

VOLUNTEERING AS PART OF CSR AND COMPANY SUPPORT FOR EMPLOYEE VOLUNTEERING

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Abstract:

Corporate Social Responsibility (CSR) is spreading rapidly, and so is Company Support for Employee Volunteering (CSEV) as an organic part of the company strategy. Employers support their employees' efforts to get involved in voluntarism in countless different ways because in this way they can guarantee and enhance the legitimacy of the company's structure, work process and mission. By reinforcing the company's corporate social message and goal, employees contribute to strengthening the whole legitimacy of the corporation. Companies set goals which are accepted by society, and in realizing these goals they use tools which are accepted by society too, which is a key for a successful company performance. This paper aims outlining the motivations in companies for CSR activities, including CSEV programs, and the reasons beneath. In addition, the different kinds of benefits of these activities are shown and strategic and responsible applications of CSEV are emphasized, as the best solution is the integration of social aims and business priorities.

Keywords: *Corporate Social Responsibility (CSR); Company Support for Employee Volunteering (CSEV); volunteering*

EL VOLUNTARIADO COMO PARTE DE LA RSC Y EL APOYO DE LA EMPRESA AL VOLUNTARIADO DE LOS EMPLEADOS

Resumen:

La Responsabilidad Social Corporativa (RSC) se está expandiendo rápidamente, al igual que el Apoyo de la Empresa al Voluntariado de sus Empleados (AEVE) como parte orgánica de la estrategia corporativa. Los empleadores apoyan los esfuerzos de sus empleados para involucrarse en el voluntariado de incontables formas, pues así pueden garantizar y mejorar la legitimidad de la estructura de la empresa, su proceso de trabajo y su misión. Al reforzar el mensaje y objetivo social corporativo de la empresa, los empleados contribuyen a fortalecer la legitimidad de la corporación en su conjunto. Las empresas fijan metas aceptadas por la sociedad, y para lograrlas emplean herramientas asimismo aceptadas, lo que es clave para un exitoso desempeño. Este artículo trata de esbozar las motivaciones de las empresas para realizar actividades de RSC, incluidos programas de AEVE, y las razones subyacentes. También se muestran los diferentes beneficios de estas actividades y las aplicaciones estratégicas y responsables del AEVE. dado que la mejor solución es integrar los propósitos sociales y las prioridades de negocio.

Palabras clave: *Responsabilidad Social Corporativa (RSC); Apoyo de la Empresa al Voluntariado de sus Empleados (AEVE); voluntariado*

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1. Introduction

This short study investigates a quite recent Corporate Social Responsibility (CSR) initiative, namely Company Support for Employee Volunteering (CSEV), also called Employee Voluntary Program (EVP) or Workplace Volunteer Program (WVP), which is one component of the company's CSR agenda involving the firm's participation in societal causes. Companies whose objectives include long-term continuance, are rethinking their role in the society and their relationships with employees and other members of society. We can declare that CSR is slowly emerging as a fundamental cultural characteristic of companies. People who are hunting for jobs and customers are looking for firms to make a favourable impact on the world as well as to make a profit. According to Roy (2010), when a company is interested in CSR activities, then this fact could bring about positive reaction from consumers. Many researches demonstrate that there is a positive relationship between CSR performance and company success (Basil et al. 2008).

On the other hand, it must be acknowledged that there exist a growing scepticism towards CSR theories and activities among customers. This kind of uncertainty in the customers might arise from some other more common phenomena such as greenwashing or exploitation (Mattila and Hanks 2013). Research on people's perceptions and opinions of corporate sponsored volunteering programs is available in limited quantities but according to its results, we need to talk about the popularity of this form of CSR. The trend towards a "doing better by doing good" approach has provided new opportunities for volunteering. As a result, we can welcome employee voluntary programs among us.

This paper examines the relationship between the motives of CSEV and the company's engagement toward its external and internal environments. Because CSR initiatives can be classified as external or internal, it depends on the type of stakeholders which CSR initiative they try to satisfy (Kim et al. 2010).

