

*Majors: HRM  
No. 03*

*“Study of precursors and effects of volunteering activities at workplace  
in mobile telecom industry of Pakistan”*



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Fall-2020**

**FINAL PROJECT/THESIS APPROVAL SHEET**

**Viva-Voce Examination**

Viva Date 17/02/2021

**Topic of Research:** "Study of precursors and effects of volunteering activities at workplace in mobile telecom industry of Pakistan"

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## **Abstract**

**Purpose** – The purpose of this research is to investigate the precursors and outcomes of volunteering by choosing mobile telecom sector of Pakistan. Work decision autonomy & work method autonomy and personality traits (five-factor personality) are chosen as the precursors and job performance as an effects of volunteering activities. Organizational support has been used as a moderating variable between precursors and outcome of volunteering.

**Methodology** – Data was collected through a structured questionnaire from 340 employees of mobile telecom sector of Pakistan. Quantitative study is done based on primary data and Statistical analysis was done in SPSS.

**Findings** - The finding of our study showed that there is positive and significant relationship between antecedents and outcome of individual's volunteering at workplace. The study is unique in perspectives that it measured individual's autonomy in working decisions and working methods as antecedents of individual volunteering. The findings of our study also showed that organizational support has significant influence for initiating volunteering activities at workplace.

**Practical implications** - Our findings have practical implications for initiating volunteering cause at workplace, and to increase employees' potential for developing social image of the organizations.

**Keywords:** Precursors of volunteering, effects of volunteering, work autonomy, job design, big five traits, personality traits, work method autonomy, work decision autonomy, extraversion, conscientiousness, neuroticism, open to experience, agreeableness, employees volunteering, corporate volunteering

### **Acknowledgements**

First and Supreme power is **Allah** the most beneficent Who provided me the power and knowledge to complete my task successfully.

I would like to appreciate cooperation and guidance of my supervisor **Dr. Harris Laeeque** in undertaking this research. Months that I have spent on my thesis have taught me a lot and have given me the knowledge that will help me in the future. I am also thankful to my institute, **Bahria University, ISB** that gave me the opportunity to apply my skills and invest my time in such a productive research.

In addition, I would also like to thank my family who encouraged me and tolerated my mood swings throughout my research work. I am also grateful to my friends and lecturers who have always encouraged me to work hard towards my goals.

Maheen Ahmed

*To my beloved parents  
Muzafar Ahmed & Shahida Muzafar...*

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## Chapter 1: Introduction

### 1.1 Background

Volunteering has always remained a part of center of attention in different disciplines (Leventhal, D. & C., 2011). It is considered as a unique behavior as compared to others such as spontaneous helping or the behavior based on situations (Snyder & Omoto, 2008; Wilson, 2000). Volunteers are firefighters for the society and play important role in society. They provide meals to homeless people, give health services to the poor people, and ensure safety and cleanliness for the needy people.

According to the Wilson & Musick, (1997) volunteering can be explained as " work which is unpaid and provided to the people who have no obligations in return of this work. Or it is an arranged (proactive) movement rather than an unconstrained (responsive) demonstration of making a difference. (Rodell, 2013, Clary and Synder, 1999). Similarly, multiple definitions of volunteering focus on activities being unpaid, free will, and of benefit to others (United Nations Volunteers, 2018; Rodell et al., 2017; Rodell, 2015; Grant, 2012; Wilson, 2012; Hartigan, 1999).

Precursors of volunteering can be defined as the motives and aspects which leads to volunteering behavior of individuals (Snyder & Omoto, 2008; Wilson, 2012). There can be different nature of precursors when relating with concepts like decision making power, engagement, demography, altruism, and organizational work.

Tily (1994) stated that there are four different regions of work i.e., work of labor market, informal sector, household labor, volunteer work. Parker (1997) defined volunteering work by means of four types of volunteering i.e. "(I) Altruistic volunteering as giving of time and effort to help others, (II) Market volunteering as giving but expecting something in return, (III)Cause serving volunteering as promoting a cause in which one believes, and (IV) Leisure volunteering as seeking a leisure experience".

Volunteering on individual level is different than the other type of helping behaviors. Helping things are not voluntary and conscious and this behavior is often activated by involuntary affective components, while the volunteering actions are conscious and started with elaborate concerns (Aydinli et al., 2013). That means that helping activities can have some personal motives while volunteering requires motivations that are motivated by other-serving goal. Also,



Rodell (2015), differentiated volunteering from other helping behaviors and social activities in three aspects. First, time aid is also added with financial assistance. Second, volunteering activities are planned ones and last, it takes place in some volunteer programs by groups or organization.

Volunteering plays big role in the society for peace, development and supports towards a stabilized economy. According to key findings of United Nations Volunteers report (2018), volunteering enables collective strategies for managing risks, produce opportunities for communities to self-organize and to form connections with others, boost and diminish community resilience under different conditions, significant for vulnerable and marginalized groups, establish manners in which external actors engage with local volunteerism matters, transform volunteering from a coping mechanism to a strategic resources for community resilience and enabling environment for volunteerism strengthens community resilience. Furthermore, volunteering is a universal behavior that helps in connecting desire of individuals to connect them with change rather than experiencing development passively.

Individual volunteering at workplace is considered as an important component of attracting and sustaining employees with roadmaps of company performance. In the current era, 90% of top companies of the world have volunteer programs arranged for employees (Rodell, 2013). These programs provide opportunities for organizations to deliver demand of stakeholders and provide contribution in the society development through these opportunities for workers (Clarke & Bucher, 2006).

Pew Research Center (2016) stated that currently millennial occupy 54% space of workforce around the world, that demand opportunities for creating positive impacts along with career development. The 2015 Millennial Impact Report indicates that employees are choose being part of corporation volunteer task rather than charitable to a cause. The UN Volunteers report (2018) estimated that volunteer workforce both formal and informal are around 109M FTEs globally. 70% of these workers have come through informal volunteering while others have come through formal like through different non-profit organizations. In the context of organizations, volunteering of employees is an important tool for providing aid, and care to the social cause towards the society and its development. It initiates a social movement and collective effort aimed at addressing a broader social change (Rodell, 2017). Research on volunteering has

diversified range of topics i.e. organizational behavior (Grant, 2012), psychology (clary et al., 1998), sociology, marketing, corporate governance, and nonprofit management (Schilling, 2013). Volunteering at workplace is advantageous to both personnel and associations. It makes available opportunities for persons to advance skills, improving self-esteem and ultimate enactment (Caligiuri et al., 2010).

Trends of supporting employees volunteering at workplace or accommodating volunteering activities during working hours or own time is deliberately increased, especially in Europe and United States (Anne et al., 2013). When organizations support individual volunteering by time-based support, modified schedules, and through resources then employees volunteer almost 45% time more than the previous one per year (Grant, 2012; Booth et al.,2009).

Cycyota et al., (2016) gave reference of individuals who volunteered at organization as a part of CSR activity, which enhanced the satisfaction and retention of employees and organizational image. It all starts from interaction of employees, proceeds with the awareness of social cause and information, and then interpretation and management of those actions into meaningful structures. These volunteer program within organizations reflects organizational evaluation towards social responsibility, thus acts as company's metric for social responsibility (Waddock & Graves, 1994).

The present business condition urges organizations to be fiscally dependable, as well as socially mindful to display empathy and care for people who are outside the boundaries of their company (Rodell, 2017). For accomplishing this objective, Organizations need to execute volunteering programs", and they can execute it either formally or informally and methods made to facilitate individual volunteering at the workplace (Li et al., 2013; Rodell, 2013). According to an estimate, 60% of organizations in the Unified States have formal volunteering programs, and roughly 90% of organizations have found a way to empower and support employees volunteering (Basil et al., 2011).

In recent era, research on individual/employee volunteering has noticeably increased, particularly with context of workplace characteristics and psychology outlets (e.g., Rodell, 2017, 2015 & 2013; Musick & Wilson, 2007; Grant, 2012). Their work has significantly proved that employees volunteering is beneficial for both organizations and individuals. However, earlier definitions of volunteering explained the altruistic intentions of volunteers i.e. (Wilson, 2000 & Penner, 2002).

In these works, researchers have revealed that volunteering can be done by the motivated employees who are motivated from different factors such as morals to mingle with others and help them in getting out from troubles (Clary et al., 1999). This can be rational approach as motivations may encompass to oversee imitations with the supervisor (Booth et al., 2009). Thus, the definition of employee volunteering is consistent with Rodell (2015) by following the approach of organizational behavior and motives behind volunteering behavior at workplace and defined as, “Employed individuals giving time during a planned activity for an external nonprofit or charitable group or organization”. The definition has been built by adopting three most core definitional outcomes of theorizing volunteering (e.g., clary et al., 1999; Penner, 2002; Wilson, 200). Scholarly research on employees volunteering is a new concept and begun to flourish (e.g., Rodell, 2017, 2015 & 2013; Brockner, Senior, & Welch, 2014; Grant, 2012). Majority of their work explore the individual experience with volunteering. However, there is a little level research has discussed the antecedent of individual volunteering at workplace and their outcome (Rodell, 2017).

Furthermore, with the help of literature review, we have observed that much of research on volunteering has discussed the cases from Europe, but a very little research describes the phenomena of volunteering from taking case studies of developing countries (Butt et al., 2015). But now a days, Organizations in developing countries are adopting all the modern trends of management practices and strategies needs to sustain employee’s retention and their motivation level. Particularly in case of Pakistan. Most of Public and global organization in Pakistan are practicing corporate social responsibility (CSR) and motivate their employees towards CSR roles i.e. Nestle Pakistan, Oil and Gas Sector firms, Petroleum Sector firms, Textile Sectors organizations and most importantly Mobile Telecom sector organizations (Yunis, Durrani, & Khan, 2017). But we have found Mobile Telecom sector most actively prominent in CSR by having employees volunteering programs for their employees (Hameed, 2018).

