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# Measuring the impact of employee volunteering on the company and the local community?

presented at CEV general assembly conference  
Prague may 15<sup>th</sup> 2009.



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# Background....

- Corporate philanthropy / volunteering relatively new concept in Netherlands (European Welfare states?)
  - Philanthropy (private and corporate) only 12% of Dutch nonprofit income (Salomon et al, 2003)
  - Concept corporate volunteering introduced around 1995
  - MNC's (also foreign) play role in this
- Together with frontrunner Fortis Foundation Netherlands RSM has developed the wellventure monitor as a kind of BSC for corporate volunteering (2007).
- Tool is more useful for steering program than for measuring results with academic rigor. However, it is possible.

# *Corporate volunteering*

- Employee volunteering refers to **employees** who are voluntarily active to make a contribution towards society, supported in some way by their employer (Brewis, 2004).
- Deliberate strategy by an **employer** to encourage employees to become more involved in their community as volunteer and to support them in those efforts
  - in name of the company
  - in own time or company time
  - for own organization or company chooses

# Possible outcomes

- employee good feelings and skill development
- community improvement
- greater financial donations to nonprofits
- positive company image
- employees' improved understanding of community needs
- increased market share

(Austin, 1997; Benjamin, 2001; Gilder et. al. 2005; Lee, 2001; Pancer et. al., 2002; Thomas and Christoffer, 1999; Tschirhart, 2005).



# The wellventure monitor



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[www.wellventuremonitor.nl](http://www.wellventuremonitor.nl)

