

Corporate Volunteering as a Strategic Human Resource Practice: Evidence from Employee Motivation, Organizational Commitment and Employer Branding

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Received: 2 Sep 2026; **1st Revision:** 15 Sep 2026; **2nd Revision:** 23 Sep 2026; **Accepted:** 1 Oct 2026;

Published Online: 12 Oct 2026

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ABSTRACT- Corporate volunteering is increasingly discussed as a workplace practice that can connect corporate social responsibility with employee experience. This study examines employee perceptions of corporate volunteering and its relationship with employee motivation, organizational commitment and employer branding. Primary data were collected from 160 respondents during February–March 2026 through a structured questionnaire using a five-point Likert scale. Convenience sampling was used. Descriptive analysis was applied to summarize respondent characteristics and perceptions, while chi-square goodness-of-fit tests were used in the original project analysis to examine whether observed response distributions differed from specified expected frequencies. The reported chi-square statistics were 14.18 for employee motivation, 24.17 for employer branding and 18.50 for organizational commitment, against a critical value of 9.488 at 5% significance with four degrees of freedom. The results indicate statistically significant response patterns for all three focal areas. Descriptively, 86.2% of respondents reported having participated in a corporate volunteering activity, 100% agreed or strongly agreed that volunteering positively influenced work motivation, and 100% agreed or strongly agreed that it improved teamwork. For employer branding, 100% selected either strongly agree or agree. The study therefore provides employee-perception evidence supporting the strategic relevance of corporate volunteering while recognizing that a cross-sectional convenience sample and goodness-of-fit testing do not establish causality. The paper concludes with implications for HR and CSR managers and directions for stronger future designs.

KEYWORDS: Corporate Volunteering; Employee Motivation; Organizational Commitment; Employer Branding; Employee Engagement; Corporate Social Responsibility; Human Resource Management

I. INTRODUCTION

Organizations increasingly operate under expectations that extend beyond financial performance. Employees,

customers and other stakeholders may also evaluate organizations through their social conduct, community involvement and perceived values. Corporate volunteering is one mechanism through which employees participate in community, environmental, educational or social initiatives with organizational support. Earlier research positioned employee volunteering in terms of mutual benefits for employees, organizations and community partners [1]–[4]. More recent work has connected volunteering with employee experience, skills development, job outcomes and employer attractiveness [5]–[10].

From an HR perspective, volunteering can create opportunities for employees to work with colleagues outside normal job roles, experience social contribution, develop skills and interpret organizational values through practice. However, the existence of a volunteering program does not automatically mean that every employee experiences the same benefit. Participation, organizational support, program design, perceived authenticity and the quality of the experience may shape outcomes. This makes employee perception an important level of analysis.

The present study is based on the primary research project conducted by the authors with 160 respondents. It focuses on three central organizational outcomes: employee motivation, organizational commitment and employer branding. The study also considers supporting employee-experience indicators such as teamwork, belonging, job satisfaction, engagement and perceived CSR commitment.

A. Need for the Study

Prior literature provides evidence across several individual outcomes, but the employee perspective remains useful for understanding how a volunteering initiative is interpreted within an organizational setting. The present study addresses this need by bringing motivation, organizational attachment and employer-brand perceptions into one empirical investigation. The study is exploratory and descriptive in scope rather than a causal evaluation of volunteering programs.

B. Objectives of the Study

- To understand employees' perceptions toward corporate volunteering initiatives.
- To examine the relationship between corporate volunteering and employee motivation.
- To examine the relationship between corporate volunteering and employer branding.
- To examine the relationship between employee participation in volunteering programs and organizational commitment.
- To identify practical implications for integrating volunteering with HR and CSR practices.

II. REVIEW OF LITERATURE

The literature can be grouped into four connected strands. First, foundational studies emphasize participation motives, work design, organizational support and reciprocal benefits. Grant [3] and Pajo and Lee [4] show why program design and the work context matter, while Caligiuri et al. [1] frame corporate volunteering as potentially beneficial to employees, nonprofit partners and business units.

Rodell et al. [2] further organized the field around antecedents, experiences and outcomes.

Second, later research moves toward employee-level mechanisms. Organizational support has been linked with participation, while volunteering research has increasingly considered meaningfulness, well-being, engagement and job outcomes [5], [11], [13].

Howard and Serviss [5], through a meta-analysis, provide a broader evidence base on antecedents and outcomes and help shift discussion away from isolated case examples. Howard and Serviss [5], through a meta-analysis, provide a broader evidence base on antecedents and outcomes and help shift discussion away from isolated case examples. Employee volunteering has also been associated with employee need satisfaction and positive workplace outcomes [15].

