Journal of Strategic Human Resource Management

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MANAGERIAL DECISION-MAKING PROCESS IN CSR: EMPLOYEE VOLUNTEERING

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Abstract: *This paper follows the paper on substantive theory of managerial decision-making process in Corporate Social Responsibility (CSR), developed as a result of twenty-six interviews with twenty-one managers – three telephonic and eighteen face to face - responsible for CSR decision making from eight publicly listed organizations from different industry and with different ownership structures in the state of Goa in India – four hotels, two IT manufacturing firms, one automobile manufacturing firm, one chemical manufacturing firm; using Grounded Theory Methodology. This paper's focus is on one of the part of the substantive theory - micro-social phenomenon in managerial decision-making process in Employee Volunteering as it deserves special focus and elaboration. The authors have developed theoretical framework on managerial decision-making process in Employee Volunteering and have introduced the concept of Impure Employee Volunteering. This paper goes on to explain the framework with the help of interview snippets by the managers who were interviewed for the study. It then discusses the framework with respect to extant literature, and presents managerial implications and future research scope in employee volunteering.*

Keywords: Corporate Social Responsibility, Employee Volunteering, Managerial Decision-Making Process, Employee Engagement, Grounded Theory Methodology, Qualitative Research Methodology

INTRODUCTION

Bakker and Schaufeli (2008) cited in Ferreira and Oliveira (2014) defined Employee engagement as a *"positive, fulfilling, affective-motivational state of work-related well-being."* Employee engagement is implemented through employee volunteering also called Company Sponsored Employee Volunteering (CSEV), Employee Volunteering Programs (EVPs), Corporate Employee's Social Responsibility (CESR).

Linking CSR with employee engagement is beneficial for the company in its early stages wherein the company is trying to develop and strengthen the CSR culture (Mirvis and Googins, 2010 cited in Mirvis, 2012). In their formative years of CSR, companies tend to be reactive in nature. Overtime they become more proactive in their approach to CSR and that is when they begin to get employees involved in CSR activities (Mirvis, 2012).

REVIEW OF LITERATURE: EMPLOYEE VOLUNTEERING

Employee volunteering has been defined in a variety of ways (cited in Rodell, Breitsohl, Schröder, & Keating, 2015):

a) *"any activity in which time is given freely to benefit another person, group, or organization"* (Wilson, 2000: 215).

b) *"long-term, planned, prosocial behaviors that benefit strangers and occur within an organizational setting"* (Penner, 2002).

c) *"extent to which employees initiate and sustain involvement in volunteering activities"* (Grant, 2012; Peterson, 2004b).

d) *"giving time or skills during a planned activity for a volunteer group"* (Rodell, 2013).

Basil et al. (2009) cited in Srinivasan and Talib (2016) states that CSEV is a part of CSR. Employees are one of the key sources of executing a CSR activity (Srinivasan & Talib, 2016). Wood too suggested Employee volunteering to be a central aspect of CSR (Jamali and Mishak, 2007 cited in Srinivasan & Talib, 2016).

Companies in the UK and the US practice Employee volunteering extensively (Brenner, 2010 cited in Srinivasan & Talib, 2016). However, it is yet to get due recognition in India (Srinivasan & Talib, 2016).

Employee volunteering seems to be increasing in US companies as they have realized its positive impact on employee morale and productivity (Cook & Geldenhuys, 2018). Whereas, Santos and Fernandez (2017) claim that employee volunteering is extremely limited in Spain and they therefore researched the motivations behind employee volunteering so that employee participation in CSR activities can be enhanced. They found the following aspects to be the drivers of employee volunteering; humanistic reasons, selfish reasons, to support the company, organizational factors and practices, work design, characteristics of volunteering work, and organizational identification.

Sekar and Dayaram (2017) found in their study that altruistic factors motivate employees to volunteer more than selfish reasons. They also suggested that it's not just employees' motivation which determines employee volunteering but also the way an EVP is conceptualized and implemented.

Cook and Geldenhuys (2018) studied the employees' experience of participating in CSR activities; they found that employees participate in CSR activities out of love. Compassion leads to volunteering. They want their generosity to touch the lives of beneficiaries thereby creating hope amongst beneficiaries and also within themselves. Employees not only end up influencing the lives of others but they also experience an inner change. Similarly Meghan and Maryam (2015) cited in Kerdawy (2018) stated that volunteering is a comprehensive concept which is closely related to doing good to humanity and involves a feel good factor and not just doing random acts of charity or developing the society.