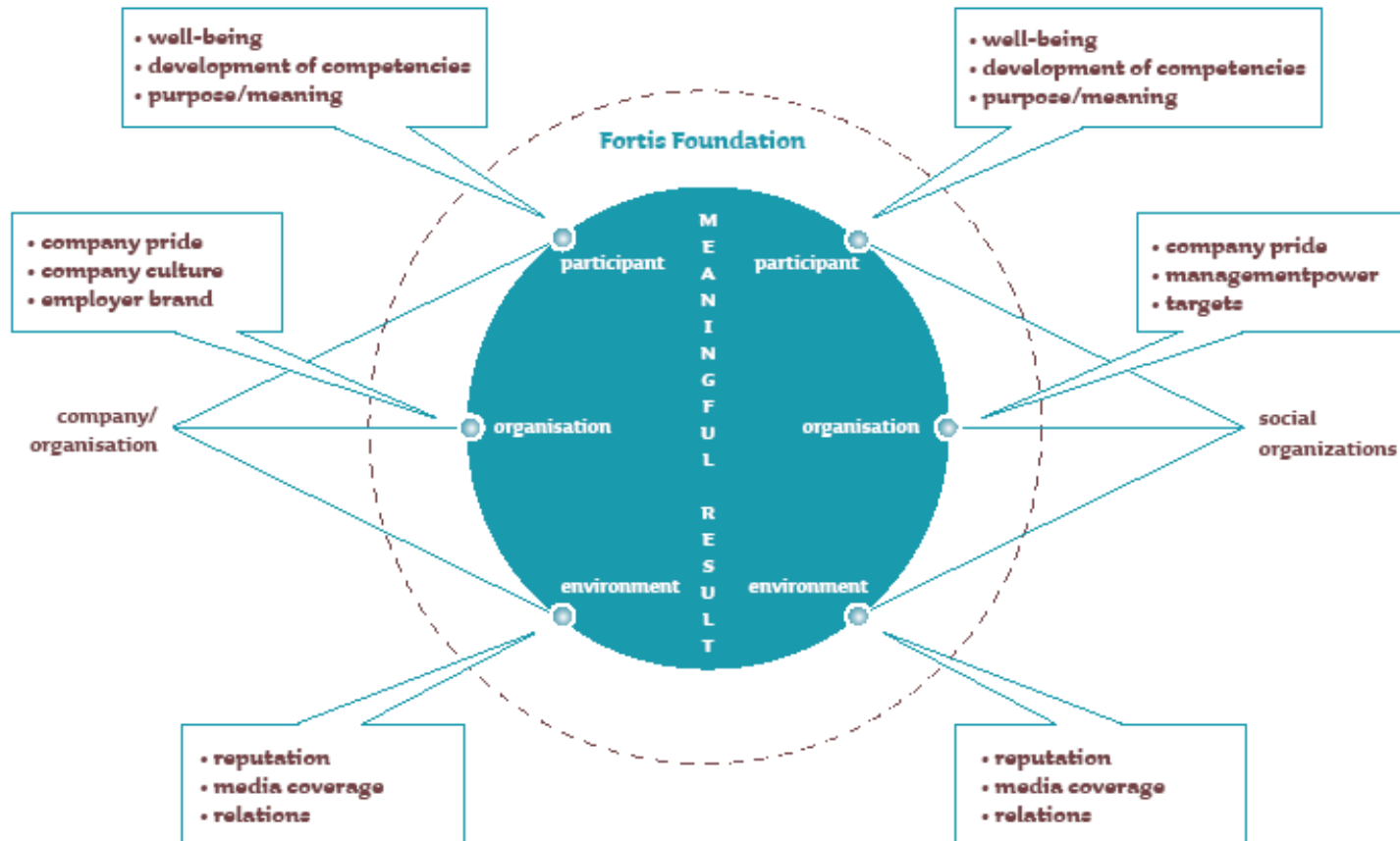
# Measuring impact

What is it?

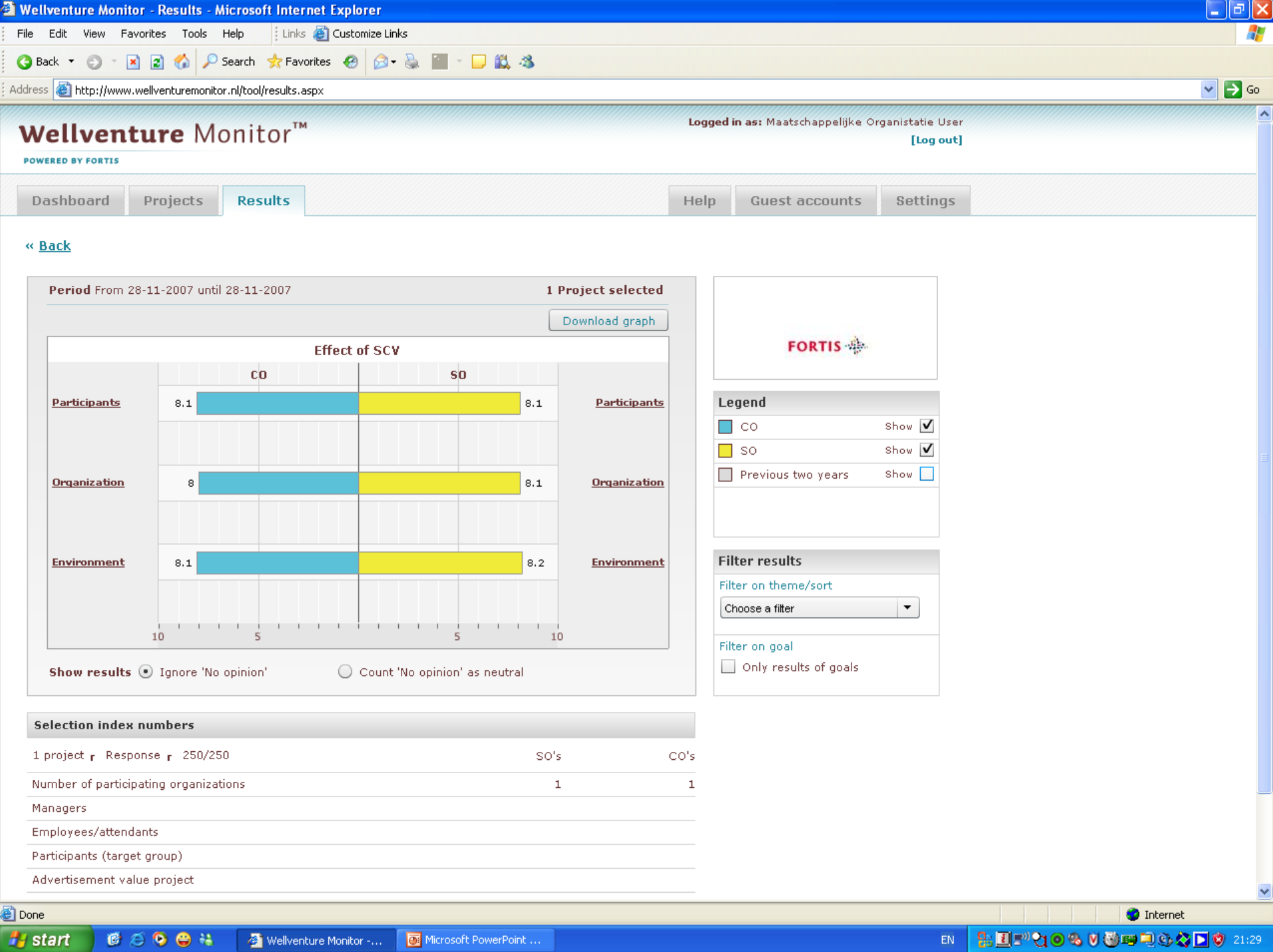
- Corporate volunteering programmes
- Impact on both sides
- Not on issues, but on people involved
- People for people

What does it do?