2. Theoretical background on corporate social responsibility

Nonbusiness activities can be called "support", yet these serve social goals as well, thus overlap the notion of CSR. Intersectorial nonbusiness activities manifest how the organisations are socially embedded: as in quote: "...economic institutions are not coming to existence in a form automatically dictated by external conditions; they are rather formed under societal influences" (Granovetter and Schwedberg 1992, p. 25-26) The failure of welfare state postulates raises the questions of organisational responsibility in solving societal issues.

Corporate Social Responsibility (CSR) as a term has gained currency in the last few decades. Today, with the advent of a concept called "globalization" interconnectedness has crept in every institution existent in the society. The result is a change in perspective of corporate institutions. Every organization today becomes responsible for the action that it accomplishes which affects society directly or indirectly. However, different questions have been raised, as (Dasgupta 2013): *genetically, what responsibility does a corporation have?; is it doing something beyond what it is required to do for society?; is it doing it for social benefit or for itself?; will CSR be confirmed as a sustainable model for corporations' long term existence?*

A second issue in the analysis of the term is understanding the "social responsibility" aspect of CSR. Bowen (1953, p. 6) viewed Social Responsibility (SR) as referring to "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society". Supporting Bowen partially, McGuire (1963, p. 144) stated that "the idea of social responsibility supposes that the corporation has not only economic and legal obligations, but also certain responsibilities to society which extend beyond these obligations".

Later on, Walton (1967, p. 18) suggested that "in short, the new concept of social responsibility recognizes the intimacy of the relationships between the corporation and the society and realizes that such relationships must be kept in mind by top managers as the corporation and the related groups pursue their respective goals". This approach indicates the interconnected nature of SR that the corporate must undertake for their benefit and for the benefit of society at large.

CSR has been perceived and defined by many scholars in a variety of ways. For example, Theodor Levitt (1958) argued that "corporate welfare makes good sense if it makes good economic sense and not infrequently it does. But if something does not make economic sense, sentiment or idealism ought not to let it in the door".

However, there were other scholars who felt that economic responsibility should not be the point of emphasis in CSR. One such scholar, Davis (1960) referred to CSR as “businessman’s decisions and actions taken for reasons at least partially beyond the firm’s direct economic or technical interests”. This approach seems to be interesting, especially as including the remark “at least partially”, which suggests that if only there are some partial diversions of activities beyond the economic interest of the firm, then it should be considered as the firm’s CSR. Underlying the huge debates and discussions about the topic, Carroll (1979) divided CSR into four components, naming them as “social responsibility components”. These components are:

- *Economic responsibility*: the corporation should perform as an economic institution by producing and selling goods to society at fair prices which the society feels to be its true value.

- *Legal responsibility*: these are codified ethics, i.e. principles of fair practice of business as developed by the lawmakers of society needs to be adhered to.

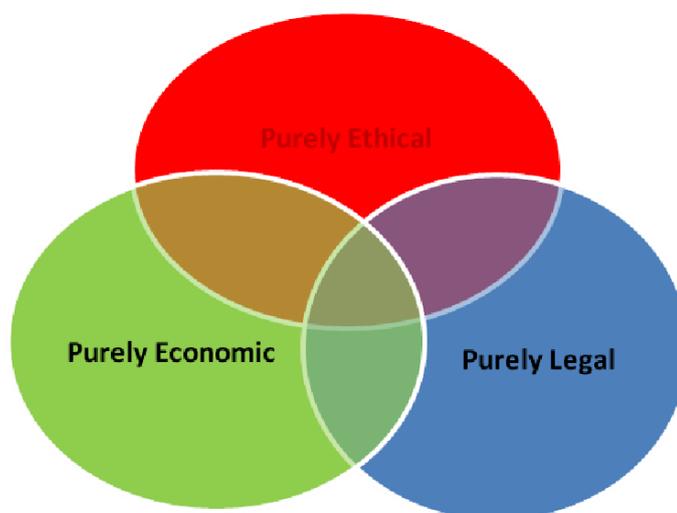
- *Ethical responsibility*: activities and practices beyond the legal boundary which are either expected by society or prohibited by societal norms, values, standards, expectations that stakeholders consider as just, fair and consistent with their moral rights.