In Egypt, many organizations have incorporated employee volunteering as part of their company strategy and vision. Many a times firms in Egypt practice volunteering due to pressure from the stock market as the names of the best 30 firms engaged in CSR activities is announced every year (Kerdawy, 2018).

Lough and Turner (2017) discovered the ways by which organizations can increase volunteering by studying employee volunteering practices in US firms. They found that company related factors such as the size of the company, awards and recognitions to support volunteering programs, performance reviews, paid time off, training provided to volunteers, dollars for doers wherein companies donate cash to NGOs based on the level of employee participation; all these practices influence employee volunteering.

BENEFITS OF EMPLOYEE VOLUNTEERING

Employee volunteering contributes toward 'people sustainability' (Srinivasan & Talib, 2016). All stakeholders benefit from Employee volunteering in CSR activities.

Benefits to the Community

- Employees' engagement with the local community leads to the development of social capital (Muthuri, Mattenw, & Moon, 2009; Srinivasan & Talib, 2016).

- Employee volunteering influences various dimensions of social capital, such as networks, trust, norms of cooperation (Muthuri et al., 2009)

Benefits to the Company

- It helps a company foster a healthy relationship with both employees and local community members (Muthuri et al., 2009; Kim et al., 2010 cited in Rodell et al., 2015). Firms are able to show their local communities how committed they are and it also helps in building a positive internal culture (Gebler, 2006; Geroy et al., 2000; Peterson, 2004; cited in McCallum, Schmid, & Price, 2013).

- Employees' perception of the company's CSR activities influences their bonding with the company (Gilder, Schuyt, & Breedijk, 2005 cited in Srinivasan & Talib, 2016; Laverie and McDonald, 2007; Vian et al., 2007; Peloza and Hassay, 2006 cited in McCallum et al., 2013).

- Further, employees' identification with the company, followed by commitment to the organization is enhanced; the psychological and emotional association becomes strong (Kim et al., 2010 cited in Rodell et al., 2015). Employees' psychological contract gets enhanced (Mirvis, 2012).

- The company's reputation is enhanced both internally and externally, far more than what traditional PR can achieve (Pajo and Lee, 2011 cited in Srinivasan & Talib, 2016).

- Benner (2010) cited in Srinivasan and Talib (2016), found that Employee volunteering leads to improved employee skills, morale, productivity, attraction and retention (Basil et al., 2009 cited in Srinivasan & Talib 2016; Jones, 2010 cited in Rodell et al., 2015). Eventually EV leads to a better bottom line by way of productive employees (Srinivasan & Talib, 2016).

- Employees seek meaning in their work and companies need to address this if they want to retain the best talent (Bhattacharya et al., 2008 cited in Ferreira & Oliveira, 2014).

Benefits to the Employees

- EV has a positive impact on employees' attitude and behaviour toward the organization they are working for (Gilder et al., 2005 cited in Srinivasan & Talib, 2016; Laverie and McDonald, 2007; Vian et al., 2007; Peloza and Hassay, 2006 cited in McCallum et al., 2013).

- Sieber (1974) and Geroy et al. (2000) cited in McCallum et al. (2013) mention the high self-esteem, status security, status enhancement, increased skills and perspective as the outcomes of EVP (Employee Volunteering Program).

Designing and Implementing an EVP

When designing and implementing an EVP, managers need to make decisions on the following (Meijs, Tschirhart, Hoorn, & Brudney, 2009):

a) Company commitment: providing company time to employees is an instance of high commitment, whereas merely communicating about EVPs through notice boards shows low commitment.

b) Program restrictions: restrictions are formed by putting controls such as setting a theme, activities being done under an in-charge.

c) Encouragement of participation: Simply announcing an opportunity to volunteer is not enough; volunteers need to be encouraged. Managers may need to pressurize employees through various tactics – social and peer pressure, by seeking support from peers or supervisors, and even through those who are assigned the task of formally coordinating the activities. 'Hierarchical expectancy' also leads to participation. Volunteering might be a *"formal obligation"*, a part of the job. This leads to implicit encouragement to participate.

d) Benefits emphasized: For different companies the objective of Employee volunteering might vary from employee skill development, to visibility, to adding value to the local community.

RESEARCH METHODOLOGY

This study followed a qualitative research approach – Grounded Theory Methodology (GTM), as it helps to decipher the micro-social process. This study has adopted the Straussian variant of GTM, which is the most used (Khambete & Athavankar, 2010), it involves three analytical steps; the open coding, axial coding, and selective coding. The data are compared with one another in order to find the similarities or dissimilarities – constant comparison.

