work activities

Many of the individuals find it important to contribute to the society in a different way. Whereas 6 out of 11 interviewees are already doing personal voluntary work or have done personal voluntary work in recent history, the other 5 respondents are engaged in personal voluntary work in the sense that they consider the importance of voluntary work to society. Olav Prolivy (Exact, Stichting Jarige Job) explains why he thinks it is important to spend time on voluntary work "Personally, I think it is important that you pursue a society with one another. Uhm, and that everyone contributes their mite to that." Miranda Konneman (Equens Worldwide, Stichting Jarige Job), adds to this:

> And, uhm, I think it's just important to, uhm, that you, we actually have a good life altogether. Or at least, I do, I think. And so, uhm, I think that it is truly important that every human does something back.

 Miranda Konneman mentioned that she was also active as an ambassador for Stichting De Zonnebloem, which organizes activities for the elderly. Raymond Maes (Despeche, Stichting Jarige Job), adds to this "Uhm, yeah to do something for one another. And there uhm, seeing that people get happy because of that. "

The willingness to spend time and money on voluntary work is thus preceded by prosocial motives, which is in line with Bekkers' (2010). On the other hand, many of the companies also decide to invest time and money in voluntary work. Jessica van Valen (banking company, elementary school) mentions that "all employees of the [Banking company] are allowed to do 2 to 5 days of voluntary work on a yearly base." Olav Prolivy mentions that all employees of Exact Software can spend three days a year on doing voluntary work. René van der Koolwijk (Jack Link's. Stichting Jarige Job) mentions that his company not only wanted to make their food products as sustainable as possible: "And last but not least, […] we want that each Jack Link's employee spends 1 day per year on helping someone in need." In turn, the company ensures that the group activities are considered as paid salary days. Besides the companies that are participating in voluntary work just because of the CSR-aspect, there are also a few companies that invest time into Stichting Jarige Job because of existing partnerships or earlier connections. Rick de Vette (PostNL, Stichting Jarige Job) mentions that PostNL organized this activity because they are delivering birthday boxes on behalf of Jarige Job. "And because they did that, they have also said like: 'Hey, then we could actually also send some of our people there for one time, for one day.'" Raymond Maes (Despeche, Stichting Jarige Job) adds to this and mentions how he initiated the idea to do voluntary work at Jarige Job:

Uhm, well yeah I actually have ended up here purely on coincidence. Uhm, because I of course, uhm do business with [the NPO owner] and of course with Jarige Job […]. And through that way, uhm […] I got to know the NPO and I found it importdiant to show that as well [to others] for once.

The ideas of employees and companies to make time for these voluntary group work activities are therefore preceded by earlier values, experiences and connections they possess of. In most of the cases, therefore, both employees and companies are aware of the necessity of voluntary work activities. This awareness is shared with one another and also among other colleagues. Company and its employees have mutual expectations from one another with regards to voluntary work. These mutual expectations are translated into employees expecting companies to facilitate voluntary work activities companies expecting the employees to participate in voluntary work. The companies expects employees to invest time in voluntary work and encourage the employees through different forms of corporate support. Ruben Uppelschoten explains this by mentioning the following:

We have coined it into the group, because we do work, that we have connected ourselves to Jarige Job and that means that you, uhm, help one day minimum per year with packing boxes. But it is descibed with a wink. […] And everyone also says that it is only fun so that, uhm, if people would experience a problem, they probably don't belong to the company."

The goal of these kind of companies is to make the employees look further than their own environment and, more specifically, as Olav Prolivy (Exact, Stichting Jarige Job) puts it: "to inspire them that they will employ themselves [as voluntary workers] to a higher extent.*" Employee volunteers, on the other hand, also expect their company and colleagues to invest time in the voluntary work activity. This does not initially mean that the employees expect the companies and their colleagues to participate in the voluntary work tasks to the same extent as they do. They rather want to show their colleagues that the world should not only revolve around their indivdidualistic business careers that are merely formed to create money. This note is illustrated by Raymond Maes (Despeche, Stichting Jarige Job), who argued why he wanted to bring his colleagues to the voluntary work activity.

So in the long run we are all busy with […] bonusses, and hey what will our bonus be? To what extent will our salaries eventually increase? All these things, we are collaboratively busy with all the time […] uhm I found it important to, also show the other side of the coin for once.

Getting to know what "the other side of the coin in society" (Raymond Maes, Stichting Jarige Job) means, is therefore enabled by the voluntary work activities. People get the chance to actually fulfill their interest in doing voluntary work. Adelheid Wösten saw the group activity as a perfect

opportunity. "In itself I can say that I like voluntary work. But it is difficult to combine with your work. Ehm and thus now you get the chance to do so." (Adelheid Wösten, Municipality of Rotterdam, Elderly home). They serve as a moment to, first of all, make the volunteers aware of the societal situation in the Netherlands and, after that contribute to the societal case the knowledge on the societal situation in mind. It is also why some of the volunteers consider spending active time on voluntary work as more important rather than donating money. René van de Koolwijk (Jack Link's, Stichting Jarige Job) illustrates this:

> "Money remains considerably anonymous. So you donate some and you might have a good feeling about that yourself and probably the recipient as such as well, but it will bring few results. Uhm Stichting Jarige Job is being talked about regularly, as for now. And there also have been people who say 'Hey, I will come back outside of the company. Because I think it's way too much fun." (Rene van de Koolwijk, Jack, Link's, Stichting Jarige Job)

So it seems that active contribution is considered as more important than just donating money. This was also found back in Ruben Uppelschoten's quote, as he mentioned how the relationship between Vasco Consult and Stichting Jarige Job was formed: "They also said like: 'Yes friend, uhm, friend means to us that you actually do not give money but that you help us where necessary.'" Maria Koops (Equens Worldwide, Stichting Jarige Job) adds to this. As she was asked about what made combination between donating money and participating in voluntary work, she answered: "Yeah, you're just contributing, right?" Miranda Konneman (Equens Worldwide, Stichting Jarige Job) compares voluntary work to donating: "You will hear the story behind it. Uhm, why, uhm, why that happens. Why we do this and for whom we are doing this." Group voluntary work thus is perceived as a moment to actively contribute to society, but also to actively to connect with the NPO and the social cause. Ellen Voormolen (IBM, Stichting Jarige Job) also considers importance to actively contributing to society and praises Atlassian's role in voluntary work: "Atlassian is truly rocking that. Uhm, practice what you preach. That is what they do."

By expressing the urge for time and money that need to be invested in voluntary work, the employees and companies express their social incentives, their own motivations to participating in voluntery work. Employees and companies make room for group voluntary work, or argue for making room for group voluntary work, because they want to show one another time is not always about doing business and making money. Rather, time and money should be invested to help the people who need it.

4.1.2. Time and money restricts voluntary work opportunities

Even though the employees and the organizations argue that they collaboratively should make more time for voluntary work, at the same time time and money are mentioned as characteristics that limit the employees in performing voluntary work. The findings relate to Overgaard, who argues that if volunteers give time to benefit an individual or organization, they are sacrificing time that could be spent on personal time or business time. From the interviews, it was apparent that many of the volunteers mentioned their busy personal and business lives, which seemed to restrict their willingness to participate in further voluntary work activities.

Volunteering is an activty that takes time, and time people spend on voluntary work can in turn conflict with their busy career and personal lives. The voluntary group activities could therefore be considered as activities in which the volunteering colleagues either offer personal time or corporate time to benefit the NPO. However, because the volunteers attend the voluntary work events with their colleagues, and in many of the cases the voluntary work event is supported by the company, most event can be considered as events performed during corporate time and not during personal time. The volunteers appreciate that they are able to do voluntary work with corporate support, because their company allows them to spend time to voluntary work. Raymond Maes (Despeche, Stichting Jarige Job) argues the following: "…You know, considering that, I have a pretty busy life, causing me to get barely into touch into voluntary work." Later in the interview, however, Raymond argues that he thinks it is "nice to do something for another" (ibid.). Because he was given the option to atted the voluntary work at Jarige Job, he saw the activity as "a unique moment" (Raymond Maes, Despeche, Stichting Jarige Job). A response by Ellen Voormolen (IBM, Stichting Jarige Job) adds to seeing this activity as an unique moment:

> "It is more uhm, you have other things in your regular life, let's say, that you do not instantly think: 'Oh I am going to pack birthday boxes at Jarige Job during the afternoon or, uhm, in the morning.'[…]. It's rather to get things done or something like that. But that does not happen somehow."

