Antecedents and Outcomes of Volunteering at Workplace: A Case Study of Mobile Telecom Sector in Pakistan

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By

SYED MUHAMMAD ADNAN

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Under the Supervision of

ASSISTANT PROFESSOR DR.HASSAN RASOOL

Department of Business Studies

PAKISTAN INSTITUTE OF DEVELOPMENT ECONOMICS

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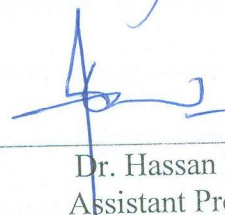# Pakistan Institute of Development Economics

<u>CERTIFICATE</u>

This is to certify that this thesis entitled: **"Antecedents and outcomes of volunteering at workplace: A case study of mobile telecom sector in Pakistan"** submitted by Syed Muhammad Adnan is accepted in its present form by the Department of Business Studies, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree of **Master of Science in Management Sciences**.
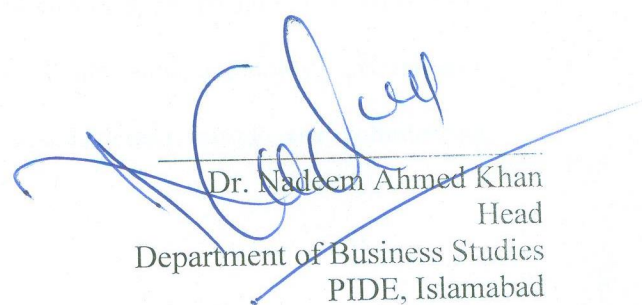
External Examiner:

Dr. Khurram Shehzad
Professor
Riphah University, Islamabad

Supervisor:

Dr. Hassan Rasool
Assistant Professor
PIDE, Islamabad

Head, Department of Business Studies:

Dr. Nadeem Ahmed Khan
Head
Department of Business Studies
PIDE, Islamabad

ABSTRACT

The aim of this study is to investigate the antecedents and outcomes of volunteering by choosing mobile telecom sector of Pakistan as a case study. From the limitation of previous research in volunteering, we have chosen work decision autonomy & work method autonomy and personality traits (five-factor personality) as the antecedents and job performance as an outcomes of volunteering activities. Organizational support has been used as a moderating variable between antecedents and outcome of volunteering. Data is collected through a structured questionnaires from 340 employees of mobile telecom sector of Pakistan. Statistical analysis are done in SPSS. 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 supports has significant influence for initiating volunteering activities at workplace. Our findings has practical implications for initiating volunteering cause at workplace, and also to increase employees potential for developing social image of the organizations.

Keywords: Antecedents of volunteering, outcome of volunteering, job design, personality traits, company level factors, work method autonomy, work decision autonomy, extraversion, conscientiousness, neuroticism, open to experience, agreeableness, employees volunteering, corporate volunteering

Dedication

To my dearest parents, Mr.Syed Latif Ur Rehman & Mrs.Syeda Mubeen Fatima

Acknowledgement

DECLARATION

I, Syed Muhammad Adnan, M.Phil. Scholar, Management Sciences, hereby declare that the matter printed in this study is my own work and has not printed, published and/or Submitted as research work, dissertation or publication in any form in any university in Pakistan or abroad.

Syed Muhammad Adnan

Finally I thank each and every person who has extended direct and indirect support from time to time and contributed in any of the ways during the execution of this research work.

Syed Muhammad Adnan

Table of Contents

CHAPTER 1

1.1. Introduction

Volunteering has been a topic of interest within a diverse number of disciplines (Leventhal, D. & C., 2011). It is thought to be a unique kind of behavior, differing from other kinds such as situational or spontaneous helping behavior (Snyder & Omoto, 2008; Wilson, 2000).Volunteers play a critical role in a functioning society and they serve as fire fighters, deliver meals to homeless youth or housebound seniors, provide health care services for the homeless and poor, make neighborhoods and parks clean and safe, care for animals in need, build schools and advance education and the list could go on.

  According to the Wilson & Musick, (1997), (as cited in Tilly & Tilly, 1994), Volunteering is defined as "Unpaid work provided to parties to whom the worker owes no contractual, familial or friendship obligations". 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).

The motives and aspects leading up to individual volunteering behavior are known as antecedents of volunteering (Snyder & Omoto, 2008; Wilson, 2012). These antecedents may be many and diverse in nature, relating with concepts such as altruism, decision making, civil society & civil engagement, dispositional characteristics of people, demography, and organizational work. In 1994, Tilly and Tilly distinguish four regions of work, the work of labor market, the informal sector, house hold labor and volunteer work. Parker (1997) defined volunteering work by means of four types of volunteering i.e. "(I) A*ltruistic 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".

Individual volunteering is different from others kind of helping behaviors. Helping activities are unconscious and implied process activated by involuntary affective components, whereas the decision and action of volunteering is a more conscious and obvious efforts, initiated by 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), differentiate volunteering from other helping behaviors and social activities in three aspects. First, *it contains charitable time and not just monetary aids,* second, *it is planned activity and not an unplanned turn of helping* and third, *it takes place in the settings of some volunteer group or organization.*

Volunteering plays a biggest 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. Moreover, "*Volunteering is a universal social behavior that connects people's desire to engage with change rather than to passively experience development process.*"

Individual volunteering at workplace is an important components of attracting and retaining employees along with strategic component of corporate reputation and performance. Now a days, top organizations of the world (i.e. 90% of Fortune 500 Companies) have employee volunteer programs (Rodell, 2013). It's provide an opportunity for organizations to address the demand of community stakeholders and contribution in the community development by providing serving opportunities for employees (Clarke & Bucher, 2006). According to report of Pew Research Center (2016), Millennial now 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) has estimated informal and formal globally volunteer workforce around 109 million full time equivalent workers. Out of which 70% of the global volunteering activity occurs through informal (direct person –to-person) volunteering and 30% takes place through formal volunteering (through organizations or non-profit organizations).