Data was collected by conducting interviews with managers involved in the CSR decision-making process, and from internal and external documents. The data was analysed over a period of fifteen months from November 2015 to January 2017.

Some of the interview questions asked were: What are your thoughts on CSR?, How has CSR evolved here?, What criteria are considered while selecting a CSR activity?, What are the facilitating and hindering factors in CSR decision making?, What are the external and internal factors that affect CSR decision making?, How do you manage relationships with stakeholders? Twenty-six interviews were conducted with twenty-one participants, resulting in twenty interview hours.

(Tyagi & Mallya, 2018)

Sampling

The researcher interviewed managers from eight units (four services and four manufacturing) of public companies in Goa with different ownership structures and different orientation toward CSR. Table 1 gives an overview of the managers interviewed and the CSR status of the organizations.

The research used purposive, theoretical, and snowball sampling.

Overall, by way of using the three sampling techniques, the similarities and differences in managerial decision-making process in CSR were studied in:

a) Three hotel units (same brand) belonging to Indian conglomerate versus a hotel unit of an Indian Hotel Group.

b) Two manufacturing units belonging to Indian conglomerate with different ownership structures.

c) Two manufacturing units with different ownership structure, one carrying out CSR activities due to legal obligation and the other doing it voluntarily.

Constant comparisons were done within and across a), b), and c) and a pattern in managerial decision-making process in CSR was discovered, employee volunteering process being a significant sub-category in it.

(Tyagi & Mallya, 2018).

Table 1: Profile of Organizations from Which Managers were Interviewed

| Sr. No.	Organization	Description	Managers interviewed	CSR Status
1	Hotel 01	Industry: Hospitality Sector: Service Ownership: Indian Conglomerate with international operations	Human Resource (HR) Manager, Learning & Development (L&D) Manager, Assistant Finance Manager, Executive Chef	The Conglomerate to which it belongs is a pioneer in CSR in the country. The unit too follows the conglomerates' footsteps. The brand of the hotel is a 5 star hotel.
2	Hotel 02	Industry: Hospitality Sector: Service Ownership: Indian Conglomerate with international operations	General Manager (GM), HR Manager	The Conglomerate to which it belongs is a pioneer in CSR in the country. The organization too follows the conglomerates' footsteps. The brand of the hotel is a 5 star hotel.
3	Hotel 03	Industry: Hospitality Sector: Service Ownership: Indian Conglomerate with international operations	L&D Manager from another unit of the same brand; the manager is in charge of a central CSR activity - for all the Hotels of the group in Goa	The Conglomerate to which it belongs is a pioneer in CSR in the country. The organization too follows the conglomerates' footsteps. The brand of the hotel is a 5 star hotel.
4	Hotel 04	Industry: Hospitality Sector: Service Ownership: Indian Hotel Group	HR Manager, Resident Manager	The group is actively involved in CSR, and so is this unit of the hotel since its establishment.
5	Manufacturing unit 01	Industry: Chemical, B to B Sector: Manufacturing Ownership: Foreign	Non-Executive/Independent Director, Chairman of CSR Committee, Company Secretary	This is the only organization which started its CSR activity after the CSR law was enforced under the Companies Act in 2013.
6	Manufacturing unit 02	Industry: IT Sector: Manufacturing, Manufactures electronic products for businesses. Ownership: same cited in case of Organization 01 – Indian Conglomerate with international operations	HR Manager	The Conglomerate to which it belongs is a pioneer in CSR in the country. The organization too follows the conglomerates' footsteps. This unit has been doing CSR in a structured manner.
7	Manufacturing unit 03	Industry: IT Sector: Manufacturing It manufactures networking products. Ownership: Indian; recently acquired by a foreign company.	GM-Administration, Director	The organization is involved in CSR for the past 15 years. It does CSR on an ad-hoc/reactive basis.
8	Manufacturing unit 04	Industry: Automobile Sector: Manufacturing It manufactures buses. Ownership: Various; majority shares held by Indian Conglomerate same cited in case of Hotel 01.	Independent Director and CSR Committee Member, CEO & Executive Director /CSR Committee Member, Company Secretary, HR Manager	The Conglomerate to which it belongs is a pioneer in CSR in the country. The organization too follows the conglomerates' footsteps. The organization has been doing CSR since 2010 on an ad-hoc basis, but has recently streamlined its systems as per the requirement of the law.