Third, the employer perspective has expanded. Research on corporate volunteering and CSR suggests that employees may interpret socially responsible practices as signals about organizational values. Recent work on employer attractiveness and corporate volunteering indicates that volunteering can contribute to employer-related perceptions, although the mechanism depends on how employees perceive and interpret the practice [7]–[10].

Seara et al. [7] specifically examine corporate volunteering within employer-attractiveness discussions, while Cook et al. [8] highlight that employees may participate for reasons that are not reducible to company image.

Fourth, recent systematic reviews caution against treating volunteering as a single homogeneous intervention. Occupation-related volunteering [9] and the broader volunteering literature on job satisfaction and performance [10] point toward differences in activity type, employee motives and outcomes. This supports the present study's emphasis on employee perceptions rather than assuming a universal effect.

Basil et al. [14] highlight the organizational context and company support surrounding employee volunteering.

A. Comparative Synthesis and Research Gap

Table 1: Literature Strands

Literature strand	What the literature emphasizes	Implication for the present study
Participation & work design	Motives, organizational support, program structure and sustained participation [3], [4], [11].	Measure participation and perceptions of organizational support.
Employee experience	Motivation, well-being, engagement, job satisfaction and meaningfulness [5], [6], [10].	Treat motivation, engagement and satisfaction as employee-level outcomes.
Organizational attachment	Identification, commitment and belonging can connect employee experience with organizational attitudes [12], [13].	Examine organizational commitment and belonging alongside volunteering.
Employer outcomes	Volunteering and CSR can influence employer attractiveness and employer-related perceptions [7], [8].	Assess employer branding and attractiveness through employee perceptions.
Program heterogeneity	Skills-based and occupation-related volunteering may produce different outcomes [6], [9].	Avoid treating every volunteering activity as identical.

Table 1 compares the main literature strands and shows the specific gap addressed by the empirical study. Rather than claiming that volunteering universally causes positive outcomes, the study examines whether respondents report positive perceptions and whether their response distributions are statistically different from the expected distributions used in the project's chi-square calculations.

III. PROBLEM STATEMENT AND HYPOTHESES

Although organizations increasingly support volunteering activities, there is a need to understand whether employees perceive such initiatives as relevant to their work motivation, attachment to the organization and employer image. The research problem is therefore framed as: How do employees perceive corporate volunteering in relation to motivation, organizational commitment and employer branding?

A. Hypotheses

H1: The observed response distribution for corporate volunteering and employee motivation does not differ significantly from the expected distribution.

H1.1: The observed response distribution for corporate volunteering and employee motivation differs significantly

from the expected distribution in the positive-response direction.

H2: The observed response distribution for corporate volunteering and employer branding does not differ significantly from the expected distribution.

H2.1: The observed response distribution for corporate volunteering and employer branding differs significantly from the expected distribution in the positive-response direction.

H3: The observed response distribution for employee participation and organizational commitment does not differ significantly from the expected distribution.

H3.1: The observed response distribution for employee participation and organizational commitment differs significantly from the expected distribution in the positive-response direction.

This wording reflects the statistical procedure reported in the source project. Because the analysis uses expected frequencies across response categories, it should not be interpreted as a causal test of 'impact' or as a conventional two-variable association test.

IV. CONCEPTUAL FRAMEWORK

The conceptual framework positions corporate volunteering as the focal HR/CSR practice. Employee motivation and engagement represent immediate employee-experience outcomes, while organizational commitment represents organizational attachment and employer branding represents an employer-related outcome. Organizational support, program design and CSR communication are treated as contextual factors that may shape employees' interpretations of volunteering.