The volunteers thus highly value the group activities, because it allows the company and the employees for actively making time for the goals they want to achieve. Time that could not be easily fulfilled or achieved in personal time. Thus, in most of the cases, they sacrifice business time to collaboratively participate in the voluntary work activity. However, whereas the prosocial attitudes of companies and employees can create time for voluntary work, the amount of time and money they have available for voluntary work is limited. Olav Prolivy (Exact, Stichting Jarige Job), raised this point during the interview. "We cannot fill in everything, right? I – I have a lot of hands, but I work for forty [hours]." He mentions that inside of his organization, "it is mainly about the hands" (ibid.), referring to the fact that the company cannot fulfill all voluntary work activities because of the limited

amount of time available for that. Likewise, the company is also limited in instantly providing future support for voluntary work. Ruud Vink (Tauw, Stichting Jarige Job) mentions something similar. Ruud Vink (Tauw, Stichting Jarige Job) personally mentions:

> "I have my own package. Things I do. And, uhm I found it fun to help Jarige Job for once. And if I would have time, and I would think about what kind of voluntary work I would do, then they are on my shortlist. But not for now." (Ruud Vink, Tauw, Stichting Jarige Job"

Additionally, Jessica van Valen appreciates that her banking company encourages her to spend 5 days on voluntary work per year, but that 5 days per year are too much "Because her work won't allow that." (Jessica van Valen, Banking company, elementary school). These time constraints can make organizing voluntary work activities difficult as well. Jessica van Valen (Banking company, elementary school), continues: "Look, you cannot always go with the whole team, because work does not always allow that." Rick de Vette (PostNL, Stichting Jarige Job) also recalled that a few people of his department "really could not go" to the voluntary work activity. So time can function as limiting if the voluntary team activities that are organized conflict with personal activities. This makes it difficult to realize the right voluntary work activity at the right organization. René van de Koolwijk (Jack Link's, Stichting Jarige Job) adds on this: "It is one moment during the year. Half a day. Then you must be able to go and everyone has to be available and so forth and so forth." Resulting from an interview with Ellen Voormolen, it is suggested that the amount of travel time could be a factor that limits people. She found the accessibility in terms of public transport "a bit less" (IBM, Stichting Jarige Job), meaning that she found it difficult to go to the location of Jarige Job by public transport. She suggest that multiple locations could "save in the traveling time" (Ellen Voormolen, IBM, Stichting Jarige Job), which could attract more organizations to the voluntary work activity.

Because time and money are scace factors, this does not only limit companies and employees in the creation of voluntary work activities. It also means that both the organization and the employees need to support the cause, which needs to be precedde by like-minded values and attitudes towards voluntary work. Maria Koops (Equens Worldwide, Stichting Jarige Job) mentions how "this group feels connected when it is about the elderly. And uh there is also a group that is feels connected when it is about the children." This implies that participants of a voluntary work activity want to make time for voluntary work if they support it. Ellen Voormolen (IBM, Stichting Jarige Job) said the following: "if you don't stand behind it [the goal] it will get difficult." She continues by saying that her own organisation does provide opportunities for voluntary work, but that these activities mostly have an IT-character. She continues: "So if you are not deeply immersed into IT, you drop out quite quickly" (Ellen Voormolen, IBM, Stichting Jarige Job.). Likewise, also companies can lack in investment if they do not support the voluntary work activities. Ruud Vink (Tauw, Stichting Jarige Job) argued: "Uhm, look. It is being heartedly supported […] Uhm but it is not as if you get free time for that or get

hours to do so. It is not being supported in that manner." From the interviews, it is implied that if companies would provide the volunteers more opportunities for voluntary work, there would be more collective and individual participation. Miranda Konneman argues illustrates this:

> If something is being carried out across the organization, then, I think that you will attract more people [to the voluntary work event]. Our [voluntary] business is – within quotation marks – only initiated from the staff association. But the staff association is one third of the total amount of employees. (Miranda Konneman, Equens Worldwide, Stichting Jarige Job)

Adelheid Wösten (Municipality of Rotterdam, Nursery home) adds to this by mentioning that she would like to be engaged more in personal voluntary work, but that she is limited because of her busy job and because their organziation does not offer the opportunity to get away from her job. She would not mind if her municipality would spend more time on voluntary work: "If I get a bunch or two hours per week from the municipality to be able to do voluntary work, I would not mind to do that." (Adelheid Wösten, Municipality of Rotterdam, Elderly home).

Lastly, two examples suggest that if the company is not supporting the voluntary work activities, this could have negative outcomes to the identity of the company. Ruud Vink and Miranda Konneman heavily emphasize the importance of being socially active for society and this importance was not shared by the company. Ruud Vink mentioned how his organization would not support the group volunteering initiative, which resulted in him and his colleagues needing to do the activity in personal time. He found the decision disappointing. He explains why: "Because we were going to do something good. I had also expected a gesture from them" (Ruud Vink, Tauw, Stichting Jarige Job). Miranda Konneman even considered the lack in corporate attention to social responsibility and voluntary work as one of the reasons to leave the organization.

> I haven't left the organization without a reason. And that (…) has of course to do with uhm, with the social aspect (..) we have become immersed in a very big international organization, which only revolved around the CEO and stock options and not about the human. And this is what I personally find very important (…). Because it is very important to be social, to give people something. (Miranda Konneman, Equens Worldwide, Stichting Jarige Job).

Based on the findings apparent from the interviews, therefore, the volunteers consider time and money as valuable resources for group voluntary work. On the one hand, time and money can construct the voluntary work activity if employees and companies collectively agree upon participating in the voluntary work activity. Interestingly, the volunteers and the companies seem to consider volunteering as a special moment, a moment in which everyone actively spends time to a good cause. This unique moment can be realised if the employees who want to participate, make time for the activity. However, time and money at the same time can constrict both the companies and the

employees in participating in voluntary work. Some of the companies, volunteers and their colleague are restricted from participating in group voluntary work because they do not have the time or money for it. Especially in a group context, the lack of time and money make it difficult for groups to organize and attend an event.

4.2 The important role of NPOs

The second theme that was found relates to how the employees value how the NPO communicates to them as stakeholders and how relationships are formed and maintained. The two subcategories that were found during thematic analysis slightly to Balser and McClusky's (2005) note on the relationship between NPOs and its stakeholders. Balser and McClusky (2005) argue that NPOs should, first, be clear in communicating its mission to its stakeholders and, second, effectively manage relationships with them. Related to those two themes, thematic analysis found something similar. On the one hand, the volunteers consider it as important that the volunteering activities and the NPOs are visible and that they communicate a clear purpose. These two factors can drive the volunteers to participating in the voluntary work event. On the other hand, once the volunteers are immersed into the activity, they expect the NPO to communicate professionally and thoroughly about voluntary work activities and future activities.

4.2.1. NPOs: communicate the purpose visibly

First of all, the voluntary work activities need to be clearly positioned in the market. René van de Koolwijk (Jack Link's, Stichting Jarige Job) argues that Jack Link's had trouble in finding the right voluntary work activity because they simply do not have the time to spend days: "We simply do not have the time to spend whole days on that and to call a whole list of foundations and to first explain what you want, who is the contact person and how does that look like?" (René van de Koolwijk. Jack Link's, Stichting Jarige Job. He also argues that it is difficult to track these smaller organizations: "A lot of smaller organizations, you can't find them. They don't have contact, you need to put effort into getting in contact with them" (René van de Koolwijk, Jack Link's, Stichting Jarige Job. Adelheid Wösten (Municipality of Rotterdam, Elderly home) therefore argues that the NPOs should invest more time and money in promoting voluntary work activities. She mentions that she personally does not see any voluntary work initiatives, apart from NL doet. She argues:

"Yeah well they of course have a lot of voluntary work, of course. And ehm If I'm correct they have a true campaign […]. There's a whole campaign behind it. So that is, I think something you cannot forget easily."

Two respondents mention that their companies use intermediating companies to find suitable voluntary group work activities. René van de Koolwijk (Jack Link's, Stichting Jarige Job) mentions that "everything goes via Sharity" an intermediating non-profit organization, whereas Jessica van Valen (Banking company, elementary school) mentions that "everything is being sought after through the foundation", which is part of her company. However, for both cases it has to be noted that companies are considerably large in size and have enough time and money to spend on these foundations. Jessica van Valen acknowledges that it may be difficult for smaller companies to offer the same circumstances as her company does because. " Look, if you are a smaller employer, that is obviously way more difficult to offer that, because that costs you a lot of money." (Jessica van Valen, Banking Company, Elementary School).

