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# **CORPORATE VOLUNTEERING AND ITS INFLUENCE ON EMPLOYEE CIVIL ENGAGEMENT IN RUSSIA**

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## **CORPORATE VOLUNTEERING AND ITS INFLUENCE ON EMPLOYEE CIVIL ENGAGEMENT IN RUSSIA**

This paper is devoted to identifying and analyzing the role of corporate volunteering in functioning as the infrastructure of volunteer activity in Russia and the influence of employee civil engagement. Four main functions of third-sector infrastructure are used in this article: motivation and mobilization, organization and support of civil activity, education and socialization, representation and interests protection, as well as net construction and communications. The theoretical background of the research methods lie in the institutional treatment of corporate social responsibility. The role of corporate volunteering in employee civic engagement based on a comparison of the employees who participate in volunteering events and those who do not is examined in detail. Based on the results of binary logistic regression analysis, we conclude that employee participation in corporate volunteering positively influences their civil engagement outside the corporation and satisfaction with various aspects of one's life. Corporate volunteers ( $n = 399$ ) are statistically more likely to report civil engagement and personal happiness and satisfaction than employees who do not take part in corporate volunteering events ( $n=402$ ). Corporate volunteering is positively related with current and future civil engagement, including monetary donations.

**JEL Classification:** Z13

**Keywords:** corporate social responsibility; corporate volunteering; volunteering infrastructure; civic participation.

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## **Introduction**

Volunteering as a field of study receives significant attention from studies in various scientific fields [Harris, 2000; Wilson & Musick, 1997; Smith, 1981; Smith, 1994]. Volunteerism is the voluntary use of a one's time, knowledge, or skills in the interest of other people, groups, or specific situations [Grant 2012, p. 592]. There are several views on how one can define volunteering, but based on key theoretical approaches, it involves the unpaid and voluntary use of time and effort to help other people, groups, or organizations to achieve socially important goals and address the needs of the community.

Growing interest in studying volunteering can be explained by the fact that volunteering has certain positive effects on companies, employees, and the local community [Steel, 1995]. Corporate volunteering is any formally organized support or encouragement provided by a company to employees who want to volunteer their time and skills to service the local community [Wild, 1993; Lee 2013: 932]. For this paper, we use the definition developed by studies from the Global Corporate Volunteer Council, due to the conjoined development of the current research. Corporate volunteering is therefore understood as any effort by any employer to encourage and support volunteering in the community by its employees [Allen 2012: 6].

We focus exclusively on corporate volunteering for the following reasons. First, as previous research indicates, informal volunteering tends to be more spontaneous and is more dependent on individual differences [Amato, 1990]. In contrast, formal or planned volunteering that is corporate volunteering is more structured and thus more available for explanation based on institutional or organization-level factors. Organizations are more likely to encourage formal rather than informal volunteering in their workers. As such, results of this study are more relevant for organizations.

Second, formal volunteering in Russia is very poorly developed, as a significant proportion of volunteering is conducted individually and is not related to the activity of any organization. Thirteen percent of Russians volunteered individually on their own over the previous 2 years, 4% did so at their workplace, and only 3% volunteered in local organizations, initiative groups and social movements (HSE, n=41000, 2010). Accordingly, the workplace is the first most preferred formal channel for volunteering among Russians. This reveals a contradiction when companies acting in an economic field appeared to be more attractive for volunteering than non-profit organizations in civil society.

Third, previous research in the functional approach paradigm in civil society developed a list of main functions of volunteering infrastructure in order to develop general volunteering [Nonprofit Quarterly Study on Nonprofit and Philanthropic Infrastructure 2011; Volunteering Infrastructure in Europe. European Volunteer Centre, 2012]. Corporate social responsibility (CSR) was mentioned as a significant factor of volunteering infrastructure, but corporate volunteering was not examined separately. Below I use empirical analysis of Russian data to propose an institutional vision of connections of corporate volunteering and fulfilling infrastructure functions.

Forth, factors that affect future volunteering are of constant interest among researchers. Social background [Peterson, 2004], social and cultural capital and previous experience [Primavera, 1999], and organizational factors [Grant, 2012; Pajo & Lee, 2011; Stukas, Snyder & Clary, 1999] are often examined as predictors of further involvement in volunteering. However, very few studies focus on factors correlating with further corporate volunteering. In the current study, binary logistic regression analysis was used to evaluate corporate volunteering's influence on employee civil engagement.

### **Corporate volunteering – previous research**

Corporate volunteering globally is becoming a more common practice of socially responsible activities among commercial organizations [Allen, 2004]. Previous research largely considers corporate volunteering to be part of a corporate social responsibility program, and analyze the

contribution of corporate volunteering to the company's overall social strategy [Basil 2009]. Increasing interest in corporate volunteering is often explained as a corporation's response to growing public expectations about the integration of social, environmental, and economic interests into a single strategy at the level of the firm. Today, corporate volunteering is viewed as a tool for a company to demonstrate and provide support for the local community. It is also considered the most strategically advantageous tool to complement a company's existing charitable programs or sponsorship [Lee 2013: 932].

An important part of research about corporate volunteering relates to an examination of factors that correlate with volunteering. Social background factors are widely studied. Peterson highlighted the relationship between a willingness to volunteer and the age of the employee [Peterson 2004]. Grant examined the relationship among a set of variables – depleted task, social, and knowledge characteristics of jobs – and volunteering and its repetition [Grant 2012]. Pajo and Lee reached an analogous conclusion in their analysis of corporate volunteering events. They demonstrated that the characteristics of a volunteer's specific activity, in particular the significance and content of the task and chance to change roles, play an important part in an employee's initial involvement in volunteering and their subsequent participation [Pajo and Lee 2011].

Issues of volunteer motivation and the effectiveness and impact of volunteer activities have also been studied by a number of researchers. Peloza and Hassay examined corporate volunteering through an analysis of motives and volunteer activity in general [Peloza and Hassay 2006]. Some studies implemented the sociological theory of the role of identification [Grube and Piliavin 2000; Lee, Piliavin and Call 1999] and theories of motivation [Clary et al. 1998] for volunteering examination. Participation in corporate volunteering is often studied as a dependent variable, a way to meet an individual's psychological needs [Aguilera et al. 2007]. It is believed that corporate volunteering creates certain conditions for employees to realize all of their motives for volunteering [Aguinis and Glavas 2010: 947].

