

Reflection on quantitative research papers



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Paper selection and motivation



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CORPORATE VOLUNTEERING CLIMATE: MOBILIZING EMPLOYEE PASSION FOR SOCIETAL CAUSES AND INSPIRING FUTURE CHARITABLE ACTION

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FINDING MEANING THROUGH VOLUNTEERING: WHY DO EMPLOYEES VOLUNTEER AND WHAT DOES IT MEAN FOR THEIR JOBS?

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Brief overview and theoretical lens

Rodell's 2013 study:

- Explores the connection between **individuals volunteering** and **their jobs** and provides evidence on the way the work and volunteer domains interact.
- The results from Rodell's study (2013) suggest that volunteers may be better performers.
- The study demonstrates that work experiences—specifically, **job meaningfulness—**increase **volunteering**, and that employees may rely on fulfilling volunteer activities to make up for a lack of **job meaningfulness**

TF: multiple domain literature

Rodell et al. 2017

- Explores corporate volunteering climate and its effect on volunteering.
- Concludes that it is more probable that workers will perceive a corporate volunteering atmosphere the more resources a firm spends in corporate volunteering.
- The emotional attachment of non-volunteers to their workplace and their plans to volunteer both through the company's efforts and in their own life were both impacted by the corporate volunteering climate.
- Corporate volunteering climate improves volunteering rates.

TF: work climate literature and work-nonwork literature.

Measures/variables

Rodell 2013

Study 1

Volunteering
Wanderlust
Voracity
Job meaningfulness

- ALSO: **control variables** correlated to volunteering (based on previous studies).
Prosocial identity, age and gender.

Study 2

Participant measures

Volunteering
Volunteering meaningfulness
Job interference
Job absorption

+ control variables

Co-worker measures

Job meaningfulness
Job performance
Opportunity to observe performance

Job interference. Job interference was measured with a five-item scale adapted from Netemeyer et al.'s (1996) family-work conflict measure. Sample items include "The demands of volunteering interfere with work-related activities" and "I have to put off doing things at work because of time demands from my volunteer activities";

Rodell et al. 2017

Company-provided resources
Employee belief in the cause
Corporate volunteering climate
Collective pride
Affective commitment (*strong sense of belonging*)
Corporate volunteering intentions
Personal volunteering intentions

- ALSO: **control variables** related to prosocial nature:
 - Individual level: **prosocial identity**
 - Org level: **prosocial climate**

Personal volunteering intentions. Similarly, personal volunteering intentions were assessed with an adapted version of Rodell's (2013) five-item measure of employee volunteering. Following the prompt, "Next year, outside of my company's volunteering programs, I intend to. . .," example items included "give my time to help a volunteer group" and "engage in activities to support a volunteer group"

Hypotheses

2013 paper:

Study 1:

Hypothesis 1. Job meaningfulness has a negative indirect effect on volunteering through wanderlust.

Hypothesis 2. Job meaningfulness has a positive indirect effect on volunteering through voracity.

Study 2:

Hypothesis 3. Volunteering meaningfulness is positively related to volunteering when job meaningfulness is controlled.

Hypothesis 4. Job meaningfulness is positively related to volunteering when volunteering meaningfulness is controlled.

Hypothesis 5. The relationship between volunteering meaningfulness and volunteering is moderated by job meaningfulness: The relationship is more positive when job meaningfulness is low than when job meaningfulness is high.

Hypothesis 6. Volunteering has a negative indirect relationship with job performance—that is, a negative indirect effect on task performance and citizenship behavior, and a positive indirect effect on counterproductive behavior—**through job interference**.

Hypothesis 7. Volunteering has a positive indirect relationship with job performance—that is, a positive indirect effect on task performance and citizenship behavior, and a negative indirect effect on counterproductive behavior—through job absorption.

2017 study:

Hypothesis 1. Company-provided resources will be positively related to a corporate volunteering climate.

Hypothesis 2. Employee belief in the cause will be positively related to a corporate volunteering climate.

Hypothesis 3a. A corporate volunteering climate will exhibit a positive indirect relationship with affective commitment through collective pride.

Hypothesis 3b. The indirect relationship between a corporate volunteering climate and affective commitment will exist for both volunteers and non-volunteers within the corporate volunteering program.

Hypothesis 4a. A corporate volunteering climate will exhibit a positive indirect relationship with corporate volunteering intentions through collective pride.