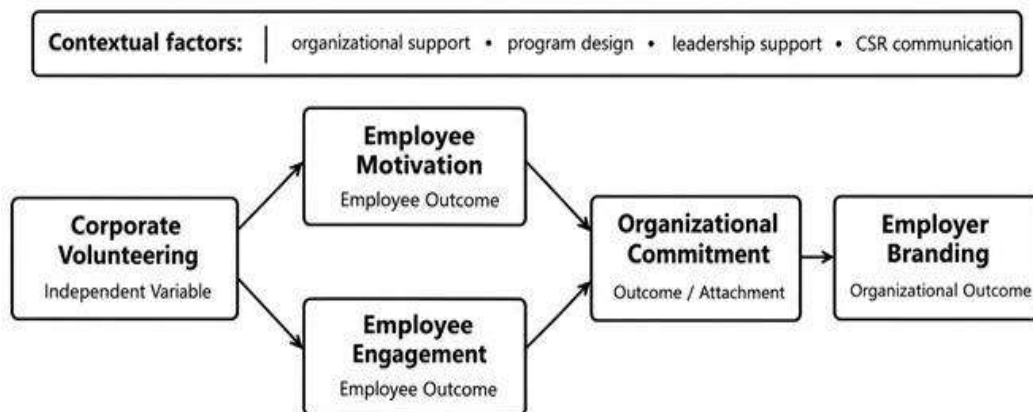


Figure 1: Proposed conceptual framework for the empirical study.

Figure 1 presents the proposed relationships among the principal constructs. The arrows represent the conceptual direction derived from the literature; they do not imply that the present cross-sectional study has established causal pathways.

V. RESEARCH METHODOLOGY

A. Research Design

The study follows a descriptive, cross-sectional research design[16]. The design is appropriate for documenting employee perceptions and examining response patterns at a single point in time. The study is empirical and based on primary survey data; therefore, PRISMA 2020 is not applicable to this manuscript. PRISMA is intended for systematic reviews, whereas the present paper reports an employee survey.

B. Study Period and Population

Primary data were collected during February 2026 to March 2026. The population consisted of employees working in organizations that implement or support corporate volunteering and CSR activities.

C. Sampling and Sample Size

Convenience sampling was used because respondents were selected on the basis of accessibility and willingness to participate. The final sample comprised 160 respondents. The sampling approach limits statistical generalization beyond the accessible respondent group.

D. Data Collection Instrument

A structured questionnaire was administered through Google Forms. The instrument used close-ended questions and a five-point Likert response scale: Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. The questionnaire covered participation, organizational support, program planning, motivation, organizational pride, employee motivation, teamwork, belonging, job satisfaction, engagement, CSR commitment, public image, employer attractiveness, employer branding, retention and overall effectiveness.

E. Variables Summary

Table 2: Summary of the Variables

Role	Constructs
Independent / focal practice	Corporate volunteering
Employee outcomes	Employee motivation, teamwork, belonging, job satisfaction, engagement
Organizational outcome	Organizational commitment
Employer-related outcome	Employer branding, employer attractiveness, public image
Contextual factors	Organizational support, program planning and CSR commitment

Table 2 summarizes the variables used in the study and clarifies how the questionnaire dimensions map onto the conceptual framework.

F. Data Analysis

Percentage analysis was used for descriptive results. The source project also applied a chi-square goodness-of-fit calculation with $\alpha = 0.05$, $df = 4$ and a critical value of 9.488. The reported statistic was compared with the critical value using the rule: if χ^2 calculated > 9.488 , reject H_0 . The paper retains these reported statistics but interprets them conservatively as evidence of non-uniform response patterns rather than proof of causal impact.

G. Reliability, Validity and Ethics

The source project reports that a pilot study was conducted with 15 respondents and that Cronbach's alpha was greater than 0.70. Because the exact alpha coefficient is not reported in the supplied project, this paper does not state a more precise value. Respondent participation was voluntary, informed consent was obtained, and confidentiality was maintained.

VI. RESULTS AND ANALYSIS

A. Respondent Profile

Table 3: Respondent Profile

Profile variable	Category	n	%
Age	Below 25	43	26.9
	25–34	78	48.8
	35–44	29	18.1
	45+	10	6.2
Gender	Male	113	70.6
	Female	47	29.4
Experience	<1 year	22	13.8
	1–3 years	61	38.1
	3–5 years	44	27.5
	>5 years	33	20.6
Designation	Entry level	92	57.5
	Middle level	53	33.1
	Senior level	15	9.4

Table 3 describes the 160 respondents. The largest age group was 25–34 years (48.8%), while 57.5% were at entry level. Respondents with 1–3 years of experience formed the largest experience category (38.1%). The percentages in this revised table are calculated from the respondent counts reported in the source project; this corrects several transcription inconsistencies in the original percentage column. The underlying counts should nevertheless be checked against the raw questionnaire export before submission.