- Questionnaires
- Steering information, targetsetting and feedback mechanism
- Per project, timeframe, category,.....



	<b>Company</b>		<b>Social organization</b>	
<b>Participant</b>	Well-being	* Pride	Well-being	* pride
		* Personal satisfaction		* Personal satisfaction
		* Internal network		* Internal network
		* Bonding		* Bonding
		* Fun		* Fun
	Competence Development	* Project skills	Competence Development	* Project skills
		* Task-related skills		* Task-related skills
		* Process skills		* Process skills
		* Leadership skills		* Leadership skills
		* Personal skills		* Personal skills
		* Social skills		* Social skills
	Meaning	* Inspiration	Meaning	* Inspiration
		* Contribute to common goal		* Contribute to common goal
		* Personal agenda		* Personal agenda
		* Image-forming		* Image-forming
<b>Organization</b>	Pride and culture	* Company pride	Pride and culture	* Organizational pride
		* Organizational culture		* Organizational culture
	Development	* Professionalism	Development	* Improved methods
		* Innovative capability		* Innovative capability
		* Communication skills		* Communication skills
		* Learning potential		* Impact potential
				* Learning potential
				* Facilitating CI
	Goals	* Employer brand	Goals	* Employer brand
		* Goals partnership		* Goals partnership
		* CI goals		* Organizational goals
<b>Environment</b>	Reputation/recognition	* Credibility	Reputation/recognition	* Credibility
		* Visibility		* Visibility
		* Brand awareness		* Brand awareness
		* Reputation		* Reputation
	Media attention		Media attention	
	Relations	* Business purposes	Relations	* New Relations
		* New relations		* Existing relations
				* Follow-ups



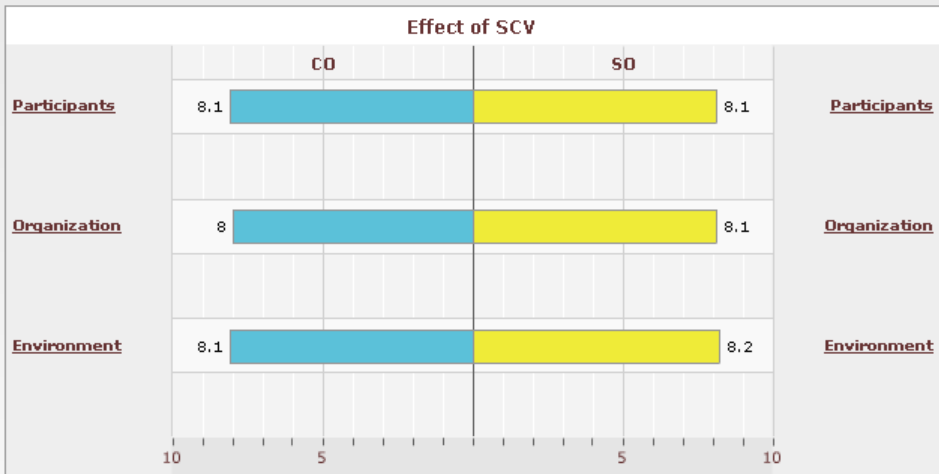
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- Dashboard
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- Settings

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Period From 28-11-2007 until 28-11-2007 **1 Project selected**

[Download graph](#)