It is worth noting a significant area of research that examines corporate volunteering in the context of social capital of employees and the company overall [Parboteeah, Cullen and Lim 2001; Wang and Graddy 2008; Muthuri, Matten & Moon 2009; Wilson 2000]. In an article by Muthuri, Matten, and Moon, corporate volunteering is analyzed as a factor that increases the social capital of participants [Muthuri, Matten and Moon 2009]. Corporate volunteering, due largely to joint activity, spurs growth in social capital and the social networking community, trust, and norms of cooperation among participants. Previous studies eliminate that corporate volunteering provides and/or refreshes the noted sources of social capital among employees.

Nowadays social researchers often examine corporate volunteering in Russia in the context of work with non-governmental and not-for-profit organizations (NGOs) or corporate social responsibility programs. Few independent studies that have been conducted have largely used qualitative methods, the major share focused on an analysis of corporate volunteering's best practices, presenting comprehensive descriptions of various cases of specific companies [Corporate volunteering in Russia. Best practices 2012; Corporate volunteering. The experience of Russian and foreign companies, 2010]. In the domestic research field, the theoretical development of the understanding of corporate volunteering is weakly represented to date. The following general understanding is used in daily practice: corporate volunteering encourages employees to take part in various charitable events organized by the company itself. Local Russian researchers do not pay enough attention to studying employees participating in corporate volunteering.

### **Limitations of Previous Research**

Despite the importance attributed to corporate volunteering, the literature review above suggests several key gaps. First, there is a dearth of studies investigating corporate volunteering from a sociological perspective as a phenomenon embodied in a wider social infrastructure. The exception is a few studies examining corporate volunteering from a social capital perspective [Wang and

Graddy 2008; Muthuri, Matten and Moon 2009]. They suggest that employee volunteering has a positive correlation with human, social, and cultural capital [Parboteeah, Cullen and Lim 2001]. Absent are investigations that explore a more theory-driven framework examining corporate volunteering in a wider institutional field. Investigations into the relationship between corporate volunteering and its institutional surrounding, namely the third sector and civil society, remain mainly unattended.

The second limitation is that corporate volunteering is rarely examined in connection with employee civil engagement outside the workplace. Previous studies examine individual effects, covering personal characteristics like knowledge, happiness, health, and others [Dekker 2009; Kirchmeyer 1992; Smith 1994]. There are certain exceptions, as in some physiological studies correlation between form of volunteering and further intention to volunteer was examined [Parboteeah, Cullen and Lim 2001]. But very few investigate corporate volunteering in particular. Studies put limited attention to the correlation of corporate volunteering and volunteering potential as a force to further civil engagement.

The third gap in the previous research is that most studies on volunteering have been undertaken in industrialized western nations [Curtis et al., 1992]. In Russia volunteering as a practice of civil engagement is growing rapidly. Corporate volunteering is a phenomenon that is quite new and gaining social significance. But there is no solid understanding of the phenomenon, excluding fragmentary and single data sets [Krasnopolskaya, 2013; Krasnopolskaya, 2013].

Given the above gaps, I contribute to the field by: (1) examining the relationship between corporate volunteering and civil engagement, including further volunteering; (2) studying corporate volunteering's influence on an employee's satisfaction with life, (3) relying on data from sociological study of participants of corporate volunteering in Russia (quantitative study).

## **Hypothesis**

The central purpose of the current research is to explore the correlation of participation in corporate volunteering and its impact on individual civil engagement. Based on integrating a wide range of literature, several hypotheses can be formulated.

*Civil engagement.* The above suggests that volunteering has positive effects in many fields for those who volunteer. Here we discuss the assumption that participating in corporate volunteering events can have a positive impact on future civic engagement among employees outside the workplace. Namely, I here hypothesize about participation in volunteering, events in the local community, and cash donations.

Here a number of inquiries into determinants of voluntary action were reviewed. Some study volunteering at the workplace as an alternative option for implementing volunteerism [Estlund 2003]. Corporations today are so-called "hybrid" organizations [Dekker 2009] that consider the economic interests of consumers while fulfilling social obligations. Dekker states that the workplace is a better place to get people involved with a social issue, uniting people from various social groups and fostering communication, than various nonprofit organizations, communities, and clubs [Dekker 2009]. Workplace volunteering is a way of raising awareness about societal problems [Lee 2013, p. 932]. Feld [1981] states that people at the workplace have particular interests, pursuits, and commitments that function as "foci", which facilitate the formation of social ties by bringing people together. Hougland and Shepard's [1985] inquiry found that managers were more likely to participate in voluntary associations when they worked in a larger organization. One of the reasons is that large corporations are more likely to have a subculture of community service that encourages managers to participate in voluntary associations [Smith 1994].

The workplace as a formal frame for volunteering appears to be a positive determinant of volunteering. Wilson and Musick examine the relationships of different types of volunteer work to each other. They argue thereafter that formal and future informal volunteering are positively related.

They see informal volunteering as individual volunteering outside any organization. Certain people have a general disposition to undertake good; the hours devoted to formal volunteering are positively related to the hours devoted to informal helping [Wilson, Musick 1997: 697]. In Russia the majority of volunteering and civil engagement in general is conducted individually and informally, while corporate volunteering is definitely organized.

Employment status and previous experience also serves as a measure of social ties, as well as a personal resource (income and discretionary time) that influences the likelihood of volunteering [Wilson, 2000]. For example, through one's workplace, an employee might learn of volunteer opportunities or participate in an employee volunteer program [Sundeen, Garcia & Raskoff 2009: 934]. Grant suggests that sustained participation is shaped powerfully by the experiences that employees have while volunteering [Grant 2012: 591]. Therefore a positive experience is more likely to predict future involvement. Previous research states that one who has experienced volunteering expresses a strong commitment to engaging in some type of community service in the future [Primavera 1999]. Similarly based on longitudinal research, it was shown that intention to give blood is an excellent predictor of future blood donation [Charng, Piliavin & Callero 1988; Lee, Piliavin & Call 1999].