Because employees and companies do not have the time and money to look for the right NPO to support, this means that the NPOs themselves have to be visible. It has to be noted that the voluntary work activities in which Rick de Vette (PostNL, Stichting Jarige Job) and Raymond Maes (Despeche, Stichting Jarige Job) participated, the voluntary work activities were initiated because PostNL and Despeche already had existing partnerships with Jarige Job. Raymond Maes illustrates: "Because I started doing business with [Jarige Job CEO] and of course with Jarige Job. Through that way I got to know the foundation." For the voluntary work activities, Stichting Jarige Job does seem to profit of earlier connections it has with other organizations. However, from the interviews it also seems that the online visibility of the NPO contributes to volunteers finding the event. Ruben Uppelschoten (Vasco Consulting, Stichting Jarige Job) argues the following: "Right, if you also look at social media or LinkedIn, where they are considerably active. Yeah, if you don't follow them, then you don't see it." René van de Koowlijk adds: "To find the contacts, the accessibility thereof. That is quite difficult. If you search right now for voluntary work, then you get a lot of the Red Cross and De Zonnebloem." By this, he refers to the fact that smaller NPOs are not easily traceable. He and his colleagues have brainstormed about smaller initiatives, such as helping a school or elderly home. "But to find an organization for that, or to find a channel fort hat where you can bring that up like 'Hey, we are searching.' That is quite difficult."

It is therefore important for the NPOs and the voluntary work activities to be visible to the companies. Additionally, not only is it important for NPOs to consider via which ways they communicate, but also it is important that the NPOs visibly communicate their purpose. To a certain

30

extent, the volunteers expect a sense of communication from the organization. People want to know why they are attending the event and how they can effectively contribute to the voluntary work event. Olav Prolivy (Exact, Stichting Jarige Job) illustrates this:

> Because I think it is very important, is that people also see the bigger picture. And uhm, also see what the purpose is, that that foundation exists. What that foundation truly does. […]. Because otherwise it quickly becomes an, uh, an activity [*emphasis], right? Which is not a problem, but I think it mainly makes the impact through the story which is behind it. (Olav, Prolivy, Exact, Stichting Jarige Job).

The people who have volunteered at Stichting Jarige Job mention how the NPO carefully tells its story, why they are working on their goal and how they want to reach that goal. This story is appreciated by the volunteers. "I found the story of [Jarige Job CEO] very, uhm, very inspiring. You can see that it was not the first time he told the story," Rick de Vette (PostNL, Stichting Jarige Job) argues. Ruben Uppelschoten (Vasco Consulting, Stichting Jarige Job) adds to the importance of clearly telling the purpose of the NPO: "And once that is known, then people also know like 'hey, uhm, we have to commit. […]. But people first have to know about these problems." Ellen Voormolen (IBM, Stichting Jarige Job) also mentioned that the story that was being told "got very close" to her. Similarly, Raymond Maes argues:

> I think from the moment that you get the story explained, that you are motivated to go outside there. And that there, uhm, that there's nobody who thinks 'Oh well, what's about that?'" (Raymond Maes, Despeche, Stichting Jarige Job).

René van de Koolwijk also agrees that the clear purpose of the voluntary work activity needs to be there. He even considers it as one of reasons for why his company clearly identifies its social purposes.

> Otherwise, it would be possible "that you get people who say: 'I have a very nice initiative. That means this and that.' Which is not traceable, in which you do not know what that will exactly mean, and so forth.' (René van de Koolwijk, Jack Link's, Stichting Jarige Job).

The employees and companies thus, on the one hand, wants voluntary work to be visible and easily accessible, meaning that they require little effort to get to know about the NPO or any possibilities of voluntary work. On the other hand, they want the NPOs to also visibly communicate their purpose both online and during the event. They want to know to what they are contributing to. If they know the story behind the organization and the voluntary work activity, they feel more engaged to participate in the voluntary work activity.

4.2.2. NPOs: Maintaining stakeholder relationships professionally

Besides the fact that the volunteers expect the NPO be visible and serve a clear purpose, it is also apparent that the employees expect the NPOs to be professional in communicating and to maintain stakeholder relationships. Volunteers portray positive and negative experiences about the communication between them and the NPO. Based on these experiences, the volunteers can alter their attitude towards volunteering, or their volunteering behavior.

Overall, the volunteers appeared to be very positive about the communication in general. Raymond Maes (Despeche, Stichting Jarige Job) notes:

> Then I look at the way in which I do business with them, how I have experienced them, with filling in the packing event we had there. Uhm well then the communication considering that is just really good. And also before I got thorough information like: 'Hey, you are visiting us, you are welcome at 2 PM, this is the story, these are the travel directions […]. That is optimal. (Raymond Maes, Despeche, Stichting Jarige Job)

The clear communication between the NPO and the volunteers also eases the planning of a voluntary work event. Olav Prolivy (Exact, Stichting Jarige Job) argues: "Very simple. I just say to a colleague, just send an e-mail to this address. And you're directly get contact with one another." He continues by mentioning that Jarige Job, compared to other organization was considerably more professional in communicating. The fact that Jarige Job has a few paid workers inside of its organization might contribute to this. Olav Prolivy continues:

> It's just a bit more professional because there are people who can be busy on it for the whole day and who do not have to do things in the evening hours. And that makes it easier for the company." (Olav Prolivy, Exact, Stichting Jarige Job.

The volunteers thus appreciate the professional communication and clear structure that is set before the event starts. If this structure is not clear, this can demotivate people to participate in the activity. For instance, René van de Koolwijk (Jack Link's, Stichting Jarige Job), mentions that sometimes, it can take ages for a NPO to respond to organizational e-mails while setting up a voluntary work event, or that in some cases organizations forget the right materials that are necessary for enabling the voluntary work activity. He mentions that his organization was willing to provide the NPO materials, but that communication between the two organizations lacked.

> "Before you get an answer on that, and so forth, and so forth, then you see that, for a few people, in first people have registered enthusiastically, it [the enthusiasm] disappears a bit like:

'Yeah if it takes that long, then I will search for something else." (René van de Koolwijk, Jack Link's, Stichting Jarige Job)

Jessica van Valen (Banking company, Elementary school) understand that this feeling can be shared: "If there isn't enough support from the school, and we as advisors are standing there […] These are children that need support. And things can get though, so that a colleagues says: "Sorry, I cannot get energy out of this." So while the volunteers are willing to participate in group activities organized by an NPO, they expect the NPO to structure the voluntary work event thoroughly, and communicate clearly about these events. Ruud Vink echoes a negative experience he could recall from his colleagues. This experience resulted in the colleagues being considerably pessimistic towards a new voluntary work activity:

There used to be some negative experience in the organization, and that was before I started to work. […] People had to, I believe, paint garden fences or something like that and that went wrong more or less. And people still had some negative experiences about that. I keep hearing them.[…] I had more or less prepared myself for newer negative reactions. (Ruud Vink, Tauw, Stichting Jarige Job).

So only does the purpose of the activity need to be clear, the activity itself needs to be clear and well-structured as well. However, it has to be noted that the sense of perceived structure during the event differs per individual. Ellen Voormolen (IBM, Stichting Jarige Job) found that the activity was "very well structured" and "logistically well organized" (Ellen Voormolen, IBM, Stichting Jarige Job), but Miranda Konneman (Equens Worldwide, Stichting Jarige Job) did not see this structure. Shee argued that "it is very important that they persist a fixed work method."

Overall, however, the employees were very positive towards the communicating role of the NPO. The structured and thorough communication of Stichting Jarige Job was positively experienced by the volunteers, and in some cases this even resulted in continuing efforts from the companies and the employees. These efforts differ from "following them on social media" (Rick de Vette, PostNL, Stichting Jarige Job) to actively contributing to the organization. Because the volunteers and companies are interested in engaging with the NPO, this is the moment for the NPO to keep on communicating with its stakeholders. Olav Prolivy (Exact, Stichting Jarige Job) illustrates this after the event has ended: "Instantly then I had agreed upon with [Jarige Job PR-Manager]. Like 'Hey, let's keep contact. Because, uhm, I am going to put it more organization-wie. And, uhm, visit you more often." Stichting Jarige Job has also approached Jack Link's to support their organization in another way. René van de Koolwijk (Jack Link's, Stichting Jarige Job) mentions: "While people were busy there, [Jarige Job CEO] asked the question like: 'Hey, but you can also sponsor us. Would you like that?'" This resulted in Jack Link's providing Jarige Job batches of their food products. "There were some boxes left and they went quite quickly in a few days, to Stichting Jarige Job." As result of the

activity, therefore, Jack Link's had highly contributed to Jarige Job by not only participating in the voluntary work activity, but also by offering the NPO products which can be put in the birthday box.Individual volunteers have also mentioned examples of continued participation, after they had been approached by the NPO. Raymond Maes (Despeche, Stichting Jarige Job), who works as a DJ during the weekend, was approached by Jarige Job to perform at an event they organized:

> And my story became known inside Jarige Job. 'Uh hey Ray, uhm, can you, can't you, once we have a considerable event, do some deejaying for us?' […] Right now there also is the agreement […] Uhm 'Right, huh? Schedule me for two hours.'