Source: Tyagi and Mallya (2018, p. 158)

Coding and Categorizing

After several iterations, the coding and categorization process of data (interviews and documents) resulted in one hundred twenty-eight codes (128) arranged in eight categories and nine subcategories. Seven of the final codes were in-vivo codes (Tyagi & Mallya, 2018).

The focus of this paper is only on employee volunteering under the category implementing.
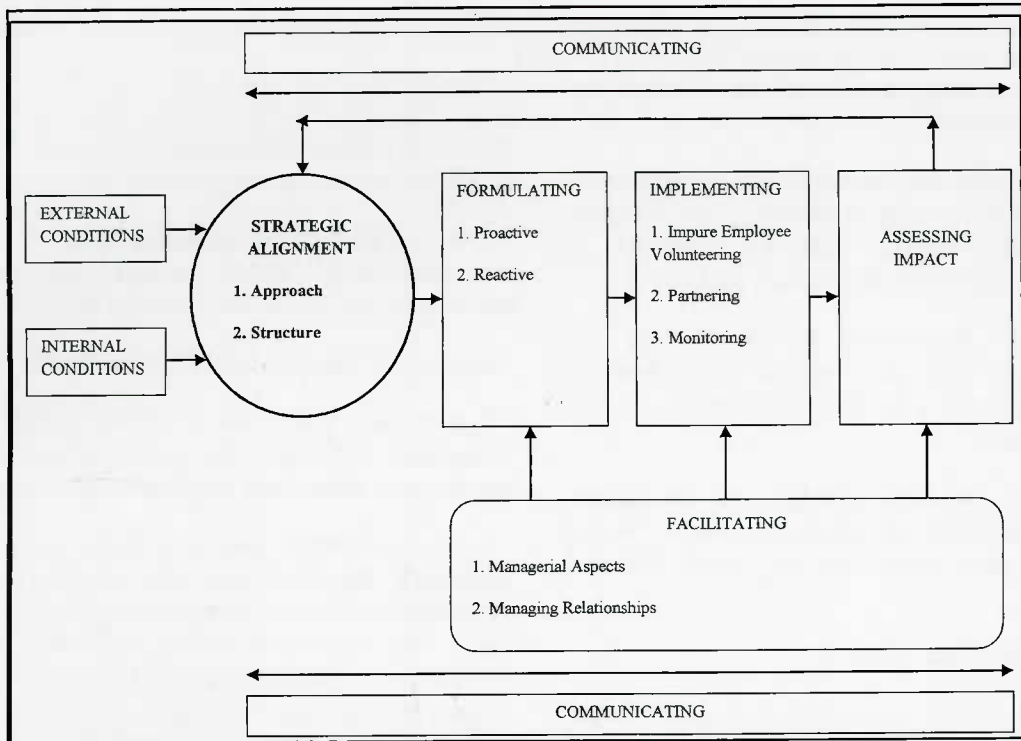
Source: Tyagi and Mallya (2018, p. 161)
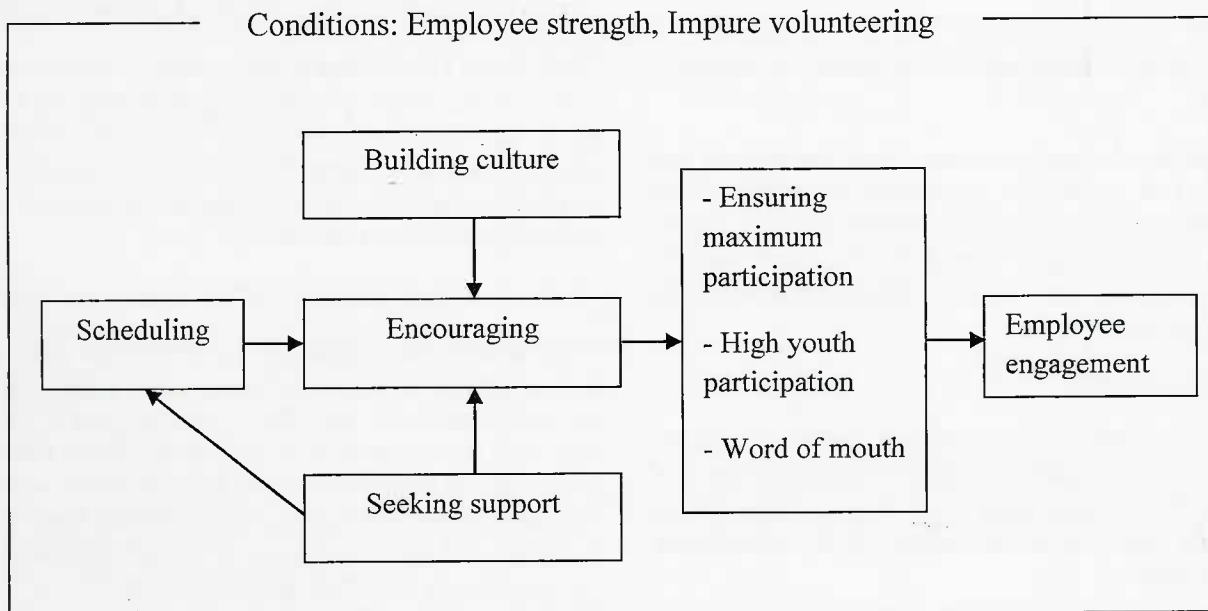
Fig. 1: Substantive Theory of Managerial Decision-Making Process in CS