At last, taking the social capital perspective into account leads one to consider a network issue. From this perspective, those who have multiple associational ties are more likely to volunteer [Brown & Ferris, 2007]. Presumably, these individuals are exposed to more opportunities to volunteer and are recruited more frequently than those with few or no associational ties [Paik & Navarre-Jackson 2010]. Generally speaking, social networks are resources for collective actions. One is more likely to volunteer if his social environment is aware and expects him or her to do so [McAdam 1989]. Accordingly, corporate volunteering creates an additional network for employees; in some cases employees create volunteering associations or clubs. This is a benefit to their social capital development and to a certain extent predicts further volunteering.

Based on the arguments above, the following hypotheses are developed:

**Hypothesis 1.** Involvement in corporate volunteering is positively related with the civil engagement of an employee outside the workplace, including monetary donations.

*Positive effects of corporate volunteering. Individual level.* As mentioned above, a great number of studies prove that volunteering has a positive effect on various personal indicators, including benefits in the areas of self-knowledge, personal growth, self-esteem, personal efficacy, health, social awareness, and others [Primavera 1999; Kim, Lee 2010]. A significant number of studies provide evidence of a correlation between a self-reported feeling of happiness and volunteering [Willigen 2000, Wilson 2000]. Some studies revealed positive relationships between volunteer work in the community and six aspects of personal well-being: happiness, life satisfaction, self-esteem, a sense of control over one's life, physical health, and depression [Thoits, Hewitt 2001]. I expect that such concerns with the positive effects of volunteering are also translated into corporate volunteering.

**Hypothesis 2.** Participation in corporate volunteering and the perceived level of personal happiness and satisfaction of various aspects of one's life are positively related.

## Data and Methods

The survey itself was carried out by the Centre for Studies of Civil Society and the Nonprofit Sector (NRU HSE) throughout 2012. The Global Corporate Volunteer Council and International Association of Volunteer Effort provided expert and methodological support for the research. The research was conducted using qualitative and quantitative methods.

Prior research indicates that corporate volunteering is still limited to a number of large corporations (more than 500 employees) who are literally Russian CSR leaders. Corporate volunteering does exist among middle and small-sized organizations [Mersiyanova & Jakobson 2010; Blagov 2010], but it has a spontaneous and non-organized nature. Often it is limited to one-time initiatives. Actually, one can talk about corporate volunteering as an organized practice as part of CSR, mainly as applied to large corporations. Therefore, in accordance with the aims of the research, the sample included only such large corporations, where corporate volunteering is an integral part of CSR strategy and is an established regular practice. This will allow identifying and describing these regular practices and typical dependences.

The corporations that were chosen are active in CSR, which is based on data from the CSR longitudinal ranking and social reports analysis. Corporations represent three sectors – raw materials, processing, and services – in roughly equal proportions. Data was collected in seven Russian regions, which are connected to the regions of corporate activity (Moscow, St. Petersburg, Kemerovo, Tyumen, Sverdlovsk, Nizhniy-Novgorod, and Novosibirsk). The sample was based on hypothesis about significant differences in corporate volunteering performance in organizations from various industries. However data did not reveal any significant differences. I suggest that uniting analyses of the data from three types of companies would not bias results and the conclusions to be made.

However, a group of corporate volunteers is rather hard to reach, mainly due to the novelty of practice in Russian companies and due to the fact that corporations do not have a solid accounting system and they hardly know the exact number of participants in volunteering events. The research sample was developed to avoid the bias of unknown general sample to provide general knowledge and possible trends, hypotheses of connections between corporate volunteering, and civil engagement.

The sample included (1.1) employees who participate in corporate volunteering events (n=399 employees), (1.2) employees who work in corporations with corporate volunteering, but do not participate in it (n=402), and (2) 10 in-depth interviews with corporate volunteers. Selected groups of volunteers and non-volunteers might be assumed as typical representatives of those who periodically and actively volunteer in corporations and those who do not. All data was collected using face-to-face interviews conducted by the author of this paper and a professional sociological research organization (LLC MarketUp, M.Vlasova).

1. Quantitative empirical data was gained from 399 formalized interviews with employees who are currently and during the last year were involved in corporate volunteering events in their organizations. To provide possibilities for comparative analysis, 402 formalized interviews with employee who have never taken part in corporate volunteering events, or who refused corporate volunteering more than a year ago, were conducted. Managers asked all current volunteers to take part in the research by email. Non-volunteers were selected with the manager's help with all users of email in the organization.
2. In-depth interviews with corporate volunteers (n = 10). Ten interviews were conducted with employees who are currently and during the last year were involved in corporate volunteering events in their organizations.

*Independent variables.* To evaluate the level of corporate volunteering involvement, few questions were asked. Experience of corporate volunteering during the last two years, the quantity of

corporate volunteering events attended during the last two years, how many hours one spent on corporate volunteering events, and what exact directions and in what forms one volunteered.

*Dependent variables.* In accordance with the second hypothesis that corporate volunteering and civil engagement are positively related, a concept of civil engagement was worked out. Two dependent variables of current civil engagement were selected: monetary donations and involvement in voluntary events in the local community. For the dependent variable of potential participations, two variables were also selected: readiness to help other people in troubles and to volunteer in events organized by such NGOs as WWF, Greenpeace, Red Cross, or No More Garbage.

Evaluation of volunteering outside the workplace was conducted by two approaches. First is direct self-reporting of volunteering – a socially useful activity carried out by people voluntarily without compensation in the interests of organizations, groups, or people who are not family members. One was to answer questions on whether he or she managed to volunteer during the last two or three years outside the workplace. If yes, then how often, and how many hours did one spend for voluntary activity during the last month. The second approach appeared in questions about the precise volunteering activities of respondents, various types of help, and channels of conducting volunteering were suggested in the questions. This allowed them to eliminate bias dealing with the fact that people do not consider certain types of performance as volunteering and increase validity of the estimation in comparison when respondents just provide an estimate of how much they feel they volunteer.

Life satisfaction and happiness was evaluated via self-reported answers. Respondents were asked whether one feels very happy, quite happy, not very happy, or absolutely unhappy, and also whether one is satisfied today with family, friends, and work.

*Control variables.* Our selection of individual-level controls included social background variables like education (secondary education), financial satisfaction (money is enough for food, clothes, and footwear, but not for large home appliances), job position (manager), and religion (defines him or herself as a believer). Age, gender, and family status were also included as additional controls.