Fig 1.1
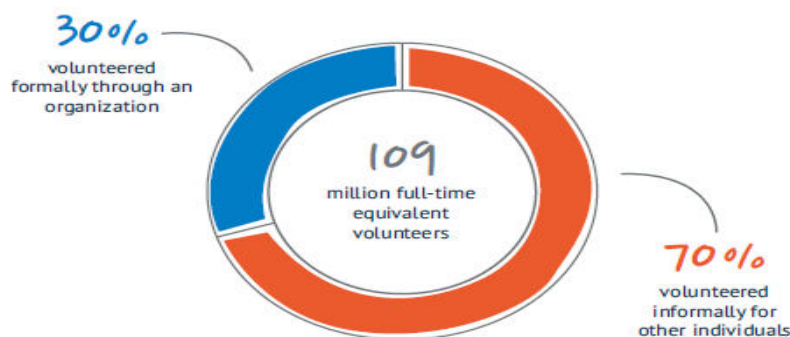
Source: UNV 2018a

When it comes to organizational context, individual/employees volunteering is an important tool for delivering care and passion to social causes towards community development. It's initiate 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's make 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 supports individual volunteering by time based support, modified schedules, and through resources, employees volunteers 45 percent more hours per year (Grant, 2012; Booth et al.,2009). Cycyota et al., (2016) referred individual volunteering at workplace as a practice of corporate social responsibility, which enhance employees satisfaction and retention internally and by developing organizational image externally. It's begins from the interactions among employees and is the process in which employees look to their environment for social cues and information, then interpret and organize those actions into some meaningful structure. 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 concern for people outside the boundaries of their organization (Rodell, 2017). For accomplishing this objective, Organizations need to execute of "corporate volunteering programs", formal and informal practices and approaches 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 work place characteristics and psychology outlets (e.g., Rodell, 2017, 2015 & 2013; Musick & Wilson, 2007; Grant, 2012). Their work has sigficantly 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 motivations for volunteering can range from people satisfying their morals to mingling with others to getting away from their own troubles (Clary et al., 1999). This might be especially valid concerning employee volunteering, as drives may encompass to overseeing imitations with one's supervisor or make an effort to get appreciation at work (e.g., 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 describe 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.

Mobile Telecom industry of Pakistan is consist of four majors i.e. Mobilink, Telenor, Ufone and ZONG. These all are working countrywide from their head offices positioned in Islamabad, Pakistan. Head office of Mobilink is positioned in F8 Markaz, Telenor Head office is in Gulberg Greens, Islamabad, Ufone Tower is situated in Blue Area, Islamabad while ZONG has head office in Chak Shahzad and Sales department is in Blue Area, Islamabad. It is considered as the one of the best sector 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

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

1.2. Problem Statement

A very few research has been addressed to analyze the antecedents of individual volunteering at workplace and its outcome. 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 1.1).

In spite of 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 antecedents of individual volunteering (IV) at workplace and its outcome as a job performance by taking Pakistan Telecom sector as case study.

1.3. Research Questions

The research is intended to answer the following questions,

- ➢ What are the antecedents of Individual Volunteering at Workplace?
- ➢ What is the effect of individual volunteering practices on job performance?
- ➢ Does company level factors moderates the relationship between antecedents of volunteering and individual level factors?

1.4. Research Objectives

The study contains the following objectives

1. To identify the antecedents of Individual Volunteering at workplace in Mobile Telecom sector
2. To assess the relationship b/w Individual volunteering and job performance
3. To understand the moderating role of Company level factors in effecting Individual volunteering

1.5. Significance of the Study

 This novelistic study 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 antecedents of volunteering at workplace will provide organizations authentic antecedents for promoting concept of individual volunteering into their employees.

The study is also a value addition in the existing literature of volunteering and a first effort to study the antecedents and impacts of volunteering roles of employees in corporate sector of Pakistan, taking telecom sector as a case study. Thus academically, it will provides basis for further future research regarding volunteering in Pakistan and commercially it will provide directions of organizations, in order to initiate volunteering programs in Pakistan.

1.6. Arrangement of the Study

Chapter II will discuss the literature review portion of the study in chapter III, Conceptual framework and Chapter IV will discuss research methodology & operationalization of the variables will be discussed. Chapter V will analyzed the results and interpretations of the hypothesis and also will discuss the moderation role of company level factors. At the end in Chapter VI, final conclusion, limitations and future recommendations of the study will be presented.

Chapter 2
2.1. Literature Review

 The following briefly discussed the literature review of the study and overview the antecedents of individual volunteering.

The history of volunteering is as old as human, but academically, the subject gains the attention of research scholars in the late 19th century (e.g. Willson, 1982 & 2000; Kleer, 1995; Thompson, 1997; Willson & Musick, 1997; Campbell, 2010; Hartigan, 1999). By delivering his Speech to the society of Alcoholism (1982), Wisllon define 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 define as someone who adds time to serving 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, norms, and network to improve the efficiency of society by facilitating coordinated actions (Putnam, 1995). Based on the previous definition and research, a comprehensive definition of volunteering has been developed by Rodell (2015). He define volunteering as

"Giving time or skills during a planned activity for a volunteering group or organization (e.g. charitable group, non-profit groups) and has three main components (1) activation of time or skills rather than more passive support through monetary donations, (2) a planned and proactive activity, and (3) occurred in the context of volunteer or charitable organization."