Miranda Konneman (Equens Worldwide, Stichting Jarige Job) also mentioned how, after she did a group activity at De Zonnebloem, she was interested in doing more for the organization. "After all those activities, at a certain moment, it was apparent via Facebook that they were searching for a board member, at De Zonnebloem […] Then I thought: 'well yeah I actually am willing to do that"

Multiple examples mentioned above show, if the NPO communicates with its temporary stakeholders and approaches them, and if these volunteers are interested in continuing to volunteer, this then results in potential new relationships that are functional for both NPO and the stakeholders. However, it should be highlighted that NPOs actively need to approach these stakeholders. Some interviewees mention that the NPO could communicate more after the event has ended. Olav Prolivy (Exact, Stichting Jarige Job) mentions: "I do think, what you could do more, is to encourage people more actively to leave behind their email address, so that you can send the news letter." Rick de Vette (PostNL, Stichting Jarige Job) echoes this feeling:

> If you are returning from that event, you are very enthusiastic. […] And I would participate in these activities on a more regular base. And then, yeah then you return into the normal world, and then two weeks have past and then that feeling melts away." (Rick de Vette, Stichting Jarige Job).

In Rick's case, Stichting Jarige Job did not approach him or his colleagues, whereas they did approach some of the other interviewees to participate in the voluntary work activity. Maria Koops (Equens Worldwide, Stichting Jarige Job), feels the same. She found it disappointing how Stichting Jarige Job told the volunteers about the other forms of voluntary work it offers, but did not ask them if they would like to participate in any of these forms. "Because they explained well that they, let's say, before the summer period, that they would pack boxes in advance […]. So then I think yeah this is the moment when you have to get through. […] Uhm but it is a shame, let's say, if you not use the contacts you have."

Apparent from the interviews, therefore, it is important that the NPO visibly and purposefully communicate the voluntary work activity to potential stakeholders. Volunteers argue that it can be difficult to find the right organization and the right activity which is suitable to the organization and to the volunteers. This is not only because of time constraints, but it also seems that some organizations do not visibly communicate the opportunity to volunteer, and neither do they communicate the purpose of the activity. Even though volunteers might have the drives to participate in a voluntary group event, they are not able to fulfill these drives if they are not aware of such events. Likewise, once an activity is found, being planned and being performed, the volunteers expect the NPOs to be clear, structured and professional while communicating. The NPOs are the ones who facilitate the voluntary work activity and they should therefore structure accordingly what they are going to do. If the purpose or the structure of the activities are unclear, this can be detrimental to how the employees experience the voluntary work activity. Likewise, if the NPOs do not communicate with employees about other ways to get engaged, they will not be engaged. In turn, this might have an impact on the outcome of the voluntary work event, and it might also influence the drives of individuals to future voluntary work.

4.3. Group forming – Team building with a purpose

The last identified theme has to do with how the employees regard the voluntary work group activities they have participated in. Resulting from the interviews, it was noted that the employees do consider the importance of the 'group' aspect in group voluntary work. Similar to findings in Muthuri, Matten, and Moon (2009), these one-off sessions were therefore considered as opportunities for team building. The results from the respondents give many implications to how the team-aspect can add to the employee's motivations to, experiences of, and outcomes of the voluntary work event. However, the 'volunteering' aspect of corporate group volunteering make the volunteers perceive the activity as different from regular teambuilding activities, which also has implications for when, why and how employees participate in these group sessions.

4.3.1. Group voluntary work serves as team-building activity

For multiple times, the interviewees have brought forward the 'team-aspect' of the voluntary work activities. In line with literature on one-off team activities (Muthuri, Matten & Moon, 2009), it was noted the group setting in which the voluntary work activities occur enabled the volunteers to connect

with colleagues and build a stronger team. The voluntary work activities enable the volunteers to see their colleagues in a setting that is different from a work setting, as they collaboratively contribute to the goal of the team-building activity. Team-building is defined as a strategy in which team members set goals, build interpersonal relations, clarify roles within the teams and to solve potential problems inside of the team (Klein et al., 2009). Essential elements that can contribute to team-building, such as clarifying roles, setting goals, and building interpersonal relationships (Klein et al. 2009), are also found in the data provided from the interviews.

At first it is interesting to note how the voluntary work activities are structured. Attention needs to be raised to which people participate in the activities. The participants have mentioned different group sizes and group structures in which the teams have performed in the voluntary work events. The voluntary work activities are processes in which the volunteers from different departments, locations and managerial positions join the activity. Especially in organizations with multiple or larger departments, this results in the volunteers collaborating with indirect colleagues they do not know yet. For instance, Rick de Vette (PostNL, Stichting Jarige Job), describes how he was connected to different colleagues

I haven't been there that long (…), Our innovation studio is in Amsterdam, and uhm, the headquarters are on The Hague, so a lot of colleagues are located in The Hague, so I obviously don't see everyone each day. (…). So I thought well yeah, it is fun to see everyone as well. (Rick de Vette, PostNL, Stichting Jarige Job).

The connection between the colleagues does not only seem to happen on a superficial level: The voluntary work activities also seem to elicit connections between colleagues on an interpersonal level. The activities move away from the business atmosphere that is normally existing. The respondents frequently raise awareness to the fact that during normal business hours, they are more busy on their individual business tasks, and talk with one another about business rather than about more personal experiences. The following quote by Miranda adds to this:

Look, in daily life you're all behind your computers. And, uhm, we are all busy on (…) budgets and things that need to be done and deadlines and the whole bunch. And at the moment that you are doing a team outing with one another, you will step out of that [business life], and you have let's say, [one another's] attention. (Miranda Konneman, Equens Worldwide, 2020).

The collective spirit of the team activities therefore bring colleagues closer to one another. Continueing on the earlier mentioned characteriscs of team-building The group process that is formed during the voluntary work activities, is formed by the collective goals, the different roles assigned to that goal, and the interpersonal connections that are created among the participating volunteers. Even if the groups are formed by colleagues who do not directly know one another, the group setting of the voluntary work activity still forms group ties among the participants. The collective goal that is created in group volunteering sessions surpasses the individual values, characteristics and traits. The findings from the data correspond with earlier research on regular group volunteering, in which it is argued that the collective goal is initiating collective action (Haski-Leventhal & Cnaan, 2010). Similar to earlier findings on regular group volunteering, the volunteers are assigned different roles and different tasks, but work collaboratively towards an overarching goal. Some participants also refer to the importance of performing voluntary work in a group setting. Whereas many people mention that they would be willng to do perform voluntary work individually, they acknowledge that the group setting and the group dynamics that result of this setting add to the fun experience of the collective activity. Ruben Uppelschoten (Vasco Consult, Stichting Jarige Job) echoes this: "It is the power if you do an activity with a team." (Ruben Uppelschoten, Vasco Consult, Stichting Jarige Job). Adelheid Wösten (Municipality of Rotterdam, Elderly home) and Rick de Vette (PostNL, Stichting Jarige Job) consider the group volunteering activities as activities in which employees will attend "all together". The importance of the individual is subordinate to the importance of the collective. Raymond Maes (Despeche, Stichting Jarige Job) adds to this by mentioning the following:

> Collaboratively, you are contributing to something at the same level. And […] that is an experience you share with one another, which is [good] for the spirit and the group processes. And look, not everyone is the same, but everyone there has worked immensely on the same goal […]. So it's just putting aside your own ego and give gas all together (Raymond Maes, Despeche, Stichting Jarige Job

The volunteers who are attending the voluntary group activities are therefore participating in, and experiencing the event as a collective, in which individual characteristics and corporate goals are inferior to the collective experience of the team-building activity. Additionally, from the findings it is suggested that the setting in which the voluntary work event occurs can contribute to the 'team-building'-narrative of the voluntary event. All participants mentioned the fun aspect of the activity or the 'gezelligheid' (Dutch word for a relaxing atmosphere) that existed during the voluntary work activities. The collective setting in which the activities occur allows for having fun with colleagues

while at the same time working on a serious goal. For instance, 8 out of 9 people who have volunteered at Jarige Job to pack in birthday boxes for children mention how they set a collective, competitive goal. Whereas this is not initiated by the NPO., the employees mention how their groups are trying to 'beat' the goal of the most birthday boxes packed by an organization. Olav Prolivy (Exact, Stichting Jarige Job) illustrates this:

> Literally before the Coronacrisis I got the question from one of our salesmanagers who said 'Okay, now I want to know what the record is of the most packed boxes in a day. And then I will accept that challenge,, we will go with a team and we will pack more boxes.'" (Olav Prolivy, Exact, Stichting Jarige Job)

Ruud Vink (Tauw, Stichting Jarige Job) mentions something similar and adds: "Yeah that of course is a fun addition, let's say. It makes it fun, it results in the teambuilding element being emphasized well." René van de Koolwijk shares that feeling, but at the same time is aware that one has to be careful with not emphasizing the competitive aspect too much. He argues that "It is fun to have it included, but it is not the main purpose."

