ANALYSING THE IMPACT OF EMPLOYEE VOLUNTEER PROGRAMS ON CORPORATE SOCIAL RESPONSIBILITY A CASE STUDY APPROACH

- Joseph Tombe Valentino[1], Dr. Manpreet Kaur[2]

ABSTRACT

The term "CV," which stands for corporate volunteering, emerged in the latter half of the 20th century and gained international prominence in the early years of the 21st century. The correlation between the surge in corporate volunteering and the increasing prominence of corporate social responsibility (CSR) is widely acknowledged by experts. Nevertheless, the current state of knowledge regarding the interplay between corporate social responsibility (CSR) and corporate volunteering is still in its early stages, both in terms of theoretical discourse and empirical research on its implementation in corporate practise. This article provides an overview of the initial results obtained from a study conducted in Uruguay in 2016, pertaining to the previously mentioned subject matter. This statistical study examines the correlation between the implementation of corporate volunteering programmes and the integration of a corporate social responsibility (CSR) strategy within business management. The research was carried out by the Corporate Social Responsibility (CSR) Alliance. The development of the self-assessment questionnaire was carried out in compliance with the ISO 26000 Guidelines on Social Responsibility. The ratings assigned to the 81 indicators in this survey are derived from a Likert scale. The purpose of this survey is to ascertain the extent to which both types of practises have been implemented. A comparative analysis was conducted on 96 distinct businesses through the administration of a survey, with the aim of examining the differences between organisations that engage in corporate volunteering and those that do not. The findings of our study provide evidence to substantiate the proposition that the implementation of Corporate Volunteering exhibits a positive association with the integration of Corporate Social Responsibility (CSR) in the context of effectively managing the interconnection between a corporation, its workforce, and the broader community. Furthermore, these findings contribute to a deeper understanding of the interconnectedness between the two concepts.

[1] Student of Masters of Law, UID: 23MLL10063, University Institute of Legal Studies, Chandigarh University, Gharuan, Mohali, Punjab, India.
[2] Assistant Professor, University Institute of Legal Studies, Chandigarh University, Gharuan, Mohali, Punjab, India.

1.1 INTRODUCTION

The active involvement of employees on a voluntary basis is a crucial element of an organization's strategy for attracting and retaining personnel, as well as enhancing its market position and overall performance. Based on the findings of Points of Light (2006) and Rodell (2013), a substantial proportion of organisations, comprising 90% of the Fortune 500 companies, have implemented employee volunteer programmes. During regular working hours, these initiatives serve to either promote or allocate financial resources for employee volunteerism and engagement in community service activities.

Employee volunteerism can be defined as the intentional and proactive contribution of an individual's time, effort, skills, or knowledge to a nonprofit organisation, without expecting any form of compensation in return. The accuracy of this definition is supported by the findings of McGlone, Spain, and McGlone (2011). Employer-supported volunteerism refers to the deliberate and proactive efforts made by employers to encourage and facilitate employee engagement in volunteer activities with charitable organisations. This is achieved through the utilisation of various communication channels. This form of assistance can be observed in the form of financial transfers, remunerated time off, or a blend of both. Our organisation does not consider the act of donating money or non-monetary items to charitable organisations as a form of volunteer labour.[3]

BURNISHED LAW JOURNAL

The emergence of corporate volunteering can be traced back to the late 1960s, as evidenced by the results of various studies. This phenomenon initially gained prominence in the United States and the United Kingdom. Over the course of the following decades, it gradually disseminated to the rest of the world. Nevertheless, the scholarly investigation pertaining to this subject is still in its early stages. Furthermore, Grant (2012:610) highlights that there has been a recent shift among scholarly authors focusing their investigations on corporate volunteering within organisations. According to certain authors, the recognition of the significance of CV in relation to the Corporate Social Responsibility policy led to the emergence of concerns, as it has the potential to generate significant and advantageous outcomes. The following section (2.3) presents a comprehensive overview of a number of these

[3]Agle, B. R., Sonnenfeld, J. A., & Mitchell, R. K.,*For whom do CEOs care? an examination of CEO values, corporate performance, and stakeholder salience* 5 (Journal of Academy of Management, Chicago, 5thedn., 2015).

effects. Extensive research has been undertaken to investigate the relationship between CV (Corporate Value) and CSR (Corporate Social Responsibility). Nevertheless, the claim lacks empirical support due to a limited number of methodologically rigorous studies that establish a substantial relationship between the integration of corporate social responsibility (CSR) into business management and the adoption of corporate volunteering (CV) by organisations. The lack of empirical evidence establishing a direct relationship between the adoption of CVs and their integration into organisational leadership accounts for this phenomenon.