### **Results. Level of civil engagement of volunteers and non-volunteers**

The current part features corporate volunteering participation and employee civil participation in forms of voluntary work and cash donations outside the workplace are examined. With the method of binary logistic regression, the relationships between corporate volunteering and civil engagement are examined with controlled social background variables.

Table 1 reports the percentage distributions for independent and dependant variables, being included in regression models of corporate volunteering relationship with civil engagement.

**Table 1:** Independent and dependant variables frequency table.

Independent Variables	Values	Volunteers		Non-volunteers	
		Count	%	Count	%
Sex	Male	112	28	168	42
	Female	287	72	234	58
	Total	399	100	402	100
Age	Mean	34		32	
Education	Secondary education	8	2	18	4
	Post-secondary education	108	27	116	29
	Incomplete higher education	46	12	57	14
	Higher education	237	59	211	53
	Total	399	100	402	100

Independent Variables	Values	Volunteers		Non-volunteers	
		Count	%	Count	%
Job position	Manager	33	8	32	8
	Specialist	266	67	234	59
	Office worker	75	19	87	22
	Worker, agricultural one as well	24	6	45	11
	Total	398	100	398	100
Family economical status	Money is enough for food, clothes and footwear, but not for large home appliances	102	26	135	34
	Money is enough for any home appliances, but not for a car	256	64	222	55
	Money is enough for a car, flat, or a house	41	10	45	11
	Total	399	100	402	100
Confession	Define himself as a believer	266	70	260	66
	Define himself as a nonbeliever	112	30	131	34
	Total	378	100	391	100
<b>Dependant Variables</b>					
In the last two-three years, have you donated money to other people whom you do not know and who were need?	Yes	324	81	187	47
	No	75	19	215	53
	Total	399	100	402	100
In the last year, have you participated in volunteer events which were organized by dwellers?	Yes	214	54	149	37
	No	185	46	253	63
	Total	399	100	402	100
Are you ready to provide personal help for those who are in need of money, things, or personal assistance in the future?	Yes	371	93	200	50
	No	28	7	202	50
	Total	399	100	402	100
Are you ready to volunteer sometimes in voluntary events organized by such nonprofit organizations as The Red Cross, Greenpeace, the World wildlife fund, No More Garbage, etc.?	Yes	266	67	151	38
	No	133	33	251	62
	Total	399	100	402	100

The frequency of participating in corporate volunteering among respondents is relatively not very high. Over the last two years, more than half of surveyed volunteers had participated in such programs fewer than three times. One fifth of those surveyed participated once or twice (22 percent each), and a slightly smaller proportion had taken part three times (15 percent). Around one fifth said they had participated four times (19 percent) and about a tenth said five times (11 percent). On average, volunteers over the last year spent an average of 29 hours on uncompensated volunteer work through the workplace: one fifth of volunteers spent less than eight hours on this, and 18 percent spent more than 24 hours. The average Russian spends 19 hours per month on volunteering [Mersiyanova 2011, p. 90].

Potential for participation in corporate volunteering. The potential for participation in corporate volunteering events is certainly high. Most employee volunteers want to continue to take part in charity events through the workplace (91%). Among employees that had not done any corporate

volunteering, there is also decent potential for participation in the future – half of non-volunteers said they would not rule out participating in corporate volunteering in the future. Meanwhile, 13% of respondents were absolutely positive that they would volunteer. Moreover, corporate volunteering events rather often are initiated by individual employee.

*Individual initiative is the most close to us among what you have mentioned. Employees initiate some project and the corporation does not reject it, as a rule. It is important that volunteering is not imposed – that we have a possibility to suggest our own vision and issues that are of interest to us (Moscow, service sector, male, corporate volunteer).*

Volunteering is a significant element of civil engagement. A quarter of corporate volunteers report volunteering outside the workplace, and only 5 per cent of employees who do not take part in corporate volunteering report the same. Among Russians, volunteering rates are significantly lower. Only 24% of Russians have experience in volunteering during the last two or three years. Only 8% were doing so often and very often [Mersianova 2011: 22, 85].

The level of participation in volunteering activities in one's community is significantly higher. Namely it is participation in environmental events, tenant meetings, protests, rallies, picketing, and planting trees and other plants. More than half of corporate volunteers (54%) helped out in their community, versus around a third of the non-volunteers (37%).

Employee cash donations. There is a statistically significant relationship ( $p < 0.001$ ) between one's participation in corporate volunteering and his or her involvement in donating money: those who have taken part in corporate volunteering are more likely to donate than non-volunteers (81% and 46%, respectively). The last measure agrees with the all-Russian measure (HSE, 2010, N = 41,500). An analysis of the exact sums of money donated shows a statistically significant relationship ( $p < 0.005$ ) between the sum donated and whether or not a person volunteers, with employee volunteers donating more than twice the amount of non-volunteers (3186 rub. and 1388 rub., respectively).

*Donation outside the company? I donated about four or five thousand rubles during the last year (Moscow, processing sector, male, corporate volunteer).*

A willingness to help strangers is considered an important indicator of the state and potential of civil society. There is a statistically significant relationship ( $p < 0.001$ ) between an individual's participation in corporate volunteering and his or her willingness to help strangers with their problems: the potential to help strangers is notably higher among those who have experience in corporate volunteering than those who do not. The vast majority of employee volunteers said they would definitely or very likely be willing to personally help strangers with their problems by donating money, clothes, or time (60%). Among non-volunteers, only 5% said they were definitely willing to help strangers, while 39% responded that they would probably or definitely not help. Around half of non-volunteers said they would be likely to help in the future (45%). Accordingly, the workplace is a main channel of helping other people – strangers. The majority (92%) of corporate volunteers and 74% prefer to help others at the workplace.

Two thirds of corporate volunteers (67%) and a little more than one third of non-volunteers (38%) are ready to episodically volunteer in events organized by WWF, Greenpeace, the Red Cross, or No More Garbage.

Thus, participants of corporate volunteering participate more actively in civil engagement practices than their colleagues who are not involved in corporate volunteering. As the population has shown a lack of trust and participation in the work of NGOs, commercial companies provide a viable alternative channel for volunteering and cash donations.