Show results  Ignore 'No opinion'  Count 'No opinion' as neutral



#### Legend

- CO Show
- SO Show
- Previous two years Show

#### Filter results

Filter on theme/sort

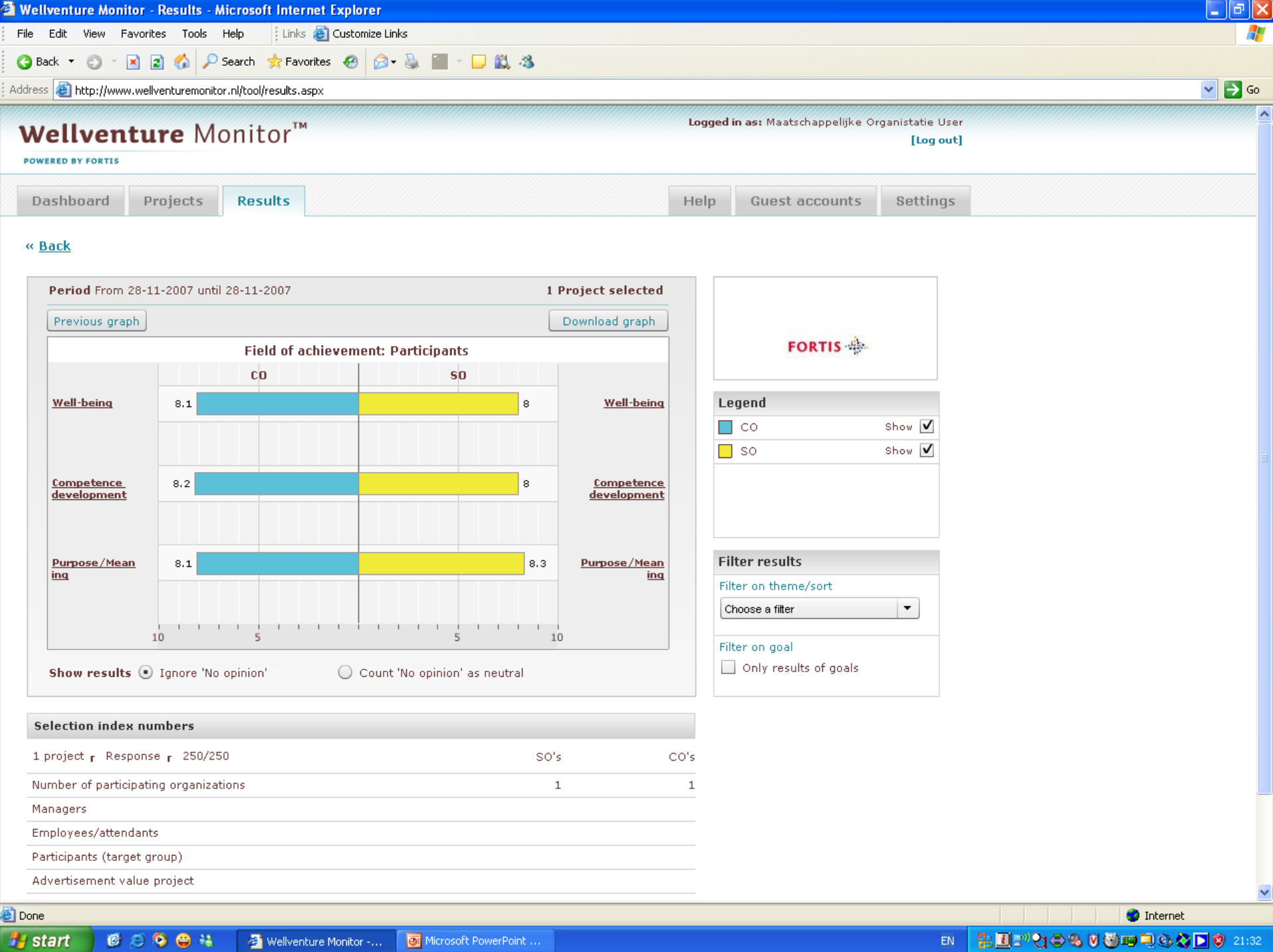
Choose a filter

Filter on goal

Only results of goals

#### Selection index numbers

	SO's	CO's
1 project		
Response	250/250	
Number of participating organizations	1	1
Managers		
Employees/attendants		
Participants (target group)		
Advertisement value project		



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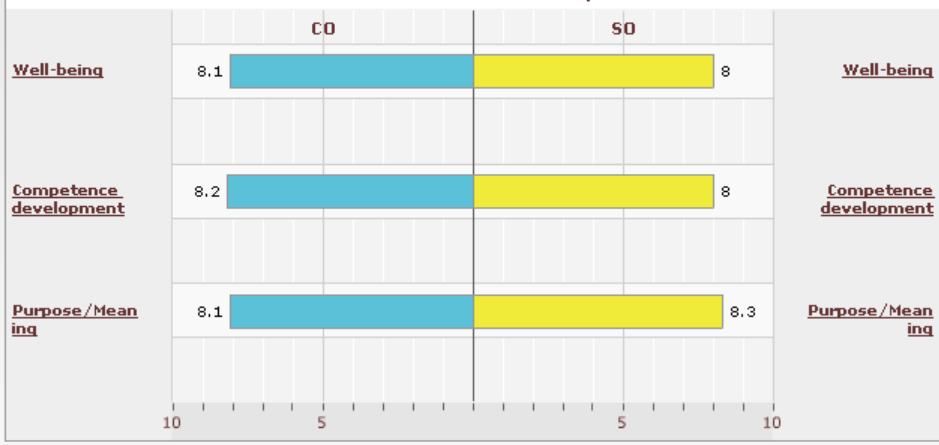
Period From 28-11-2007 until 28-11-2007

1 Project selected

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### Field of achievement: Participants