1.2. STATEMENT OF PROBLEM

As a result of the investigation discussed in the previous section, it was determined that further research should be conducted to examine the relationship between the successful integration of a corporate social responsibility (CSR) strategy into an organization's management and the implementation of corporate volunteering. ISO 26000 recommends that organisations should take into account relationships with all stakeholders, rather than solely focusing on those with the community or employees. This analysis aims to examine three distinct perspectives or angles regarding the integration of Corporate Social Responsibility (CSR). This will primarily be interpreted as the integration of corporate social responsibility (CSR) principles into key aspects of business strategy. This may entail the harmonisation of mission and vision definitions with the corporate social responsibility (CSR) framework, the incorporation of CSR principles into strategic planning, or the establishment of dedicated departments within the organisational structure to spearhead CSR integration. The second dimension pertains to the execution of specific corporate social responsibility (CSR) management tools, such as the dissemination of a social report, the establishment of a foundation, or the incorporation of an ethics code. This particular aspect may be regarded as the fundamental basis of corporate social responsibility (CSR) management. The third dimension pertains to the execution of distinct corporate social responsibility policies in relation to diverse stakeholders. Exemplary examples of such policies encompass those aimed at prohibiting discriminatory practises, promoting the professional growth of employees, mitigating environmental pollution, ensuring product safety, safeguarding the rights of suppliers, providing shareholders with transparent financial disclosures, and improving the surrounding community where the organisation operates. The incorporation of distinct corporate social responsibility (CSR) policies pertaining to the environment is widely recognised as the fourth dimension.

1.3. OBJECTIVES OF THE STUDY

1. Examine the relationship between Corporate Volunteering and CSR in company management.

1.4. RESEARCH QUESTIONS

1. What has changed in the relationship between Corporate Volunteering and Corporate Social Responsibility, particularly in the 20th and 21st centuries?
2. How is empirical research on corporate volunteering and corporate social responsibility in Indian companies?

2.1 THEORITICAL FRAMEWORK

2.1 Corporate volunteering in the available literature

The body of literature in a corporate volunteering(CV) typically consists of empirical research reports, articles published in scientific journals, conference papers, and manuals detailing methodological procedures. Upon careful analysis of the existing body of research, it becomes evident that it can be categorised into three distinct classifications. The primary examination examines the association between corporate volunteering and other relevant factors, including human resource management, corporate social responsibility (CSR), and company image. Scientific articles serve as the primary source for this type of analysis, as they not only offer conceptual definitions, typologies, and theoretical models, but also provide comprehensive insights. The second study examines the correlation between corporate volunteerism and additional complexities.[4]

BURNISHED LAW JOURNAL

The following categorization pertains to the distribution of primary empirical research findings. This study takes inspiration from a range of foundations and organisations that promote corporate volunteering, as well as the academic community. This study encompasses a wide range of topics, including descriptive research that investigates the implementation and functioning of corporate volunteering(CVs) in different countries, such as Spain, the United States, Canada, Germany, and Switzerland. Moreover, a wide range of research is available on various subjects, encompassing, but not limited to, the impacts of corporate volunteering(CV) and the rationales behind organisations' adoption of it.[5]

[4]Ankit Wadhwa, *Principles of Corporate Social responsibility* 38 (Wadhawa, Nagpur, 2001).
[5]Jerry L. Mashaw, Richard A. Merrill, et.al., *what practice does best companies practice: empirical study*50 (West Group, St. Paul, MN, 1992).

The primary objective of the publications falling under the third category, namely "Methodological Guides and Manuals," is to provide pertinent tools within the realm of management. Several terms are employed to designate this particular classification of volunteer labour, encompassing the subsequent: This category is composed of three tiers. The three key aspects under consideration are: 1) Employee volunteerism, 2) Company support for employee volunteerism, and 3) Corporate volunteering. It is crucial to emphasise that these concepts encompass subtle differences alongside variations in meaning. The first two statements focus on the individual employees, while the third statement focuses on the organisation as a collective entity.