While this is not the main purpose of the voluntary work activity, some argue that it does add to the fun and relaxing aspect of the activity. This competitive aspect was not found in the activities organized by the elderly home and the elementary school, but it should be noted that these activities differ significantly from the activities at Stichting Jarige Job. Rather, the main purpose of the activity at the elderly home and the elementary school was to talk with the elderly and children and guide them through the activities. These volunteers appreciated the volunteering events because they were able to talk with colleagues and to talk with he elderly and children. Through that way, the fun atmosphere also exists in these sorts of events. Adelheid Wösten (Municipality of Rotterdam, Elderly home) mentions: "It was fun everywhere, and also uhm, yeah with that man, uhm. That we played a kind of game […] and yeah that was fun to do." Jessica van Valen (Banking company, Elementary school) mentions something similar:

> And the fun thing is, we also always lunch with the children after the event. So then you also have nice conversations with the children. And, uhm, for example with the colleagues because they are also at my table, right? So you're basically with the whole group, so that enables a nice connection" (Jessica van Valen, Banking company, Elementary school).

Therefore, even though the settings in which these events are organized, is different from the activities organized by Stichting Jarige Job, all volunteers shared a collective feeling of joy, pleasure and fun.

The volunteering activities create ties between colleagues who did not know each other yet, and changes ties between colleagues who do know one another. Colleagues talk with one another The results of group volunteering, however, sometimes beyond "getting to meet new people" (Rick de Vette, PostNL, Jarige Job). It is suggested that the activities can actually form ties on both an organizational level and a personal level. For instance, Jessica van Valen (banking company, School event) argues that voluntary work activities enable her to get in contact with new colleagues: "And then also quite often we brainstorm with one another, exchange ideas, like 'oh oh this and then' and then we have something planned again, shall we collaboratively organize an event for customers?" René van de Koolwijk (Jack Link's, Stichting Jarige Job) adds to this by mentioning that in specific volunteering events, people can reveal talents that are not shown during regular business time. "This one is quite good in organizing, structuring, and with processes. And yeah, let's maybe make use of that in the future."

The teambuilding narrative of the voluntary work events implies that the voluntary work activities can function as a cohesive factor that connects colleagues to one another. The division of roles in the business environment is forgotten. Rather, in the environment of Stichting Jarige Job and other group settings examined, the participants are assigned different roles by the NPO and are collaborating as a collectively towards reaching that goal. This collective spirit that is formed can in turn create fruitful interpersonal relationships on a personal and on a corporate level. These relationships can be beneficial to both the company and the volunteer.

4.3.2. Voluntary group work serves a serious purpose

Thus, from earlier literary findings (Muthuri, Matten, & Moon, 2009), and from the interviews with the respondents, it is suggested that the voluntary work activities can serve as team-building activities that bring colleagues together and that can potentially form and enhance ties inside the organization. However, some precautions have to be made while defining the relevance of team-building as an aspect in group voluntary work. Even though the volunteers argue that it is important to have fun with one another and to get to know one another in a different way, they show awareness to their initial goals: raising awareness to societal problems and helping the society. This serious note on corporate group voluntary work distinguishes the voluntary work activity from regular team outings, such as going to the pub or paintballing. The social purpose of the voluntary work event adds an extra dimension to the voluntary work event and has impact on the motivations, experiences and outcomes of the voluntary work sessions.

First of all, it is suggested that the social purpose of the voluntary work activity is the leading factor that connects the colleagues to a voluntary work event. The social purpose is serving the most important purpose, and not the team-building aspect of the voluntary group activity. The main goal is to help the beneficiary. A quote by Maria Koops (Equens Worldwide, Stichting Jarige Job): "It's just about collaborating. You don't have to know one another." Additionally, Adelheid Wösten (Municipality of Rotterdam, Elderly home) nuances earlier notes on teambuilding: "It was not as if we all experienced a [social] circle or in a group, obviously." However, she continues: "You know, it wasn't either that individual, obviously, because you're going to it all together," implying that even though she did not feel teambuilding being created, she did argue that she felt that her group collectively contributed to the social purpose. René van der Koolwijk also warned for considering the voluntary work activity as a team outing:

> We call it a CSR-activity. And I think if you, uhm, would communicate that as team outing, then it also gives a certain sense of non-commitment. And we absolutely do not want that. (René van der Koolwijk, Jack Link's, Stichting Jarige Job).

Therefore, group voluntary work appears to be more formalized and serious than regular team-building activities are. The main goal is not to make new contacts, but to contribute to the purposes outlined by the company and the employees. René van de Koolwijk (Jack Link's, Stichting Jarige Job) also mentions that people are obliged to participate in the voluntary work activities, "insofar you can push for that." (ibid.). In some other cases, the group activities are not mandatory but there seems to be a group pressure existing. This is found back in multiple quotes. Jessica van Valen (Banking Company, Elementary School) illustrates: "If you say, 'hey, I am not interested in that.' Sorry, then your colleagues and your boss will address that." Rick de Vette (PostNL, Stichting Jarige Job) adds: "You know how it goes at a certain moment if 60 or 70 percent is going, then you can't actually say no anymore." Ruud Vink (Tauw, Stichting Jarige Job), continues: at the moment that they hear that a few people are going, then they do not want to appear as a complainer. And think 'well then I will go along as well.' In essence therefore, if the social purpose of volunteering is being carried out thoroughly, it is likely that either the companies or the employees can force group pressure on their colleagues, which can result in other employees participating. Obviously, this depends on the extent to which companies and employees raise awareness to the social purpose, referring to Adelheid Wösten's and Miranda Konneman's earlier remarks on the extent to which their organizations and their colleagues care about voluntary work. It seems therefore that, if the prosocial values inside an organization are shared, it is more likely that people will participate in the voluntary work activity, regardless of whether the company considers the activity as mandatory or not.

Even though the voluntary work activity has a serious undertone, and a social pressure to participate in the voluntary activities, the fun aspect of the event is still highlighted by the participants. The participants mention that they experience having fun while working on a serious goal set by the NPO. A response by Ruud Vink (Tauw, Stichting Jarige Job) illustrates this: "Uhm, everyone knows consciously what they are doing and to what we are contributing, but at the same time you are also having an outing with one another […] having fun with one another. Because it cuts both ways." During the interview, Ruud Vink (Tauw, Stichting Jarige Job) regularly compared the voluntary work event to regular team outings such as paintballing. Ruben Uppelschoten (Vasco Consult, Stichting Jarige Job) also makes this comparison.

> Does it make it totally different? No, I still think that it's about because you are out [of office] for a while and having fun and do something different with one another. But the fact that it has an added value […] makes it just a bit different, I think (Ruben Uppelschoten, Vasco Consult, Stichting Jarige Job).

Raymond Maes (Despeche) adds to this and even argues that the way how the event is set up contributes to this:

> I think that there is being communicated in a very good way during the event: Hey, the atmosphere may be nice, uhm, but we can also laugh all together at the moment that, uhm, someone has forgotten to put the whipped cream in two boxes. And then, yeah especially in the commercial world, of course where we are at, yeah then you get confronted with that. Because how difficult is it to put the […] whipped cream in ten boxes? (Raymond Maes, Despeche, Stichting Jarige Job).

During the events, therefore, there seems to be a "relationship between serious and relaxed" (Rick de Vette, PostNL, Stichting Jarige Job). Which is reinforced by the setting and the communication with the ambassadors of Jarige Job. Quotes from the interview with Ellen Voormolen (IBM, Stichting Jarige Job) also show through which ways Stichting Jarige Job facilitates this environment. "It is definitely a cozy atmoshphere, you know? With candy, and uhm. You know, I think it adds up to the festive environment." On the other hand, she also mentioned the serious message that is communicated by Jarige Job: "Uhm, yes for a bit of course when you hear about what those boxes do and which difference you can make." (Ellen Voormolen, IBM, Stichting Jarige Job). Rick de Vette (PostNL, Stichting Jarige Job) echoes Ellen's argument and says: "You know, once in a while they made a joke, and uhm, 'hey pay attention'"