Mobile Telecom industry of Pakistan is comprised of four majors i.e., Mobilink, Telenor, Ufone and ZONG. These all are operating on the national level and head offices are in Islamabad, Pakistan. Telenor has head office, which is in Gulberg Greens, Islamabad. Ufone has its own tower, which is situated in Blue area, Islamabad. ZONG has head office in Chak Shahzad while Mobilink has office in F-8 Markaz, Islamabad. It is considered as the one of the best sectors for

revenue generation in Pakistan. These companies are providing communication services, content, and high quality of voice service along the 4G (4th generation) internet service providers.

Mobile Telecom companies are working under the licensing and monitoring authority of PTA (Pakistan Telecommunication Authority) and follow the financial reporting standards for their financial disclosure.

The reason for choosing this sector is that all four firms i.e. Ufone, Mobilink, Telenor and Zong have implanted employees volunteering programs for fulfilling their corporate social responsibility role (CSR) towards society as shown in Table (1)

**Table 1**

<b>Organization</b>	<b>Volunteering Program</b>	<b>Volunteering Functioning Sector</b>
Mobilink/Warid	<i>Jazz Torchbearers</i>	Community Welfare work, recycling initiatives, Tree plantation, blood drives, Jazz Payroll contributions
Ufone	<i>Rizq</i>	Kindness and strengthen Humanity
Telenor	<i>Telenor Hum Qadam</i>	Disability Awareness, Education, Health and Environment
ZONG	<i>A New Hope</i>	Environment, Education, Disaster Relief

### **1.2 Problem Statement**

There are very few studies which have been addressed to analyze the precursors of individual volunteering at workplace and its effect. Moreover, from detailed literature review, we have observed that the phenomenon of individual volunteering at workplace is flourishing and now a huge number of organizations have already initiated employee’s volunteer programs. In case of Pakistan at corporate level, Particularly, Mobile Telecom organizations of Pakistan are running employees volunteer programs (See Table 1).

Despite expanding enthusiasm for the subject of volunteering for organizational researchers, the nature of the connection among volunteering and the workplace stays indistinct. Thus, the current research is aimed to find precursors of individual volunteering (IV) at workplace and its effect on job performance by taking Pakistan Telecom sector as case study.

### **1.3 Research Questions**

This research will be focused on following questions:

- What are the precursors of Individual Volunteering at Workplace?
- What is the effect of individual volunteering practices on job performance?
- Do company level factors moderate the relationship between precursors of volunteering and individual level factors?

### **1.4 Research Objectives**

This study contains the following objectives:

- To identify the precursors of Individual Volunteering at workplace in Mobile Telecom sector
- To assess the relationship between Individual volunteering and job performance
- To understand the moderating role of Company level factors in effecting Individual volunteering

### **1.5 Significance of the Study**

This novelistic research shall provide an insight of inter-relationship between individual volunteering and performance outcomes. The results of our study will be highly effective for organizations which have mission of social development in their vision and striving for humanity programs and CSR Programs. Findings of precursors of volunteering at workplace will provide organizations authentic precursors for promoting concept of individual volunteering into their employees.

This study is also a value addition in the existing literature of volunteering and a first effort to study the precursor and effects of volunteering roles of employees in corporate sector of Pakistan, taking mobile telecom sector as a target industry. Thus academically, it will provide basis for further future research regarding volunteering in Pakistan and commercially it will provide directions of organizations to initiate volunteering programs in Pakistan.

## **Chapter 2: Theoretical Background and Hypothesis Development**

### **2.1 Review of literature**

Literature review of the study and overview the precursors of individual volunteering are briefly discussed below.

The history of volunteering is as old as human, but academically, the subject gains the attention of research scholars in the late 19th century (Willson, 1982 & 2000; Kleer, 1995; Thompson, 1997; Willson & Musick, 1997; Campbell, 2010; Hartigan, 1999). By delivering his Speech to the society of Alcoholism (1982), Willson defined volunteering as an opportunity for volunteer to be “Self-Actualized” a term developed by Abraham Maslow in this theory of hierarchy of needs (Willson, 1982). A “Volunteer” is defined as someone who adds time to serve others with no expectancy of compensation or other factual advantages to himself (Musick & Willson, 1999). Volunteers in the organization are social capital who feature trust, values, and system to increase the efficiency of the society through providing activities (Putnam, 1995). Based on the previous definition and research, a comprehensive definition of volunteering has been developed by Rodell (2015). He defined volunteering as the activity of the organization to which time and skill is given and those organizations can be non-profit, or charity based. It has three major components: time or skill activation or through passive support like monetary aids. Second, planned activity which is proactive and third occurrence in the contact of volunteering organizations.

Because of the involvement of time and skills, individual volunteering programs at workplace are considered as most important part of corporate social responsibility (CSR) than philanthropic contributions (Qulech et al., 2009). S.& L. (2005) found in survey (2005) of Deloitte’s employees that employees who are socially responsible prefer to work for volunteering programs of organizations. As such, stakeholders, policy makers and recruiters are considering volunteering programs strategically significant in developing employee’s retention plans and recruitment strategies (Bussell & Forbes, 2008).

Volunteering on individual level is different than the other type of helping behaviors. Helping things are not voluntary and conscious and this behavior is often activated by involuntary affective components, while the volunteering actions are conscious and started with elaborate concerns (Aydinli et al., 2013). That means that helping activities can have some personal

motives while volunteering requires motivations that are motivated by other-serving goal. Also, Rodell (2015), differentiated volunteering from other helping behaviors and social activities in three aspects. First, time aid is also added with financial assistance. Second, volunteering activities are planned ones and last, it takes place in some volunteer programs by groups or organization.

Previous research on volunteering has the addressed the motives behind volunteering initiatives by individuals towards community services (Wilson & Musick, 1997; Lee, Brudeny, 2015). By adopting various perspective of volunteering as a unique domain in life, which is referred to a definite are of activities. it refers to the actions that helps in growth of individuals, who differentiate it from other achievements (Grube, & Callero, 2002). In the previous research, majority of scholars mentioned motives for volunteering in the sense of “meaningfulness”. (Clary et al., 1999). Finding meaning in support of volunteering activities can be a source of definition (e.g., Hackman & Oldham, 1980; Rosso, Dekas, & Wrzesniewski, 2010). Individual volunteering at workplace is considered as an important component of attracting and sustaining employees with roadmaps of company performance. In the current era, 90% of top companies of the world have volunteer programs arranged for employees (Rodell, 2013). These programs provide opportunities for organizations to deliver demand of stakeholders and provide contribution in the society development through these opportunities for workers (Clarke & Bucher, 2006).

Literature of volunteers continued to be subjected by research of demographic and values. The volunteer labor market is segmented by the nature of work and is potentially very important (Musick & Willson, 2007). Thus, to develop more systematic basis of volunteering work, Salamon and Anheier (1996) classified volunteering into twelve activity fields which are *culture, Education, Health and social services, Environment, Development, Civic and Advocacy, Philanthropy, International, Religious, Business and Professional, and Unions*. Functional approach on volunteering describes personal and social motives for performing volunteering activities, whereas personal motives indicate different peoples engage on same volunteering activity with diverse motives and psychological needs (Katz, 1960). The most important analysis on motives for volunteering is the development of volunteering function inventory (VFI) by Synder and Clary (1999) that shows six personal and social motives for *volunteering i.e., Values,*

*Understanding, and Career, Social Concerns and Protective concerns* Expression of values on the belief of the definition of volunteering are basically the values of function. Understanding can be referred as the learning of new things and exercise the skills and abilities. Career function is basically motive that are related to gain experience which is related to career experience.

The social function reveals drives concerning the relationships with others whereas, Protective function describe ego, and the motivation which protects individual from state of mind. There is also a debate in scholars that accept these six motivations (VFI) for volunteering, other motives are also important. For example, self-interest, Obligation, and altruism, known as three factor analysis (Hwang et al, 2005). The “altruism” drive to desire for helping others or to initiate a cause (Chappell., 1999). Frisch and Gerrard (1981) states that there are only two motivations for volunteering i.e., Selfish and Altruistic motives. Selfish motives are the self- oriented motives for volunteering e.g., for social reasons or to meet with new peoples. Individual volunteering at workplace is considered as an important component of attracting and sustaining employees with roadmaps of company performance. In the current era, 90% of top companies of the world have volunteer programs arranged for employees (Rodell, 2013). These programs provide opportunities for organizations to deliver demand of stakeholders and provide contribution in the society development through these opportunities for workers (Clarke & Bucher, 2006).

Batson’s four motive theory (2002) distinguish four classes of motives for involvement in volunteering work i.e., Egoism (Increase own welfare i.e., well-being, social recognition, praise and avoiding guilt’s), Altruism (Increase welfare of others i.e., empathy and compassion), Collectivism (Increase welfare of groups i.e., Humanity Cause), Principlism (Motivation is to uphold some moral principle). Political scientists define motives of volunteering as having an interest in “issues that animate political participation” because they center principally on volunteer work proposed to have emotional impact on government (Burns et al. 2001). In political science, volunteers are said to be “motivated by a concern for” a particular subject and it is like the idea of “Principlism, that mobilize volunteers to work for cause by following ideology. By explaining sociological perspectives of volunteering, Daniels (1988) identify other motives for volunteering rather than psychological i.e., Skepticism (Phenomena refers to social behaviors). This is further illustrated in Wuthnow’s (1995) analysis of teenage volunteers where young peoples had given reasons to career development and meaningfulness.