Managerial Decision-Making Process in CSR: Employee Volunteering

The phenomenon of Employee Volunteering is a peculiar one and deserves special attention. The fig. below shows how the phenomenon works:

Source: Authors' compilation

Fig. 2: Managerial Decision-Making Process in Employee Volunteering

Implementing CSR requires cumulative effort. Managers either involve employees in implementing a CSR activity or outsource it to implementing agencies by way of partnering, thus facilitating the process.

Employee Volunteering in this study is defined as employees' participation in the CSR activity organized by the company. This section contains snippets from the transcripts of interviews held with the respondents mentioned above.

Managers who are responsible for formulating and implementing CSR activities are considered to be custodians of CSR. They are the ones who make CSR happen through Employee Volunteering.

"...the HR Manager, the L&D Manager and the General Manager who are the main custodians of the CSR for any organization, these three people are very much dedicated and driven.

- Assistant Finance Manager, Hotel 1

On the other hand, there are organizations that do not favour Employee Volunteering as a mode of carrying out CSR activities.

"By and large workers are all productively oriented. They have to build the buses. They cannot spend their time on CSR. It's not productivity connected."

- Independent Director & CSR Committee Member, Manufacturing unit 4 (Automobile industry).

Conditions

Employee strength determines the feasibility of employee volunteering.

"Like for example beach cleaning. Each department has to nominate five people. I'll get twenty five people. Now these twenty five people will be divided into four teams. Each team consists of four people. So the entire beach is segregated, one team work on land to this meter, another will work on...That way."

- HR Manager, Hotel 2

Managers often have to use various tactics to induce participation from employees; thus volunteering may not be actual or Pure Volunteering – it is Impure Volunteering. For activities that require specialised skills volunteering becomes obligatory.

"It should come from within. It's nothing that should, you know you should train people to say, oh you have to do this. It's from within."

- HR Manager, Hotel 1

"Volunteering, I have seen...of two types here. One is because your Head of the Department has told you, you have to do it; and one is which comes within...but if somebody has told to do a certain thing then the result is different..."

"...and it is like without soul how the body walks. It is that way...something is told to you that's why you are doing it, not because you really feel from the heart…"

- Learning & Development Manager, Hotel 1

"I personally what I do is I build up that tempo in the department. You know, like I personally get so involved and somehow looking at me people also get charged up..."

"I don't pressurize people to come. I try to get people voluntarily. But like I said many of times people are tired, exhausted and they are going on break and when I ask them, "Arey, why aren't you joining us?", they don't deny me because end of the day I am their boss...Now whether I can classify that through voluntarily or because they are, you know they feel if he is doing it I also have to do it."

"...Then many times if I don't get the required people participant...So, I put a pressure, a little and say three nominations from each section has to be there. But I don't want to name people that you have to be there, see because this is something which is voluntary. It has to come from heart, it cannot be something which is forced to be done because then the output doesn't come."

- HOD of Food & Beverage (F&B) Department, Hotel 1

"Skill based I don't have to push people. It's like an order... if you ask me I have a very young team with me. Average age group in my team would be somewhere close to 27-28 years old. So, comparatively a very young team. So, if you incorporate little fun and humour and do some activity everybody gets very pumped up..."

- HOD of Food & Beverage (F&B) Department, Hotel 1

"I think the only challenge is sometimes time in our industry...So to be able to pull them out of a busy operation, we don't want to do that also. You know people volunteer, they want to do it post their work hours, that's fine but we don't want to force them to do that, so we try and do the CSR activity while they are at work...I think that's the only challenge. Otherwise everyone is very passionate about it. No one will say that, "Oh why should I do it?", or "Why do I have to do it?" or "I have been forced to do it." It's all by volunteering."