Show results  Ignore 'No opinion'  Count 'No opinion' as neutral



**Legend**

- CO Show
- SO Show

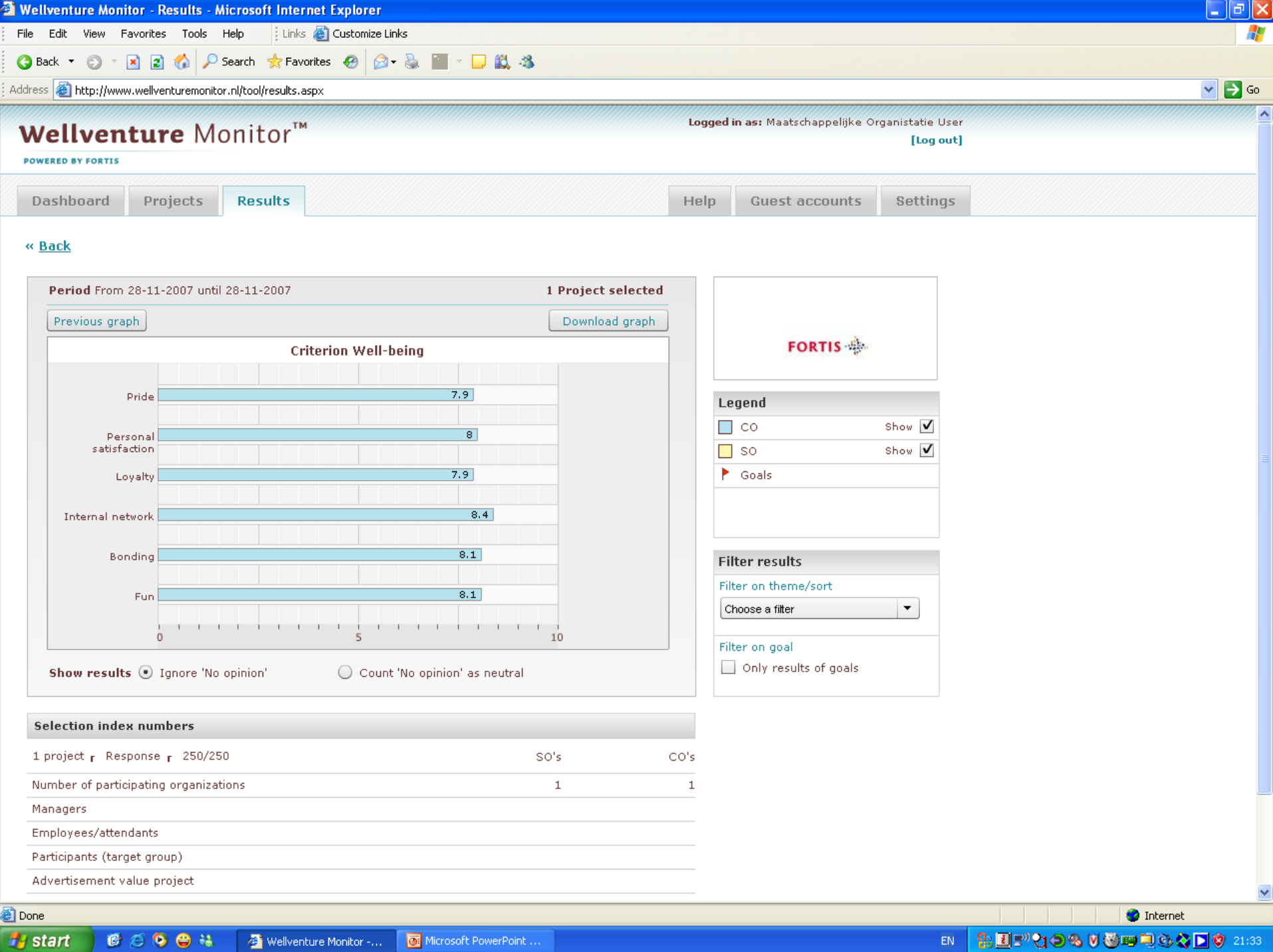
**Filter results**

Filter on theme/sort  
Choose a filter ▼

Filter on goal  
 Only results of goals

#### Selection index numbers

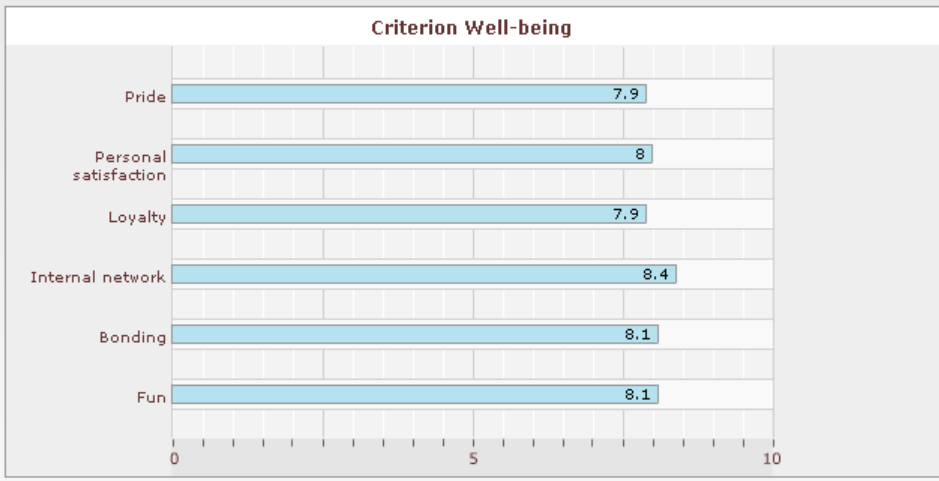
	SO's	CO's
1 project		
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Participants (target group)		
Advertisement value project		



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Period From 28-11-2007 until 28-11-2007 **1 Project selected**

[Previous graph](#) [Download graph](#)



Show results  Ignore 'No opinion'  Count 'No opinion' as neutral



#### Legend

- CO Show
- SO Show
- Goals

#### Filter results

Filter on theme/sort

Choose a filter

Filter on goal

Only results of goals

#### Selection index numbers

	SO's	CO's
1 project		
Response	250/250	
Number of participating organizations	1	1
Managers		
Employees/attendants		
Participants (target group)		
Advertisement value project		

# Corporate Volunteering Program

- Design choices
  - company commitment
  - program restrictions
  - encouragement of participation
  - benefits emphasized.

(Meijs, L.C.P.M., Tschirhart, M., Ten Hoorn, E.M. and Brudney, J.L. 2009)

# Kind of volunteer assignment

- Non-cognitive projects
  - “*Act*”
- Cognitive projects
  - “*Think*”

# Research question

- In the perception of the employees: *Do projects with a cognitive aspect ('Think' projects) pay off more or less than projects without a cognitive aspect ('Act' projects)?*

# Criteria of measurement

<i>Criterion</i>	<b>Well-being</b>	<b>Skills development</b>	<b>Meaning</b>
<i>Questions</i>	<ul style="list-style-type: none"><li>•Pride</li><li>•Personal Satisfaction</li><li>•Loyalty</li><li>•Internal network</li><li>•Bonding</li><li>•Fun</li></ul>	<ul style="list-style-type: none"><li>•Project-related skills</li><li>•Process-related Skills</li><li>•Leadership skills</li><li>•Personal skills</li><li>•Social skills</li></ul>	<ul style="list-style-type: none"><li>•Inspiration</li><li>•Contribution to common goal</li><li>•Personal agenda</li><li>•Broadening own horizon</li></ul>