 Because of times and skills are involved, individual volunteering programs at workplace 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 prefer to work for organizations who are more socially responsible and have volunteering programs. 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).

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 distinctive domain in life, "domain" refers to a definite area of activity. It is a domain of actions that is becoming growing prominent for individuals, who recognize with it and differentiate it from other accomplishments in their lives (Grube, & Callero, 2002). In the previous research, majority of scholars mentioned motives for volunteering in the sense of "meaningfulness''. (Clary et al., 1999). This capability to find meaningfulness in volunteering support the idea that a job can be a source of meaning (e.g.Hackman & Oldham, 1980; Rosso, Dekas, & Wrzesniewski, 2010).

The literature on volunteers (both members and workers) has been and continues to be subjected by studies of their socio-demographic characteristics, motivations, attitudes, and values. The volunteer labor market is segmented by the nature of work and is potentially very important (Musick & Willson, 2007).Thus, In order 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 describe personal and social motives for performing volunteering activities ,whereas personal motives indicates 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*. The values function is the expressions of values on the belief of the meaning to helping others. Understanding refers to learning new things and the possibility to exercise skills, knowledge and abilities

 The career function is related to motives concerned with gaining career-related experience. The social function reveals drives concerning the relationships with others whereas, Protective function describe ego, and concerned with motivations to protect one from bad state of mind. There is also a debate in scholars that accept these six motivations (VFI) for volunteering, others 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.

  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 similar to 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 depends on employees' decision to volunteer as well their volunteering passion and determination (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 one's job design and work environment, managerial level arrangements and strategies concerning volunteering.

Scholarly research on employee volunteering has discussed multiple combinations of individual motivations and outcomes to company-level volunteering 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) found "self-oriented motives" are more effective for employees volunteering at workplace. *Self-oriented motives* are the combination of career advancement, 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 in itself 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). Specially, Grant (2007) has speculated on how relational task architecture (comprising possibilities provided with the aid of activity roles to definitely affect beneficiaries and possibilities for interaction and conversation with beneficiaries) would possibly influence worker motivation to make a prosaically difference. He argues that jobs that offer possibilities for personnel to have an effect on beneficiary wellbeing will engender greater recognition amongst personnel of the capability impact of their moves on others and stronger perceptions of meaningfulness. Likewise, roles that entail touch and interplay with recipients also are notion to beautify focus of personnel of the effects in their movements for others and, similarly, also can construct effective commitment to that recipient institution. 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. Aid for the imperative premises of this version has emerged from a 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; Peloza & Hassay, 2006). Accordingly, scholars have adopted and established several models to observe volunteering motivations (Clary et al., 1989;

Omoto & Snyder, 1995). Role identity *Perspective* identifying that volunteer character is determined by previous involvements of volunteering, personal values, and individual differences (Penner, 2002). A robust volunteering appeal is supposed to result in 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 known as "supplemental remuneration" (Edwards and Rothbard, 2000). Steady with this view, investigate proposes that volunteering cooperation is a more grounded indicator of life fulfillment when people need fulfilling work (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.

By expanding the existing knowledge of volunteering at workplace, Rodell et al., (2017) developed concept of *"Corporate Volunteering Climate"* driven by 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 volunteering has been covered in a recent research that discovered the drives of volunteers paying to the German Wikipedia project (Schroer and Hertel, 2009). The scholars establish that perceived task characteristics (autonomy, skill variety, task significance and feedback) were highly significant in formative the volunteer contributors' commitment and satisfaction. Thus we have taken to study autonomy in working decisions and methods as antecedents of individual volunteering.

2.2. Work Decision Autonomy and Individual Volunteering:

Self-determination theory (Deci & Ryan, 2000) suggests that individual have basic psychological needs for autonomy, competence, and relatedness. Perspectives that provision the gratification of these needs will encourage an individual's satisfaction of actions and the independent autonomous of behaviors. Individuals are more liable to be intrinsically motivated, that is, to do an activity just for the pleasure and they originate from it, when they can freely choose to pursue the activity (autonomy), when they master the activity (competence), and when they feel connected and supported by important people.

Previous findings using this context motivated the facts for analyzing, how increase in experienced autonomy influenced intrinsic motivation. E.g. study has revealed that controlling rewards (Deci, 1971), deadlines (Amabile et al., 1976), and evaluation (Amabile, 1979) can decline the gratification of doings, whereas choice (Zuckerman et al., 1978) and acknowledging individual's spirits toward accomplishments or guidelines regarding an activity (Koestner, Ryan, Bernieri,&Holt, 1984) can enrich it.

Research proposes that employees can take on the decision to take an interest in a corporate volunteering action for a huge number of reasons, including being asked specifically (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:

Expanding work characteristics model (Hackman and Oldham, 1980) and theories around work-non-work relationships (Edwards and Rothbard, 2000). There are differentiating perceptions about how, exactly, the layout of one's task impacts worker volunteering. One technique sets that personnel seeing their jobs as thrilling and challenging is probably be 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 that are indirectly related to the job but still connected (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

A personality trait is a disposition to behave in a sure way, irrespective of the situation. 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 function in determining who volunteers truly due to the voluntary nature of the pastime. That is due to the fact character variations have a tendency 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 behave in a certain way (Penner 2002).