Distinguishing between the first and third elements is notably straightforward. The distinction between providing financial support for employees' volunteer initiatives and orchestrating and supervising social events in which employees participate is rooted in the concept of organisational responsibility. The term "corporate volunteering" typically encompasses events and initiatives that are orchestrated by businesses to align with their human resource management or corporate social responsibility (CSR) objectives, particularly in relation to the local community. Due to its higher prevalence in Uruguay, the latter expression was chosen for utilisation in this investigation.[6]

However, despite this fact and the various definitions that exist for CVs, the specific type of volunteering being discussed in this context is regarded as an activity due to the following reasons: 1) The organisation offers structured assistance to facilitate the engagement of employees and their families in community service, allowing them to allocate time and utilise their skills for this purpose. 2) The company actively encourages or facilitates the involvement of employees in community service, either through internal initiatives or by responding to specific requests made by the company. 3) The organisation plays a facilitating or promotional role in enabling and encouraging the participation of individuals in the aforementioned activity. 5) An organisational entity that is under the administration of a volunteer organisation, business, or social group, and possesses a structured management system.

BURNISHED LAW JOURNAL

2.2 Corporate Social Responsibility

A comprehensive analysis of academic and non-academic literature on corporate social responsibility (CSR) published in the last 50 years reveals a wide range of scholarly

[6]Susan A. Bandes (ed.), *The Passions of Law* (New York University Press, New York, 1999).

contributions, particularly in relation to the definition of this concept (Carroll, 1999; Garriga and Mele, 2004; Dahlsrud, 2006). During the 2010s, there was a convergence among the academic community, institutional actors such as the European Union, OECD, and United Nations, as well as various foundations focused on CSR, regarding the definition of corporate social responsibility (CSR). This consensus was achieved after extensive conceptual debates and variations. The agreement is founded upon the core principles and conceptualization of social responsibility as delineated in the ISO 26000 guide. According to the ISO (2011: 110), social responsibility is characterised as an organization's preparedness to incorporate social and environmental considerations into its decision-making procedures and acknowledge accountability for the outcomes of its actions and decisions on society and the environment. The agreement that has been attained pertains to this specific definition.[7]

Currently, there exists a substantial consensus regarding two separate concepts, as it is duly recognised. The concept of corporate social responsibility (CSR) is widely acknowledged to be a fundamental aspect of business philosophy, and may even be considered a strategic imperative. The transformation of the concept has occurred as a result of its evolution from previous iterations, wherein it was either synonymous with philanthropy or limited to a set of tactics aimed at improving corporate reputation. There is an increasing acknowledgement that corporate social responsibility (CSR) can serve as a conceptual framework for evaluating an organization's interactions with its diverse stakeholders, encompassing the environment, employees, suppliers, investors, local community, and the wider public. This observation illustrates the progression of corporate social responsibility (CSR) beyond its initial conceptual boundaries, which confined it to the dynamic between a corporation and the society or local community in which it functioned. Similar to other philosophical systems, the underpinnings of Corporate Social Responsibility (CSR) encompass a comprehension of human nature (anthropology), the dynamics of human interactions with the environment and fellow individuals, and a conceptual framework pertaining to the interplay between the economy and society. A limited number of these principles and values are endorsed in ISO 26000. The discussion pertaining to corporate social responsibility (CSR) presents multiple viewpoints on these issues, resulting in their susceptibility to different interpretations.

Moreover, it is widely recognised that corporate social responsibility (CSR) encompasses a minimum of seven distinct elements. Organisations that exhibit social responsibility endeavour

[7]S.K. Verma and Raman Mittal (eds.), *CSR and CV: A Global Vision* 38-42 (ILI, Delhi, 2004).

to attain the following aims: 1) Mitigate the detrimental environmental and social consequences stemming from their activities; 2) Generate economic worth that advantages all stakeholders, beyond just the shareholders of the company (termed as "shared value" by Porter and Kramer in 2011); 3) Incorporate social and environmental considerations, encompassing contributions to sustainable development, within their operational structures; 4) Uphold ethical conduct across all facets of their operations. [8]

Furthermore, given that corporate social responsibility (CSR) is an inherent element of their business, they do not perceive any of these factors as additional or incidental (the seventh dimension). The ISO 26000 guidelines provide an outline of the principles, core subjects, and issues related to social responsibility, as well as strategies for their implementation (Arganda & Isea, 2011: 8). According to the classification provided in the guide, organisations are obligated to define their responsibilities and devise appropriate methods for fulfilling them. The responsibilities encompass the integration of ESG (environmental, social, and governance) factors. Based on this classification, these subjects are organised into broader categories known as Core Subjects. The aforementioned categories encompass various aspects such as environmental protection, active engagement, human rights, labour practises, consumer concerns, organisational governance, and community development, among others. The responsibilities associated with each topic are further categorised into distinct issues, which represent narrower subjects.