*If organizations or simply those who are in need start to ask for help or suggest some voluntary events, naturally you are suspicious and cautious. Because you know that your help and your donations are used by exact purpose with no expenses. But then your own*

*company checks, filters, and supports some philanthropic ideas and events, which has more trust from employees (N.Novgorod, materials sector, male, corporate volunteer).*

In other words, employees more often than not have a positive experience volunteering at the workplace and/or organizing their own charitable project supported by their company. It can be assumed that commercial organizations create more comfortable conditions for volunteering – they organize events and provide a certain guarantee that the help will go where it is really needed. This corresponds with the first hypothesis of this article:

**Hypothesis 1.** Involvement in corporate volunteering is positively related with the civil engagement of an employee outside the workplace and monetary donations.

To evaluate the influence of corporate volunteering on civil engagement, a method of binary logistic regression was implied. The first step in our analysis is to estimate the effects of corporate volunteering on civil engagement. In the second step social background characteristics were included to reflect influence of self-selection [Quintelier 2013].

Table 2 presents models of binary logistic regression, evaluating the relationship of employee corporate volunteering and civil engagement. Employee participation in corporate volunteering noticeably increases one's chances to be involved in civil engagement. Those who participated in corporate volunteering during the last year are 5 times more likely to already be involved in monetary donations and 2 times more likely to be involved in volunteering activities in one's community organized by locals. Corporate volunteering participants have 13.4 times more chances to help other people and strangers with money, things, and personal sympathy in the future, and are 3 times more likely to volunteer in events organized by the WWF, Greenpeace, the Red Cross, or No More Garbage.

Table 3 presents models of binary logistic regression, evaluating the relationship of employee corporate volunteering and civil engagement, taking into account social background variables. Social background variables, namely sex, age, and family status in a majority of cases do not influence one's chances to be involved in civil engagement. Sex is significant only in the model for monetary donation. Women have slightly higher chances to donate outside the workplace (1.1 times more likely) than men. Age influences one's readiness to help strangers by money, things, and personal sympathy, and on one's readiness to volunteer in events by the WWF, Greenpeace, the Red Cross, or No More Garbage. Younger employees have higher chances of participating in the mentioned practices.

The mentioned result demands an additional explanation due to the fact that social background independent variables are usually studied as significant determinants of voluntary actions [Sundeen, Garci & Raskoff, 2009: 934]. Prior research indicates that older and highly educated employees are more likely to participate in corporate volunteering programs [de Gilder, Schuyt, & Breedijk, 2005; Peterson, 2004]. However, some studies showed little impact for the usual social background variables, even socioeconomic status [Smith, 1994: 247]. This occurs mainly when the study examines volunteering within a group, not in the general population. Restricting the focus to members usually means the sample is already screened for significant homogeneity on background variables [Perkins, 1989]. In the current study social background variables were included to test their correlation with corporate volunteering. However, due to the relatively homogeneous groups being examined, regression analysis excluding social background variables was conducted.

Religion is a significant factor of civil engagement in accordance with various studies [Lam 2002, Musick, Wilson, Bynum 2000, Park, Smith 2000, Wilson, Janoski 1995]. Thus, believers are 2.4 times more likely to be involved in monetary donations and 1.6 times more likely to participate in local community voluntary activities compared to nonbelievers. Believers are 2.5 times more likely to help strangers with money, things, and personal sympathy than non-believing employees. Moreover, believers are 1.9 times more likely to volunteer in events organized by WWF, Greenpeace, the Red Cross, or No More Garbage than nonbelievers.

For participation in volunteering activities in one's community and in monetary donations, the variable showing significant positive effects is education. Employees with post-secondary education are 64% less likely to donate money than employees with secondary education. Employees with incomplete higher education are 5 times more likely to participate in local community voluntary events than those with secondary education. Participating in local community volunteering events has a positive relationship with the wealth level of an employee's family. Job position has a positive influence on chances to be involved in all examined civil practices. Workers in comparison with top-managers and directors have significantly less chances to participate in any examined civil practices.

**Table 2.** Logistic Regression Model measuring the impact of corporate volunteering participation on civil engagement in Russia, 2012

Dependent variables	Current participation		Potential participation	
	Participation in monetary donations	Participation in voluntary local actions organized by citizens	Willingness to help strangers in solving their problems (money, things, personal sympathy) in the future	Willingness to volunteering in such NGOs like WWF, Greenpeace, Red Cross, or No More Garbage
<b>Corporate volunteering</b>				
<i>do not participate</i>				
participate	<b>1,603 (0,163)**</b>	<b>0,675 (0,144)**</b>	<b>2,594 (0,220)**</b>	<b>1,201 (0,148)**</b>
-2 Log likelihood	940,985	1081,098	760,046	1040,090
%	67.3	58.3	71.5	64.5
Number of cases	801	801	801	801

Cell entry is unstandardized regression coefficient (standard error in parentheses)

Significance levels (a) different from zero: \*\* p < 0.01 \* p < 0.05 + p < 0.10

**Table 3.** Logistic Regression Model measuring the impact of corporate volunteering participation and of demographic and socio-economic factors on civil engagement in Russia, 2012

	Current participation		Potential participation	
	Participation in monetary donations	Participation in voluntary local actions organized by citizens	Willingness to help strangers in solving their problems (money, things, personal sympathy) in the future	Willingness to volunteering in such NGOs like WWF, Greenpeace, Red Cross, or No More Garbage
<b>Corporate volunteering</b>				
<i>do not participate</i>				
Participate	<b>1,802 ** (0,184)</b>	<b>0,908 ** (0,165)</b>	<b>2,746 ** (0,241)</b>	<b>1,243 ** (0,160)</b>
<b>Sex</b>				
<i>Male</i>				
Female	<b>0,112 * (0,188)</b>	-0,073 (0,177)	0,038 (0,208)	-0,044 (0,172)
<b>Age</b>	-0,012 (0,009)	-0,004 (0,009)	<b>-0,027 ** (0,010)</b>	<b>-0,024 ** (0,009)</b>
<b>Education</b>				
<i>Secondary education</i>				
Post-secondary education	<b>-1,024 * (0,491)</b>	0,420 (0,532)	0,144 (0,521)	-0,049 (0,450)
Incomplete higher education	0,017 (0,545)	<b>1,603 ** (0,561)</b>	0,396 (0,575)	0,109 (0,485)
Higher education	-0,669 (0,508)	0,702 (0,534)	-0,040 (0,538)	0,132 (0,460)

