

## CORPORATES AND NGOS COLLABORATING FOR VOLUNTEERING

**Alexandra ZBUCHEA**

*National University of Political Studies and Public Administration  
30A Expoziției Blvd., Sector 1, Bucharest 012104, Romania  
alexandra.zbucnea@facultateademangement.ro*

**Carmen MARCU**

*Pro Vobis - the National Resource Center for Volunteerism  
6 Rene Descartes, Cluj Napoca, Romania  
carmen@provobis.ro*

**Abstract.** *Professionals and academics consider that corporate volunteerism is continuously increasing in Romania. The academic research concentrates more on the strategic relevance for companies of employee volunteering and the way it influences their relationships. It just incidentally touches functional aspects of how the relationships between companies and NGOs actually occur during such projects. Therefore, these later aspects are at the center of this study. The present paper investigates the practices in the field of corporate volunteering in Romania. The focus is the way in which such programs are initiated – from the perspective of the nonprofit sector, as well as how are they organized – stressing on the cooperation between corporations and nonprofits. Findings reveal that in Romania corporate volunteering is stimulated by organizations, rather than by companies. NGOs also are the main coordinators and designers of the employee volunteering programs. Most problems identified by the nonprofit sector representatives, which occur during the corporate volunteering programs, are related with the involvement of companies and the attitude of corporate employees.*

**Keywords:** *corporate volunteering; benefits of corporate volunteering; implementation of corporate volunteering projects.*

### Introduction

All types of organizations encourage today corporate volunteering, since responsibility seems to be an increasingly more important aspect related to the development of effective strategies; corporate volunteering is considered an important tool for proving responsible commitment (Burnes & Gonyea, 2005). Research shows that while increasingly more companies support employee volunteering in various forms, larger companies tend to have a more formal and strategic approach of volunteering (Basil, Runte, Basil & Usher, 2011).

Many companies in Romania, both multinational and autochthonous, develop diverse corporate volunteering programs. For some of them these programs are extremely important in the context of their CSR strategy, being highlighted in their CSR reports and communication as a significant direction of action. Therefore, corporate volunteering is seen as a strategic tool for companies, and as having a high potential of positive impact on the companies. Such attitude is in line with many studies referring to the benefits of corporate volunteering (Bartsch, 2012; Caligiuri, Mencin & Jiang, 2013; JAW, 2009; Muthuri, Matten & Moon, 2009; Zappala, 2003). Some benefits are internal – both functional and strategic. Others are connected with the impact on the external environment framework. Amongst them, one could take into consideration the creation of social networks (Muthuri et al., 2009).

A brief literature review reveals that the academic research concentrates more on the strategic relevance for companies of employee volunteering and the way it influences their relationships. It just incidentally touches functional aspects of how the relationships between companies and NGOs actually occur during such projects. Therefore, these later aspects are at the center of this study. The present paper aims to investigate the practices in the field of corporate volunteering in Romania. The main focus is the way in which such programs are initiated – from the perspective of the nonprofit

sector, as well as how are they organized – stressing on the cooperation between corporations and nonprofits.

### **The impact of corporate volunteering on company's relationships**

Studies document a positive relationship between corporate volunteering and constructive corporate culture, including engagement and fidelity to the company (Basil et al., 2011; Caligiuri et al., 2013; Gatignon-Turnau & Mignonac, 2015; Pajo & Lee 2011), as well as in mobilizing other employees (Muthuri et al., 2009). The Deloitte Volunteer IMPACT Survey (Deloitte, 2011, p.2) shows that those who volunteer for the company frequently are more engaged, satisfied and recommend the company compared with those who rarely or never volunteer. Therefore corporate volunteering is a way to strengthen the relationships between company and its employees. It could be a strategic tool in terms of developing organizational culture. Nevertheless, if the employees consider that a company uses its corporate volunteering program as a PR toll, the affective commitment of the staff is negatively influenced (Gatignon-Turnau & Mignonac, 2015). Companies also should have in mind that employees have their own reasons to volunteer (Zappala, 2003). Altruistic motives are a key factor (Pajo & Lee, 2011). If there is no match, or volunteers feel compelled to get involved, the outcome might be negative (Zappala, 2003).