There's exist a modest relationship between personality traits and social behaviors, 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 have lacks of multiple factors i.e. traits have been studies 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 associated to prosocial behaviors containing altruism (Batson, 1999; Eisenberg & Fabes, 1998; Staub, 1978). Traits and motives can be hypothesized as signifying diverse levels of personality functioning. McCrae and Costa (1999) suggested that traits are ''enduring patterns of thoughts, feelings, and actions.'' Scholars have

25

identified five communal trait 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 way loss of social inhibition, assertiveness, and self-confidence in social situations, and a high electricity stage. Neuroticism encompasses the tendency to see the sector as distressing or threatening, 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) propose that agreeableness strength the fundamental dispositional trait causal to prosaically actions. Agreeable personalities are altruistic, straight-forward, trusting, soft-hearted, modest, and compliant (Graziano, 1994; McCrae & Costa, 1999). Furthermore, scholars have establish significant positive associations among agreeableness and volunteering (e.g., Smith & Nelson, 1975). Similarly, extraversion is linked with friendliness, companionability, assertiveness, warmness (McCrae & Costa, 1999); and has been revealed to forecast volunteering (Burke & Hall, 1986). Because volunteerism often requires extensive social interactions, scholars have linked it 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).

Hence, in the present study we have made predictions regarding the relations of personality traits (i.e., agreeableness, conscientiousness, open to experience, neuroticism, and extraversion) that are clearly conceptually related to individual volunteering.

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

H3: *There's exist a positive relationship between extraversion and individual volunteering at workplace*

H4: *There's exist a positive relationship between conscientiousness and individual volunteering at workplace*

H5: *There's exist a positive relationship between open to experience and individual volunteering at workplace*

H6: *There's exist a positive relationship between neuroticism and individual volunteering at workplace*

H7: *There's exist 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 compensation for hardships they involvement in their paid employment".

This compensation result might be overwhelmingly genuine with respect to the longing for meaningfulness in their jobs. Meaningfulness isn't just an essential driver of volunteering conduct (Clary et al., 1998; Geroy et al., 2000), yet additionally a crucial want throughout everyday life (Heine, Proulx, and Vohs, 2006; Vallerand, 1997). Connected to meaningfulness, the compensation focal point proposes that when individuals' jobs are important, this central desire is fulfilled (Conger and Kanungo, 1988; Kulik, Oldham, and Hackman, 1987). A couple of investigations have shown that volunteering is emphatically connected with certain workplace attitudes, for example, organizational citizenship behavior(Bartel, 2001), commitment (Jones, 2010) and Job performance (Rodell, 2013). However, the job performance implications of volunteering remain unclear. Thus following hypothesis is made

H8: *There's exist 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 majority of agencies are making an investment in volunteering activities by using starting up some form of worker volunteering program. At the least 60% of companies have formal packages for worker volunteering, depends on corporation length (Basil,Runte & Usher, 2011). Preceding research has centered on the formalization of business enterprise involvement that range from initiating and coordinating volunteering activities to assist employee's involvement (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 develop following hypothesis

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

H10: *Organizational support moderates the relationship between work method autonomy and individual volunteering in such that it increase the individual volunteering.*

H11: *Organizational support moderates the relationship between Extraversion and individual volunteering in such that it increase the individual volunteering.*

H12: *Organizational support moderates the relationship between Agreeableness and individual volunteering in such that it increase the individual volunteering.*

H13: *Organizational support moderates the relationship between Conscientiousness and individual volunteering in such that it increase the individual volunteering.*

H14: *Organizational support moderates the relationship between Open to experience and individual volunteering in such that it increase the individual volunteering.*

H15: *Organizational support moderates the relationship between neuroticism and individual volunteering in such that it increase the individual volunteering.*

2.7. Theoretical Base of the Study-

Cognitive Evaluation Theory

The cognitive evaluation theory (Deci, 1975) states the effects of external consequence on internal motivation. The cognitive evaluation theory suggest that there are actually two motivation systems; intrinsic (achievement, responsibility, and competence) and Extrinsic (Pay, promotion, feedback and working conditions). The theory therefore informed the study that intrinsically motivated individuals has an internal locus of causality. Thus the individuals volunteering at workplace are intrinsically motivated and attributed the cause of their behavior to internal needs for intrinsic rewards and satisfaction.