# Hypothesis

1. Community projects with a cognitive aspect for the employee of the company will have a **higher overall score** than projects without a cognitive aspect for the employee
2. Community projects with a cognitive aspect for the employee of the company will have a **higher score on participants** than projects without a cognitive aspect for the employee

# hypothesis

3. Community projects with a cognitive aspect for the employee of the company will have a higher score on *wellbeing* than projects without a cognitive aspect for the employee
4. Community projects with a cognitive aspect for the employee of the company will have a higher score on *skill development* than projects without a cognitive aspect for the employee
5. Community projects with a cognitive aspect for the employee of the company will have a higher score on *meaning* than projects without a cognitive aspect for the employee

# Methodology

- 48 projects are surveyed within FFN with in total 831 respondents (employees of FFN)
- 303 respondents measured a this time
- **HOWEVER:** Not every respondent answered the same questions
- Likert scale of 1-7 (1= strongly disagree; 10= strongly agree, tool has converted it in 1; 2,5; 4; 5,5; 7; 8,5; 10)

# Components

## Components of Participants

Well Being

Skill Development

Meaning

# Descriptives Cognitive Projects

Cognitive	Amount of respondents	Percentage
Yes	122	40,3
No	181	59,7
Total	303	100

# Descriptives Well-being

Variable	Amount of respondents	Mean	Sd
<b>Well-being</b>			
<i>Pride</i>	266	<b>7,0724</b>	2,23642
<i>Personal Satisfaction</i>	258	<b>7,5417</b>	1,89907
<i>Loyalty</i>	297	<b>8,5446</b>	1,68944
<i>Internal Network</i>	208	<b>6,9591</b>	2,45973
<i>Bonding</i>	283	<b>6,5692</b>	2,05909
<i>Fun</i>	283	<b>8,4276</b>	1,83593

# Outcome H3

Community projects with a cognitive aspect for the employee of the company will have a higher score on *wellbeing* than projects without a cognitive aspect for the employee