Companies consider that their volunteering programs have strong social impact by helping nonprofit organizations accomplish their social goals and help them function more effectively (Caligiuri et al., 2013; Deloitte, 2010). Companies generally consider that the outside impact on society of their volunteers is more relevant than the impact on their strategies, brand and employees. Therefore, companies might consider enhancing their own benefits by using corporate volunteering to develop their relationships with the nonprofit sector, as with their civil stakeholders. Developing long-term relationship might be critical for NGOs and the sustainable impact of corporate volunteering since the effects after 6 month are considered not to be strong enough to sustain anymore the resources of NGOs (Caligiuri et al., 2013).

Larger companies tend to influence more the nonprofits with which they cooperate in the context of corporate volunteering (Basil et al., 2011). The social impact of corporate volunteering, as well as the company's relationships with nonprofits would increase if they would jointly set achievable social objectives as well as measurement frameworks. In this context, corporate volunteers, corporations, as well as nonprofit organizations should be accountable and should work together for measuring the impact and improving the outcomes (Deloitte, 2010).

Developing fruitful long-term relationships with nonprofits is beneficial for both parties. In the context of corporate volunteering, companies are interested in developing long-term relationships, considering that this is a crucial element in the success of the corporate volunteering projects (EC, 2014). The larger the company, the more likely to develop stable relationships with nonprofits in the context of employee volunteering programs (EC, 2014). Nevertheless, many situations in which companies cooperate with NGOs chosen by their employees exist. This would have positive impact both on the relationships with their staff, and on the effectiveness of those projects.

Silva and Cooray (2014) propose a holistic business approach to maximize the outcomes of corporate volunteering both when having in mind the employees and the relationships with nonprofits (as well as the practical social outcomes). A series of coaching workshops is proposed prior to, during and after the volunteering activity, to address both the company's values and the volunteers' motives. These coaching sessions have to be developed in connection and in cooperation with partner NGOs.

A study in 2011 asking European practitioners on the outcomes of employee volunteering shows that it has a strong positive impact on the local community (100% of the respondents) and develops cooperation and relationships with the community leaders (75%) (EC, 2014). All the other outcomes were related with the workforce and the image of the company.

Generally speaking, employee volunteering contributes to the development of corporate networking with various stakeholders. The strength of the network depends on several factors, amongst which trust, the frequency, magnitude and consistency of the joint programs (Muthuri et al., 2009). This process could be mediated by third parties, as could be the case in the UK with the Employees in the Community Network or the Business in the Community Care Programme. The capacity to cooperate of the actors involved is related with their capacity to bring their competitive advantage to make the network more functional (Muthuri et al., 2009). All those involved mobilize various resources and use formal and informal connections; a mutual dependency could be identified. Maximizing the outcomes of a volunteering projects, therefore creating the conditions for long-term relationship development, depends on creating meaningful experiences, social support within NGOs and skill development. It also has to be considered that increased value for one stakeholder/actor involved might generate a negative or neutral impact on another (Caligiuri et al., 2013).

Various barriers to employee volunteering could negatively influence the relationships between corporations and NGOs. Amongst them, we mention that some nonprofits consider that employee volunteers are not “real” volunteers or that actors involved do not perceive and understand the others’ realities (EC, 2014).