Volunteering at workplace is bound to organizational initiatives within corporations in order to a form of social movement or perform social corporate responsibility (Rodell et al., 2017). Organizations initiate these activities through enabling their employees for allowing volunteering activities or through formation of employees volunteering programs (Pajo & Lee, 2011). These activities are depending on employees' decision to volunteer their volunteering passion and determination as well (Rodell et al., 2015). A combination of elements effect workers' choices to volunteer, as well as their volunteering strength and perseverance. These elements can be demographic characteristics and personality traits i.e., characteristics of the job design and environment of work, managerial level arrangements and strategies concerning volunteering. Research on volunteering activities of employees has been discussed with different combination of employee motivation and effects to the company level programs (Booth et al., 2009; Grant, 2012; Rodell et al; 2015). The several theoretical differences in describing volunteering have revealed diverse methods to assessing the occurrence. For example, mostly common demographic antecedent for employee volunteering are age, gender, education, and family status (Peterson, 2004; Musick & Willson, 2007).

(Peloza et al, 2009) stated motives of self-orientation are more effective for employees volunteering at workplace. These motives are the combination of advancement of career, social interaction, and learning. Their study found that volunteering at workplace has mutual effect for both i.e., employees and employers. Furthermore, employees may volunteer because to develop their reputation. Pajo et al., (2011) discovered that factors of the volunteering revel have been rather noticeable for the thirty-two supervisory company volunteers. Author discovered that the employees placed slight weight on non-public or managerial welfares. Currently researchers have emphasized capability for societal and circumstantial factors of work to support opinions of undertaking consequence and significance (Parker et al., 2009). Specifically, Grant (2007) has discussed relation task architecture (composed of possibilities that are given to the aid of activities roles which affect beneficiaries and probabilities for the interaction with beneficiaries) and will possibly impact on motivation of workers and will make a difference in their performance. He has also argued that jobs which affect the beneficiary wellbeing will increase recognition of personnel capabilities that will affect the moves and perception of meaningfulness. Similarly, roles that are involved and interlinked with recipients are ideas to

beautify personnel's focus and affect the movements of others. Likewise, it can also construct commitment more effectively to the institution of recipient.

Constructing effective dedication and improving perceptions of activity effect will, in flip, strengthen worker motivation to make a prosaically distinction and could increase worker attempt, persistence and assisting conduct. Assistance for the premises that are imperative has also been emerged the selection of studies. From the organizational perspective, motives may offer a more valuable foundation for engaging and dealing worker volunteering struggles in corporations (Clary et al., 1999). Qualitative and numerical investigation have revealed that volunteers are characteristically ambitious by means of multiple motivations (Pajo & Lee, 2011; Pelozza & Hassay, 2006). According to scholars, different models are adopted and observe motivations of volunteering (Clary et al., 1989; Omoto & Snyder, 1995). Role identity Perspective identifying that volunteer character is determined by previous volunteering involvement, values, and differences (Penner, 2002). A strong appeal of volunteering is the result of strength of volunteering strength and perseverance (Grube & Piliavin, 2000). Many scholars found role identity theory as the prominent factor for sustainable volunteering, develop through internationalization of volunteering role i.e., one's identity as a volunteer (Grube & Piliavin, 2000).

Volunteering program is a transiently limited action in which workers give time, energy, learning, or knowledge abilities (Lydon and Zanna, 1990). By and large, inquire about proposes that fulfillment is upgraded when encounters in a single lot of activities make up for those that are missing in others (McGregor and Little, 1998). Put in an unexpected way, representatives frequently search out encounters in a single space of life that substitute for what is absent in different areas, an example which is called "remuneration of supplements" (Edwards and Rothbard, 2000). Investigation proposed that cooperation of volunteering activities is more grounded sign of life fulfillment when people need work completion (Harlow and Cantor, 1996). Consequently, representatives ought to be happy with and along these lines bound to rehash support in corporate volunteering when their thought processes are satisfied by beginning volunteering ventures. Expanding the research of volunteering organization in organization (Rodell et al., (2017) concept of corporate volunteering climate has been developed which is extracted from two types of process i.e., Employee driven process (lead by beliefs and

conviction) and Company drive process (e.g., resources and benefits), and is emerged from the interaction of employees. In this process, employees look forward for social cues and information and then formulate their actions into meaningful structure.

The probable significance of job design hypothesizing to volunteer which is covered in recent study that discovered the drivers of volunteering program which is related to Wikipedia project (Schroer and Hertel, 2009). Scholars have also established the task characteristics that are perceived (autonomy, skill variety, task significance and feedback) that are highly noticeable in contributions of volunteers' satisfaction. Thus, we have taken to study autonomy in working decisions and methods as precursors of individual volunteering.

## **2.2 Work Decision Autonomy and Individual Volunteering**

Deci & Ryan (2000) suggested that Self-determination theory states that individuals have basic psychological needs which includes autonomy, competence, and relatedness. Perspectives that provision the gratification of these needs will encourage an individual's satisfaction of actions and the independent autonomous behaviors. Employees are more accountable to be motivated intrinsically, that means they perform activities just for the sake of pleasure and self-satisfaction and they start from here, when they can choose independently the option to pursue their activities which is narrated as autonomy of the individuals, when they have expertise of the activities which is narrated as competences, and when they feel belongingness and supported by the organizations and important individuals.

Previous findings using this context motivated the facts for analyzing that how to improve autonomy experience which is influenced by intrinsic motivation. For instance, studies have revealed that control of rewards, deadlines and evaluations can be cause reduction of satisfaction of doing things, while choice and acknowledging and appreciating individuals can lead the achievement of goals or guidelines that are related to activities (Deci, 1971; Amabile et al., 1976; Amabile, 1979; Zuckerman et al., 1978; Koestner, Ryan, Bernieri, & Holt, 1984).

Research proposes that employees can take on the decision to take an interest in volunteering activities that are on organizational level and there can be different reasons of making decisions (Brudney and Gazley, 2006; Gilder et al., 2005; Toppe et al., 2002), feeling constrained or forced by a companion or predominant (Deshpande et al., 2009; Houghton, Gabel, and Williams, 2009; Peterson, 2004), being focused on the association (Peloza, Hudson, and Hassay, 2009; Penner

and Finkelstein, 1998), or getting paid time off, coordinating motivators, gifts, and different advantages that upgrade the attractive quality of volunteering at work (Basil et al., 2009; Booth et al., 2009; Peterson, 2004). In any case, when workers choose to take part in a corporate volunteering action, their thought processes—the capacities that they expect volunteering to serve (Clary et al., 1998)— can be affected by the qualities of their occupations that actuate compensatory wants or objectives (e.g., Rodell, 2010; Wilson, 2000). Thus, by following classic Job design model and self-determination theory, we see that work decision autonomy with respect to individual volunteering at workplace is an important aspect of study. Thus, following hypothesis is developed.

***H1:** There is a positive relationship between Work Decision Autonomy and Individual Volunteering.*

### **2.3 Work Method Autonomy and Individual Volunteering**

Work characteristics model (Hackman and Oldham, 1980) and theories regarding relationships either work or non-work (Edwards and Rothbard, 2000). There are differentiating perceptions about layouts of the tasks of volunteering activities. One technique sets that personnel seeing their jobs as thrilling and challenging is probably a reason for corporations to initiate volunteering activities and might respond via corporate volunteering. The fundamental idea is that inspirational states of mind toward the job and corporation may also overflow to practices which are not directly related to his work but still have a connection (Wilson and Musick, 1997).

***H2:** There is a positive relationship between Work Methods Autonomy and Individual Volunteering.*

### **2.4 Five Factors' Personality Traits and Individual Volunteering**

Personality traits are basically characteristics to behave in a certain way ignoring the factor of the circumstances of situations. For example, a conduct sample, inclusive of being gregarious, that manifests itself throughout exceptional social settings and relationships and is durable over the lifestyles path is a character trait (Penner et al. 2005). Personality variations are likely to play a few functions in determining who volunteers truly due to the voluntary nature of the pastime. That is due to the fact character variations tend to be submerged in conditions wherein certain sorts of social behavior are demanded as, for example, in a navy “boot camp,” but they emerge in

situations in which there are few external needs on an actor to act in a definite way (Penner 2002).

There is a definite and well-defined relationship between traits and the way individual behaves in society, particularly for volunteering behaviors (Omoto & Synder, 1995). This modest relationship has been witnessed by several explanations and these explanations also shows significant relationships i.e. (Carlo, Knight, Eisenberg, & Rotenberg, 1991; Eisenberg, 1986; Kenrick & Funder, 1988; Knight, Johnson, Carlo, & Eisenberg, 1994). These findings lack multiple factors i.e., traits have been studied in general, second, most of studies only focused on motives and particularly only that motives that jointly influence social behaviors.

Prosaically value motives are theoretically associated to individual dissimilarities in empathy (see Graziano & Eisenberg, 1997) which are linked to the behaviors of individuals containing altruism (Batson, 1999; Eisenberg & Fabes, 1998; Staub, 1978). Traits and motives can be hypothesized as signifying different levels of the functions of personality. McCrae and Costa (1999) suggested that personality traits are durable patterns of ideas, thoughts, acts and behaviors.’ Scholars have identified five personality traits of the individuals i.e., *agreeableness, extraversion, openness, neuroticism, and conscientiousness*.

Personality psychologists seek advice from the higher-order tendencies as the “Big five” i.e., *extroversion, neuroticism, conscientiousness, agreeableness, and openness to experience* (Musick & Willson, 2008). Extroversion is narrated as high level of confidence in public area and having confidence on self and low level of social inhibition which is basically avoiding social gatherings. Neuroticism includes the feeling to see the conditions threatening or distressed, low self-efficacy, and a vulnerable sense of mastery. Conscientious people are attentive, continual, orderly, careful, and accountable. Agreeableness approach being cooperative, considerate, empathic, generous, trusting, and sort. Openness to revel in, “the maximum debated and least understood of the large 5 developments” means a tendency to are trying to find stimulation and discover new environments, being innovative, aesthetically touchy, and insightful (Caspi et al. 2005).