- General Manager, Hotel 2

"...The only challenge is this - getting people to volunteer, that's all..."

- HR Manager, Manufacturing unit 2 (IT industry)

"...we have a bunch of people who has expertise in different fields, who put their means all together would have a major knowledge bank within the hotel which we all collectively can do together, pass it on to the community."

- HOD of Food & Beverage (F&B) Department, Hotel 1

"...A blood donation camp is voluntary. It's a voluntary exercise; you can't force everyone to give blood. So, it's an individual volunteering that a person does."

"...there are some programs which require a certain skill set. Like if I am making food for someone I can't go to the kitchen department and say who's going to volunteer to make food. We have to select two fellows..."

- HR Manager, Hotel 1

Under the above conditions, employee strength and impure volunteering, the processes of scheduling, building culture, seeking support, building culture take place.

Scheduling

Managers schedule CSR activities so as to ensure that the maximum number of employees can participate. Support from other managers is also sought for the same.

"First to sixth we are busy with the reports. Seventh we take as a date because everyone gets free from the work and they can participate more."

"Morning, there is sunlight and we are also busy in the hotel. So we try to do all our activities in the morning hours..."

"...If I do beach cleaning now I will not be able to do. I have so many calls, I have appointments calling me. I am not able to concentrate."

- HR Manager, Hotel 2

"We do it [repeated]. Second shift we do it. First shift is busy so in evening time we try to do that activity."

"Because then if it is busy, then the participation will be very less so when the hotel has low occupancy then we can pull out maximum people, involvement is required of other people."

- HR Manager, Hotel 4

"...because ours is a busy hotel, we are not free...we need to look at ...you know, will people be free, because it should not be half hearted, "Oh, aa jao, aa jao"(Oh! Come, come), that's not the way to do it. It has to come from within..."

- HR Manager, Hotel 1

Building Culture

Managers build the culture of CSR – the culture of volunteering - right from the induction stage.

"...We are committed for the society...CSR is a part of our culture, XX culture. It's our formal culture..."

- General Manager - Administration, Manufacturing unit 3 (IT industry)

"As an organization, when we do induction for a new employee there is a certain section, half an hour is spent on CSR slides. That is the company, we are engaging in corporate social responsibility, these are the four things we do at the corporate level, these are the five things we do at the hotel level. So belongingness comes from there only. We integrate people also in that."

- HR Manager, Hotel 2

"So we try and inculcate that right from the time when someone joins the organization. So right from our induction we tell them what the company ethos is, what we stand for as XX and as a X company and then we want to give back to the society and then there are various ways that we want to give back to the society and then we initiate our people into those activities."

- General Manager, Hotel 2

"Self-driven. It's in the culture of the organization (repeated), so much. You know, if you see any of those videos that we... and a induction is shown, a video about...what late Mr. X has done for the community, what our CMD has done for the community. So, when you see that you by default get motivated, and you know then it gets into the culture of the organization and that's why everybody in this organization is put into it."

- Resident Manager, Hotel 4

Seeking Support

Managers seek support from Department Heads or other such authority in order to ensure employee volunteering.

"HODs role is that they release the people depending upon the people available in the shift. If I ask for five people five members will come. Again F&B service is a big operation. Every four outlets are operating in the morning hours. One person from each outlet is released. That way."

- HR Manager, Hotel 2

"HODs have to support in case we are doing something during working hours."

- HR Manager, Manufacturing unit 2 (IT industry)

Encouraging

Processes of Scheduling, Building Culture, Seeking Support is done with the purpose to encourage employee to volunteer in CSR activities.

Encouraging employees to volunteer is a challenge for managers.

"...It's not a job, right. You are not getting paid anything additional for that, they are doing it purely out of the goodness of their hearts...You know you have to give them a lot of leeway because they are volunteers."

- HR Manager, Manufacturing unit 2 (IT industry)

"..You can never have hundred percent employees volunteering, because people have their own priorities but even if you can get about fifty-sixty percent I think it's very good and we have that..."

- CEO & Executive Director, & CSR Committee Member, Manufacturing unit 4 (Automobile industry)

Managers use communication to try and encourage employees to volunteer.

"See, we communicate that we are doing this. For example we have just formed a committee on that lunch. I just sent a mail out today. That these are the five people I want. "

- HR Manager, Hotel 1

"...I can't do the CSR activity alone in my office. People should know what is happening. They need to participate also...If I have to do one activity in XX, I can't be doing stuff in the morning and put it on the notice board in the afternoon...They will get the awareness also, they also get... ideas on that...Then we put it in the cafeteria for people to read out. So that's how it starts – the awareness among the people and understanding what's there."