### **Corporate volunteering in Romania**

Corporate volunteering is related with the desire of employees to volunteer and contribute to the community, as well as with the companies’ interest in CSR. Romanians, compared to other European countries, do not have a solid desire to volunteer (CMPS, 2013; Eurobarometer, 2011). The rate is much higher amongst young adults living in urban areas of at least 200.000 inhabitants, who volunteer in a percentage of 29% (Mai Mult Verde, 2010). In Romania, those who volunteer the most are students – 29%, employees with university degree (19.2%), pupils (19%) and qualified workers (14.9%) (CMPS, 2013, p.5). Top managers are very little involved in volunteering – only 5% of them (CMPS, 2013, p.5). This might be justified by lack of time and be compensated by other ways of community involvement, but could set a negative example for employees in the context of corporate volunteering. Employed people – between 24 and 60 years old volunteer in the smallest degree (CMPS, 2013, p.6). This might be related more with the lack of time and opportunities, than with the lack of motivation. A study on the Romanian middle class shows that lower classes volunteer more (SMARK, 2013). This last finding might be in contradiction with the one referring to the tendency amongst the better educated to volunteer – further research would be needed to better understand the profile of the Romanian volunteer.

The motivation to volunteer, in general, is also relevant for companies that support employee volunteering programs. The main reason declared by Romanian volunteers is to help others (40%) followed at a certain distance by professional development (15%) and socializing (14%). Only 9% volunteer because they believe in a certain cause (CMPS, 2013, p.11). These drives would be relevant for companies to consider while designing their employee volunteering programs and stimulating their staff to heartedly participate.

Almost 60% would volunteer for a company that donates for charities (CMPS, 2013, p.13). A study at the EU level shows that more than 86% of the employees are in general interested in being part of corporate volunteering (EC, 2014).

It is difficult to grasp how big the employee volunteering in Romania actually is because of lack of relevant research. The European Commission ordered a study on the issue in 2013 (EC, 2014). The findings prove that employee volunteering is growing in Europe, and it is mainly associated with CSR efforts (EC, 2014). Many types of employee volunteering are developed by companies, but the most popular ones are *volunteering day* among large companies and *fundraising initiatives* among SMEs (these are also popular for large firms) (EC, 2014). These might be referred because they are more convenient in terms of time dedicated, logistics and other organizational issue. No specific data is provided for Romania, but these general outlines might apply.

A previous study developed in the EU on volunteering includes in the country report for Romania the general statement that *few Romanians (and Romanian companies) are involved in corporate volunteering* (GHK, 2011, p.9). The same report states that good practices are to be found amongst corporations in Romania. Nevertheless, it also states that very few companies allow their employees to volunteer during working hours and that most companies develop corporate volunteering programs once per year (GHK, 2011).

There is a concern for stimulating volunteering in Romania, associated with projects of the VOLUM Federation and several associations such as Pro Vobis, the National Resource Center for Volunteerism. This last organization has designed a complex program in this direction: Win-Win Corporate Volunteerism Program. In 2011 it developed a guide for corporate volunteering: *Volunteering supported by employers and corporate social responsibility* (VOLUM, 2011). Corporate volunteering is awarded in Romania – and hopefully stimulated – by the National Gala of Volunteers ([www.galavoluntarilor.ro](http://www.galavoluntarilor.ro)). The awards considered for corporate volunteering are "The Year Volunteer in Corporate Field" and "The Year Project of Volunteering in Corporate Field".

### **Developing corporate volunteering projects in Romanian – the nonprofit sector perspective**

#### ***Methodology***

The main objective of the research is to understand how corporate volunteering projects are developed in Romania. Since only little information exists and companies seem to be not so transparent, we designed an exploratory research of the nonprofit sector to have a sense of the practices in the field, of the relationships between companies and nonprofit associations, as well as the interactions with the volunteers that develop in the context of corporate volunteering.

In this framework, a short questionnaire was designed, with two main sections. A limited number of questions was considered to ensure a larger amount of completely filled in surveys. This design puts certain limits to analyzing the results, but ensures a more solid exploratory research and the possibility to project relevant future directions of investigation.

The first section addressed the lack of such projects. In the case of those organizations that did not develop corporate volunteering projects during the last year the intent to cooperate with companies in the near future was investigated. They were also asked about their expectations of the companies' support and how they would see such cooperation. This section comprises only four questions.