	Current participation		Potential participation	
	Participation in monetary donations	Participation in voluntary local actions organized by citizens	Willingness to help strangers in solving their problems (money, things, personal sympathy) in the future	Willingness to volunteering in such NGOs like WWF, Greenpeace, Red Cross, or No More Garbage
<b>Family financial status</b>				
<i>Money is enough for food, clothes and footwear, but not for large home appliances</i>				
Money is enough for any home appliances, but not for a car	-0,358 (0,202)	<b>-1,439 ** (0,196)</b>	0,066 (0,216)	-0,193 (0,180)
Money is enough for a car, flat or a house	-0,552 (0,323)	<b>-1,267 ** (0,299)</b>	0,519 (0,371)	0,102 (0,296)
<b>Job position</b>				
<i>Manager</i>				
Specialist	-0,381 (0,353)	-0,242 (0,300)	-0,370 (0,404)	<b>-0,797 ** (0,321)</b>
Office worker	-0,738 (0,402)	<b>-0,780 * (0,361)</b>	-0,653 (0,454)	-0,577 (0,367)
Worker, agricultural one as well	<b>-1,484** (0,504)</b>	<b>-1,500 ** (0,481)</b>	<b>-1,294 ** (0,549)</b>	<b>-0,878 * (0,457)</b>
<b>Religion</b>				
<i>believer</i>				
nonbeliever	<b>0,892 ** (0,187)</b>	<b>0,472 ** (0,179)</b>	<b>0,908 ** (0,209)</b>	<b>0,621 ** (0,173)</b>
-2 log likelihood	812,485	920,538	671,557	961,324
%	71.6	65.8	79.5	64.5
Number of cases	764	764	764	764

Cell entry is unstandardized regression coefficient (standard error in parentheses)

Significance levels (a) different from zero: \*\* p < 0.01 \* p < 0.05 + p < 0.10

## Corporate volunteering and life satisfaction

Previous research indicates that volunteering has positive effects on one's self-evaluation of happiness and life satisfaction [Borgonovi 2008, Morrow-Howell, Hong and Tang 2009, Willigen 2000]. The obtained data corresponds with these statements. There is a more significant difference between volunteers and non-volunteers in their life satisfaction. Those who participate in corporate volunteering reported an overall higher level of satisfaction with their life (36%, and 18% among employees who do not participate in corporate volunteering), with their family (43% and 28%, respectively), with their health (34% and 19%, respectively), with their friends (51% and 33%, respectively), and with their leisure time (22% and 12%, respectively). Corporate volunteers are more satisfied with their work, relationships, colleagues, and incomes compared with non-volunteers (Fig. 1).

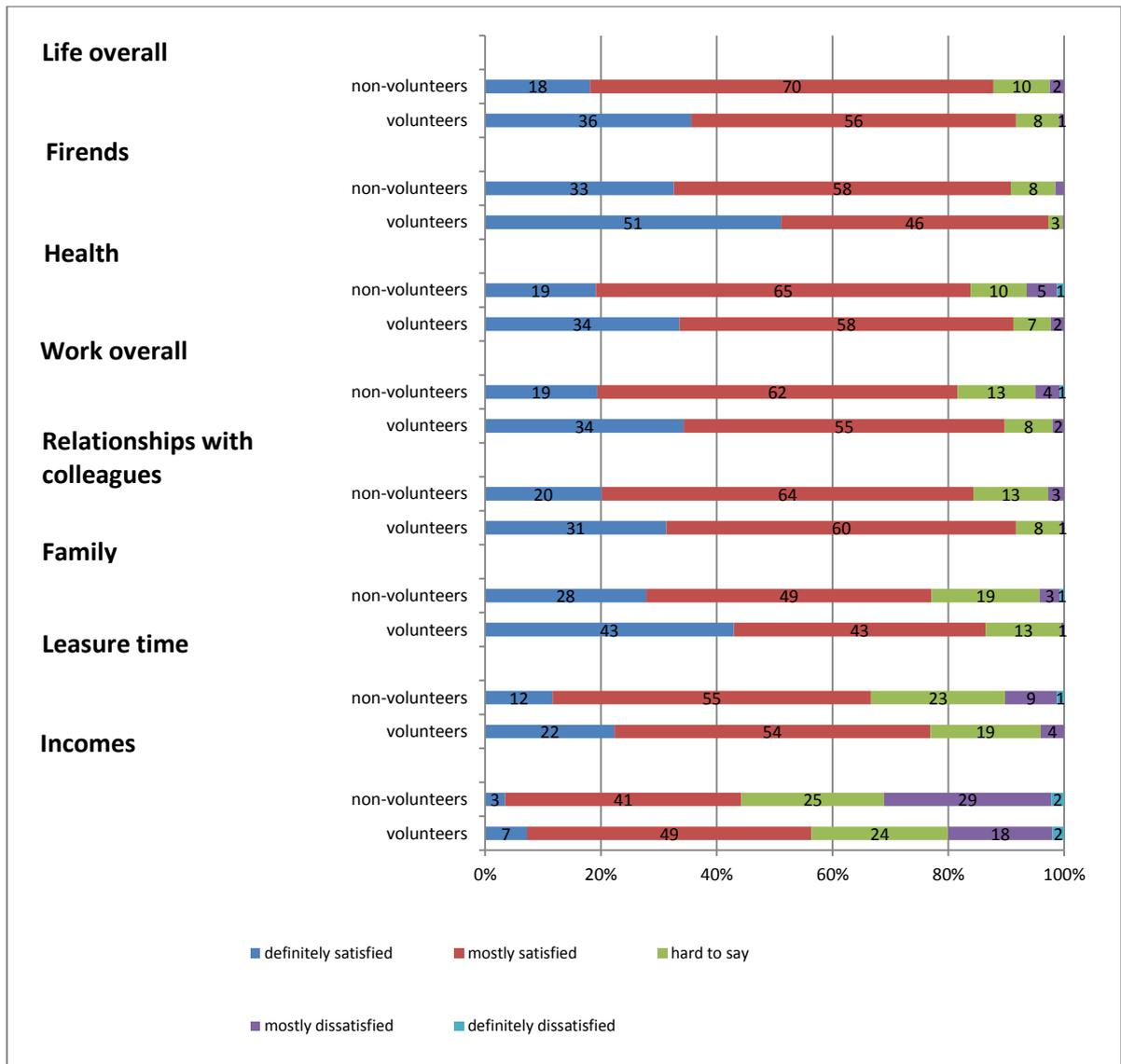


Fig. 1. How satisfied are you currently with your... (% of surveyed, N volunteers = 399, N non-volunteers = 402).