Well-being	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Overall	297	98	<b>7,5944</b>	1,4487	91,1	0,7	8,2
Yes	122	100	<b>7,7520</b>	1,3998	93,6	0	6,4
No	175	96,7	<b>7,4845</b>	1,4758	88,3	1,1	10,6

# Descriptives Skill Development

Variable	Amount of respondents	Mean	Sd
<b>Skill Development</b>			
<i>Project Related Skills</i>	41	<b>6,6341</b>	2,50506
<i>Task Related Skills</i>	100	<b>5,1650</b>	2,85602
<i>Process Related Skills</i>	91	<b>5,1896</b>	2,94848
<i>Leadership Skills</i>	120	<b>6,2542</b>	2,13759
<i>Personal Skills</i>	224	6,3426	1,98454
<i>Social Skills</i>	267	7,3745	2,08088

# Outcome H4

Community projects with a cognitive aspect for the employee of the company will have a higher score on *Skill Development* than projects without a cognitive aspect for the employee

Skill Development	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Overall	267	88,1	<b>6,5167</b>	1,82646	90,9	1,7	7,4
Yes	118	96,4	<b>6,6988</b>	1,72716	82,5	2,5	14,6
No	149	82,3	<b>6,3725</b>	1,89474	63,8	13,4	22,8

# Descriptives Meaning

Variable	Amount of respondents	Mean	Sd
<b>Meaning</b>			
<i>Inspiration</i>	303	<b>7,9435</b>	1,67664
<i>Contribution Common Goal</i>	277	<b>7,7671</b>	1,95764
<i>Personal Agenda</i>	303	<b>7,2760</b>	1,80357
<i>Broadening Horizon</i>	272	<b>6,7366</b>	1,90624

# Outcome H5

Community projects with a cognitive aspect for the employee of the company will have a higher score on *Meaning* than projects without a cognitive aspect for the employee

Meaning	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Overall	303	100	<b>7,4666</b>	1,42327	90,9	1,7	7,4
Yes	122	100	<b>7,6367</b>	1,26408	93,6	0	6,4
No	181	100	<b>7,3519</b>	1,51384	88,4	2,8	8,8

# Outcome H2

Community projects with a cognitive aspect for the employee of the company will have a higher overall score on *Participants* than projects without a cognitive aspect for the employee

	Amount of Respondents	Mean	Sd
Overall	303	7,2293	1,38811
<b>Yes</b>	<b>122</b>	<b>7,3819</b>	<b>1,29752</b>
<b>No</b>	<b>181</b>	<b>7,1264</b>	<b>1,44038</b>

# Outcome H1

Community projects with a cognitive aspect for the employee of the company will have a *higher overall score* than projects without a cognitive aspect for the employee

**Can not be determined yet, because:**

- Not all variables are measured at this moment
- Not all respondents are in the dataset at this moment

# Conclusions and follow up

- We need, must and shall develop this database
- It looks like that projects with a cognitive aspect ('Think' projects) are more useful for these banking employees, but only on certain aspects
- *Act* projects also deliver on many aspects (and are easier to organize.....)

# General findings of the WVM

- ‘Act’ projects have an higher overall score on Pride and Culture than ‘Think’ projects
- ‘Act’ projects have the lowest overall score on Organizational Goals
- Non profit organizations have a higher overall score than Fortis, the main difference is in Development: 8,4 vs. 6.3
- Activities which are mandatory do not have a lower score than other activities

## Next steps

- Keep on developing the tool
- Going deeper into the database; look at the questions separately
- Look into more variables
- Look into gender, age, level of employment etc
- Look at the Non Profit side; what are the effects of BCI for the nonprofit, their employees and the social target group?

- - 
  -
- Thank you for listening
  - Are there questions?
  - Please share your insights!

# ∴ Design parameters for corporate volunteering programs

- The level of encouragement of participation for employees to volunteer.
  - no pressure (individual impulse),
  - social and collegial pressure
  - hierarchically expectancy
  - obliged
- The benefits emphasized
  - prioritization: Employees, the company and the community.
  - trade-offs in this prioritization.