- HR Manager, Hotel 2

"...Managers, we try to push them first, not the staff. Staff is not required at all. They will come automatically when managers will go, that is our intention..."

"...So they come individually. Lot of people they don't come, they want to come but busy with their life...It is like chain information and telling the importance."

- HR Manager, Hotel 4

"Biggest challenge would be making people understand the pros of doing a CSR activity. Now people many of the time feel, they take it as a burden that, "Why it's my break time", "Why I have to do this, I have other things to do", "Why should I come on a Sunday to do Swacch Bharat. It's my day off." Something of that sort so convincing people is the biggest challenge I think."

- HOD of Food & Beverage (F&B) Department, Hotel 1

Scheduling, Building culture, Seeking support, and Encouraging – these processes are followed to ensure maximum participation – and induce high youth participation; youth participation increases by word of mouth.

Ensuring Maximum Participation

Managers try to ensure higher participation.

"...At the yearend you will find that everyone has cleaned the beach."

- HR Manager, Hotel 2

"The other example is now getting all people involved. Like if you look at the 'Swacch Bharat Campaign' that is started for quite some time now...there are more than say fifteen, twenty people who are on the streets, they are exposed,... First it was a smaller group, now it's a larger group. So, everyone in the organization is put in that. Everyone picks up a broom, sweeps. A person who may not be sweeping at his home is now sweeping the streets, so that is another example of that shift in what CSR is."

- HR Manager, Hotel 1

High Youth Participation

"...I think in the younger generation now people are very enthusiastic about CSR so a lot of people remain active and be a part of it."

- Resident Manager, Hotel 4

"...this is a young crowd...it is basically the value that is there in what we are doing, the care that you show. So these are the parameters that drive people, that normally drive young people."

"...They believe in what they are doing. There's a lot of fun in that. You know, they want to joke around, go out, at the same time in that whole thing they are also doing some charity work."

- HR Manager, Hotel 1

Word of Mouth

"...if you look at today's youth, or look at today's generation, you would see a lot of fire in them,...there are older staff... You tell them you know, let's go, they will say, "No, we don't want to come. I don't want to, because...I prefer going home than...", you know...but here the crowd is young so if you tell them – "let's go" they'll say "chalo" (let's go); they will come first of all they'll get another two-three friends of theirs and those three will get another three and come. So, we'll have ten people coming...That's the vibe which is here."

- HR Manager, Hotel 1

Employee Engagement

The entire process of Employee volunteering eventually leads to Employee engagement

"...There is an employee association within XXX that deals not only with engagement of associates but also the CSR activities..."

"...the associate engagement stresses not so much on money but on volunteering hours. So we have budgets but more we look at volunteering hours. How much can people give of their time without expecting anything in return."

- HR Manager, Manufacturing unit 2 (IT industry)

"...my attritions will go down and people also are able to say about XX, what we are initiating..."

"...It is from long time. Every year we do it. We have taken it seriously as a part of our employee engagement activities..."

- HR Manager, Hotel 4

"...it became a little fun activity to do because all of a sudden fifty-sixty walking around like bonds in the city so it became a little fun activity. People cracking jokes, having fun time and then internally we started this competition thing that every department does once in a week. So, one week is a particular department, week two is another department, week three is third department, week four another department and in a month all those pictures get combined and it goes over to our staff notice board and you know the people passing by, you know enjoying because they like to see themselves on the notice board."

- HOD of Food & Beverage (F&B) Department, Hotel 1

DISCUSSION

Volunteering as the name suggests, originates from a person's free will. It comes from within the individual. It cannot be mandated (Wilson, 2000; Penner 2002; cited in Rodell et al., 2015; Mirvis, 2012).

But as the theory emerging from this research suggests, employees need to be encouraged to participate. They will not participate on their own unless nudged by their managers or supervisors. Managers therefore use various tactics to induce employee participation in CSR activities.

All employees do not engage in CSR, it's a heterogeneous group (Rodrigo and Arenas, 2008 cited in Slack, Corlett, & Morris, 2015).

Employees feel pressure to volunteer for CSR activities (Zappalà & Mclaren, 2004). It is perceived as a 'moral obligation' by employees (Harrison, 1995 cited in Rodell et al., 2015; Cnaan et al., 1996 cited in Bussel and Forbes, 2002). However, once they have participated in the activity, they feel good about the act (Zappalà & Mclaren, 2004). The spirit of volunteering is violated by mandating it, thus volunteering becomes an obligation (Cordingley, 2000; Quirk 1998; cited in Zappalà & Mclaren, 2004).