The second section, of 12 questions, aims at catching the processes associated with employee volunteering: which is the initiator as such projects, which is the coordinator, how are the corporate volunteering activities designed, how are the companies supporting the projects, etc. This section included three open questions on the relationships between the organization and the company aiming to get some more insightful perspectives to further build the research.

The invitation to fill in the questionnaire was mainly emailed using the contacts database of Pro Vobis, one of the most dynamic and reputed associations promoting volunteering in Romania. Therefore, the respondents were supposed to have large experience in corporate volunteering projects. This presumption was also supported by the expectation that the respondents who would choose to complete the survey were particularly interested in the topic (because they had developed such projects). This supposition seems to be only partly confirmed, since 38% of the respondent organizations developed corporate volunteering projects in the previous year.

#### ***Findings and discussions***

The representatives of 149 organizations filled in the questionnaire. Only a few of them gave responses to the open-ended questions. We suppose that either the respondents do not have time for surveys - therefore the simplification of the questionnaire was justified -, and/or some of them are not open to

disclosing all their opinions on this topic. This last observation implies that in-depth investigation of the topic might not be an easy task, both when considering corporations and NGOs.

62% of the organizations were not involved in corporate volunteering projects in the previous year, but 90% of them are interested in cooperating with companies in this field. Except an organization arguing that its activities does not allow for such cooperation, all the others stated that the organization is not interest in this sort of partnerships. A few of them also mentioned the lack of dedicated budget and personnel. One of the representatives also stated:

*"We are against the concept of CSR and we consider that a company should aim its own scope which is by definition unique – the profit – and it should observe the legislation. The relationships with NGOs should be of sponsoring with money or goods, eventually services, specific with its activity. It should not force its employees to volunteer – this could anyone of them do because of his/her own believes, where and when s/he wishes; the employer should not interfere as it should not be involved in to whom and how the employee gives 2% of the tax on income, even if many employers are doing that and it is disloyal competition".*

As stated before, most of those organizations that did not developed corporate volunteering projects in the past year would be interested in doing that. Most of them would primarily like the companies to ensure the necessary budget for corporate volunteering.

**Table 1. The type of support expected from a company in order to involve its employees in volunteering**

	Valid percent
Allocation of a budget to cover the costs of the staff involved in organizing / coordinating the activity	15.7%
Allocation of a budget to cover the costs of the activities in which its employees are involved	42.2%
Allocation of a representative of the company to coordinate its employees	20.5%
To permit the employees to volunteer during their working-hours	21.7%

57.1% of the organizations consider that a third body to mediate the communication between the company and the organization is useful, and 46.4% of the respondents consider that a third body to coordinate the volunteering activity of the employees of the company is useful. These relatively high figures would suggest that the respective NGOs feel they do not communicate well enough both with companies and with their employees. It also suggests that nonprofit organizations consider that they do not have the necessary resources involved by corporate volunteering projects.

90 organizations filled in the section of the questionnaire referring to the experience related with corporate volunteering projects, not only the 57 respondents who declared they cooperated with companies in the previous year for employee volunteering.

**Table 2. The initiative of the corporate volunteering**

	Valid percent
An employee of the company has initiated the cooperation	25.6%
An employee / a volunteer of the organization has initiated the cooperation	31.1%
The management of the company has initiated the cooperation	18.9%
The management of the organization has initiated the cooperation	52.2%