Graziano and Eisenberg (1997) proposed that agreeableness strengthens the relationship between dispositional traits to the actions that individuals perform in societies. Agreeable personalities depict altruism, straight-forwardness, soft-heartedness, and modesty (Graziano, 1994; McCrae &

Costa, 1999). Furthermore, scholars have established significant positive relationship between agreeableness and volunteering activities (e.g., Smith & Nelson, 1975). Likewise, extraversion is related to friendliness, companionability, assertiveness, warmth (McCrae & Costa, 1999); and has been revealed to forecast volunteering activities (Burke & Hall, 1986). Volunteerism usually needs extensive social interactions, and researchers have interrelatedness to extraversion. Extraversion may deliver the affiliate character necessary to volunteer. However, volunteering may be mutually resolute by whether there is a competition between the personality traits related with volunteering and the motives that are more noticeable (Clary & Snyder, 1999). Therefore, in the current study, we have made certain predictions that are related to personality traits that are five number and have been discussed earlier and volunteering activities that are performed by individuals.

Thus, following hypothesis are developed to measure the personality traits,

*H3: There is a positive relationship between extraversion and individual volunteering at workplace.*

*H4: There is a positive relationship between conscientiousness and individual volunteering at workplace.*

*H5: There is a positive relationship between open to experience and individual volunteering at workplace.*

*H6: There is a negative relationship between neuroticism and individual volunteering at workplace.*

*H7: There is a positive relationship between agreeableness and individual volunteering at workplace.*

## **2.5 Job Performance and Individual Volunteering:**

Geroy and associates (2004) depicted an individual performing volunteering discovers "nice sentiment that one's doesn't generally get in the workplace". Likewise, discoveries have been clarified by Gora and Nemerowicz (1985). Likewise, Wilson identified volunteers' feelings, taking note of that "a few volunteers are very unequivocal about looking for the remuneration of hardships are involved in the employment which are paid.

This compensation result overwhelmingly genuine with respect to the longing for meaningfulness in their jobs. Meaningfulness is not just an essential driver of volunteering conduct (Clary et al., 1998; Geroy et al., 2000), yet additionally a crucial want throughout everyday routine life (Heine, Proulx, and Vohs, 2006; Vallerand, 1997). In connection to the definition that is basically the meaningfulness, the remuneration points which states that when individuals are doing job which is important, and the feeling of satisfaction is fulfilled (Conger and Kanungo, 1988; Kulik, Oldham, and Hackman, 1987).

A couple of investigations have narrated that volunteering activities are emphatically in linked with attitudes that are related to workplace. For instance, OCB organizational citizenship behavior, commitment, and job performance (Bartel, 2001; Jones, 2010 & Rodell, 2013). On the other side, effects of job performance remain unclear. Thus, hypothesis is mentioned below which is developed to evaluate the link between job performance and volunteering activities.

*H8: There is a positive relationship between individual volunteering and Job Performance.*

## **2.6 Organization Support and Individual Volunteering:**

For employee volunteering programs inside the corporation, business enterprise level elements play critical roles (Rodell et al., 2015). In accordance to analyze investigation of factors of mild basis (2006), the most of agencies are making an investment in volunteering activities by using starting up forms of programs that are related to volunteering activities. At least 60 percent of the organizations have worked on volunteering and prepared formal programs for them which is dependent on length of corporation (Basil, Runte & Usher, 2011). The research has focused on formation of business involvement that includes initiating and coordination activities that are related to volunteering and to further assist involvement of employees (Basil et al., 2011; Cavallaro, 2006). Four predominant classes are seemed within the corporation based totally guide: time-primarily based aid, financial or logistical help, agency popularity, and publicity of volunteering possibilities (Rodell et al., 2015).

We have taken company level factors as the moderating variable and developed following hypothesis

*H9: Organizational Support moderates the link between work decision autonomy and individual volunteering in such way that it increases the individual volunteering.*

*H10: Organizational support moderates the link between work method autonomy and individual volunteering in such way that it increases the individual volunteering.*

*H11: Organizational support moderates the link between Extraversion and individual volunteering in such way that it increases the individual volunteering.*

*H12: Organizational support moderates the link between Agreeableness and individual volunteering in such way that it increases the individual volunteering.*

*H13: Organizational support moderates the link between Conscientiousness and individual volunteering in such way that it increases the individual volunteering.*

*H14: Organizational support moderates the link between Open to experience and individual volunteering in such way that it increases the individual volunteering.*

*H15: Organizational support moderates the link between neuroticism and individual volunteering in such way that it increases the individual volunteering.*

## **2.7 Cognitive Evaluation Theory**

Theoretical base of this study is the "cognitive evaluation theory" (Deci, 1975) explained the impact of external environment on intrinsic motivation. This theory propose that motivation systems are of two types which include intrinsic motivation (sense of responsibility, competencies, and accomplishment) and extrinsic motivation (monetary and non-monetary type like salary, promotion etc.). Therefore, model informed that the individuals who are motivated by intrinsic values possess no locus of control. Therefore, individuals who volunteer in their organization are intrinsically motivated and attribute the cause of their behaviors to their intrinsic values.

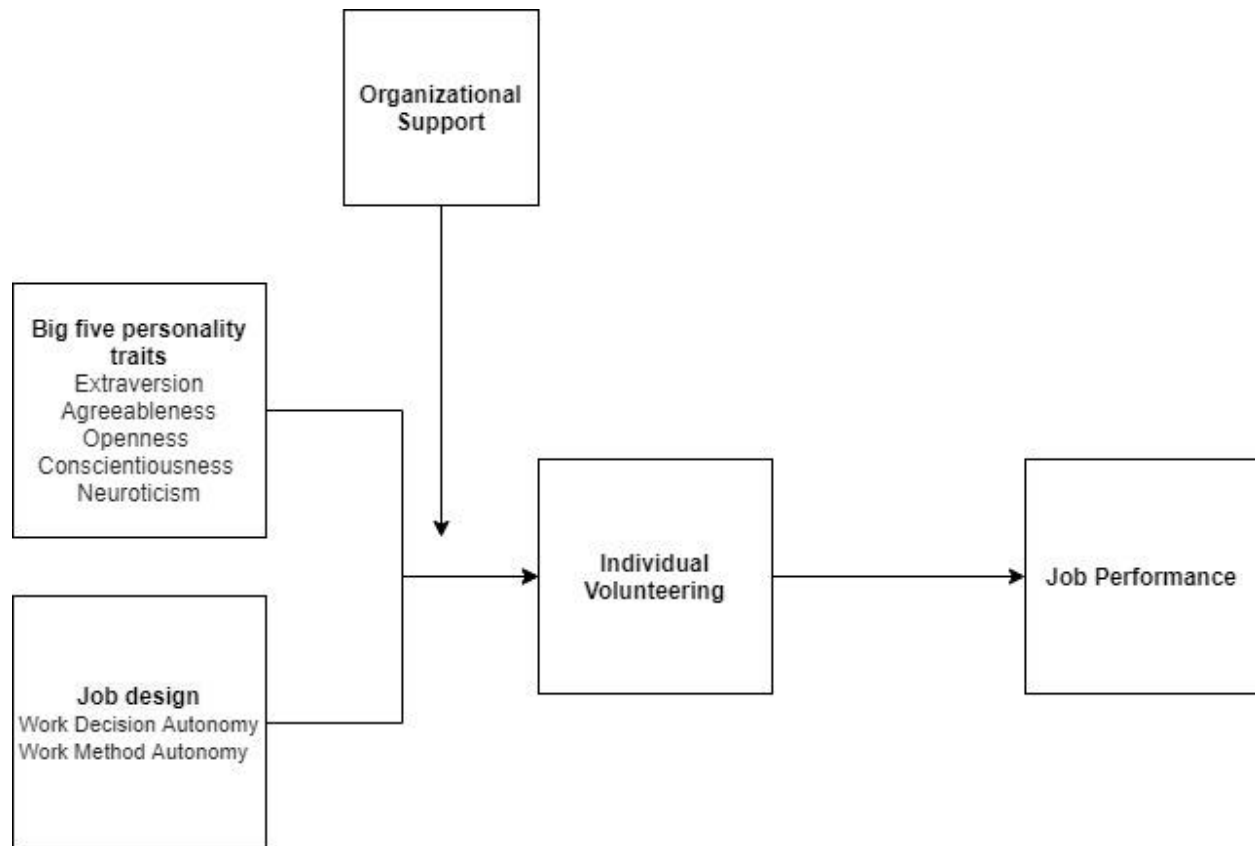
This theory enabled the study to understand the volunteer's precursors and motivational factors provide long term or short-term influence on the volunteers in terms of intrinsic motives or workplace characteristics. The theory surmises that organizations require motivation of their employees which can be caused by focusing on intrinsic factors that truly satisfies employees. Therefore, this can be by motivating and empowering the volunteers through delegating responsibilities to them by giving them autonomy in their Job design, involving them in decision making, acknowledging, and recognizing their contributions, among others. Motivating



volunteers is termed as an important task to all the volunteer managers, considering that a motivated work force improves its production resulting to good performance.

## 2.8 Theoretical framework

This framework shows the pictorial representation of our study and the relation between variables.



### **Independent Variable:**

Work Decision Autonomy, Work Method Autonomy),

Personality Traits (Extraversion, Conscientiousness, Neuroticism, Open to experience, Agreeableness)

**Dependent Variable:** Individual Volunteering, Job Performance

**Moderating Variable:** Organizational Support

### **Chapter 3: Research Methodology**

We have conducted the quantitative study which means variables are measured through numerical values and interpreted towards findings. This study is based on primary data which is collected solely for the purpose of this research and it is collected through structured questionnaires. The information regarding individual volunteering from 340 employees of telecom organizations i.e., Ufone, Mobilink, Telenor and ZONG. SPSS software is used for analyzing the surveyed data.