As result of the voluntary work activity, the volunteers are sharing their volunteering experiences with one another and with people who have not participated in the voluntary work activity. They share the stories about the voluntary work activity and the impact the social purpose has made on them. Jessica van Valen (Banking company, Elementary school) considers the group aspect of the voluntary work activity as useful: "On an emotional level, it might also do something with you. Uhm, because you are simply dealing with special situations. And therefore, the connection with your colleagues is important, so that you can have conversations about what you saw, what you have experienced and what you have heard." Raymond Maes (Despeche, Stichting Jarige Job), contributes to this: "That is an experience you therefore share with each other, which is [good] for the spirit and the group processes." He continues: "So yeah there is being discussed about. Everyone is happy with the awareness they got." Ruud Vink (Tauw, Stichting Jarige Job) also argued that next to consciousness about the purpose, the activity has contributed to the collective realization "that social outings can be very fun, and very valuable." He recalled that some people have proposed alternative voluntary work outings after the outing at Jarige Job had ended. Thus, people share experiences with their colleagues and acquaintances who might in turn also be interested to participate in voluntary group work. Maria Koops mentions: "If I hear someone, let's say in my environment talk who says 'I want that, uhm, I want to do something but I do not know what. Then I instantly call this" (Maria Koops, Equens Worldwide, Stichting Jarige Job, as she recommends the group activity to these people. It adds up to the recognition of the voluntary work event and the NPO. Rick de Vette was excited to participate in the activity at Jarige job because his wife had already participated in one of the voluntary work activities. "So I knew what she had done and that she was very enthusiastic. So uhm when we saw that, I thought 'hey that's fun of course'" (Rick de Vette, PostNL, Stichting Jarige Job). It therefore seems as if, once volunteers have experienced the social purpose while attending the voluntary work activity, they share these experiences with colleagues and relatives which results in a stronger awareness about serving a social purpose and volunteering in general.

Notably from analyzing this theme, it is apparent that the group aspect of the voluntary work activities serve two specific functions. First, the voluntary work activities are opportunities for employees to connect with colleagues and to collaborate with them in a different setting. Doing so, can create ties inside the organization as people from different departments get to know one another, or as people get to see their colleague behave in a setting which is different from the corporate setting. This reflects Muthuri, Matten, and Moon's (2009) short note that group voluntary work could serve as a teambuilding activity. Suggestively, the group activities can to a certain extent result in an enhanced sense of social capital, because these new social and organizational ties are formed (Muthuri, Matten, & Moon). However, while social capital can be an outcome of the voluntary work activity, the main purpose of the voluntary work activity is the social purpose. It is the social purpose that drives the volunteers to the activity, not potential personal, strategic benefits as suggested in literature (Gatignon-

Turnau & Mignonac). The volunteers collaboratively share the purpose with one another. The social purpose exerts a social pressure not only through volunteering programs, as suggested in former literature (Van Schie, Guentert, & Wehner; Rodell et al., 2017), but also because the volunteers exert group pressure to their colleagues. The collective outcome, therefore, is that the volunteering group participating in creating collective awareness and experiences about voluntary work. This, though, might contribute to creating more social awareness inside the company they work for, alongside with personal awareness which is shared with colleagues and acquaintances.

.

5. Conclusion

The goal of this thesis was to extend the knowledge on academic literature on corporate voluntary work, by examining how employees experience group voluntary work events. This thesis tried to answer the research questions in relation to what motivates the employees to participate in voluntary work, what are the outcomes of the voluntary work activities as experienced by the employees, and what role stakeholder communication plays as a connector between the NPO and the volunteers. Research into the topic of corporate voluntary work is essential. The societal need for voluntary work is growing and so is the coprorate interest to spend time on voluntary work activities. Little is known however on how voluntary work is perceived by employees (Rodell et al. , 2017). Additionally, research has treated voluntary work as a rather general concept and do not consider which specific settings and factors exactly contribute to how individuals experience voluntary work activities (Overgaard, 2019; Shachar, Von Essen and Hustinx, 2019; Gatignon-Turneau & Mignonac, 2015).

Following these note by Overgaard (2019), Shachar, Von Essen and Hustinx (2019), and Gatignon-Turneau & Mignonac (2015) This research tried to specify the context of voluntary work. Specifically, this research focused on how corporate volunteers experience voluntary work in a group setting. Questions that led the research were what motivates the employees to participate in the group volunteering, what is the role of stakeholder communication group voluntary work, and what are the outcomes of the group activity to the employee. To answer these three questions, and gain more understanding of the function of corporate voluntary group work, the scholar has conducted 11 semi-structured interviews with employees that have participated in a group-organized voluntary work activity alongside with colleagues. They were asked about what led them to participate In the activity, how they experienced the communication with the NPO, and if they have any positive outtakes or experiences from the activity. After the interviews had been conducted, thematic analysis identified three reoccurring themes.

The three themes, time and money, the role of the NPO, and the group-forming processes each in its own way contribute to the drives, the experiences of the communication, and the outcomes of the event. These constructs contribute to Shachar, Von Essen, and Hustinx' (2019) idea of hybridization of voluntary work, in the sense that voluntary work consists of hybrid actors, that can eventually result in conflicting drives, experiences and outcomes. The different perceptions towards voluntary work (Overgaard, 2019) and the different settings in which voluntary work can occur can contribute to this case.

The first theme, time and money, is one of these examples that can result in contrasting drives and experiences. From this theme, it is apparent that time and money to invest in voluntary work are preceded by prosocial values. However, similarly, time and money can constrict these prosocial values. If the employees and companies, collectively, share the urge to spend time and money on voluntary work, it is likely that they will also participate in the voluntary work activity and collaboratively share the social purpose as a group. However, time and money needs to be available for a company or a volunteer in order to participate in a voluntary group activity. This, again, relates to Overgaard's (2019) note on that voluntary work is unpaid work, and that invested time in voluntary work might conflict with time spent on personal life. Companies can stress the importance of voluntary work and so can volunteers. However, this alone cannot force employees to participating into voluntary work if they do not get the time and money for that.

The second theme shows the importance of the role of the NPO as the connector between what drives the employees to the voluntary work activities and how they experience the activities. Again, as time and money plays a role, volunteers and companies do not have excessive time to look for the right voluntary work activity. They expect that the NPOs do the majority of the work in terms of structuring the event and raising awareness to the event. Unsatisfactory communication from the NPO, in terms of a lack of visibility or a lack of professionality, can prevent employees and companies from finding the right activity to participate in, regardless of the drives these employees and companies have. Additionally, unsatisfactory communication can also result in voluntary work groups having bad experiences of voluntary work and, forming a negative attitude towards voluntary work or loosing the drive to participate in a voluntary work activity. It shows how important it is for NPOs to have a strong communication to its stakeholders (Xu & Saxton, 2019; Balser & McClusky, 2005).

Third, Shachar, Von Essen, and Hustinx' (2019) note on hybridity can be found back in the group-forming process of the voluntary work activity. While on the one hand, the voluntary work activity can provide group outcomes in the sense that it can serve as a team-building activity, Muthuri, Matten, & Moon's (2009) note on social capital at the same time needs to be nuanced as the social purpose is the most important aspect that drives volunteers and companies to these event. This social purpose is pressured through not only through companies who spend time and money on voluntary work (Rodell et al., 2017), but also through the collective purpose that is being shared, and the group pressure that is being created.

Answering *RQ1: What drives employees to participate in corporate group employee volunteering events. RQ2: What role does stakeholder communication perform in corporate group employee volunteering events?* and *RQ3: What are the outcomes of group volunteering for the employee on an individual level and on a group level?* It is apparent that the drives, the role of stakeholder communication, and the outcomes of group volunteering depends on the context

(Gatignon-Turnau & Mignonac, 2015), the hybridity of voluntary work (Shachar, Von Essen, & Hustinx, 2019), and because of the different forms in which voluntary work can occur. First of all, the drives of employees are preceded by social values, which have also been mentioned in earlier research. However, the availability or the lack of time and money can influence the volunteers' eventual decision to participate in the voluntary work activity. Likewise, the group aspect of the activity can also drive employees to the activities, with the remark that the social values and the sense of altruism needs to be there. Second, the NPO can function as an organization that realizes drives of companies and employees. If the activity is structured and communicated well, this can result into positive outcomes for the NPO, company and the employee. Lastly, the outcomes of voluntary work can depend on multiple processes. The group aspect of voluntary work can result in team-building processes, more social capital and more awareness. However, if the role of the NPO in the voluntary work activity is lacking, or if companies and colleagues do not spend enough time into voluntary work in general, this can result in negative outcomes of voluntary work, such as a negative attitude towards voluntary work, less interest to invest time in voluntary work, or a negative attitude towards the company.

The complex dynamics and different settings that influence one another call for the importance of examining voluntary work in a more specific way (Overgaard, 2019), through different ways (Gatignon-Turnau & Mignonac, 2015) and by acknowledging the hybridity of the voluntary work event (Shachar, Von Essen, & Hustinx, 2019). It shows how, even though people possess of certain values and attitudes towards volunteering, these can be influenced by different settings of voluntary work. It gives an extra dimension to the 'general' (Overgaard, 2019) and 'static, quantitative' view (Shachar, Von Essen, & Hustinx, 2019) on voluntary work.