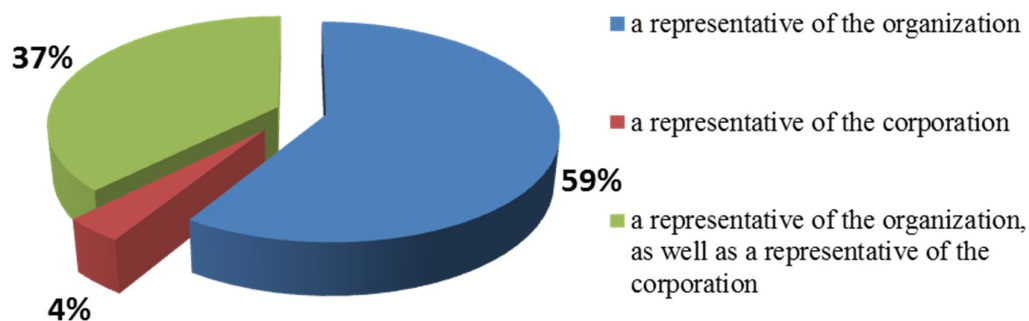
Table 2 shows that most of the corporate volunteering programs are initiated by the nonprofit sector side. We also observe that individual initiatives of persons who want to contribute to solving a problem, either cooperating with a NGO or a company, are extremely important. We also mention that the Pearson's r statistic suggests a negative significant relationship between the situations when an employee of a company initiates the cooperation and when the management of the organization has initiated the cooperation ( $r = -.511$ , 0.01 level, 2-tailed) and a weaker relationship when the management of the company has initiated the project ( $r = -.218$ , 0.05 level, 2-tailed). These data suggest that the employees proposing such initiatives activate somehow independently from the management of the organization or

of the company. Also data shows a relationship, negative and weak, between the situation when the management of the company has initiated the cooperation and when an employee / volunteer of the organization has proposed the project ( $r = -.324$ , 0.01 level, 2-tailed). Taking into consideration all these data, as well as the small number of respondents in the sample, the correlations should be cautiously considered.

Nevertheless, the distribution of the data suggests that in many cases only the management of the organization is the initiator of such projects. In only one third of the situations, the organizations experienced more types of corporate volunteering programs from the perspective of the initiator. Corroborated with the fact that only 63% of the respondents developed such programs in the previous year, the others being involved in such programs more rarely, we believe that in general, in Romania, an organization is not constantly and widely involved in corporate volunteering programs. This might be related with internal factors, such as the dimensions and the financial power of NGOs, but also with the interest of corporations to widen such initiatives.

Further research on internal processes that take place in companies, but also in organizations when developing corporate volunteering programs would be helpful in stimulating such practices.

A further question of the study was who the main coordinator of the corporate volunteering project is. As expected, there is a relatively close cooperation; in 37.5% of cases a representative of the organization and a representative of the company are designated to be in charge.



*Figure 1. The main coordinator of the corporate volunteering project*

In most cases organizations manage the corporate volunteers. It would be interested to investigate if in the case of joint coordination, the corporation representative has actual involvement in the designing of the activities and the processes developed in the organization, or is just in charge with some logistics related with the company.

The study also investigates how are the activities designed, as shown in the following table.

*Table 3. Design of the activities associated with corporate volunteering projects*

	Valid percent
The volunteering activities of the corporate employees were chosen by consulting those employees.	21.4%
The volunteering activities of the corporate employees were chosen by consulting the management of those companies.	19.6%
The volunteering activities of the corporate employees were chosen based on the CSR objectives / priorities of the company.	7.1%
The volunteering activities of the corporate employees were chosen at the proposal of the organization.	75%

In most cases, those directly involved in those activities – the organization and the volunteers – are the ones that contribute to the design of the activities associated with a corporate volunteering project. As

expected there is a positive relationship, but rather weak, when the management of the company has initiated the cooperation, it is consulted in order to design the activities associated ( $r = .321$ , 0.05 level, 2-tailed). Pearson's correlation also shows a stronger, but negative relationships between the situation when consulting the employees involved and when the organization proposes the activities ( $r = -.402$ , 0.01 level, 2-tailed), as well as when the management of companies is consulted and when the organization recommends the content of the volunteers' jobs ( $r = -.337$ , 0.05 level, 2-tailed). Data suggest overall that organizations tend to design themselves the activities of the corporate volunteers.

Less than 5% of the organizations that were involved in employee volunteering projects do not wish to cooperate in the future with companies in such projects. 42% of the organizations cooperating with companies in employee volunteering projects considers that a third body would be useful in managing the communication with the company. This relatively high percentage suggests that for those organizations some situations might have occurred: they experienced communication problems, they experiences lack of resources, intense communication occurs and it is time consuming. Almost the same percentage consider that a third body should manage the volunteering activities of corporate employees. This also would suggest that organizations might like companies to take more responsibilities in managing the corporate volunteering projects and to lesser their own burden.