#### **3.1 Telecom Industry**

Mobile Telecom industry of Pakistan is comprised of four majors i.e., Mobilink, Telenor, Ufone and ZONG. These all are operating on the national level and head offices are in Islamabad, Pakistan. Telenor has head office, which is in Gulberg Greens, Islamabad. Ufone has its own tower, which is situated in Blue area, Islamabad. ZONG has head office in Chak Shahzad while Mobilink has office in F-8 Markaz, Islamabad.

#### **3.2 Data Collection**

Data is collected through simple convenience sampling technique as the individuals are chosen who were convenient to be chosen. As due to COVID 19 most of the employees are working from home and not visiting offices. Therefore, employees are contacted according to the convenience and data is collected through them and they are contacted regardless of the fact from which department they belong. Demographics present the employees information. The research design of this study is cross-sectional research design which means it is collected on given one point of time. Sample size is of 340 individuals determined from Morgan's table and these individuals are taken from the population of telecom sector who are the employees from Mobilink, ZONG, Telenor and Ufone. This data is collected through questionnaire which are structured. Questionnaires are adopted based on Likert scale to evaluate individual volunteering and job performance variables while company level factors and job design are based on binary scale. The data was collected through contacting employees of mobile telecom industry organizations.

The survey was conducted from 20<sup>th</sup> November to 5<sup>th</sup> December 2020 among four organizations of telecom industry. Total 400 questionnaires were equally distributed in four organizations i.e., Mobilink, Ufone, Telenor and ZONG. Out of 400 questionnaires, 340 were filled out

completely and response rate is 85%. It has been assured to all respondents by mentioning on questionnaire that the data and information would be only used for study purpose and would be kept confidential.

The sample consist of 263 Males (77.4%) and 77 Females (22.6%). Out of which 172 respondents were between the ages of 18-30 (50.6%); 125 (36.8%) respondents were between ages 31-40; 38 (11.2%) respondents were between ages 41-50; and 5 (1.5%) respondents were between ages 51-60. Regarding the experience status of respondents within the organization 48 (14.1%) respondents were fresh hired and working from less than 1 year; 188 employees (55.3%) have experience of 2-5 years within the organization, 85 employees (25%) were working within organizations from 6-9 years and rest of 19 employees (5.6%) were working for more than 10 years. With respect to their Designation Status, 4 employees (1.2%) were workers; 130 employees (38.2%) were working at low-level management positions; 187 employees (56%) were working at middle level management positions and 19 employees (5.6%) were working at top level management positions.

Regarding academic qualification of the respondents, only 1 respondent has secondary education; 6 respondents (1.8%) had intermediate education; 146 respondents (42.9%) were bachelor's degree holders, and 187 respondents (55%) were master graduates (Table: 2).

**Table: 2 - Demographics**

Demographic Breakdown of the Sample (n=340)

<b>Factors</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	<b>263</b>	<b>77.4</b>
Female	<b>77</b>	<b>22.6</b>
Total	<b>340</b>	<b>100</b>
<b>Age</b>		
18 – 30	172	50.6
31 – 40	125	36.8
41 – 50	38	11.2
51 – 60	5	1.5
Total	<b>340</b>	<b>100</b>
<b>Qualification</b>		
Secondary	1	.3

Intermediate	6	1.8
Bachelor	146	46.2
Master	187	55.0
<b>Total</b>	<b>340</b>	<b>100</b>
<b>Work Experience (Years)</b>		
0-1	48	14.1
2-5	188	55.3
6-9	85	25
More than 10	19	5.6
<b>Total</b>	<b>340</b>	<b>100</b>
<b>Designation Level</b>		
Top Level	19	5.6
Middle Level	187	55.0
Lower Level	130	38.2
Worker	4	1.2
<b>Total</b>	<b>340</b>	<b>100</b>

### 3.3 Research tool

After the survey, diagnostic is done by using statistical technique to measure the frequency, %age, mean and correlation to get the results that are needed. the collected data is assembled and coded as per the category decided in questionnaire. To perform statistical analysis, SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCE) was used. Descriptive analysis has been performed to interpret results of the hypotheses and moderation analysis.

### 3.4 Operationalization of Variables

To operationalize the variables, multiple measures were applied in the study as discussed in conceptual model of this research. Three items (Individual Volunteering (IV), Personality Traits (PST) & Job Performance (JP) were rated using five-point Likert scale, ranging from 5 (Strongly Agree) to 1 (Strong Disagree). Two items Job Design (JD) and Company level factors (C.F)) were rated using binary rating, ranging from 0 (NO), and 1 (YES).

The demographic information of the respondents was also recorded by using open ended questions and those demographics included gender, age, education, job level and work experience. Age, Work Experience and Job level were coded in SPSS on 4 scales; Qualification on 5 scales and Gender were coded as binary variable 1=Male, 0=Female.

### **3.4.1 Individual Volunteering (I.V)**

Individual Volunteering is chosen as dependent variable. The questionnaire for Individual Volunteering has been formulated to measure the individual willingness to volunteer. Likert scale is used which is based on 5 options that includes 1 strongly disagree to 5 strongly agree. Seven Questions were asked in this questionnaire. I.e., highly interested in volunteering, spending money on volunteering, membership of any volunteering society or club, volunteering is a priority of life, spending time on volunteering activities, offering myself happily for volunteering and seeking opportunities for volunteering activities.

### **3.4.2 Personality Traits**

Personality Trait variable is used as an independent variable. Personality Traits measured by adopting big five john questionnaire developed by John & Srivastava (1999). 44 items were used in this questionnaire to evaluate dimensions of big-five traits i.e., *Extraversion, Agreeableness, Conscientiousness, Neuroticism and Open to Experience*. Likert scale is used to measure this dimension which is based on 5 options that includes 1 strongly disagree to 5 strongly agree.

### **3.4.3 Job Design**

The job design is used as an independent variable. The items for Job Design indicators were Work Schedule Autonomy (WSA), Work Decision Autonomy (WDA), Work Method Autonomy (WMA), adopted from scale used by Morgeson & Humphrey (2006). 9 questions were asked by individual to measure their autonomy at workplace. The scale further takes binary values (0, 1).

### **3.4.4 Company Level Factors:**

Company level factor has been used as moderating variable. The scale for company level factors has been developed to measure company support for individual volunteering. Four questions were asked in this section i.e., Support for Sponsorship of volunteering, transportation facilities, time-based support, and recognition of volunteering role. Binary Scale has been used for rating, ranging from 0 (NO) and 1 (YES). Company level factor (CF) variable has been used as moderating variable.

### **3.4.5 Job Performance**

Job performance variable is used as a dependent variable. This variable was evaluated by using 4 factors that are taken from Williams & Anderson (1991). Four questions were asked to measure the individual's job performance. In this section, questions were asked as duties completion that are assigned to them, fulfilling the responsibility that is designated to the employee through job description, performing expected tasks and meeting the formal performance requirement of the job. Likert scale is used to measure this dimension which is based on 5 options that includes 1 strongly disagree to 5 strongly agree.

## Chapter 4: Results

In this chapter, results of the study are discussed, obtained from the data which is collected from mobile telecom organizations of Pakistan.

### 4.1 Descriptive analysis of Variables

Descriptive analysis of the variables is conducted and depicted in table 3. Total number of observations for all variables i.e., Individual Volunteering (I.V), Work Decision Autonomy (WDA), Work Method Autonomy (WMA), Extraversion, Conscientiousness, Neuroticism, Open to Experience, Agreeableness, Company Level factors (C.F), and Job Performance (J.P) is 340 (N=40), where “N” refers to “number of observations”. Minimum Value of Individual Volunteering is 1, while maximum value is 5, mean=3.7084, and std. Deviation is 1.45425. Minimum Value for WDA is 0 and maximum 1, mean=.7676, and std. Deviation is .39157. For WMA, min. number is 0 and max. number is 1, mean=.7275 and Std. Deviation is 0.43852. Similarly, Minimum value of Extraversion, Conscientiousness, Neuroticism, open to experience, and agreeableness is 1, While maximum value consequently is 4.00, 4.33, 5.00, 4.50, and 5.00. The mean for Extraversion is, mean=2.8353, Conscientiousness=2.9458, Neuroticism=3.1868, Open to Experience=3.2268, and mean for agreeableness is 3.0196. For company level factors the minimum value is 0, while maximum is 1, mean=.8456 and Std.Deviation is .34599. At end, for Job performance minimum value is 1 and maximum is 5, mean=3.6397 and St. Deviation is 1.596.

**Table: 3 - Descriptive Statistics of Variables**

	<b>N</b>	<b>Min.</b>	<b>Max.</b>	<b>Mean</b>	<b>S.D</b>
<b>Individual Volunteering</b>	340	1.00	5.00	3.7084	1.45425
<b>Work Decision Autonomy</b>	340	.00	1.00	.7676	.39157
<b>Work Method Autonomy</b>	340	.00	1.00	.7275	.43852
<b>Extraversion</b>	340	1.00	4.00	2.8353	.85104
<b>Conscientiousness</b>	340	1.00	4.33	2.9458	.71930
<b>Neuroticism</b>	340	1.00	5.00	3.1868	.90289
<b>Open to Experience</b>	340	1.00	4.50	3.2268	1.07606
<b>Agreeableness</b>	340	1.00	5.00	3.0196	.91508
<b>Company Level factors</b>	340	.00	1.00	.8426	.34599
<b>Job Performance</b>	340	1.00	5.00	3.6397	1.59622

## 4.2 Reliability Test

The internal consistency and reliability of dependent and independent variables has been evaluated by Cronbach Alpha (for reference result is given in Table: 4). The value is greater than 0.75, which is acceptable, and all variables are reliable i.e. I.V (.977), WDA (.976), Personality Traits (.943), Company level factors (.964), and Job Performance (.958).