This theory enabled the study to understand the volunteer's antecedents and motivational factors provide long term or short term influence to the volunteers in terms of intrinsic motives or workplace characteristics. The theory surmises that organizations require motivating their employees by paying attention to intrinsic factors and by the enabling satisfiers. 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. Research Model
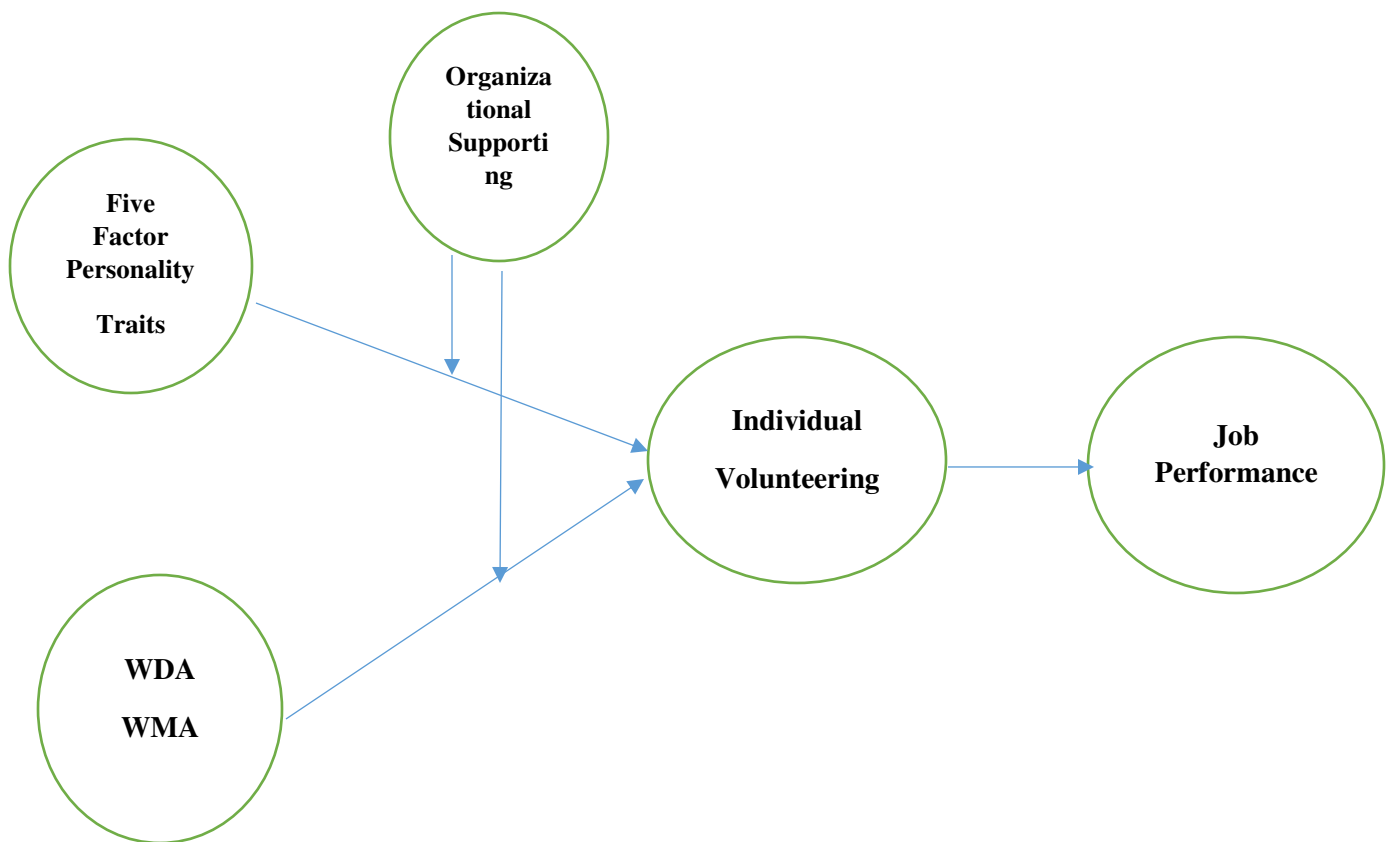
Independent Variable: *Work Decision Autonomy, Work Method Autonomy)*,

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

Dependent Variable: Individual Volunteering, Job Performance

Moderating Variable: Organizational Supporting

CHAPTER 3

RESEARCH METHODOLOGY

This research is based on primary information collected through structured questionnaire. 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 consist of four majors i.e. Mobilink, Telenor, Ufone and ZONG. These all are operating nationwide from their head offices located in Islamabad, Pakistan. Mobilink head office is located in F8 Markaz, Telenor Head office is in Gulberg Greens, Islamabad, Ufone Tower is situated in Blue Area, Islamabad while ZONG has head office in Chak Shahzad and Sales department is in Blue Area, Islamabad.

3.2. Data Collection

Data is collected through simple random sampling technique and with the help of structured questionnaires. Sampling unit for a questionnaire was an individual who was an employee of Telecom organizations i.e. Mobilink, Telenor, Ufone and Zong. Questionnaire was adopted and built to assess the antecedents of individual volunteering and its impact on job performance as an outcome. The data was collected through distribution of questionnaires in respective HR departments of the organizations for collecting the information from employees of given telecom organizations. It was advised to HR official for distribution of questionnaires randomly among employees. The questionnaire designed to different sections i.e. Demographic Information,

Individual Volunteering, Personality Traits, Job Design, Company Level Factors and Job Performance.

The survey was conducted from 15 November to 5th December, 2018 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. With regard to 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 lower 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 degree holders and 187 respondents (55%) were master graduates. (Table: 2)

(Table: 2)

Demographic Breakdown of the Sample (n=340)

Gender	Frequency	Percent
Male	263	77.4
Female	77	22.6
Total	340	100
Age		
18 – 30	172	50.6
31 – 40	125	36.8
41 – 50	38	11.2
51 – 60	5	1.5
Total	340	100
Qualification		
Secondary	1	.3
Intermediate	6	1.8
Bachelor	146	46.2
Master	187	55.0
Total	340	100
Work Experience (Years)		
0-1	48	14.1
2-5	188	55.3
6-9	85	25
More than 10	19	5.6
Total	340	100
Designation Level		
Top Level	19	5.6
Middle Level	187	55.0
Lower Level	130	38.2
Worker	4	1.2
Total	340	100

3.3. Measure

After the survey, diagnostic is done by using statistical technique to measure the frequencies, percentage, mean and correlations for the desired results. The data collection is compiled and coded according to the categories defined in the questionnaire. For statistical analysis, Statistical Package for Social Science (SPSS) version 20 were used. Descriptive analysis has been done to interpret the acquired results of hypothesis and moderation analysis.

3.4. Operationalization of Variables

To operationalize the variables, multiple measures were applied in the study as presented in the conceptual model of this study. 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 i.e. Gender, Age, Qualification, Job level and work experience were recorded by using open ended questions. 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 a dependent variable.