5.1. Limitations

Even though this research provides fruitful information to the academic field, to the corporate field and to NGOs, the thesis is subject to several limitations. First of all, it should be acknowledged that the interviews have been done during the COVID-19 crisis. This resulted in several changes in the research methodology and the difficulty to find a larger sample through more specific sampling criteria. Additionally, it might also have influenced several responses of the employees. A few interviewees have done the activity right before the corona crisis started. In result, some employees did not meet with colleagues in person after the voluntary work activity has ended. Furthermore, because of the coronavirus, NPOs were unable to continue organizing and promoting the team activity. This likely has impacted how some of the volunteers perceive the stakeholder relationship with the NGO and the outcomes of the voluntary work event and it has impacted the methodology of the research.

In relation to existing literature, the research tried to treat volunteering as specific and dynamic as possible. However, the research also brought to light that there are different forms and settings in which voluntary work events take place. These forms and settings need to be furtherly specified. For instance the interviews mentioned different forms in which the team event took place, which is to a certain extent in line with Haski-Leventhal & Cnaan (2010)'s note that volunteering can exist as a repeated activity, a one-off activity or a training-induced activity, and that these different forms of voluntary work have different implications for the individuals that participate in the activities. Additionally, there also is a clear division between the voluntary group work at Stichting Jarige Job and the group work at the children school and nursery home. Whereas the activities at Stichting Jarige Job have a tangible goal of packing birthday boxes, the activities at the school and nursery home rather related to making children and elderly happy. Lastly, the data showed that in some cases, voluntary group work entails sharing skills with the organization, whereas the majority of activities mentioned at Jarige Job rather serve a material purpose. These findings provide enough room for future research. For instance, scholars can examine in what repeated corporate group activities are perceived by employees.

References

Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of management*, *34*(3), 325-374. https://doi.org/10.1177/0149206308316059

Balser, D., & McClusky, J. (2005). Managing stakeholder relationships and nonprofit organization effectiveness. Nonprofit Management and Leadership, 15(3), 295-315. https://doi.org/10.1002/nml.70

Barkay, T. (2012). Employee volunteering: soul, body and CSR. *Social Responsibility Journal. 8*(1). 48-62. https://doi-org.eur.idm.oclc.org/10.1108/17471111211196566

Basil, D., Runte, M., Basil, M., & Usher, J. (2011). Company support for employee volunteerism: Does size matter?. *Journal of Business Research*, *64*(1), 61-66. https://doi.org/10.1016/j.jbusres.2009.10.002

Basil, D. Z., Runte, M. S., Easwaramoorthy, M., & Barr, C. (2009). Company support for employee volunteering: A national survey of companies in Canada. Journal of Business Ethics, 85(2), 387-398. Retrieved from https://link.springer.com/article/10.1007/s10551-008-9741-0

Bekkers, R. (2010). Who gives what and when? A scenario study of intentions to give time and money. *Social Science Research*, *39*(3), 369-381. https://doi.org/10.1016/j.ssresearch.2009.08.008

Braun, V., & Clarke, V. (2012). *Thematic analysis.* In H. Cooper, P. M. Camic, D. L. Long, A. T. Panter, D. Rindskopf, & K. J. Sher (Eds.), *APA handbooks in psychology®. APA handbook of research methods in psychology, Vol. 2. Research designs: Quantitative, qualitative, neuropsychological, and biological* (p.

Breitsohl, H., & Ehrig, N. (2017). Commitment through Employee Volunteering: Accounting for the Motives of Inter-Organisational Volunteers. *Applied Psychology, 66*(2), 260-289. https://doi.org/10.1111/apps.12092

Brockner, J., Senior, D. & Welch, W. (2014). Corporate Volunteerism, the Experience of Self-Integrity, and Organizational Commitment: Evidence from the Field. *Social Justice Research. 27*(1). 1-23. Retrieved from: https://link-springer-com.eur.idm.oclc.org/article/10.1007%2Fs11211-014-0204-8

Cook, J., & Burchell, J. (2018). Bridging the gaps in employee volunteering: Why the third sector doesn't always win. *Nonprofit and voluntary sector quarterly*, *47*(1), 165-184. https://doi-org.eur.idm.oclc.org/10.1177/0899764017734649

Cook, G., & Geldenhuys, D. J. (2018). The experiences of employees participating in organisational corporate social responsibility initiatives. *SA Journal of Industrial Psychology*, *44*(1), 1-10. http://dx.doi.org/10.4102/sajip.v44i0.1481

Chia, J., & Peters, M. (2008). Employee engagement in organisations' social capital: does public relations have a role?. *Asia Pacific Public Relations Journal*, *9*(1), 103-119. Retrieved from: https://pdfs.semanticscholar.org/5965/bb74b861ea6f8d00a9b10080c253f080d09e.pdf

Cycyota, C. S., Ferrante, C. J., & Schroeder, J. M. (2016). Corporate social responsibility and employee volunteerism: What do the best companies do?. *Business Horizons*, *59*(3), 321-329. https://doi.org/10.1016/j.bushor.2016.01.004

Cypress, B. S. (2017). Rigor or reliability and validity in qualitative research: Perspectives, strategies, reconceptualization, and recommendations. Dimensions of Critical Care Nursing, 36(4), 253-263.https://doi.org/10.1097/DCC.0000000000000253

De Gilder, D., Schuyt, T. N. M. & Breedijk, M. (2005). Effects of an Employee Volunteering Program on the Work Force: The ABN-AMRO Case. *Journal of Business Ethics 61*(1). 143-152. https://doi.org/ 10.1007/s10551-005-7101-x

Evans, C. (2018). In Lewis, J. (Ed.) *Analysing semi-structured interviews using thematic analysis: Exploring voluntary civic participation among adults*. 55 City Road, United Kingdom: SAGE Publications, Ltd. https://doi.org/10.4135/9781526439284

Garriga, E., & Melé, D. (2004). Corporate social responsibility theories: Mapping the territory. *Journal of business ethics*, *53*(1-2), 51-71. Retrieved from: https://link-springer-com.eur.idm.oclc.org/article/10.1023/B:BUSI.0000039399.90587.34

Gatignon-Turnau, A. L., & Mignonac, K. (2015). (Mis) Using employee volunteering for public relations: Implications for corporate volunteers' organizational commitment. *Journal of Business Research*, *68*(1), 7-18. Retrieved from: https://www.sciencedirect.com/science/article/abs/pii/S0148296314001970

Hall, M. R. (2006). Corporate philanthropy and corporate community relations: Measuring relationship-building results. *Journal of Public Relations Research*, *18*(1), 1-21. https://doi.org/10.1207/s1532754xjprr1801_1

Haski-Leventhal, D., & Cnaan, R. A. (2009). Group processes and volunteering: Using groups to enhance volunteerism. *Administration in Social Work*, *33*(1), 61-80. https://doi.org/10.1080/03643100802508635

Hao, Y., Farooq, Q., & Zhang, Y. (2018). Unattended social wants and corporate social responsibility of leading firms: Relationship of intrinsic motivation of volunteering in proposed welfare programs and employee attributes. *Corporate Social Responsibility and Environmental Management*, *25*(6), 1029-1038. https://onlinelibrary.wiley.com/doi/abs/10.1002/csr.1681

Hejjas, K., Miller, G., & Scarles, C. (2019). "It's like hating puppies!" Employee disengagement and corporate social responsibility. *Journal of Business Ethics*, *157*(2), 319-337. Retrieved from: https://link.springer.com/article/10.1007/s10551-018-3791-8

Hovey, W. L. (2010). Examining the role of social media in organization-volunteer relationships. *Public Relations Journal*, *4*(2), 1-23. Retrieved from: https://prjournal.instituteforpr.org/wp-content/uploads/Examining-the-Role-1.pdf

MacNeela, P. (2008). The give and take of volunteering: Motives, benefits, and personal connections among Irish volunteers. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 19*(2), 125-139. https://doi.org/10.1007/s11266-008-905

Meijs, L., Handy, F., Simons, F. J., & Roza, L. (2019). A social innovation: Addressing relative food insecurity and social exclusion. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 1-13. Retrieved from: https://link-springer-com.eur.idm.oclc.org/article/10.1007%2Fs11266-019-00105-8

Mozes, M., Josman, Z., & Yaniv, E. (2011). Corporate social responsibility organizational identification and motivation. *Social Responsibility Journal*. *7*(2). 310-325. https://doi.org/10.1108/17471111111141558

Muthuri, J. N., Matten, D., & Moon, J. (2009). Employee volunteering and social capital: Contributions to corporate social responsibility. *British Journal of Management, 20*(1), 75-89. https://doi.org/10.1111/j.1467-8551.2007.00551.x