The problems related with corporate volunteering mentioned by the respondents regard both the company and its employees and the organization. Amongst the last type, less favored in terms of numbers, we mention: lack of necessary resources, some uncertainties related to how to treat corporate volunteers compared to the regular volunteers of the organization, lack of proper strategies to successfully approach the companies in the area and cooperate with them.

The problems related with the organization are more numerous: some companies are too intrusive and they want to do things their way no matter the context, some of their representatives are too rigid, some difficulties in communicating with the management, and such. Some organizations consider that a lack of real interest exist among companies: *"Our proposal was accepted only because it looks good (for the company to get involved). After we have been "placed" to someone with a lower position within the firm, we were ignored. The interest of companies in volunteering is rather small"*.

Many of the problems also related with the employees that volunteer. The most frequent problem mentioned is their lack of interest in the cause. In addition, several representatives mentioned the lack of the necessary time to develop all the activities planned (considering that many volunteer in their free-time). Some other problems mentioned were related to the logistics associated with training the corporate volunteers and to develop the activities.

## Conclusions

Limited information exist on corporate volunteering in Romania, therefore many aspects of this topic are basically unknown, including the dimension of the phenomenon, the profile of the corporations or their employees which are involved, the outcomes and such. The present investigation is an exploratory one which highlights only some operative aspects related with corporate volunteering projects.

The Romanian nongovernmental organizations generally want to cooperate with companies in corporate volunteering projects, but not so many actually are involved in such partnerships. This is consistent with a previous European study (GHK, 2011). Organizations would like companies to support more such projects, including by assuming managerial aspects, and especially allocating budgets for them.

Lack of resources and problems that might occur make many organizations wish for wider cooperation, including third bodies to assume part of the communication and management aspects related with the corporate volunteering. A significant part of the organizations with experience in corporate volunteering consider that some employees are not motivated to volunteer (a common concern in Europe – EC, 2014), while others do not have the proper conditions ensured by corporations to get involved. Organizations seem to want corporations to be more open and not so controlling.

The initiatives for corporate volunteering projects in Romania are in most cases related with the organizations and their employees/volunteers. NGOs are also the ones that mostly assume the coordination of the activities, as well as their design. Despite the problems which seem to exist and the efforts an organization has to do, most of them want to (further) cooperate with companies in corporate volunteering projects.

**Acknowledgements:** Pro Vobis - the National Resource Center for Volunteerism initially developed the research and data collection. Pro Vobis is a nongovernmental organization promoting and developing volunteering in Romania.