The questionnaire for Individual Volunteering has been developed to measure the intensity of individual's volunteering. Five Likert rated scale, ranging from 5 (Strongly Agree) to 1 (Strongly Disagree) has been used. 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 measure the big five dimensions of personality i.e. *Extraversion, Agreeableness, Conscientiousness, Neuroticism and Open to Experience.* The questionnaire is based on Five Likert Scale, ranging from 5 (Strongly Agree) to 1 (Strongly Disagree).

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 P.Morgeson & E. Humphrey (2006). Nine 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 an independent variable.

Job performance was measured by using 4 items from Williams & Anderson (1991). Four questions were asked to measure the individual's job performance. In this section, questions were asked as adequately complete assigned duties, fulfill responsibilities specified in job description, performing expected tasks and meeting the formal performance requirement of the job. Five Likert Scale were used to measure the response, ranging from 5 (Strongly Agree) to 1 (Strongly Disagree).

CHAPTER 4

RESULTS

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

4.1. Descriptive Statics of Variable

(Table: 3) shows the descriptive statistics of the variables. 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, Minimum Value is 0 and Maximum Value is 1, mean=.7275 and Std.Deviation is .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

Descriptive Statistics of Variables					
	N	Minimum	Maximum	Mean	Std. Deviation
Individual Volunteering	340	1.00	5.00	3.7084	1.45425
Work Decision Autonomy	340	.00	1.00	.7676	.39157
Work Method Autonomy	340	.00	1.00	.7275	.43852
Extraversion	340	1.00	4.00	2.8353	.85104
Conscientiousness	340	1.00	4.33	2.9458	.71930
Neuroticism	340	1.00	5.00	3.1868	.90289
Open to Experience	340	1.00	4.50	3.2268	1.07606
Agreeableness	340	1.00	5.00	3.0196	.91508
Company Level factors	340	.00	1.00	.8426	.34599
Job Performance	340	1.00	5.00	3.6397	1.59622

4.2. Reliability Test

The internal consistency and reliability of dependent and independent variables is measured by the Cronbach Apha (See Table: 4). The value of crobachs Alpha is 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 facors (.964), and Job Performance (.958).

Table: 4 (Reliability Test)

	No.of Items	Cronbachs 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

The aim of the study is the measure the antecedents 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** shows that there is positive and significant correlation between dependent, independent and moderating variables. While, Neuroticism is negatively correlated with independent variable Volunteering.

(Table: 5)

Correlation Table of the Variables

	I.V	WDA	WMA	Extravsn.	Conscient.	Agreeableness	Open-to-experience	Neuroticism	J P
Individual Volunteering	1								
Work Decision Autonomy	.604**	1							
Work Method Autonomy	.615**	.886	1						
Extraversion	.209	.142	.058	1					
Conscientiousne	.576*	.375	.380	.162	1				
Open-to Experience	.572	.505	.542	-.020	.421	1			

40

Agreeableness	.388	.244	.248	.159	.250	.345	1		
Neuroticism	-.508	-.433	-.472	.125	-.294	-.050	-.70	1	
Company Level Factors	.122	.007	.000	-.017	.089	-.083	.097	-.083	1
Job Performance	.555**	.416	.412	.170	.414	-.050	.313	-.050	-.089	1

**Correlation is Significant at 0.01 level

**Correlation is Significant at 0.05 level

The correlation analysis of the variables shows 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 is .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 in order to measure the relationship between independent and dependent variables.

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). According to Cohen (1992), r-square value .12 or below indicate low size effect, r-square value between .13 to .25 values indicate medium effect size, and above & above values indicate high effect size. Thus, in our model the Adjusted R-Square value is acceptable.

Table:6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604[a]	.365	.363	1.16025

a. Predictors: (Constant), Work Decision Autonomy

Table: 6.1 Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
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. $P < 0.05$. The Beta Value (.604) shows that there is a strong relationship between work decision autonomy and individual volunteering.

4.4.2. Work Method Autonomy:

Table: 6.2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615[a]	.378	.377	1.14827

a. Predictors: (Constant), Work Method Autonomy

Table: 6.3 Coefficients[a]

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

a. Dependent Variable: Individual Volunteering

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 hypothesis are significant and supported with their results

5.4.2. Personality Traits

Tabe:7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760ᵃ	.577	.571	.95253

a. Predictors: (Constant), OpnExp_Mean, Extravsn_Mean, Agree_Mean, Nurotcsm_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. The value of adjusted- R-square is .760. Which shows that model is acceptable and have high effect size. While values of Adjusted R Square is .571.

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

H3: *There's exist a positive relationship between extraversion and individual volunteering.*

H4: *There's exist a positive relationship between conscientiousness and individual volunteering.*

H5: *There's exist a Negative relationship between neuroticism and individual volunteering.*

H6: *There's exist a positive relationship between open to experience and individual volunteering.*

H7: *There's exist a positive relationship between agreeableness and individual volunteering.*

(Table: 7.1)

Coefficientsᵃ

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

44

Conscientiousness	.134	.017	.311	7.663	.000
Neuroticism	-.085	.011	-.303	-7.489	.000
Open to experience	.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.

4.4.3. 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)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.555[a]	.308	.306	1.21114

a. Predictors: (Constant), Job Performance

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

H8: There's exist a positive relationship between Job performance and individual volunteerig

(Table 8.1)

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Job Performance	.506	.041	.555	12.278	.000

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 relationship between individual volunteering and job performance.