B. Participation and Organizational Support

Table 4: Participated in a Corporate Volunteering Activity

Measure	Response	n	%
Participated in corporate volunteering	Yes	138	86.2
	No	22	13.8
Organization actively promotes volunteering	Strongly Agree	37	23.1
	Agree	122	76.2
Programs are well planned and meaningful	Neutral	1	0.6
	Strongly Agree	61	38.1
	Agree	99	61.9

Table 4 shows that 86.2% of respondents reported having participated in a corporate volunteering activity. In addition, 99.4% either agreed or strongly agreed that their organizations actively promoted volunteering. All respondents selected either strongly agree or agree regarding the statement that volunteering programs were well planned and meaningful. These descriptive results indicate a high level of exposure to, and positive evaluation of, the programs represented in the sample.

C. Employee Outcomes

Table 5: Principal Employee Outcomes

Outcome statement	Strongly Agree n (%)	Agree n (%)	Neutral n (%)
Volunteering positively influences work motivation	48 (30.0)	112 (70.0)	0 (0.0)
Volunteering improves teamwork and collaboration	46 (28.7)	114 (71.2)	0 (0.0)
Volunteering increases organizational belonging	62 (38.8)	96 (60.0)	2 (1.2)
Volunteering increases job satisfaction	50 (31.2)	109 (68.1)	1 (0.6)
Volunteering increases employee engagement	57 (35.6)	103 (64.4)	0 (0.0)

Table 5 summarizes the principal employee outcomes. The response pattern is strongly positive: all 160 respondents selected either strongly agree or agree for motivation, teamwork and engagement; 98.8% did so for belonging; and 99.4% did so for job satisfaction. These figures describe perceptions within the sample and should not be interpreted as causal estimates.

D. Employer-Related Outcomes

Table 6: Employer-Related Outcomes

Outcome statement	Strongly Agree n (%)	Agree n (%)	Neutral n (%)
Volunteering reflects organizational CSR commitment	64 (40.0)	96 (60.0)	0 (0.0)
Volunteering improves employer brand perception	50 (31.2)	110 (68.8)	0 (0.0)
Volunteering encourages employees to stay longer	48 (30.0)	98 (61.3)	14 (8.8)
Volunteering is effective for motivation and employer branding	63 (39.4)	94 (58.8)	3 (1.9)

Table 6 shows similarly favorable employer-related perceptions. All respondents agreed or strongly agreed that volunteering reflects organizational CSR commitment and improves employer-brand perception. Retention perceptions were also positive, although 8.8% selected neutral. This difference suggests that employees may distinguish between a positive employer image and the more consequential decision to remain with an organization.

VII. HYPOTHESIS TESTING

Table 7: Results

Hypothesis	Test	χ^2	Critical χ^2	df	Decision
H01/H11	Volunteering – Employee motivation	14.18	9.488	4	Reject H01
H02/H12	Volunteering – Employer branding	24.17	9.488	4	Reject H02
H03/H13	Participation – Organizational commitment	18.50	9.488	4	Reject H03

Table 7 presents the hypothesis-testing results reported in the source project. At $\alpha = 0.05$ and $df = 4$, each calculated statistic exceeds the reported critical value of 9.488. The corresponding approximate p-values are 0.0067, <0.001 and 0.0010 respectively when evaluated as chi-square goodness-of-fit statistics with four degrees of freedom. These values indicate statistically significant departures from the specified expected distributions.

The interpretation requires an important methodological qualification. The reported calculations compare observed response frequencies with expected frequencies; they do not directly estimate a causal effect of volunteering, nor do they test a conventional association between two independently measured categorical variables. Accordingly, the findings support the presence of strong,

non-random response patterns in the measured constructs, while causal language should be avoided.

VIII. DISCUSSION

The empirical results are broadly consistent with the direction of the literature reviewed in this paper. The high level of participation and organizational support suggests that corporate volunteering is not perceived merely as an external CSR activity by respondents; it is also encountered as part of the employee experience. This is compatible with the literature's movement from participation motives toward employee outcomes and strategic HRM considerations [2], [5], [6].

Employee motivation received a particularly strong descriptive response: all respondents selected strongly agree or agree that volunteering positively influenced motivation. This aligns with the idea that volunteering can provide meaning, social contribution and opportunities beyond routine work. However, because the sample is cross-sectional and convenience-based, the result should be read as a positive employee perception rather than proof that volunteering caused the motivational outcome.

The employer-branding findings are also notable. Every respondent selected strongly agree or agree that volunteering positively influences employer-brand perception. This is compatible with employer-attractiveness research that treats socially responsible organizational behavior as a potential signal to employees and job seekers [7], while the broader volunteering literature cautions that employee motives are diverse and that volunteering should not be reduced to corporate image management [8].