## References

- Bartsch, G. (2012). Emotional learning: managerial development by corporate volunteering. *Journal of Management Development*, 31(3), 253-262.
- Basil, D., Runte, M., Basil, M., and Usher, J. (2011). Company support for employee volunteerism: Does size matter?. *Journal of Business Research*, 64(1), 61-66.
- Burnes K., and Gonyea, J.G. (2005). *Expanding the boundaries of corporate volunteerism: retirees as a valuable resource*. Chestnut Hill - Alexandria: Center for Corporate Citizenship at Boston College and Volunteers of America.
- Caligiuri, P., Mencia, A., and Jiang, K. (2013). Win-win-win: the influence of company-sponsored volunteerism programs on employees, NGOs, and business units. *Personnel Psychology*, 66(4), 825-860.
- CMPS (2013). Responsabilitatea socială individuală în România. Retrieved from <http://asociatiareact.ro/nou/wp-content/uploads/2014/01/Responsabilitatea-sociala-individuala-in-Romania.pdf>.
- Deloitte (2010). Deloitte Volunteer IMPACT Survey. 2010 Executive Summary. Retrieved from <http://www2.deloitte.com/content/dam/Deloitte/us/Documents/us-citizenship-2010-impact-survey-measuring-impact.pdf>.
- Deloitte (2011). Deloitte Volunteer IMPACT Survey. 2011 Executive Summary. Retrieved from [http://www2.deloitte.com/content/dam/Deloitte/xs/Documents/About-Deloitte/mepovdocuments/mepov12/dtme\\_mepov12\\_idooroi.pdf](http://www2.deloitte.com/content/dam/Deloitte/xs/Documents/About-Deloitte/mepovdocuments/mepov12/dtme_mepov12_idooroi.pdf).
- EC (2014). Employee Volunteering and Employee Volunteering in Humanitarian Aid in Europe. Retrieved from [http://ec.europa.eu/echo/files/euaidvolunteers/EUAV\\_Study\\_Employee\\_Volunteering\\_Europe\\_FINAL\\_en.pdf](http://ec.europa.eu/echo/files/euaidvolunteers/EUAV_Study_Employee_Volunteering_Europe_FINAL_en.pdf).
- Eurobarometer (2011). Volunteering and Intergenerational Solidarity. Retrieved from [http://www.euro-parl.europa.eu/pdf/eurobarometre/2011/juillet/04\\_07/rapport\\_%20eb75\\_2\\_%20benevolat\\_en.pdf](http://www.euro-parl.europa.eu/pdf/eurobarometre/2011/juillet/04_07/rapport_%20eb75_2_%20benevolat_en.pdf).
- Gatignon-Turnau, A.-L., and Mignonac, R. (2015). (Mis)Using employee volunteering for public relations: Implications for corporate volunteers' organizational commitment. *Journal of Business Research*, 68(1), 7-18.
- GHK (2011). Study of Volunteering in the European Union. Country Report Romania. Retrieved from [http://ec.europa.eu/citizenship/pdf/national\\_report\\_ro\\_en.pdf](http://ec.europa.eu/citizenship/pdf/national_report_ro_en.pdf).
- JAW (2009). The Benefits of Employee Volunteer Programs. A 2009 Summary Report. Junior Achievement Worldwide. Retrieved from <https://www.juniorachievement.org/documents/20009/36541/Benefits-of-Employee-Volunteer-Programs.pdf/8de7c97e-246c-4165-900d-b4a84f28c228>.
- Mai Mult Verde (2010). Voluntariat în România. Comportament și percepții. Retrieved from [http://maimultverde.ro/\\_files/Studiu\\_voluntariat\\_2004-2010.pdf](http://maimultverde.ro/_files/Studiu_voluntariat_2004-2010.pdf).
- Muthuri, J.N., Matten, D., and Moon, J. (2009). Employee Volunteering and Social Capital Contributions to Corporate Social Responsibility. *British Journal of Management*, 20(1), 75-89.
- Pajo, K., and Lee, L. (2011). Corporate-sponsored volunteering: A work design perspective. *Journal of Business Ethics*, 99(3), 467-482.
- Silva, P., and Cooray, R. (2014). Start Building Human Capital in Organization through Corporate Social Responsibility – a holistic coaching approach. *Procedia – Social and Behavioral Sciences*, 159(1), 753-758.
- SMARK (2013). Finding the middle class. Retrieved from <http://www.smark.ro/articol/27723/finding-the-middle-class-un-nou-studiu-smark-research-realizat-de-eresearch>.



- VOLUM (2011). Voluntariatul sprijinit de angajator și responsabilitatea socială corporativă. Retrieved from [http://federatiavolum.ro/wp-content/uploads/2014/11/Ghid\\_CSR\\_VSA\\_tipar.pdf](http://federatiavolum.ro/wp-content/uploads/2014/11/Ghid_CSR_VSA_tipar.pdf).
- Zappala, G. (2003). Employee volunteering. The motivations and benefits of employee volunteering: what do employees think?. Retrieved from [www.smithfamily.com.au/documents/TSFevp03.pdf](http://www.smithfamily.com.au/documents/TSFevp03.pdf).