SUMMARY OF THE HYPOTHESIS RESULTS

Table: 9

Sr#	Hypothesis	Results
H1	There's exist a positive relationship between Work Decision Autonomy and Individual Volunteering	*Significant*
H2	There's exist a positive relationship between Work Method Autonomy and Individual Volunteering	*Significant*
H3	There's exist a Positive Relationship between Extraversion and Individual Volunteering	*Significant*
H4	There's exist a Positive relationship between Conscientiousness and Individual Volunteering	*Significant*
H5	There's exist a positive relationship between Open to experience and Individual Volunteering	*Significant*
H6	There's exist a Positive relationship between Agreeableness and Individual Volunteering	*Significant*
H7	There's exist a negative relationship between Neuroticism and	*Significant*

		Individual Volunteering	
	H8	There's exist a positive relationship between Job Performance and Individual Volunteering	*Significant*

4.4.4. Moderation Results

Moderation analysis is done in order to measure the influence of third variable between independent and dependent variable and it's can strength, weaken or reverse the relationship between independent and dependent variable (Nie, Lau, & Liau, 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 variable has been entered, in the next step interaction variable is entered in the column of independent variables and the multiple linear regression is run.

4.4.4.1. 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 relationship between work decision autonomy and individual volunteering in such that it increases the individual volunteering.*

Table: 10 Coefficients^a

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

a. Dependent Variable: Individual Volunteering
 Where's

Table 10.1:Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Mod_WDA	.310^b	4.994	.000	.262	.454

a. Dependent Variable: Individual Volunteering
b. Predictors in the Model: (Constant), Work Decision Autonomy

There is found a significant relationship of Moderation variable *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.

4.4.4.2. Work Method Autonomy:

H10: Organizational support moderates the relationship between Work Method Autonomy and

Individual Volunteering in such that it increases the individual volunteering.

Table: 10.2 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.224	.121		18.421	.000
	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
	Mod_WMA	**1.068**	**.204**	**.349**	**5.236**	**.000**

a. Dependent Variable: Individual Volunteering

Table:10.3: Excluded Variables[a]

Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Mod_WMA	.349[b]	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 have

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.

4.4.4.3. Personality Traits

Following hypothesis are measured for moderation analysis between the five factor personality traits and individual volunteering.

H11: Organizational Supports moderates the relationship between Extraversion and individual volunteering in such that it increases individual volunteering

Table :10.4 Coefficients[a]

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

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 performing volunteering whether organizations support or not.

H12: Organizational Supports moderates the relationship between Conscientiousness and individual volunteering in such that it increases individual volunteering.

Table:10.5 Coefficients[a]

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

a. Dependent Variable: Individual Volunteering

The Table 10.5 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 performing volunteering whether organizations support or not.

H13: *Organizational Supports moderates the relationship between Agreeableness and individual volunteering in such that it increases individual volunteering.*

Table:10.6 Coefficients^a

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

Table 10.6 shows that there is a positive moderation relationship between Agreeableness and Individual Volunteering. It's means that when organizations supports volunteering activities, individuals are agreeable by personality traits, motivate for volunteering activities.

H14: *Organizational Supports moderates the relationship between Open to experience and individual volunteering in such that it increases individual volunteering.*

Table:10.7 Coefficients[a]

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

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 supports volunteering activities, individuals are agreeable by personality traits, motivate for volunteering activities.

H15: Organizational Supports moderates the relationship between neuroticism and individual volunteering in such that it increases individual volunteering.

Table:10.8 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.720	.286		23.517	.000
	Neuroticism	-.143	.013	-.508	-10.852	.000
2	(Constant)	6.714	.286		23.496	.000
	Neuroticism	-.151	.015	-.535	-10.030	.000
	Mod_Neuroticis m	**.009**	**.009**	**.056**	**1.051**	**.294**

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

Table: 10.9

Sr#	Hypothesis	Results
H9	*Organizational support moderates the relationship between work decision autonomy and individual volunteering in such that it increases the individual volunteering.*	**Significant**
H10	*Organizational support moderates the relationship between Work Method Autonomy and Individual Volunteering in such that it increases the individual volunteering.*	**Significant**
H11	*Organizational supports moderates the relationship between Extraversion and individual volunteering in such that it increases individual volunteering*	**Insignificant**
H12	*Organizational Supports moderates the relationship between Conscientiousness and individual volunteering in such that it increases individual volunteering.*	**Insignificant**
H13	*Organizational supports moderates the relationship between Agreeableness and individual volunteering in such that it increases individual volunteering*	**Significant**
H14	*Organizational Supports moderates the relationship between Open to experience and individual volunteering in such that it increases individual volunteering.*	**Significant**
H15	*Organizational Supports moderates the relationship between neuroticism and individual volunteering in such that it increases individual volunteering.*	**Insignificant**

CHAPTER 5
DISCUSSION AND CONCLUSION

The objective of the study is to identify the antecedents and outcomes 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 antecedents of employees volunteering in the Mobile Telecom sector of Pakistan

2. To assess the relationship between volunteering and Job performance

3. To understand the moderating role of company level factors in employees volunteering

In order to identify the antecedents of employees volunteering at workplace, two independent variables has been chosen by detailed literature review. I.e. Job Design and Personality Traits. In Job design the autonomy level of employees is measured with regard to 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 end moderation analysis is done in order to measure the moderation effect of company level factors on Job design and Personality traits with dependent variable individual volunteering.