Philanthropic responsibility: purely voluntary initiatives which the business desires to go into. Since it is not mandated, it can neither be called legal or ethical responsibility. So philanthropy is voluntary in nature.

However, there have been difficulties and critiques in understanding Carroll’s model. One of the critiques was that different domains seem to look hierarchical in nature. A second one refers to the fact that the model shows that there is no relationship between the four domains, even when, in practice, there are overlaps between the different responsibilities. Hence, there was a need to create a model which showed the overlapping criteria. Thirdly, there were critiques regarding whether there is a need to create separate ethical and philanthropic dimensions as they are almost interrelated. Keeping all these critiques into consideration, Carroll and his colleague Schwartz (2003) developed a Venn diagram which consisted of three CSR dimensions or “domains” (see Figure 1). This model completely removes philanthropy from the domain of responsibility suggesting that the ethical component encompasses the philanthropic component.

Nowadays global challenges and the economic crisis appear as circumstances which impose new challenges on corporations as well. Apart from donating and sponsoring for social purposes, even undertaking certain issues, companies should show responsible behaviour with regards to individuals and the protection of the environment. And all this have to be put into practice while companies remain profitable. Motivations for social responsibility are different than those of donating or Cause-Related Marketing (CRM).

Figure 1. The three dimensions of CSR (Carroll and Schwartz’s Venn Diagram Model on CSR)



Source: Schwartz and Carroll (2003)

There is no agreement on how CSR differs from areas earlier discussed. For quite a long time, CSR has appeared on corporate level as an activity of environmental protection, and it was only loosely connected to marketing. Even today, many authors and practitioners suggest that CSR is the management's commitment to SR, but numerous foreign and domestic papers analyze the marketing specialities of social responsibility (Dinya et.al. 2004; Andreasen and Kotler 2008; Veres and Hetesi 2013).

CSR sends the message to society that the organisation takes the responsibility in favour of societal goals. Therefore such practices mean responsibility, sensibility, discern taken in social problems, a desire to act in solving those problems, correspondence to the environment, employees and consumers. Just recently, the notion has started to connect with the idea of sustainable marketing, with its a deliberate, planned operation (Emery 2010; Kadirov 2010; Martin and Schonten 2011).

Additionally, CSR implementation suggests that the corporate behaviour should be responsible for the objectives of the society. It means responsibility, sensitivity, affinity for social problems, as well as endeavour to solve these problems, to protect the environment and to meet the related needs of customers and employees. At present some approaches to the concept of CSR have started to combine previous ideas with the notion of sustainable marketing (e.g. Emery 2010; Kadirov 2010; Martin-Schonten 2012). In this way corporations undertake tasks which are not profit oriented.

Namely, Kotler and Lee (2005) differentiate up to six categories social responsibility: i) cause promotion; ii) cause-related marketing; iii) corporate social marketing; iv) corporate philanthropy; v) community volunteering; and vi) socially responsible business practices. Such approach considers that volunteering, cause-related marketing and even societal marketing are parts of corporate social responsibility.

CSR undertaken for solving social issues is not merely a self-scarifying act, but adaptation to rules as well. Defining CSR –similarly to defining other concepts as CRM, donation or sponsorship– is a subject of debates as, on the one hand, it is foregoing profit in order to ease social problems; on the other hand, it is corresponding to certain requirements that serve long-term advantages, thus holding out promises of profit as well.