**Table: 4 - Reliability Test**

	No. of items	Cronbach Alpha
Individual Volunteering	7	.977
WDA	4	.976
WMA	4	.901
Personality Traits	44	.943
Company Level Factors	4	.964
Job Performance	4	.958

## 4.3 Correlation of the Variables

Most important objective of the study is the evaluate precursors of volunteering at workplace i.e., Job Design and Personality traits, and their outcome i.e., Job performance. Also, to measure to role of moderating variable i.e., company level factors. Table: 5 depicts that there is positive correlation b/w dependent, independent, and moderating variables. While Neuroticism is negatively correlated with independent variable Volunteering.

Correlation table of the variables										
	I.V	WDA	WMA	Extravsn.	Conscient.	Agreeableness	Open-to-exp	Neuroticism	company factors	J P
I.V	1									
WDA	0.604**	1								
WMA	0.615**		1							



<b>Extravsn.</b>	0.209	0.14 2	0.05 8	1						
<b>Conscient.</b>	0.576 *	0.37 5	0.38	0.162	1					
<b>Agreeablene ss</b>	0.572	0.50 5	0.54 2	-0.02	0.421	1				
<b>Open-to-exp</b>	0.388	0.24 4	0.24 8	0.159	0.25	0.345	1			
<b>Neuroticism</b>	-0.508	- 0.43 3	- 0.47 2	0.125	-0.294	-0.05	-0.7	1		
<b>company factors</b>	0.122	0.00 7	0	-0.017	0.089	-0.083	0.097	-0.083	1	
<b>J P</b>	0.555 **	0.41 6	0.41 2	0.17	0.414	-0.05	0.313	-0.05		-1

\*\*Correlation is Significant at 0.01 level

\*\*Correlation is Significant at 0.05 level

Correlation analysis interprets that work decision autonomy (WDA) and work method autonomy (WMA) has strong relationship with dependent variable individual volunteering i.e. WDA .604 & WMA .615, that's highly correlated. Furthermore, in personality traits Conscientiousness is highly correlated with individual volunteering i.e., .576 and highly significant. Similarly, open to experience is .572, agreeableness is .388, neuroticism is negatively correlated i.e., -.508, company level factors are .122 and Job performance is highly significant i.e., .555. Thus, all variables are significant and correlated with independent variable individual volunteering.

#### 4.4 Hypothesis testing

Hypothesis results are tested by using SPSS and simple linear regression is run for the purpose of measuring the link between variables both dependent and independent.

##### 4.4.1 Work Decision Autonomy

The Table: 6 shows the model summary of linear regression model for Testing Hypothesis of Work Decision Autonomy and Individual Volunteering. We see that Adjusted R Square value in this model is (.363). As per Cohen (1992), when r-square factor is 0.12 or lower than this value then it can be inferred that effect is of low size, when r-square factor ranges b/w 0.13 to 0.25 then it can be inferred that there is medium size effect whereas above these values it can depict that

there is high level of size effect. Therefore, in the current model the Adjusted R-Square value is acceptable.

**Table:6 - Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.604 <sup>a</sup>	.365	.363	1.16025

a. Predictors: (Constant), Work Decision Autonomy

**Table: 6.1 Coefficients<sup>a</sup>**

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	1.985	.139		14.319	.000
	Work Decision Autonomy	2.245	.161	.604	13.949	.000

a. Dependent Variable: Individual Volunteering

From Table 6.1, the hypothesis is accepted and significant i.e., value of P is less than 0.05. The Beta Value (.604) can be interpreted that there is a strong link b/w work decision autonomy and individual volunteering.

#### **4.4.2 Work Method Autonomy**

**Table: 6.2 - Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.615 <sup>a</sup>	.378	.377	1.14827

a. Dependent Variable: Individual Volunteering

**Table: 6.3 - Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.224	.121		18.421	.000
Work Method Autonomy	2.040	.142	.615	14.343	.000

The Tables (6.1 & 6.3) shows that Work Design Autonomy (H1, p value < 0.05) and Work Method Autonomy (H2, p value < 0.05) are significant to dependent variable individual volunteering. Where t value is also showing positive significant relationship i.e. (WDA (t= 13.494), WMA (t=14.343). Thus, both hypotheses are significant and supported with their results

#### **4.4.3 Personality trait**

**Table:7 Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.760 <sup>a</sup>	.577	.571	.95253

a. Predictors: (Constant), OpnExp\_Mean, Extravsn\_Mean, Agree\_Mean, Neurotcsm\_Mean, Consc\_Mean

Table: 7 shows model summary of measuring five factor personality traits measured as an independent variable with individual volunteering (I.V) as dependent variable. R-square factor is adjusted on 0.760. Which shows that model is acceptable and have high effect size. While values of Adjusted R Square are .571.

Following five factor personality traits has been measured with dependent variable individual volunteering. i.e.

*H3: There is a positive relationship between extraversion and individual volunteering.*

*H4: There is a positive relationship between conscientiousness and individual volunteering.*

*H5: There is a negative relationship between neuroticism and individual volunteering.*

*H6: There is a positive relationship between open to experience and individual volunteering.*

*H7: There is a positive relationship between agreeableness and individual volunteering.*

**Table: 7.1 - Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Extraversion	.099	.021	.179	4.805	.000
	Agreeableness	.085	.022	.146	3.776	.000
	Conscientiousness	.134	.017	.311	7.663	.000
	Neuroticism	-.085	.011	-.303	-7.489	.000
	Open to exp.	.206	.034	.262	5.995	.000

a. Dependent Variable: Individual Volunteering

Extraversion (H3,  $p < 0.05$ ,  $t=4.805$ ), Conscientiousness (H4,  $p < 0.05$ ,  $t=7.663$ ), Open to experience (H6,  $p < 0.05$ ,  $t=5.995$ ) and Agreeableness (H7,  $p < 0.05$ ,  $t=3.776$ ) are positively related to individual volunteering and significant. But neuroticism (H3,  $p < 0.05$ ,  $t=-7.489$ ) has negative relationship with individual volunteering.

#### 4.4.4 Job Performance

The table: 8 shows the summary for measuring relationship between job performance and individual volunteering. Adjusted R square Value is .306 which is acceptable and high effect on sample size.

**Table 8 – Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.555 <sup>a</sup>	0.308	0.306	1.21114

a. Predictors: (Constant), Job Performance

The following hypothesis is developed to measure the relationship between Job performance and individual volunteering.

*H8: There is a positive relationship between Job performance and individual volunteering.*

**Table: 8.1 - Coefficients<sup>a</sup>**

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.
	B	Std. error	Beta		
J.P	0.506	0.041	0.555	12.3	0

a. Dependent Variable: Individual Volunteering

Table 8.1 shows that Job performance (H8,  $P < 0.05$ ,  $t=12.278$ ) is highly significant and supported. Where's  $T=12.278$  shows the strong link b/w individual volunteering and job performance.

### Summary of the Hypothesis Results

Hypothesis are evaluated and measured through simple linear regression test which is run in SPSS. The summary of hypothesis results is presented in table 9.

**Table: 9 – Summary of hypotheses analysis**

Sr#	Hypothesis	Results
H1	There is a positive relationship between Work Decision Autonomy and Individual Volunteering	<i>Significant</i>
H2	There is a positive relationship between Work Method Autonomy and Individual Volunteering	<i>Significant</i>
H3	There is a positive relationship between Extraversion and Individual Volunteering	<i>Significant</i>
H4	There is a positive relationship between Conscientiousness and Individual Volunteering	<i>Significant</i>

H5	There is a positive relationship between Open to experience and Individual Volunteering	<i>Significant</i>
H6	There is a positive relationship between Agreeableness and Individual Volunteering	<i>Significant</i>
H7	There is a negative relationship between Neuroticism and Individual Volunteering	<i>Significant</i>
H8	There is a positive relationship between Job Performance and Individual Volunteering	<i>Significant</i>

#### **4.5 Moderation Results**

Moderation testing is performed for the sake of evaluating the influence moderating variable between independent and dependent variable and it can strengthen or weaken the relationship between independent and dependent variable (Nie, Lau, & Liao, 2011).

A moderation analysis is measure by conducting the multiple linear regression through SPSS (290). To examine moderation, interaction variable is created by multiplying independent variable (Job design) and moderator variable (Company level factors). Similar step was taken to create interaction of 2nd independent variable (Personality Traits). Then in first step, depend variable, along with all independent variables has been entered, in the next step interaction variable is entered in the column of independent variables and the multiple linear regression is run.

##### **4.5.1 Work Decision Autonomy**

Organizational support is used measure the moderation analysis between working decision autonomy and individual volunteering. i.e.

***H9: Organizational Support moderates the link between work decision autonomy and individual volunteering in such way that it increases the individual volunteering.***

**Table: 10 - Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.985	.139		14.319	.000
Work Decision Autonomy	2.245	.161	.604	13.949	.000
(Constant)	1.986	.134		14.820	.000
Work Decision Autonomy	1.393	.231	.375	6.033	.000
<b>Mod_WDA</b>	<b>1.011</b>	<b>.202</b>	<b>.310</b>	<b>4.994</b>	<b>.000</b>

a. Dependent Variable: Individual Volunteering

**Table: 10.1 - Excluded Variables<sup>a</sup>**

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
Mod_WDA	.310 <sup>b</sup>	4.994	.000	.262	.454

a. Dependent Variable: Individual Volunteering

b. Predictors in the Model: (Constant), Work Decision Autonomy

Moderation variable affects significantly the relationship between organizational Support between work decision autonomy and individual volunteering. It means that company level factors have positive effect between work decision autonomy and individual volunteering. According to Table (10) a significant impact i.e. (b=.310, p<0.05, t=4.994). Thus, hypothesis is significant and supported.

#### **4.5.2 Work Method Autonomy**

Organizational support is used measure the moderation analysis between working method autonomy and individual volunteering. i.e.