5.1. Discussion

The results of hypothesis are summarized in the result section. Overall, the present study has provide significant answers to all 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 has significant relationship with individual volunteering and also out of five personality factors, extraversion, conscientiousness, open to experience, 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 identify the positive relationship between Job design and volunteering by discussing the two inner perspectives of job design i.e. work decision autonomy and work method autonomy as the two effective antecedents for employees volunteering at work place. That's support by job design theory in the paid employment context. Job design theory states that,

"*When jobs are designed to provide incumbents with an opportunity for them to perceive positive impact on beneficiaries, they invest more time and energy into their tasks*".

Also, Grant (2012) found that work context facilitating volunteering includes, work schedules, payment schedules, and job uncertainty. These all aspects of work determines employees temporarily and financial autonomy. Elsbach & Hargadon (2006) study found that job designs tend to free up time, energy, and activities at work. Most of research has discuss social and knowledge characteristics of work but a very few research has been discussed in order to autonomy perspectives of Job design. According to self-determination theory, autonomy orientation is strongly related to 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 confirm by Graziano and Eisenberg (1977) that agreeableness is strongly contributing towards prosoical behaviors. And similarly extraversion is positively related to social ability, positive emotions and warmth activity (Carlo et al., 2005). Our findings are also consistent with the findings of Jabri et al., (2012) that's 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 perceptive 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 contras 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 be shown insignificant.

Our study has found strong significant relationship between the Job performance and individual volunteering at workplace. That's inconsistent with findings Rodell (2013) that volunteering is associated with job meaningfulness that's result in better 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. Thus our study is producing another view of volunteering impacts 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 be noted that our study is initial research who founds the direct positive and significant relationship of volunteering at work place and job performance.

We have found that there is a positive moderation between the antecedents 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.

Our results are also inconsistent with the discussion of Rodel 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 antecedents and volunteering with regard to workplace. A very few research has been conduct in this perspective so our findings are useful and an extends in the existing knowledge of volunteering at workplace.

5.2. **Managerial Applications:**
Our findings has 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 in corporate social

responsibility by means of individual volunteering, can apply these findings in developing volunteering within the organization.

➢ Moreover our findings are also important who developing corporate volunteering programs

➢ 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 of the Thesis

In this study we have identify the antecedents and outcomes of individual volunteering at workplace by considering company level factors as a moderating variables. 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 ignore the gender factors i.e. males rates of volunteering verses females rates of volunteering.

Further, we have choose job design autonomy from two perspectives. But others 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 considers 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 antecedents and outcomes of individual volunteering should explore the new aspects of antecedents and outcomes. To understand antecedents 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 also on organizational climate towards volunteering. For example, diversity and volunteering, designations level of employees, experience and promotions perspectives.

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 in order 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 concern, thus, future research can also be conduct to develop models for corporate volunteering programs to challenge grand issues.

5.5. Conclusion

In this study we have identify the antecedents 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 antecedents 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 antecedents and individual performance.

The study is very novelistic in his outcome at its highlights the employees volunteering roes at organizational level. As literature suggest that volunteering programs are beneficial for both employees and organizations (Rodel et al., 2017; Grant. 2012; Willson & Musick, 2008).Thus it's 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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(ANNEX)

Topic: Antecedents and Outcomes of Individual Volunteering at workplace

Name: Syed Muhammad Adnan (0331-8500536)

Supervisor Name: Dr.Hassan Rasool

M.Phil Management Sciences

Department of Business Studies

Pakistan Institute of Development Economics (PIDE), Islamabad

Respected Sir/Ma'am,

Your response will be highly appreciable if you could take a moment to fill out following questionnaire. Your response will be used to investigate our findings regarding individual volunteering at workplace. All answers you provide here are strictly confidential.

Demographic Information

1. **What is your gender?**
   - ☐ Male
   - ☐ Female
2. **What is your qualification?**
   - ☐ Doctorate
   - ☐ Master level
   - ☐ Bachelor level
   - ☐ Secondary level
   - ☐ Under Matric
3. **What is your Job level?**
   - ☐ Top level
   - ☐ Middle Management
   - ☐ Lower Management
   - ☐ Worker
4. **How long have you worked for the Company?**
   - ☐ Less than 1 year
   - ☐ 1 – 5 year
   - ☐ 5 – 10 year
   - ☐ More than 10 years
5. **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
I am highly interested in Volunteering					
I spend money on Volunteering activities					
I have membership of volunteering societies NGO's / clubs					

Volunteering is a priority in my life activities				
I often spend time on volunteering activities				
I offer myself happily for volunteering activities				
I seek possibilities where I can volunteer				

Personality Traits

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

Disagree Strongly	Disagree a little	Neither agree nor Disagree	Agree a little	Agree strongly
1	2	3	4	5

<u>I see Myself as Someone Who...</u>

___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

___23. Tends to be lazy

___24. Is emotionally stable, not easily upset

___25. Is inventive
___26. Has an assertive personality

___27. Can be cold and aloof

___28. Perseveres until the task is finished

___29. Can be moody

___30. Values artistic, aesthetic experiences
___31. Is sometimes shy, inhibited
___32. Is considerate and kind to almost everyone

___33. Does things efficiently
___34. Remains calm in tense situations
___35. Prefers work that is routine

___36. Is outgoing, sociable
___37. Is sometimes rude to others

___16. Generates a lot of enthusiasm

___17. Has a forgiving nature

___18. Tends to be disorganized

___19. Worries a lot

___20. Has an active imagination
___21. Tends to be quiet

___22. 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 recognized 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
I adequately complete assigned duties					
I fulfill responsibilities specified in job description					
I performed tasks that are expected to me					
I meet the formal performance requirements of the job					