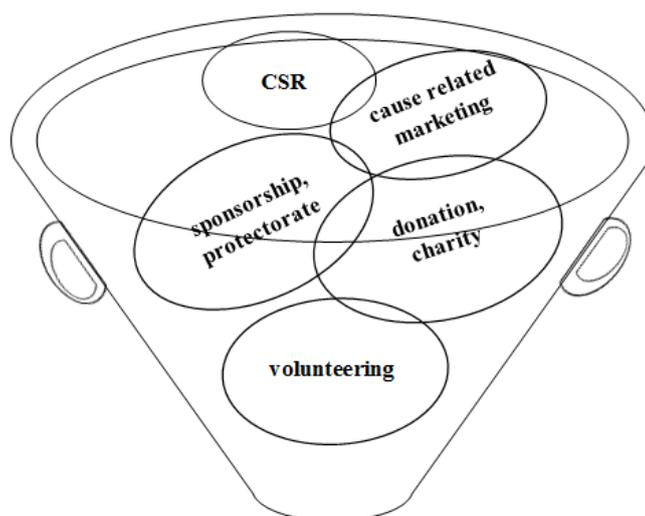
Following the European Commission (2001), CSR would be considered as “...the concept according to which enterprises voluntarily try to integrate social and environmental issues into their business operation and into their interactions with stakeholders”. According to this EU normative approach, it is an overall organisational behaviour and, though it is partly adherence to rules as well, still it is a self-undertaken social responsibility. All marketing approaches or practices having no direct objective of making short term profit or of attaining short term growth are considered as non-business marketing, independently from the sphere where they are used. An overview is made about the non-profit activities, after that those sectors will be listed where the organizations' strategy shows traces of a kind of non-profit approach.

If we accept that the focus of CSR are the environmental protection and answering the needs of all stakeholders, then “green marketing” can be regarded as the pre-history of CSR. The aim of this early movement was the responsibility undertaken for the environment. Providing for the environment was considered as a synonym of taking the responsibility. In other words, that is the starting point for CSR.

However, in our view CSR is an extended organisational strategy, where responsibility has broader interpretation than natural environmental protection only; organisations handle each environmental factor as the possible scene for increasing social welfare. Thus, employees in the organisation or stakeholders are environmental factors alike. CSR is an area of social marketing where undertaking responsibility for everything that serves social welfare takes the dominant role.

Nonbusiness activities, as a result of an evolution, have become independent. Earlier nonbusiness activities aimed at helping individuals and groups altruistically (volunteering, donation). These activities slowly have been entwined with business purposes (sponsoring, cause related marketing). Nowadays we return to the nonbusiness activities –that serve business interests only indirectly and derive from a rather different goal– namely from the answers given to challenge the global responsibility of the future of society poses, and to socially aimed marketing. Kotler and Lee's one-time vision of social marketing becoming societal marketing is still a vision. The development chain of volunteering-donating-sponsoring-CRM-CSR is non-linear.

After creating the chronological list of non-profit oriented activities a “basket” was made with all those activities inside which do not have the objective to achieve short term business yields. This graphic proposal is shown in Figure 2.

Figure 2. Non-business activities at corporations

Source: Hetesi (2013)

The model lists among the non-profit beginnings those early non-business activities whose sector and marketing belongings cannot be unequivocally identified but they have a huge effect on the present non-business activities. From the early beginnings new types of non-business activities have emerged. So, donations or protectorates have survived, while profit-oriented organizations carry on new activities similar to those already put into the basket, and these new types start to have their own life, going so far that even non-profit organizations are also using them (e.g. cause-related marketing, etc.).

3. Insights on corporate support for employee volunteering

The first experiences related to corporate volunteering are dated in the USA in the early 20th century. Since then the growth has not stopped, and similarly to the beginning it has stayed steady in the last 30 years (Peloza et al. 2009). Fortunately, more and more companies have become fully aware of the generally positive impacts of CSEV. Corporate volunteer works are a growing way for them to show their commitment to the community therefore they want to join this initiative (Houghton et al. 2008). However, the number of companies adopting corporate volunteering programs in countries as Hungary is not rising in such a quick pace as in North America (Hungarian Founder Forum 2011).

Nowadays, the idea that companies could/should offer their employees opportunities to take part in different voluntary work is becoming more popular in the whole business sector, but what is even better is that CSEV is a widely accepted norm in the developed parts of the world (Voort et al. 2009). In this sense, despite the growing pressure which so many organizations face, an employer-supported volunteer program can bring considerable benefits. That is the reason why companies are willingly adopting these practices.