Hemingway (2005) cited in Slack et al. (2015) identified four typologies with respect to the employees' attitudes toward CSR arising from their values, viz. Active Corporate Social Entrepreneurs (CSEs), frustrated CSEs, conformists, and apathetics.

Along similar lines Rodrigo and Arenas (2008) cited in Slack et al. (2015) categorized employees into committed, indifferent, and dissident.

Obstacles to employee participation in CSR are usually due to (Slack et al., 2015), lack of CSR penetration in organizational life (Collier and Esteban, 2007 cited in Slack et al., 2015), weak CSR culture (Collier and Esteban, 2007; Duarte, 2010; cited in Slack et al., 2015), and poor communication (Arvidsson, 2010; Duarte, 2010; cited in Slack et al., 2015).

Employees need motivation to volunteer, to sacrifice their time and for this they need to be supported by companies through education, technology, funding, and recognition. (Collier and Esteban, 2007 cited in Srinivasan & Talib, 2016; Mirvis, 2012). However, it can be contested that employees 'sacrifice' their time because they volunteer during company time (Cavallaro, 2006; MacPhail and Bowles, 2009; cited in Rodell et al., 2015).

Employee volunteering needs managerial supervision, support, and structure to be successful (Points of Light Foundation, 2007c cited in McCallum et al., 2013).

Pajo and Lee (2011) cited in Srinivasan and Talib (2016) found in their study that employee participation can be increased by making employees perceive how important and meaningful the CSR activity is. This can be done by bringing in the relational aspect of volunteering.

Employees, both volunteers and non-volunteers, perceive Employee volunteering positively. Eventually even other colleagues (non-volunteers) start participating in EVPs. As more and more people volunteer, the volunteering culture is strengthened (Gilder et al., 2005).

Skills-Based Employee Volunteering

Employee Skills-Based Volunteering programs (ESBV) is a strategic approach toward CSR and this merger is a highly recommended one (Gyves and O'Higgins, 2008 cited in McCallum et al., 2013). A Shortage of skilled employees can adversely affect CSR activities (Kumar, Das, & Kumar, 2016).

Volunteer Demographics

In western countries volunteering in general increases with age, and employees who are married or with children tend to volunteer more (Cornwell and Warburton; DeVoe and Pfeffer; Houston; Marshall and Taniguchi; Peterson; cited in Rodell et al., 2015; Bussell & Forbes, 2002; ibid, 2003 cited in Gilder et al., 2005; Haski-Leventhal, 2012). However, findings of this study show just the opposite, younger employees participate actively in CSR activities and the volunteering tends to increase by word of mouth.

CONCLUSION

The level of employee participation depends on the strength of the employees. Further, managers have to induce participation from employees by using a variety of tactics; thus in practice it is impure volunteerism. In order to encourage maximum employee participation, managers schedule activities at a time and day when most employees are free, support from heads is also sought. The culture of CSR or volunteerism is inculcated right at the induction stage. Managers find young employees to be more active in CSR participation. They further help in increasing employee volunteering by word of mouth. Employee volunteering is integrated with employee engagement, clubbing CSR with HR practices.

CSR is integrated with employee engagement to make employees more productive. Employee volunteering is one of the best ways to involve employees in CSR eventually leading to high employee engagement. While employee volunteering is supposed to be by the free will of the employee, employees often feel CSR is an obligation, and thus feel pressurized to participate in CSR activities, resulting in impure volunteering.

The concept of impure volunteering has been captured at the micro level. A framework on the same has been developed which helps in understanding how employees can be encouraged to participate in CSR activities and how employee volunteering is linked with employee engagement.

So, EV is of two types – a) volunteering at behest (is of two types – skill based and general) and b) volunteering from within. Volunteering is impure in nature as managers have to nudge the Heads or the employees to participate.

MANAGERIAL IMPLICATIONS

- The concept of impure volunteering which has emerged from this research will help managers plan and organize CSR activities so as to induce maximum employee participation.

- Young employees are more willing to participate in CSR activities and CSR should therefore be brought into the system right at the induction stage. This helps in building a CSR culture.

SCOPE FOR FUTURE RESEARCH

Research in Western countries suggests that employees with families and older employees tend to volunteer more. But this research shows that younger employees volunteer more actively for CSR activities. This age-related phenomenon can be studied further – why this difference in volunteering between the developed and the developing world.

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