# Design parameters for corporate volunteering programs

- The level of **commitment** of the company.
  - time
    - recognizing and praising
    - counting and matching volunteer hours
    - letting employees use working hours
  - resources invested
    - post volunteer opportunity
    - paid staff with budgets and space
- The level of **restrictions** set by the company.
  - no restrictions
  - moderate restrictions (theme, excluded organizations)
  - highly restricted (limited number of volunteer activities)

# Effects

- Legitimization
- Resource
- Expectation and socialization
- Substitution
- Incentive
- Resentment

# Pride

Pride	Amount of respondents	Mean	Sd
Overall	266	7,0724	2,23642

Cognitive	Amount of Respondents	% of respondents	Mean of Pride	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	122	100	7,6311	2,15902	81,2	4,1	14,7
No	144	79,6	6,5990	2,19826	57,7	15,3	27,0

# Personal Satisfaction

Personal Satisfaction	Amount of respondents	Mean	Sd
Overall	258	7,5417	1,89907

Cognitive	Amount of Respondents	% of respondents	Mean of Personal Satisfaction	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	118	97,7	7,6208	1,8257	83,2	11,9	4,1
No	140	77,3	7,4750	1,9629	80,1	10,7	9,2

# Loyalty

Loyalty	Amount of respondents	Mean	Sd
Overall	297	8,5446	1,68944

Cognitive	Amount of Respondents	% of respondents	Mean of Personal Satisfaction	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	122	100	8,4877	1,7409	90,2	6,6	3,2
No	175	96,7	8,5843	1,6565	93,8	3,4	1,6

# Internal Network

Internal Network	Amount of respondents	Mean	Sd
Overall	208	6,9591	2,45973

Cognitive	Amount of Respondents	% of respondents	Mean of Personal Satisfaction	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	114	93,4	7,6711	2,0163	78,8	13,2	8
No	94	51,9	6,0957	2,6743	56,4	19,1	23,4

# Fun

Fun	Amount of respondents	Mean	Sd
Overall	283	8,4276	1,83593

Cognitive	Amount of Respondents	% of respondents	Mean of Personal Satisfaction	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	122	100	8,3320	2,1586	86,9	8,2	4,9
No	161	89	8,5	1,5507	93,9	3,7	2,4

Note: With cognitive aspect: 43,4% rated a 10 → Strongly agree!  
 Without cognitive aspect: 36,6% rated a 10 → Strongly agree!

# Inspiration

	Amount of respondents	Mean	Sd
Overall	303	7,9435	1,67664

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	122	100	8,0184	1,70747	90,3	4,9	4
No	181	100	7,8930	1,65837	86,1	8,3	5,6

# Common Goal

	Amount of respondents	Mean	Sd
Overall	277	7,7671	1,95764

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	122	100	7,9344	1,77092	81,9	13,1	5
No	150	82,9	7,6355	2,08917	81,3	8,4	9

# Personal Agenda

	Amount of respondents	Mean	Sd
Overall	303	7,2760	1,80357

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	122	100	7,4785	1,64495	82,8	4,9	12,3
No	181	100	7,1395	1,89529	78,7	8,8	12,5

# Broadening Horizon

	Amount of respondents	Mean	Sd
Overall	272	6,7366	1,90624

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	122	100	7,1153	1,73589	82,2	4,1	13,7
No	150	82,9	6,4286	1,98723	63,8	11,3	24,2

# Project Related Skills

	Amount of respondents	Mean	Sd
Overall	41	6,6341	2,50506

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	34	27,9	7,1324	2,00117	67,8	20,6	11,6
No	7	3,9	4,2143	3,4017	28,6	14,3	57,2

# Process Related Skills

	Amount of respondents	Mean	Sd
Overall	91	5,1896	2,94848

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	38	31,1	4,4276	2,79835	28,9	18,4	50,1
No	53	29,3	5,7358	2,95740	47,2	15,1	35,8

# Task Related Skills

	Amount of respondents	Mean	Sd
Overall	100	5,1650	2,85602

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	51	41,8	6,3627	2,59438	62,8	13,7	23,5
No	49	27,1	3,9184	2,09599	65,6	24,2	9,5

# Leadership Related Skills

	Amount of respondents	Mean	Sd
Overall	120	6,2542	2,13759

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	101	82,8	6,2847	2,11395	47,5	37,6	12,9
No	19	10,5	6,0921	2,31272	57,8	21,1	21,1

# Personal Skills

	Amount of respondents	Mean	Sd
Overall	224	6,3426	1,98454

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	118	96,7	6,8008	1,90242	67,6	16,1	16,3
No	106	58,6	5,8325	1,95781	41,6	28,3	29,2

# Social Skills

	Amount of respondents	Mean	Sd
Overall	267	7,3745	2,08088

Cognitive	Amount of Respondents	% of respondents	Mean	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	118	96,7	7,8114	1,98551	67,8	6,8	24,6
No	149	82,3	7,0285	2,09599	65,6	24,2	9,5

# Bonding

Bonding	Amount of respondents	Mean	Sd
Overall	283	6,5692	2,05909

Cognitive	Amount of Respondents	% of respondents	Mean of Personal Satisfaction	Sd	% Agree-Strongly agree	% Neutral	% Disagree-Strongly disagree
Yes	122	100	6,6865	1,8812	73,8	9,8	16,4
No	161	89	6,4803	2,1859	65,3	14,9	19,8