Hypothesis 4b. The indirect relationship between a corporate volunteering climate and corporate volunteering intentions will exist for both volunteers and non-volunteers within the corporate volunteering program.

Hypothesis 5a. A corporate volunteering climate will exhibit a positive indirect relationship with personal volunteering intentions through collective pride.

Hypothesis 5b. The indirect relationship between a corporate volunteering climate and personal volunteering intentions will exist for both volunteers and non-volunteers within the corporate volunteering program.

Data collection and methods (Rodell, 2013)

Study 1

Data collection: two surveys administered with temporal separation to combat method bias. 232 individuals registered for the study of those 208 completed the 2nd survey (response rate of 89.7%).

Survey participants: employed students from introductory business courses in universities in the US Southeast.

Method of analysis: RMediation, a method of testing mediation. Variables were defined, a scale developed by the author and the hypotheses were tested with structural equation modeling (in LISREL version 8.80).

Study 2

Data collection and approach: collected survey data from company employees and contact information on co-workers. Respondents were asked to (a) complete a survey and (b) provide names and e-mail addresses for two coworkers to complete a survey on their behalf. Of the 300 participants approached, the final sample size comprised 172 employed volunteers (final response rate of 57.3%).

Survey participants: volunteers of local volunteer organizations, the United Way and the Junior League, from one county in the southeastern United States.

Method of analysis: The data were analyzed with structural equation modeling (in LISREL version 8.80). Moderation testing

Data collection and methods (Rodell et al., 2017)

Data collection:

three surveys conducted. One to company representatives (58 surveys completed - 50 used). The other two surveys were administered with temporal separation to the employees of companies (1st survey was completed by 445 individuals and the 2nd by 225) final sample included responses from 229 employees.

Survey participants:

companies' representatives and employees affiliated with the United Way Worldwide NGO.

Method of analysis:

Multilevel structural equation modeling in MPlus, which adopts a FIML (full information maximum likelihood) approach. Testing moderated indirect effects.

Structural equation modeling (SEM) - statistical technique to test and estimate relationships between variables. It is a multivariate method that allows researchers to simultaneously analyze multiple interrelated variables and to test complex hypotheses about relationships between variables. SEM combines factor analysis and multiple regression analysis, and allows researchers to account for measurement error and unobserved variables in their models. (AIDef)

Findings (presentation)

The authors employ visualizations and tables showcasing correlations, descriptive statistics and indirect effects between variables. Examples:

2013

| TABLE 1 Study 1: Means, Standard Deviations, and Zero-Order Correlations ^a | | | | | | | | |
|--|-------|------|------|------|-------|------|------|-----|
| Variable | Mean | s.d. | 1 | 2 | 3 | 4 | 5 | 6 |
| Job meaningfulness | 3.49 | 0.92 | .93 | | | | | |
| Wanderlust | 2.68 | 0.91 | -.09 | .93 | | | | |
| Voracity | 2.69 | 0.93 | .17* | .49* | .97 | | | |
| Volunteering | 3.10 | 0.86 | .23* | .26* | .31* | .96 | | |
| Prosocial identity | 4.04 | 0.55 | .18* | .08 | .08 | .34* | .74 | |
| Age | 24.54 | 7.03 | .17* | -.20 | -.29* | -.03 | .04 | |
| Gender | 1.45 | 0.50 | .11 | .04 | -.01 | .02 | .18* | .06 |

^a n = 208. Coefficient alphas are on the diagonal.
* p < .05

| TABLE 2 Study 1: Structural Equation Results ^a | | | |
|--|------------|----------|--------------|
| Independent Variable | Wanderlust | Voracity | Volunteering |
| Job meaningfulness | -.10 | .19* | .16* |
| Wanderlust | | | .17* |
| Voracity | | | .19* |
| Prosocial identity | | | .34* |
| Age | | | .02* |
| Gender | | | -.06* |
| R ² | .01 | .04* | .23* |