***H10:** Organizational support moderates the link between work method autonomy and individual volunteering in such way that it increases the individual volunteering.*

**Table: 10.2 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.224	.121		18.421	.000
1					
Work Method Autonomy	2.040	.142	.615	14.343	.000
(Constant)	2.231	.116		19.182	.000
2 Work Method Autonomy	1.130	.221	.341	5.103	.000
<b>Mod_WMA</b>	<b>1.068</b>	<b>.204</b>	<b>.349</b>	<b>5.236</b>	<b>.000</b>

a. Dependent Variable: Individual Volunteering

**Table:10.3: Excluded Variables<sup>a</sup>**

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
Mod_WMA	.349 <sup>b</sup>	5.236	.000	.274	.383

a. Dependent Variable: Individual Volunteering

b. Predictors in the Model: (Constant), Work Method Autonomy

There is found a significant relationship of Moderation variable Organizational Support between work method autonomy and individual volunteering. It means that organizational support has positive effect between work method autonomy and individual volunteering. According to Table (10.3) a significant impact i.e. (b=.349, p<0.05, t=45.236). Thus, hypothesis is significant and supported.

### 4.5.3 Personality Traits

Following hypothesis are measured for the analysis of moderator between the five personality traits and individual volunteering.



*H11: Organizational support moderates the link between Extraversion and individual volunteering in such way that it increases the individual volunteering.*

**Table :10.4 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.265	.626		2.020	.044
Extraversion	.116	.029	.209	3.932	.000
(Constant)	1.198	.622		1.926	.055
Extraversion	.097	.030	.176	3.226	.001
<b>Mod_Extra</b>	<b>.026</b>	<b>.010</b>	<b>.135</b>	<b>2.474</b>	<b>.014</b>

a. Dependent Variable: Individual Volunteering

The Table 10.4 shows that moderation variable organizational support is insignificant with independent variable Extraversion i.e.,  $P > 0.05$ . It means that organizational support does not impact on individuals who are extraversions by personality traits thus they are performing volunteering whether organizations support or not.

*H12: Organizational support moderates the link between Agreeableness and individual volunteering in such way that it increases the individual volunteering.*

**Table:10.5 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.960	.362		2.648	.008
Agreeableness	.225	.029	.388	7.740	.000
(Constant)	.833	.356		2.340	.020
Agreeableness	.181	.031	.313	5.948	.000
<b>Mod_Agree</b>	<b>.065</b>	<b>.016</b>	<b>.210</b>	<b>3.999</b>	<b>.000</b>

a. Dependent Variable: Individual Volunteering

The Table 10.5 interprets the positive and moderate link between Agreeableness and Individual Volunteering. It means that when organizations support volunteering activities, individuals are agreeable by personality traits, motivate for volunteering activities.

*H13: Organizational support moderates the link between Conscientiousness and individual volunteering in such way that it increases the individual volunteering.*

**Table:10.6 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.898	.361		-2.487	.013
Conscientiousness	.247	.019	.576	12.966	.000
(Constant)	-.818	.360		-2.271	.024
Conscientiousness	.223	.022	.519	10.287	.000
<b>Mod_Consc</b>	<b>.024</b>	<b>.010</b>	<b>.119</b>	<b>2.357</b>	<b>.019</b>

Table 10.6 shows that moderation variable organizational support is insignificant with independent variable Extraversion i.e.,  $P > 0.05$ . It means that organizational support does not impact on individuals who are conscientiousness by personality traits thus they are performing volunteering whether organizations support or not.

*H14: Organizational support moderates the link between Open to experience and individual volunteering in such way that it increases the individual volunteering.*

**Table:10.7 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-2.029	.452		-4.489	.000
Open to-Experiences	.450	.035	.572	12.823	.000
(Constant)	-2.139	.443		-4.833	.000
Open to-Experiences	.410	.036	.521	11.507	.000
<b>Mod_OpnEx</b>	<b>.058</b>	<b>.014</b>	<b>.186</b>	<b>4.111</b>	<b>.000</b>

The hypothesis is accepted and significant i.e.,  $P < 0.05$ . Thus, there is a positive moderation between open to experience and individual volunteering. It means that when organizations support volunteering activities, individuals are agreeable by personality traits, motivate for volunteering activities.

*H15: Organizational support moderates the link between neuroticism and individual volunteering in such way that it increases the individual volunteering.*

**Table:10.8 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.720	.286		23.517	.000
Neuroticism	-.143	.013	-.508	-10.852	.000
(Constant)	6.714	.286		23.496	.000
Neuroticism	-.151	.015	-.535	-10.030	.000
<b>Mod_Neuroticism</b>	<b>.009</b>	<b>.009</b>	<b>.056</b>	<b>1.051</b>	<b>.294</b>

a. Dependent Variable: Individual Volunteering

The Table 10.8 shows that moderation variable organizational support is insignificant with independent variable neuroticism i.e.,  $P > 0.05$ . It means that organizational support does not impact on individuals who are neurotistic by personality traits.

### **Summary of the Moderation Results**

A moderation analysis is measured by conducting the multiple linear regression through SPSS (290). To examine moderation, interaction variable is created by multiplying independent variable (Job design) and moderator variable (Company level factors). The summary of moderation results is represented in table 10.9.

**Table: 10.9**

<b>Sr#</b>	<b>Hypothesis</b>	<b>Results</b>
<b>H9</b>	<i>Organizational Support moderates the link between work decision autonomy and individual volunteering in such way that it increases the individual volunteering.</i>	<b>Significant</b>
<b>H10</b>	<i>Organizational support moderates the link between work method autonomy and individual volunteering in such way that it increases the individual volunteering.</i>	<b>Significant</b>
<b>H11</b>	<i>Organizational support moderates the link between Extraversion and individual volunteering in such way that it increases the individual volunteering.</i>	<b>Insignificant</b>
<b>H12</b>	<i>Organizational support moderates the link between Agreeableness and individual volunteering in such way that it increases the individual volunteering.</i>	<b>Insignificant</b>
<b>H13</b>	<i>Organizational support moderates the link between Conscientiousness and individual volunteering in such way that it increases the individual volunteering.</i>	<b>Significant</b>
<b>H14</b>	<i>Organizational Supports moderates the relationship between Open to experience and individual volunteering in such that it increases individual volunteering.</i>	<b>Significant</b>
<b>H15</b>	<i>Organizational support moderates the link between neuroticism and individual volunteering in such way that it increases the individual volunteering.</i>	<b>Insignificant</b>

## **Chapter 5: Discussion and Conclusion**

The main objective of this research is to evaluate and identify the precursors and effect of individual volunteering at workplace and impact of company level factors as a moderating variable. A survey was conducted in the mobile telecom sector of Pakistan. The study has following objectives i.e.

1. To identify the precursors of employees volunteering in the Mobile Telecom sector of Pakistan
2. To assess the link between volunteering activities that are performed by individuals and their Job performance.
3. To understand the moderating role of company level factors in employees volunteering

To identify the precursors of employees volunteering at workplace, two independent variables have been chosen by detailed literature review. I.e., Job Design and Personality Traits. In Job design the autonomy level of employees is measured regarding decision autonomy and work methods autonomy. For personality traits measures, five factor personality model is used, and hypothesis are developed against each factor i.e., Extraversion, Conscientiousness, open to experiences, neuroticism, and agreeableness. Then a hypothesis is developed to measure the job performance and employees volunteering at workplace.

At the end moderation analysis is done to evaluate the moderating role of company level factors on Job design and Personality traits with dependent variable individual volunteering.

### **5.1 Discussion**

Hypothesis testing was performed and discussed in the result section. Summary of the hypothesis testing is also presented in table 9 and 10.9. overall. The current research has given all the significant results of research questions. Job design and personality traits have significant relations with the individual volunteering. Also, individual volunteering has strong significant impact on the job performance of the employees. Moreover, Company level factors play a significant role in enabling employees towards volunteering activities at workplace.

The study found that work decision autonomy and work method autonomy have significant relationship with individual volunteering and out of five personality factors, extraversion, conscientiousness, openness, and agreeableness has significant relationship with individual

volunteering while neuroticism does not support the relationship with individual volunteering and insignificant.

Further, moderation results found that company level factors have significant moderating roles.

Our study has identified the positive link between Job design and individual volunteering by discussing the two inner perspectives of job design i.e., work decision autonomy and work method autonomy as the two effective precursors for employees volunteering at workplace. That is a support by job design theory in the context of paid employment. This theory narrates that, "Individuals invest more time and energy into their tasks when their jobs are designed in a certain way to provide incumbents with the opportunity of perceiving positive effect on beneficiaries".

Also, Grant (2012) found that work context facilitating volunteering includes, schedules of payments or work and uncertainty that is related to job. These aspects of work help in determining employees' autonomy related to financial part. Elsbach & Hargadon (2006) study found that time, energy, and activities at work can be freed up by the job designs. Most of research has discuss social and knowledge characteristics of work but very few studies have been discussed with respect to autonomy perspectives of Job design. According to self-determination theory, there is a strong relation between autonomy and engagement in prosaically behavior i.e., volunteering (Rodell., 2015). Thus, our findings extend the existing literature of job design by studying the "work decisional autonomy" and "work methods autonomy".

Results of our study has accepted the hypothesis regarding extraversion, consciousness, open to experiences and agreeableness. It means that employees who has positively personality traits related to extraversion, consciousness, open to experience and agreeableness tends to more involved in volunteering activities. It is also confirmed by Graziano and Eisenberg (1977) that agreeableness is strongly contributing towards prosocial behaviors. And similarly, extraversion is positively related to social ability, positive emotions, and warmth activity (Carlo et al., 2005). Our findings are like the results of Jabri et al., (2012) who had found positive relationship of extraversion, consciousness, open to experience and agreeableness with volunteering satisfaction and neuroticism as a negatively related as well.

In the organizational perspectives, five factor personality traits differentiate individuals from one another by their personality traits and motives (Willson, 2012). Thus, our results are more important and specific in the organizational perspective at workplace. The trait of “neuroticism” is found insignificant with our results. The historical evidence regarding “neuroticism” has negative or low-level relationship with volunteering because it contrasts with the idea of “altruistic” behavior (e.g., Grant, 2012). One of other reason may be that response from the respondents may be similar or high, so that it has been shown insignificant.