3.1. Definition of CSEV

The definition of company support for employee volunteering has not been completely clarified, but most experts agree that it is the encouragement of volunteering in the community through the organization. According to the Community Partnership Movement (2013), CSEV can be defined as a planned, managed effort which tries to motivate employees to serve community needs and help to find solutions to social problems through the leadership of the employer. In other words, corporate volunteerism is one of the most common ways in which companies and their employees attempt to “give back” (Brockner et al. 2014). In short, company sponsored volunteerism –what “is an important vehicle for delivering care and compassion to causes and communities in need” (Grant 2012, p. 589)– can improve the employer, the employees, the organization and the whole society too, while the company meets the expectation of social responsibility.

3.2. Categories of CSEV

A variety of opportunities are available for companies to involve their employees in workplace volunteer programs just as CSEV can appear in many forms in the company's life. According to Corporate Citizenship (2011), these activities can be categorized into eight groups, as follows: i) secondment; ii) skill-based volunteering; iii) personal volunteering; iv) workplace activity such as work experience; v) mentoring and other one-to-one support; vi) management committee/trustee positions; vii) team volunteering; and viii) employee fundraising.

In this sense, *secondment* means that the employee helps the civil organization to accommodate certain tasks and projects. Its length of time can vary from one day a week to three months, a year or maybe more. If the employee participates in the volunteer program relying on his own abilities, competences and knowledge we talk about *skill-based volunteering*.

Personal volunteering appears when the employee carries out unpaid activity in his free time for the benefit of the community, which is supported by the company in some way. Meanwhile, *workplace activity such as work experience* is also a type of the corporate volunteer activities when the company provides opportunity for civil organization to do community service. Actually, the company offers its own field of action as a venue.

Mentoring and other one-to-one support means that at regular intervals the employee helps other people who are not members of the staff. This might involve for example, career advice. The *management committee/trustee positions* represent a different category of volunteer work indeed. In this case a relatively senior employee assists the NGO in the strategic operation and direction of the organization or takes up a position on the committee.

Team volunteering also provides countless advantages to the community and the team consisting of many employees. It involves challenge events when the staff work together and try to accomplish specific benefits to the community. Volunteering together as a team, is very popular because it is a brilliant way of experiencing something absolutely different as a group, having fun and achieving important goals which have an impact on the society.

Finally, the eighth form of employee community engagement program is *employee fundraising*. This type is slightly different from the previous ones because in this case the employees raise money for charitable causes with the support of their employer.

In Hungary, for example, companies usually use personal and team volunteering or employee fundraising to get their employees involved. Dun et al. (2008) suggested that employee fundraising could be such popular because spending money on other people has a more positive and special effect on happiness than spending money on oneself.

The Outdoor Mission's survey (2010) also provides data about the frequency of occurrence of the organizational volunteer programs. Findings showed that only two to eight companies use the workplace volunteer programs consciously and directionally, due to the development of cooperation skills, but these initiatives have been quite rudimentary. The number of those companies whose professional knowledge transfer is included in their volunteer program is also trifling, although this activity could be the most useful and advantageous for the civil organizations. In addition, companies usually collect donations for a good cause, organize blood donation events or make handmade gifts as corporate volunteer work. The obtained results point to the empirical fact that companies sometimes place a social cause into the centre which harmonizes with the main activities and the professional competences of their staffs (Molnár 2011).

So companies try to increasingly encourage their employees' involvement and participation in volunteer activities in many different ways. In this sense, and according to Basil et al. (2008), firms provide their employees information about volunteer opportunities, educate them about the importance of volunteer programs, or maintain records of experiences and/or employees who are interested in volunteering.

In order to companies make their volunteer programs more attractive for their employees, companies might give awards, publish articles about the volunteers or send thank you letter as recognition of their services.

4. External and internal impacts of corporate support for employee volunteering

CSEV can offer widespread advantages to multiple stakeholders because it can significantly improve the employees involment and benefit society while developing better and more valuable relationships with the company's partners and helping the company to become a more attractive and responsible employer to those people who are socially sensitive (Brown and Ashcraft 2005). Besides, CSEV can enhance and deepen the internal and external relationships of the company and aids the stakeholders. It helps to establish and manage corporate legitimacy with stakeholders through a strong corporate social performance (Liu et al. 2009), because companies compete for institutional legitimacy, not only for resources (DiMaggio and Powell 198; Basil et al. 2008). Additionally, the initiatives related to social responsibility proponent corporate social performance seems to intensify the company's global performance (Luo and Bhattacharya 2009).