^a n = 208.
* p < .05

2017

| TABLE 1 | | | | | | | | | | | |
|---|------|-----|------|------|------|---|------|-------|-------|-----|------|
| Correlations and Descriptive Statistics | | | | | | | | | | | |
| | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| <i>Individual-Level Variables^a</i> | | | | | | | | | | | |
| 1. Affective Commitment | 3.76 | .80 | | | | | | | | | |
| 2. Corporate Volunteering Intentions | 3.39 | .87 | .15* | | | | | | | | |
| 3. Personal Volunteering Intentions | 3.78 | .84 | .07 | .52* | | | | | | | |
| 4. Prosocial Identity | 4.15 | .54 | .15* | .28* | .27* | | | | | | |
| <i>Organizational-Level Variables^b</i> | | | | | | | | | | | |
| 5. Company-Provided Resources | 4.13 | .56 | — | — | — | — | | | | | |
| 6. Aggregate Belief in the Cause | 4.51 | .28 | — | — | — | — | -.03 | | | | |
| 7. Corporate Volunteering Climate | 3.81 | .38 | — | — | — | — | -.21 | -.34* | | | |
| 8. Collective Pride | 3.53 | .49 | — | — | — | — | -.09 | -.02 | -.19 | | |
| 9. Prosocial Climate | 4.14 | .31 | — | — | — | — | -.11 | -.23 | -.34* | .25 | |
| 10. Corporate Volunteering Climate Strength | 0.75 | .36 | — | — | — | — | -.12 | -.35 | -.25 | .05 | -.14 |

^a N = 229.
^b N = 50.
* p < .05

^a N = 229.

^b N = 50.

* p < .05.

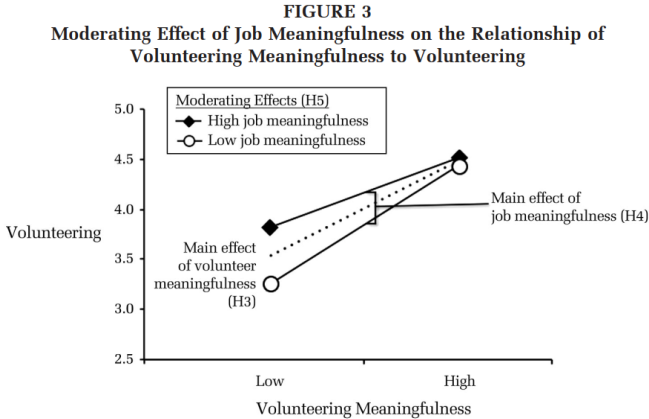
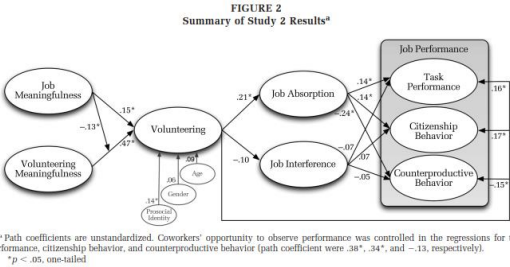


FIGURE 2
Summary of Study Results^a

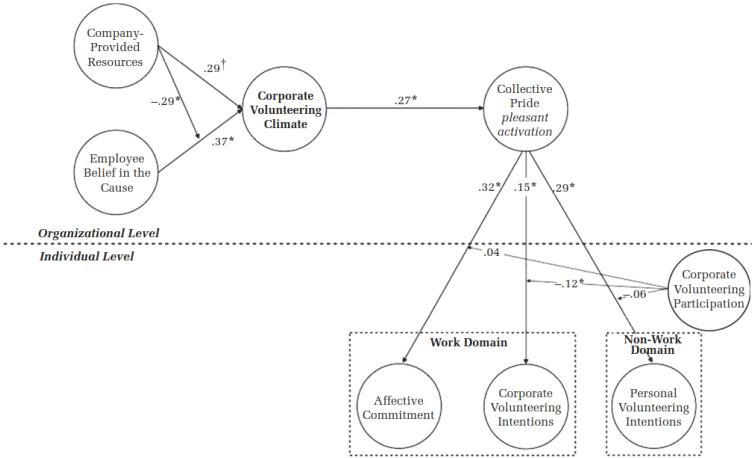


FIGURE 3
Conditional Indirect Effects of Corporate Volunteering Climate through Collective Pride