Compared with employees who do not participate in corporate volunteering events, employee volunteers more often indicated that they are happy or fairly happy in their lives (88% and 83%, respectively). Corporate volunteering participants twice as rarely report that they are not very happy or unhappy in comparison with employees not participating in corporate volunteering (5% and 11%, respectively) (Fig. 2).

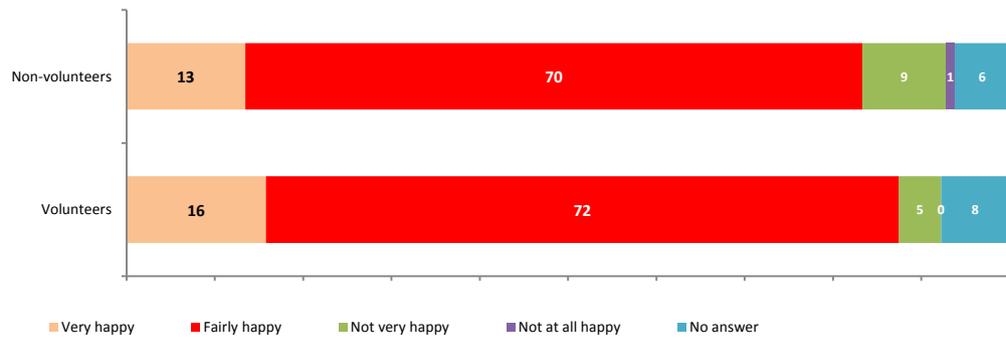


Fig. 2. Overall, are you very happy, fairly happy, not very happy, or not at all happy? (% of surveyed, N volunteers = 399, N non-volunteers = 402).

The obtained data mainly support the third hypothesis of our research: corporate volunteering participation and perceived level of personal happiness, and the satisfaction of various aspects of one’s life are positively correlated.

The second hypothesis is as follows:

**Hypothesis 2.** Participation in corporate volunteering and the perceived level of personal happiness and satisfaction of various aspects of one’s life are positively related.

The influence of participation in corporate volunteering and perceived level of personal happiness and satisfaction of various aspects of one’s life was examined using the binary logistic regression method. At the first step of analysis only participation in corporate volunteering was included as an independent variable. At the second step social background variables were added. As soon as independent variables had been used already in testing previous hypothesis – corporate volunteering and civil participation relationship – I would not cite their distribution here (Table 1).

As received evaluations indicate (Table 4), corporate volunteering participation increases the chances of an employee being satisfied with various aspects of his or her life. Thus, employee-volunteers are 1.6 times more likely to be satisfied with the way they spend their spare time, are 1.9 times more likely to be satisfied with their family, and are 2 times more likely to be satisfied with their work in general and with their health. Moreover, the positive influence of corporate volunteering is valid to a reported feeling of one’s happiness. Employees who participate in corporate volunteering are 2.3 times more likely to feel very happy or quite happy. Coefficients of binary logistic regression model with the satisfaction of one’s life as a whole as a dependant variable appears to be insignificant. Therefore this model was not included in the resulting table 4.

The results of the binary logistic regression models, with controlled social background variables, demonstrate that corporate volunteering participation is the most significant factor for the self-perception of happiness and satisfaction with various aspects of life (Table 5). The table missed binary logistic regression models that evaluate the influence of corporate volunteering on employee satisfaction with family and job. This is due to the significance only of corporate volunteering participation coefficients. Therefore, the influence of social background variables on dependent variables is impossible to evaluate.

**Table 4. Logistic Regression Model measuring the impact of corporate volunteering participation on employee satisfaction of various aspects of life and self-perception of happiness in Russia, 2012**

	Satisfaction with their family	Satisfaction with their health	Satisfaction with their friends	Satisfaction with way of spending spare time	Satisfaction with their work on the whole	Self perception of happiness
<b>Corporate volunteering</b>						
<i>do not participate</i>						
participate	<b>0,619 ** (0,188)</b>	<b>0,696 ** (0,223)</b>	<b>1,274 ** (0,351)</b>	<b>0,498 ** (0,159)</b>	<b>0,678 ** (0,209)</b>	<b>0,834** (0,287)</b>
-2 Log likelihood	752,487	592,930	347,712	945,051	648,146	413,101
%	81.6	87.5	94	71.7	85.6	91.8
Number of cases	801	801	801	801	801	745

Cell entry is unstandardized regression coefficient (standard error in parentheses)

Significance levels (a) different from zero: \*\* p < 0.01 \* p < 0.05 + p < 0.10

**Table 5. Logistic Regression Model measuring the impact of corporate volunteering participation and of demographic and socio-economic factors on employee satisfaction of various aspects of life and self-perception of happiness in Russia, 2012**

	Satisfaction with family	Satisfaction with health	Satisfaction with friends	Satisfaction with way of spending spare time	Satisfaction with work in a whole	Self perception of happiness
<b>Corporate volunteering</b>						
<i>do not participate</i>						
participate	<b>0,599 ** (0,236)</b>	<b>1,332** (0,392)</b>	<b>0,597 ** (0,171)</b>	<b>0,626** (0,154)</b>	<b>0,848** (0,240)</b>	<b>0,877** (0,310)</b>
<b>Sex</b>						
<i>male</i>						
female	-0,138 (0,248)	-0,183 (0,345)	-0,005 (0,182)	-0,195 (0,167)	<b>-0,530 * (0,261)</b>	-0,352 (0,335)
<b>Age</b>	0,010 (0,013)	<b>0,049* (0,022)</b>	0,002 (0,009)	-0,003 (0,008)	-0,005 (0,012)	-0,004 (0,015)
<b>Education</b>						
<i>Secondary education</i>						
Post-secondary education	-0,295 (0,659)	0,186 (0,690)	-0,546 (0,530)	0,022 (0,431)	0,344 (0,550)	0,971 (0,598)
Incomplete higher education	-0,436 (0,720)	0,898 (0,850)	-0,596 (0,568)	0,266 (0,470)	0,633 (0,633)	1,193 (0,733)
Higher education	-0,416 (0,684)	0,222 (0,740)	-0,520 (0,544)	-0,240 (0,443)	0,735 (0,577)	0,912 (0,628)
<b>Family financial status</b>						
<i>Money is enough for food, clothes and footwear, but not for large home appliances</i>						
Money is enough for any home appliances, but not for a car	-0,088 (0,264)	-0,339 (0,376)	-0,306 (0,200)	<b>-0,505** (0,175)</b>	-0,371 (0,270)	<b>0,763 ** (0,311)</b>
Money is enough for a car, flat or a house	-0,728 (0,390)	-0,644 (0,591)	<b>-0,988 ** (0,297)</b>	<b>-1,154 ** (0,294)</b>	-0,666 (0,414)	0,675 (0,549)
<b>Job position</b>						