Our study has shown the strong remarkable link between the Job performance and individual volunteering at workplace. That is inconsistent with findings Rodell (2013) that volunteering is linked with job meaningfulness that causes the improvement and enhancement of job performance. But our study is different from Rodell (2013) study because it revealed the facts by considering the variables i.e., compensation, enhancement, and resource drain yet our findings based on factors i.e., job design autonomy and personality traits. Therefore, our study is producing another view of volunteering effect on employee’s job performance. Because our study adding values by replying the most old and un-answered question i.e., how does volunteering impact work related outcome? (Rodell, 2013). Thus, it is also noted that our study is initial research who founds the direct positive and significant relationship of volunteering at workplace and job performance.

Our study has also shown that there is a positive moderating role between the precursors i.e., work decision autonomy & work method autonomy and individual volunteering. As also described in the study of Pajo & Lee (2010) that company level factors are the important drivers for initiating employees volunteering programs. We have found that if employees will have to provide significant autonomy in their job design and equipped with four factors of personality traits, then company level factors will increase their role of volunteering and vice versa.

Findings of this current study are also not consistent with the discussion of Rodell et al., (2017) that company driven process (company policies regarding volunteering) supports organization towards initiate organizational climate. But as per, we analyze the moderating role of company level factors with respect of precursors and volunteering at workplace. Few studies have been conducted in this perspective so our findings are useful and extend in the existing knowledge of volunteering at workplace.

## **5.2 Managerial Applications**

Our findings have following managerial applications.

- Our findings regarding personality traits and autonomy in working decisions and methods provide specific knowledge regarding developing volunteering environment within the organizations. Thus, organizations who are motivated to contribute to programs related corporate social responsibility by means of individual volunteering, can apply these findings in developing volunteering within the organization.
- Moreover, our findings are also important for the ones who are developing corporate volunteering programs in different organizations by encouraging employees to perform voluntary activities through developing certain job designs.
- Our findings are also important for HR Managers who intend to hire employees with passion of volunteering roles. i.e., Personality traits
- At end, our research is the pioneer in measuring individual volunteering with context of Pakistan, by choosing Pakistan telecom sector as a case study. Thus, organizations in Pakistan as well as developing countries, can use our research to initiate corporate volunteering programs at national level.

## **5.3 Limitations**

In this study we have identified the precursors and effects of individual volunteering at workplace by considering company level factors as a moderating variable. However, there are some limitations of this research. The data has been collected in this research is through cross sectional approach that concerns about the generalizability of our research. Moreover, we have ignored the gender factors i.e., male rates of volunteering verses females' rates of volunteering.

Further, we have chosen job design autonomy from two perspectives. But other perspectives can also be important like social characteristic of job design, Task characteristics and autonomy of jobs by position level. In findings our results, we only considered WDA and WMA as a positive impact for volunteering and ultimate impact on job performance. But negative factors can also be created by autonomy like non-serious attitude, inadequate job performance etc.



#### **5.4 Future Research**

Future studies regarding precursors and effects of individual volunteering should explore the new aspects of precursors and effects. To understand precursors of volunteering more deeply, focus group, longitudinal, and experimental studies will be more authentic and generalizable in their results.

Moreover, future research can also be conducted on different work context and on organizational climate towards volunteering. For example, diversity and volunteering, designations level of employees, experience, and promotions perspectives.

This study is based on mobile telecom industry of Pakistan which included four big names of this industry. Volunteering activities in the organizations are emerging and people are getting to know the importance of volunteering on individual level. Therefore, different industries can be taken and volunteering activities in those organizations can also be evaluated.

Corporate volunteering is a new emerging concept and has lot of potential by establishing mutual relationship b/w employee and employers. Yet, a lot of literature has discussed the motives regarding individual but motives regarding employers remains indistinct, thus future research is invited to conduct studies regarding motives of organizational perspectives.

Moreover, in developed countries, volunteering programs are utilized to fight with grand challenges i.e., Hunger, Poverty, Education or Health cause. In developing countries, these issues can be resolved by initiating corporate volunteering programs for these concerns. Thus, future research can also be conducted to develop models for corporate volunteering programs to challenge grand issues.

#### **5.5 Conclusion**

In this study we have identified the precursors and outcomes of volunteering at workplace by taking mobile telecom sectors as a case study. The study concluded that job design and personality traits are the important precursors for employees who perform volunteer activities. The novelty of our research is that we have taken variable i.e., Work Decision Autonomy (WDA) and Work Method Autonomy (WMA) have never been used in previous research and extends the existing literature of Job design with perspectives of volunteering. Moreover, we have found direct outcome of volunteering activities at workplace by choosing “Job

performance” as an outcome. We have also found that company level factors are moderates the relationship between precursors and individual performance.

The study is very novelistic in its outcome at it highlights the employees volunteering roles at organizational level. As literature suggested that volunteering programs are beneficial for both employees and organizations (Rodel et al., 2017; Grant. 2012; Willson & Musick, 2008). Thus, it is recommended for the organizations to initiate volunteering programs so that maximum productivity of employees can be attained along with objectives of corporate social responsibility.

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## Appendices

### Questionnaire

Hello, I'm a MBA student at Bahira University, Islamabad. I am conducting this survey for academic purposes and participation in this survey will assist me with a better understanding.

This research is for academic purposes, and your participation in this survey will assist me with a better understanding. All the information you provide will be anonymous and will be kept in the strictest confidence.

Thank you in advance for taking out time and responding this survey.

~ All Information Will Remain CONFIDENTIAL ~

### **Topic: Study of precursors and effects of volunteering activities at workplace in mobile telecom industry of Pakistan**

\* Required

### Demographic Information

1. Email address \_\_\_\_\_
2. What is your gender?
  - Male
  - Female
  - Prefer not to say
3. What is your qualification?
  - Doctorate
  - Master level
  - Bachelor level
  - Secondary level
  - Under Matric
4. What is your Job level?
  - Top level
  - Middle Management
  - Lower Management
  - Worker

5. How long have you worked for the Company? \*

- Less than 1 year
- 1 – 5 year
- 5 – 10 year
- More than 10 years

6. What is your age group?

- 18-30
- 31-40
- 41-50
- 51-60
- More than 60 years

**Individual Volunteering**

Please select one Option from 1 to 5.

5= Strong Agree      4=Agree      3= Neutral      2=Disagree      1=Strongly Disagree

	1	2	3	4	5
<b>I am highly interested in Volunteering</b>					
<b>I spend money on Volunteering activities</b>					
<b>I have membership of volunteering societies NGO's / clubs</b>					
<b>Volunteering is a priority in my life activities</b>					
<b>I often spend time on volunteering activities</b>					
<b>I offer myself happily for volunteering activities</b>					
<b>I seek possibilities where I can volunteer</b>					

## Personality Traits

Here are several characteristics that may or may not apply to you. For example, do you agree that you are someone who likes to spend time with others? Please write a number next to each statement to indicate the extent to which you agree or disagree with that statement.

<b>Disagree Strongly</b>	<b>Disagree a little</b>	<b>Neither agree nor Disagree</b>	<b>Agree a little</b>	<b>Agree strongly</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

### I see Myself as Someone Who...

1. Is talkative
2. Tends to find fault with others
3. Does a thorough job
4. Is depressed, blue
5. Is original, comes up with new ideas
6. Is reserved
7. Is helpful and unselfish with others
8. Can be somewhat careless
9. Is relaxed, handles stress well
10. Is curious about many different things
11. Is full of energy
12. Starts quarrels with others
13. Is a reliable worker
14. Can be tense
15. Is ingenious, a deep thinker
16. Tends to be lazy
17. Is emotionally stable, not easily upset
18. Is inventive
19. Has an assertive personality
20. Can be cold and aloof
21. Perseveres until the task is finished

22. Can be moody
23. Values artistic, aesthetic experiences
24. Is sometimes shy, inhibited
25. Is considerate and kind to almost everyone
26. Does things efficiently
27. Remains calm in tense situations
28. Prefers work that is routine
29. Is outgoing, sociable
30. Is sometimes rude to others
31. Generates a lot of enthusiasm
32. Has a forgiving nature
33. Tends to be disorganized
34. Worries a lot
35. Has an active imagination
36. Tends to be quiet
37. Is generally trusting
38. Makes plans and follows through with them
39. Gets nervous easily
40. Likes to reflect, play with ideas
41. Has few artistic interests
42. Likes to cooperate with others
43. Is easily distracted
44. Is sophisticated in art, music, or literature

### **Job Design**

Please indicate your answer by clicking options “YES” or “NO”

The job gives me a chance to use my personal initiative or judgment in carrying out the work.

- YES
- NO

The job allows me to make a lot of decisions on my own.

YES

NO

The job provides me with significant autonomy in making decisions.

YES

NO

The job allows me to make decisions about what methods I use to complete my work

YES

NO

The job gives me considerable opportunity for independence and freedom in how I do the work.

YES

NO

The job allows me to decide on my own how to go about doing my work.

YES

NO

### **Company Level Factors**

Does your organization provide time-based support for performing volunteering activities?

YES

NO

Does your organization sponsor volunteering initiatives/programs?

YES

NO

Does your organization provide transport facilities for performing volunteering activities outside the organization?



YES

NO

Does your organization recognize your volunteering role?

YES

NO

Job Performance

Please select one Option from 1 to 5.

5= Strong Agree      4=Agree      3= Neutral      2=Disagree      1=Strongly Disagree

	1	2	3	4	5
<b>I adequately complete assigned duties</b>					
<b>I fulfill responsibilities specified in job description</b>					
<b>I performed tasks that are expected to me</b>					
<b>I meet the formal performance requirements of the job</b>					



## Plagiarism similarity index

### Final thesis

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#### PRIMARY SOURCES

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