Organizational commitment is conceptually important because it may connect employee experiences with longer-term organizational attachment. The project's hypothesis test reports a significant response pattern for participation and commitment. Yet the available analysis does not permit mediation testing or a direct estimate of the relationship between participation intensity and commitment. Future studies should therefore use validated commitment scales and multivariate methods.

A. Comparative Interpretation with Prior Research

Table 8: Compares the Present Empirical Evidence

Present study evidence	Related literature	Interpretation
86.2% reported participation	Participation depends on organizational support and program structure [3], [11].	High participation may reflect accessible organizational support.
100% positive motivation response	Volunteering research links participation with meaningfulness and employee outcomes [5], [6].	The survey supports a positive perceived motivation pathway.
100% positive employer-brand response	Employer attractiveness research connects CSR/volunteering	Employee perception is consistent with

	with employer perceptions [7].	a signaling interpretation.
High teamwork/belonging responses	Volunteering can create social interaction and organizational connection [1], [2].	Volunteering may function as a social employee-experience activity.

Table 8 compares the present empirical evidence with the literature without treating the studies as identical designs. The comparison is therefore interpretive rather than a meta-analysis.

IX. PRACTICAL IMPLICATIONS

For HR managers, volunteering can be integrated with employee-engagement calendars, learning opportunities and team-building initiatives. Participation should remain voluntary and should not be treated as a substitute for core employment practices.

For CSR managers, the findings suggest value in designing programs that provide visible community benefit while also creating meaningful employee participation. Program objectives should be documented and evaluated rather than inferred from participation numbers alone.

For employer-brand teams, volunteering can contribute to an authentic employee-value proposition when the external message reflects employees' actual experience. Communication should therefore avoid exaggerated claims and should distinguish community outcomes from employee outcomes.

For managers, organizational support appears particularly relevant. Clear communication, logistical support, inclusive participation opportunities and well-planned activities may make volunteering easier to access and more meaningful for employees.

X. LIMITATIONS AND FUTURE RESEARCH

The study has several limitations. First, convenience sampling limits generalizability. Second, the sample contains a relatively high proportion of younger and entry-level respondents, which may influence perceptions. Third, all key measures are self-reported and collected at one point in time, creating potential common-method and social-desirability effects. Fourth, the statistical procedure reported in the source project is a goodness-of-fit test and does not establish causal relationships or conventional variable-to-variable associations. Fifth, the exact Cronbach's alpha coefficient is not available in the supplied project.

Future research should use probability or stratified sampling where feasible, validated multi-item scales, larger and more diverse samples, and regression/SEM techniques for direct, mediation and moderation analysis. Longitudinal designs could examine whether volunteering is associated with changes in commitment or retention over time. Comparative research should distinguish generic, skills-based and occupation-related volunteering, as recent reviews suggest that program type matters [6], [9], [10].

A further research direction is to compare employees who participate frequently, occasionally and not at all, while controlling for organizational support and prior attitudes toward CSR. Such designs would provide stronger

evidence about whether observed differences are attributable to volunteering participation itself or to self-selection into volunteering

XI. CONCLUSION

This study examined corporate volunteering through the employee lens, focusing on motivation, organizational commitment and employer branding. The survey of 160 respondents indicates high participation and strongly positive perceptions across the principal outcomes. The reported chi-square statistics also show significant departures from the expected response distributions used in the original analysis.

The findings support the strategic relevance of corporate volunteering as an HR and CSR practice, but the evidence should be interpreted within the limits of the research design. The study does not demonstrate that volunteering causes higher motivation, commitment or employer-brand perceptions. Instead, it documents a strong positive pattern of employee perceptions in the sampled group. For publication-quality evidence, future research should build on these results with validated measures, more rigorous sampling and multivariate or longitudinal designs.

XII. DATA-QUALITY AND SUBMISSION VERIFICATION NOTE

The source research project contains several percentage transcription inconsistencies in individual tables even though the corresponding response counts sum to 160. In this revised manuscript, percentages have been recalculated from the reported counts to one decimal place. The authors should verify these values against the original Google Forms/Excel response export before journal submission. Similarly, the exact Cronbach's alpha coefficient and the original questionnaire coding should be retained in the study records.

This manuscript is an empirical research paper. PRISMA 2020 flow reporting and systematic-review database counts are therefore not included. If the journal requires the paper to remain classified as a systematic literature review, a separate systematic-review manuscript with a verified database search log and PRISMA counts will be necessary rather than presenting survey data as a substitute.

CONFLICTS OF INTEREST

The authors declare that they have no conflicts of interest.

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