	Satisfaction with family	Satisfaction with health	Satisfaction with friends	Satisfaction with way of spending spare time	Satisfaction with work in a whole	Self perception of happiness
<i>Manager</i>						
Specialist	<b>-1,618* (0,746)</b>	-18,235 (4971,4)	<b>0,604 * (0,298)</b>	0,403 (0,298)	-0,293 (0,473)	0,206 (0,576)
Office worker	-1,400 (0,799)	-18,301 (4971,4)	0,575 (0,359)	0,009 (0,350)	0,073 (0,552)	0,455 (0,689)
Worker, agricultural one as well	<b>-2,346 ** (0,861)</b>	-19,402 (4971,4)	0,354 (0,458)	0,038 (0,434)	-0,243 (0,648)	-0,322 (0,764)
<b>Religion</b>						
<i>believer</i>						
nonbeliever	0,059 (0,246)	-0,003 (0,349)	-0,093 (0,186)	0,271 (0,167)	-0,131 (0,259)	-0,458 (0,340)
-2 log likelihood	547,936	302,454	867,690	1009,916	544,506	369,429
%	87.7	94.2	71.9	62.0	87.8	92.2
Number of cases	764	764	764	764	764	716

Cell entry is unstandardized regression coefficient (standard error in parentheses)

Significance levels (a) different from zero: \*\* p < 0.01 \* p < 0.05 + p < 0.10

Corporate volunteer participants are thus more active in the practices of civil society than non-volunteers, and, in many cases, than the overall population. Commercial companies create a favorable environment to satisfy demands and act upon the initiatives of employees in terms of doing good and helping others. Corporate volunteering can spur employees to take part in charity and does not interfere with their own volunteer work, including at the workplace. In any case, corporate volunteers can be viewed as a group with strong potential to form the social base of Russian civil society.

## **Discussion**

It is suggested that this paper makes two basic contributions. The results largely support hypotheses for corporate volunteering and civil engagement and individual happiness. A positive relationship between corporate volunteering and civil engagement was determined and confirmed in binary logistic regression. This includes current engagement in monetary donations and voluntary community events organized by locals, as well as potential participation such as monetary or voluntary help to strangers and volunteering in such NGOs like WWF, Greenpeace, the Red Cross, or No more garbage. Compared with the overall population, corporate volunteers also demonstrate a higher level of involvement in several civil society practices.

As for the hypothesis on personal effects, the two components of it, namely satisfaction of various aspects of life and perceived personal happiness, were both positively related to corporate volunteering. Participating in corporate volunteering increases an employee's chances of being satisfied with his or her health, friends, leisure time, work, and employer as a whole.

The research results are of practical significance for corporations who implement corporate volunteering events, demonstrating positive connections between engagement in corporate voluntary events and levels of life and work satisfaction. Hence, one can imply prior literature about positive effects on employees in Russian companies [Willigen 2000, Wilson 2000]. The development of corporate volunteering and the involvement of a growing number of participants might positively affect corporate loyalty, networking, and interdepartmental and inter-hierarchy ties, and strengthen corporate culture.

*I am impressed that my company is not indifferent. As an employee I understand that a company has its own market objectives, but still I am very pleased that it wants to provide help for those groups who are in need and to actively participate in their well-being (Moscow, service sector, female, corporate volunteer).*

Nevertheless, the study has some limitations and directions for further investigation. First, target groups of corporate volunteers and non-volunteers were hard to reach, especially in designed amounts (n=801). This was mainly due to the novelty of practice in Russian companies and absence of an accounting system to count all participants. Second, instead all respondents working in corporations where corporate volunteering exists, some groups of employees are slightly represented in the research. Sample procedures could hardly cover irregular volunteers who have singular experience in volunteering and those who have a strong negative attitude toward corporate volunteering and did not agree to be interviewed. These groups should be covered in future studies of motives or barriers in corporate volunteering. The mentioned sample limitation should not be considered as a significant bias for the purposes of this research in investigating the relationship between corporate volunteering and civil engagement. The third limitation is the reverse causality issue. Are we actually seeing the effects of volunteering, or is this the result of self-selection in participants? Does volunteering have positive effects on participants which spurs their involvement in civil society, or are people with certain personality traits more inclined to charitable qualities and civic participation? This should be a step in the next analysis and theoretical investigation [Thoits, Hewitt 2001].

However, the impact of volunteering on participation is a contentious topic among researchers, and there is no single position [European Parliament resolution of 22 April 2008, On the role of volunteering in contributing to economic and social cohesion 2008]. Volunteer organizations do not directly influence the involvement of citizens in the practice of civil society, but they are important as a condition of this [Warren 2001]. Other authors also note a vague direct influence of volunteering on civil engagement [Dekker 2009: 228]. Still one should be cautious about making causal statements. Forth, although corporate volunteering is voluntary by definition, some doubts in its true voluntary nature might appear. In this case, one should examine it from a “mandatory volunteerism” perspective [Stukas, Snyder & Clary, 1999], where control and requirements have a slightly negative effect on future behavioral intentions. However, Clary et al suggest that a more promising approach would be creating such conditions of participation where volunteers feel their personal control under particular actions [Clary et al. 1999]. Corporate volunteering in examined corporations by our consideration is mainly free from the mentioned obligatory effects. Still, one should be aware of mandatory “elements” in future corporate volunteering studies. I hope that future research will develop more complex approaches that consider such intricate possibilities.

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