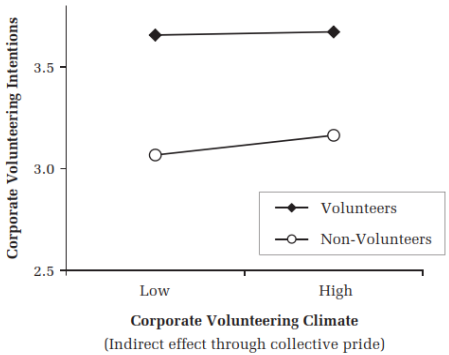
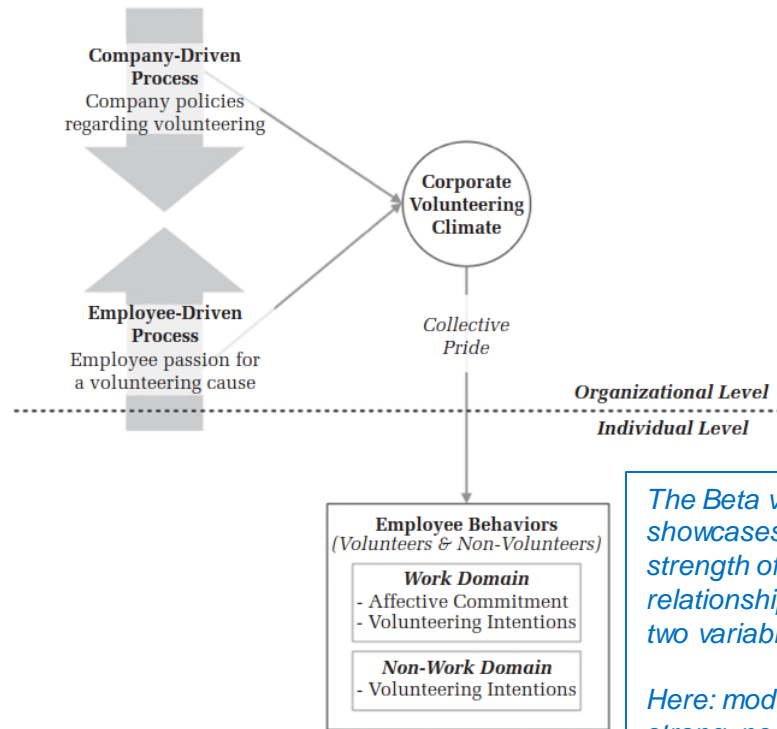


FIGURE 1
Conceptual Model of Corporate Volunteering Climate



The Beta value showcases the strength of the relationship btw the two variables.

Here: moderately strong, negative and statistically significant relationship ($p = 0.02$)

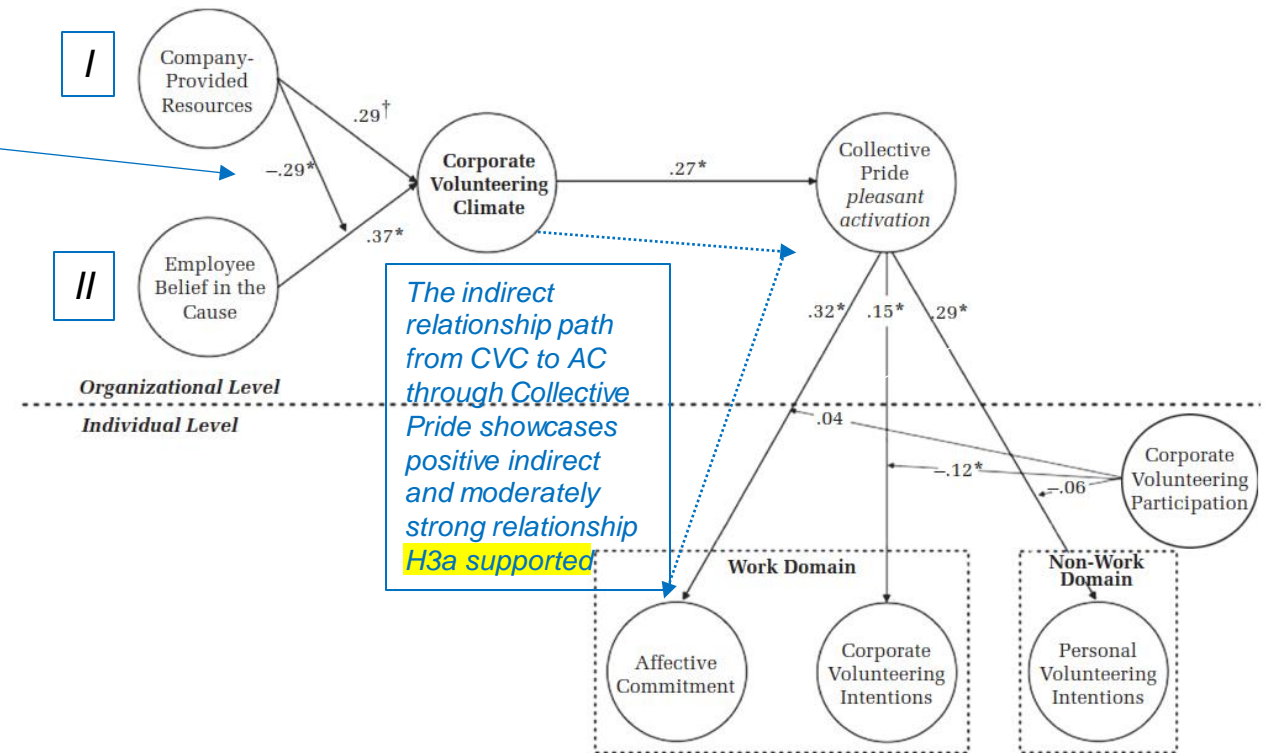
Example/interpretation:

Company provided resources affect Corporate V.C. (H1 supported)

Employee belief in the cause also affect CVC (H2 supported)

Observing moderating effects of "collective pride" or "current corporate volunteering participation", etc.

Summary of Study Results^a



The indirect relationship path from CVC to AC through Collective Pride showcases positive indirect and moderately strong relationship H3a supported

Contributions

Rodell 2013

Through the studies the author contributed to **multidomain and volunteering literature**, for instance supporting response to questions such as:

- 'how do individuals' work experiences, such as meaningfulness, impact volunteering?

OR

- 'how does their volunteering impact work-related outcomes?' (p.1288).

The author extends theory on volunteering and multidomain (work-volunteering).

ALSO:

Contribute with a preliminary suggestion and validity of a volunteering scale to measure volunteering (p.1289).

Rodell et al., 2017

The author's goals were to look at the **organizational factors** that encourage corporate volunteering and then to look at how **corporate volunteering climate** affects employee behavior both within and outside of the workplace.

- corporate volunteering climate improves volunteering rates
- employees in companies with higher volunteering climates had higher intentions to volunteer.

Top-down process and a bottom-up process: effective mechanisms for fostering a volunteering climate.

And other key concepts **adding to conversations on volunteerism:**

- Corporate volunteering as a group-level view (VS individual view)
- Distinction between personal and corporate volunteering

Other reflections

- Variables
- Relationships, mediation, cause-effect
- Generalizability
- Positivistic approach (one truth) - can be replicated, can be generalized, etc.
- Bias reduction
- Distant/formal - cold/calculating

2013

STUDY 2: METHOD

Participants and Procedures

Participants volunteered through two local umbrella volunteer organizations, the United Way and the Junior League, from one county in the southeastern United States. In particular, they volunteered for organizations such as Meals on Wheels, the Humane Society, Boys and Girls Club, the American Cancer Society, March of Dimes, and Habitat for Humanity—as well as for other volunteer activities, such as one-time events (e.g., Relay for Life, United Way's Day of Caring, and Race for the Cure). On average, participants were 43 years old (s.d. = 11.91 years), and 72.7 percent were female. In regard to their jobs, participants worked an average of 45.21 hours a week (s.d. = 8.36) and had an average tenure of 9.10 years (s.d. = 9.14).

At one of the volunteer organizations' regular

2017

around the world (United Way Worldwide, 2017). The participating companies collaborate with United Way Worldwide as part of their corporate volunteering programs. Each of the recruited companies has their own form of a corporate volunteering program, which vary widely in structure, through which their employees volunteer for organizations such as Meals on Wheels, the Humane Society, Boys & Girls Clubs of America, the American Cancer Society, March of Dimes, and Habitat for Humanity, as well as other volunteer activities such as one-time events (e.g., Relay For Life, United Way's Day of Caring, and Susan G. Komen Race for the Cure). Each United Way Worldwide affiliate designates an employee—a United Way liaison—to manage its

grams, the impact of this relationship could be momentous. As noted at the beginning of this paper, volunteers represent a significant (and free!) resource that can be used to address societal issues. Over the past 13 years, the volunteering work un-

Thank you!



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