Corporate volunteerism can influence not only individuals and communities, because with the help of CSEV the company can create a magnetic image and build a very positive reputation. A lot of firms realize that having a socially responsible and ethical corporate image and brand is profitable and valuable strategy. Besides, it can create and instil a positive culture within the company too (Houghton et al. 2008). According to a survey conducted by Deloitte (2007), more than half of the employees show preference for finding employment and work for a company, where there is potential to take part in voluntary work (Grant 2012). Lafferty et al. (2004) emphasize that cause related marketing is also a kind of marketing initiative which can help the company establish strategic differentiation from rivals and deputize added value to the corporate brand. In my opinion, however, the same is applicable to CSEV. These are secondary benefits which serve the company, not the environment.

4.1. External impact of CSEV

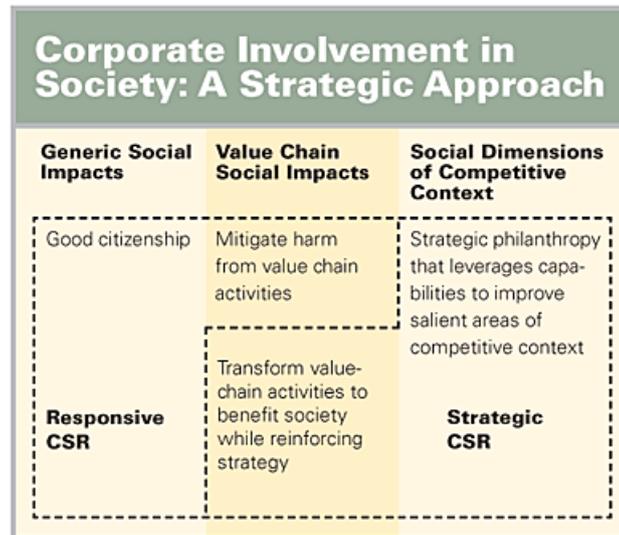
Companies invest different kinds of resources (money, time, labour and knowledge) into CSR activities in the hope of maximizing the benefits to both themselves and their stakeholder. Many studies have shown that companies which have strong CSR performance enjoy advantages such as customer satisfaction, favourable customer evaluations, customer loyalty (Kim et al. 2010), because CSR actions are obviously to make consumers more emotionally connected to companies (McEwen 2010). Other consumer and psychology studies support that speculation that consumers, who choose a socially responsible firm's product, may feel that the company is doing good on their behalf (Vlachos 2012). As we can see CSR activities have a lot of positive impact related to the consumers, therefore the researchers try to explain the influence of CSR on customer attitudes by the concept of consumer-company (C-C) identification (Kim et al. 2010). C-C identification as a primary psychological substrate for deep relationships between the company and its consumers, is a relatively new phenomenon for marketing (Hildebrand et al. 2010).

4.2. Internal impact of CSEV

As it was mentioned above, CSEV can influence the employee's work attitude and has a very positive impact on employees' commitment to the company too (Brammer et al. 2007). This is important because many researchers have shown that organizational commitment affects a lot of essential work behaviours, including quality of job, job satisfaction or motivation system (Brockner et al. 2014). According to Peterson (2004) organizational commitment and loyalty is much higher among those employees who usually take part in corporate supported volunteer work than it is among those who do not. These employees are interested in how their employer takes care of social problems and how it shows concern for other people with the aim to contribute to a better world.

Employees who participate in workplace volunteer programs, identify with their employers to a greater extent (Grant 2012). So companies should consider their employees' opinions about CSR activities and also their willingness to do corporate voluntary work (Kim et al. 2010). The companies can develop and enhance a strong employee engagement through volunteer programs which has high priority because engaged workforce is necessary and indispensable to a firm's continuance, well-being and efficiency. "Engaged employees are builders", because they are curious about the company's life and their colleagues. According to Curt Coffman, they work with passion and want to show their talent and competences at work every day. Engaged employees are loyal and keep their mind on the company's interest (Sanford 2002). In the case of an organization where the level of employee engagement is higher, a significant performance uplift is experienced. These positive changes can concern general productivity, customer loyalty, profitability or quality development too (Jarvis and Parker 2011).