Nesbit, R., Christensen, R. K. & Brudney, J. L. (2017). The limits and possibilities of Volunteering. A Framework for Explaining the Scope of Volunteer Involvement in Public and Nonprofit Organizations. *Public Administration Review*. *78*(4). https://doi-org.eur.idm.oclc.org/10.1111/puar.12894

Overgaard, C. (2019). Rethinking volunteering as a form of unpaid work. *Nonprofit and Voluntary Sector Quarterly*, *48*(1), 128-145. DOI: 10.1177/0899764018809419

Păceşilă, M. (2017). Corporate volunteering: Trends, benefits and challenges. Current situation in Romania. *Theoretical and Empirical Researches in Urban Management*, *12*(2), 19-29. Retrieved from: https://www-jstororg.eur.idm.oclc.org/stable/26332368?seq=1#metadata_info_tab_contents

Roza, L., Shachar, I., Meijs, L., & Hustinx, L. (2017). The Nonprofit case for corporate volunteering: a multi-level perspective. The Service Industries Journal, 37(11-12), 746-765. https://doi-org.eur.idm.oclc.org/10.1080/02642069.2017.1347158

Rodell, J. B., Booth, J. E., Lynch, J. W., & Zipay, K. P. (2017). Corporate volunteering climate: Mobilizing employee passion for societal causes and inspiring future charitable action. *Academy of Management Journal*, *60*(5), 1662-1681. https://doi.org/10.5465/amj.2015.0726

Rodell, J. B., & Lynch, J. W. (2016). Perceptions of employee volunteering: Is it "credited" or "stigmatized" by colleagues?. *Academy of Management Journal*, *59*(2), 611-635. https://doi.org/10.5465/amj.2013.0566

Pajo, K., & Lee, L. (2011). Corporate-sponsored volunteering: A work design perspective. *Journal of Business Ethics*, *99*(3), 467-482. Retrieved from: https://link.springer.com/article/10.1007/s10551-010-0665-0

Pollack, J., & Matous, P. (2019). Testing the impact of targeted team building on project team communication using social network analysis. *International Journal of Project Management*, *37*(3), 473-484. https://doi.org/10.1016/j.ijproman.2019.02.005

Rehberg, W. (2005). Altruistic individualists: Motivations for international volunteering among young adults in Switzerland. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 16*(2), 109-122. Retrieved from: https://link.springer.com/article/10.1007/s11266-005-5693-5

Roza, L., Shachar, I., Meijs, L., & Hustinx, L. (2017). The nonprofit case for corporate volunteering: a multi-level perspective. The Service Industries Journal, 37(11-12), 746-765. https://doi.org/10.1080/02642069.2017.1347158

Sekar, S., & Dyaram, L. (2017). What drives employees to participate in corporate volunteering programs?. *Social Responsibility Journal*. *13*(4). 661-677. https://doi.org/10.1108/SRJ-06-2017-0097

Shachar, I. Y., von Essen, J., & Hustinx, L. (2019). Opening up the "Black Box" of "Volunteering": On hybridization and purification in volunteering research and promotion. Administrative Theory & Praxis, 41(3), 245-265. Retrieved from: https://www.tandfonline.com/doi/full/10.1080/10841806.2019.1621660

Sheel, R. C., & Vohra, N. (2016). Relationship between perceptions of corporate social responsibility and organizational cynicism: the role of employee volunteering. *The International Journal of Human Resource Management, 27*(13), 1373-1392. https://doi-org.eur.idm.oclc.org/10.1080/09585192.2015.1072102

Srivastava, P., & Hopwood, N. (2009). A practical iterative framework for qualitative data analysis. *International journal of qualitative methods*, *8*(1), 76-84. https://doi.org/10.1177/160940690900800107

Thomson, S. B. (2011). Qualitative Research: Validity. *JOAAG, 6*(1). Retrieved from: https://www.researchgate.net/profile/Stanley_Thomson/publication/266483160_Qualitative_Research_Validity/links/57cdf1ee08aed67896ffc88f/Qualitative-Research-Validity.pdf

Van Schie, S., Gautier, A., Pache, A. C., & Güntert, S. T. (2019). What keeps corporate volunteers engaged: Extending the volunteer work design model with self-determination theory insights. *Journal of Business Ethics*, *160*(3), 693-712. Retrieved from: https://link.springer.com/article/10.1007/s10551-018-3926-y

Van Schie, S., Guentert, S. T., & Wehner, T. (2011). No corporate volunteering without volunteers. *International Journal of Business Environment, 4*(2), 121-132. Retrieved from: https://www.researchgate.net/profile/Susan_Van_Schie/publication/264834766_No_corporate_volunteering_without_volunteers/links/55db0e2208ae9d6594922182/No-corporate-volunteering-without-volunteers.pdf

Xu, W., & Saxton, G. D. (2019). Does stakeholder engagement pay off on social media? A social capital perspective. *Nonprofit and Voluntary Sector Quarterly*, *48*(1), 28-49. https://doi.org/10.1177%2F0899764018791267

Appendix A)

Interview Guide

Examining employee volunteering in a group setting
Jelle Postma – 454886

1) Consent

- The participants are made aware of the purpose of the interview and are asked to give consent

2) Icebreaker and introduction

- Could you tell me about yourself and the organization you work for?
- Could you tell me at which organization you have done the voluntary event?
- With whom have you done the voluntary work task?
- What have you done during the voluntary work task?

3) Individual motivations for voluntary work in general

- Have you ever done voluntary work other than the voluntary work event at [the NGO]?

- Could you tell me what motivates you to participate in voluntary work?

4) Corporate motivations

Let's move more to your organization's role in voluntary work activities.
- In what ways does your organization provide opportunities for voluntary work?
- What is the value of voluntary work activities to the company?

5) Voluntary work event: set up and motivations

- Could you tell me about how the voluntary team event for [The NGO] was set up?
- What motivated you to participate in the voluntary work event at [The NGO]?
  o Follow-ups/probes

6) Communication

The next couple of questions will go more in-depth about some of your experiences during the event.

- From a scale of 1 to 10: How satisfied were you with the overall communication during the event?

- Could you describe me how the NGO communicated with you about the event?
- Is there also any way in which the NGO stays in contact with you after the event?
    - o Would you consider the contact after the event has ended as important?
- How did you value the communication with the NGO?
    - o Was the communication clear?
    - o How important is communication with the NGO to you?
    - o Could you mention any something you liked or not?

7) Issues
- Could you recall any issues happening during the voluntary work event?
    - o Follow-ups/probes
        - ▪ Things you were uncomfortable about?
        - ▪ What could have gone better?

8) Takeaways
- Could you describe me how you felt after you have finished the voluntary work task?
    - o Follow-ups/probes
        - ▪ Satisfied? Useful? Any negative feelings?
        - ▪ Could you tell me why?
        - ▪ This question is also very important. Focus on specific things that are being said and use these for probes and follow-ups.
- Can you tell me about an aspect of the activity you really liked and a part that could have been different?
    - o Follow-ups/probes
        - ▪ What about the group work?
        - ▪ How did you like the tasks?
        - ▪ Communication?
        - ▪ Explain?

- In what ways has the voluntary work task at [The NGO] benefited you?
    - o Follow-ups/probes
        - ▪ Personally?
        - ▪ Professionally?
        - ▪ Why?
        - ▪ Elaborate on…?
        - ▪ Has it changed you as a person?
        - ▪ What have you learned from participating?
- Could you tell me how the voluntary work you have done has benefitted the organization you work for?
    - o Follow-ups/probes
        - ▪ Has it been contributing to the work atmosphere?
        - ▪ Has it altered the relationship with you and your colleagues?
        - ▪ Do you and your colleagues behave any differently than before?
        - ▪ (Questions above → Social Captial)
        - ▪ Do you feel more connected to the organization you work for?
        - ▪ Has it changed the perspective towards the organization?

- Can you recall if the voluntary work has brought you something special?
- What makes this voluntary work event different from other voluntary work events?
  - Follow-up: Probes
    - Is it any different from individual voluntary work events?
    - In what ways?
    - Why?
    - Elaborate..

9) Conclusion

Lastly, is there anything about the voluntary work event which has not been discussed during the interview but you would like to address?

10) Demographics:

Thank you for the useful information you have provided me. Lastly, I will ask you some small demographic questions

- What is your age?
- What is your function inside your organization?
- How long have you been working for your organization?

Do you give me consent to use your personal information in my report, or would you like me to anonymize this information?

If I have any further questions, could I send you an e-mail? If you have anything to ask or share, you can contact me at any point.

Would you like to receive a copy of my final work?

Thank you for your participation. I wish you a good remainder of the day. If you have any questions or remarks you are free to contact me at any time.