Figure 3. CSR framework



Source: Porter and Kramer (2006)

There are internal and external impacts of CSEV, therefore Porter and Kramer (2006) approve of the integration of business priorities and social aims. They distinguished two overall categories of CSR, based on three dimensions (Figure 3): *responsive CSR* emphasizes the generic social issues as part of the company's corporate citizenship behaviours and *strategic CSR* focuses on the competitive priorities and business goals. Between the generic social impacts and the competitive context, value chain social impacts can be found, which could be the part of both responsive and strategic CSR. Generic social issues are not considerably affected by a firm's operations. Value chain social impacts are those factors that are significantly affected by the company's activities in the ordinary process of business. Finally, *social dimensions of competitive context* are factors in the outside environment that considerably concern the underlying drivers of competitiveness in those places where the company operates.

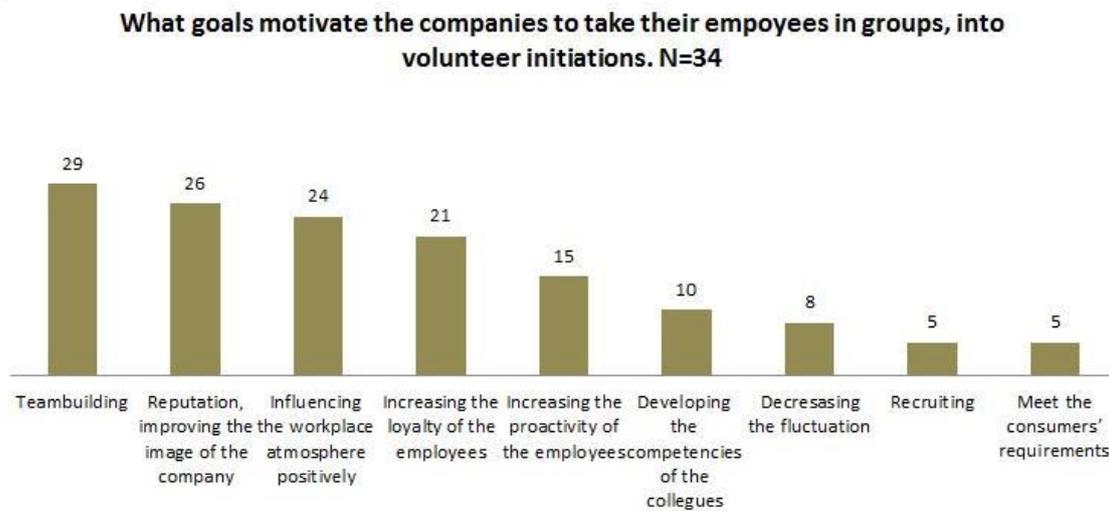
In their study, Porter and Kramer stated that strategic CSR means clearly competitive advantages for companies. No company can answer all of the questions which are arising in the society. Each firm can select concrete social issues that cross its particular business. According to these authors, CSR is an opportunity which can provide competitive advantages for company by investing into social causes, thereby a symbiotic relationship is formed.

5. Figures and facts about Hungarian volunteer programs

According to a Hungarian survey (Hungarian Founder Forum 2011), which was carried out among the 200 best accomplishing companies (on the basis on their net income, not including the companies in the financial sector), we can examine on what basis organizations institutionally support the practice of volunteer work and what factors motivate them to involve their employees in volunteer work. Voluntary work in the country is organised on the basis of the normal development of the companies' normal business line. This concept is supported by companies taking part in the survey, as according to their answers, their most important goals were *teamworking*, *building reputation*, *improving the image of the company*, *influencing the workplace atmosphere positively* as well as *increasing the loyalty of employees* (Figure 4). It should be added that only 19% of visited companies were willing to answer this question.

The low number of answers is probably due to the lack of volunteer programs offered by the companies, but the percentage of the declined answers was also high (29% of companies declined to give an answer). It can also be related to the lack of volunteer work supported by companies. Necessarily, there are several other motivation factors in the background which were mentioned by the companies such as increasing the proactive behaviours of their employees, developing the competencies of the staff or decreasing the fluctuation. Several respondents reported that by giving a proper voice and publicity to their selflessness, companies would be able to meet the consumers' requirements, as well as conduct an attitude and teambuilding activity to support a part of the society.

Figure 4. Motivations of organizations to their employees volunteering in Hungary

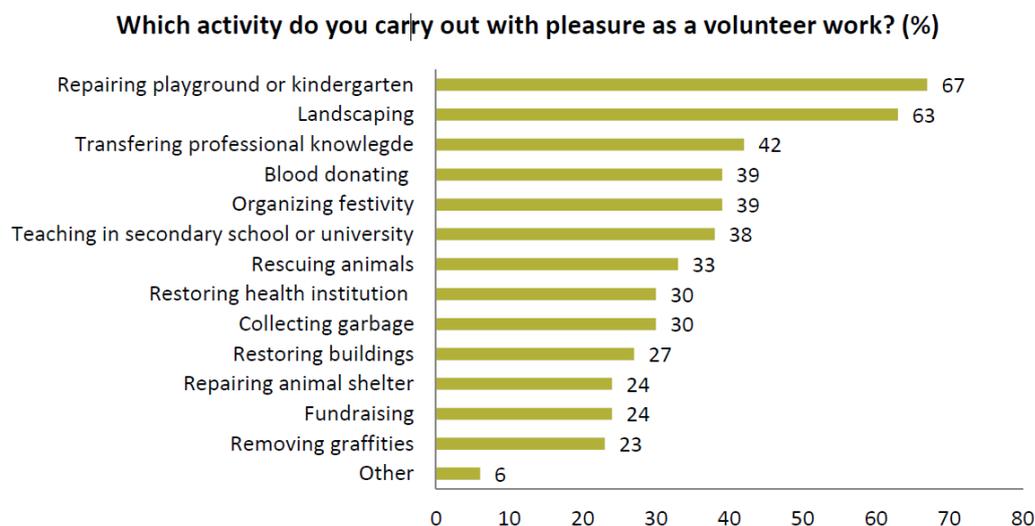


Source: Hungarian Founder Forum (2011)

Another study (Molnár 2011) investigated the most popular volunteer work among the company’s employees in Hungary. Findings pointed to the remarkable popularity of *repairing playground or kindergarten* and *landscaping* (Figure 5). Other volunteer activities, as *restoring buildings*, *repairing animal shelters* or *removing graffities*, appeared as not so popular. It is very interesting to see indeed, that the rate of the occurrence of fundraising was only 24%. This result is inconsistent with those data that in Hungary fundraising is among the first three most popular volunteer activities.

Thus we can draw the conclusion that even if the nonprofit sector in Hungary has gone through dynamic development and increase in the last two decades, it still has financing problems, therefore not all of the goals are realizable. Due to the financial difficulties, the sector needs the employment of more civil volunteers and more companies which latch on to volunteer work.

Figure 5. Main volunteer activities by employees in Hungary



Source: Molnár (2011)

6. Conclusion and final remarks

Company volunteering has a considerable space for growth and development both in theory and in practice due to a global increasing interest. In this sense, there has been an enormous evolution related to this topic since the early 20th century and it has not finished yet. Day by day, more and more companies are realizing that providing volunteer opportunities to employees is very profitable and useful to the company, the employees and the community too. Some of the companies seem to be able to collect substantial information and skills from business atmosphere and utilize them to find a solution to the current business context. Smart companies possess this valuable ability but others do not. Through the company support for employee volunteering programs companies can increase their intelligence and become smart and capable of developing leaders.

The fast expansion of volunteering programs reflects the companies' increasing and wide-ranging interest in community welfare, equality and social justice. The reason under such spreading is that the main aims of corporate volunteer programs are to improve the physical and psychological well-being of those beneficiaries who are targeted by the organizations.

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