Despite this methodological and conceptual suggestion, the responsibilities of CSR measurement and assessment tools are organised based on the stakeholders they aim to involve, rather than the fundamental subjects advocated by ISO 26000 (Licandro, 2014). The incorporation of stakeholder theory into the conceptual framework of corporate social responsibility seems to explain this phenomenon. The manifestation of this phenomenon can be observed in Carroll's (1999) examination of the progression of the concept, the compilation of 37 definitions of CSR by Dahlsrud (2006), and the categorization of CSR theories by Garriga and Mele (2004). In addition, it is possible to establish an operational connection between each core subject and a particular group of stakeholders, allowing these stakeholders to modify the ISO 26000 guidelines.

Based on the aforementioned discussion, it is imperative to emphasise in conclusion that the concept of corporate social responsibility (CSR) as outlined in ISO 26000 is not a new idea,

[8]Chatrapati Singh, P.K. Coudhary, et.al. (eds.), *Towards Energy Conservation Law* 78 (ILI, Delhi, 1989).

nor has it only recently begun to have a substantial impact on the domain of management theory and practise. A significant amount of time has elapsed since the commencement of this event. Contrarily, this concept arises from the fusion of various existing conceptual frameworks concerning management and the interaction between enterprises and the wider society and environment. Freeman (1983) introduced the stakeholder theory, while Jensen (1976) developed corporate governance as a proposed resolution to the agency problem. The theory of shared value was introduced by Porter and Kramer in 2011, whereas ethical theories, particularly those pertaining to responsibility, were posited by Zamagni (2012), Prahalad and Hart (2002), relationship marketing, and Gronberg and Kramer (2011). In addition to this, the concept of corporate social responsibility (CSR) encompasses a wide range of additional ideas and proposals presented by various stakeholders. The concept of sustainable development can be traced back to various international organisations and business entities, such as the World Business Council for Sustainable Development, the Social Doctrine of the Church, the United Nations, and the Organisation for Economic Cooperation and Development. The incorporation of the International Labour Organization's (ILO) input within the ISO 26000 section concerning labour practises serves as an additional exemplification of this phenomenon. [9]

Consequently, a significant proportion of the recommended socially responsible practises outlined in ISO 26000, pertaining to each core subject and issue, have already been integrated into speech management. However, it should be noted that certain practises within this framework may be specific to the emerging discourse of corporate social responsibility (CSR). This statement is deemed accurate, as per the guidelines outlined in ISO 26000, it is stipulated that adherence to these methods is required.

BURNISHED LAW JOURNAL

2.3 Corporate Volunteering and CSR

A comprehensive analysis of the current corpus of literature pertaining to corporate volunteering (CV) reveals a growing association between CV and the concept of corporate social responsibility (CSR). According to Gallardo et al. (2010), the concept of corporate volunteering (CV) was initially developed with a philanthropic intention to provide social assistance. However, it appears that CV is now transitioning towards a more professional approach that emphasises the creation of additional value, aligning with the principles of corporate social responsibility (CSR). The authors note that there is a discernible shift in the

[9]Susan A. Bandes (ed.), *The Passions of Law* (New York University Press, New York, 1999).

nature of CV, wherein it is evolving towards a more professional orientation that places greater emphasis on the provision of added value. This characteristic is seen as representative of corporate social responsibility (CSR). Santos and Bittencour (2008) contend that corporate volunteering has undergone a transformation from a philanthropic and assistance-focused approach to a more structured and professional endeavour. The implementation of corporate social responsibility (CSR) policies has facilitated the emergence of a collective movement among employees, known as the employee solidarity wave. According to Basil et al. (2011:61), there is a growing recognition that supporting employee volunteerism serves as a significant means for businesses to showcase their corporate social responsibility (CSR). The acronym for corporate social responsibility is commonly referred to as CSR. According to Cavalaro (2006:65), organisations can exhibit their dedication to social responsibility by incorporating corporate volunteerism. Employee volunteering was previously perceived exclusively as a human resource management strategy, as stated by Muthuri et al. (2009). Nevertheless, in recent years, there has been a growing trend of incorporating it as a strategic tool in corporate community relations initiatives. According to Grant (2012: 610), there is a need to examine Corporate Volunteering as a growing manifestation of Corporate Social Responsibility. This is crucial due to the rising prevalence of corporate volunteering, which is increasingly recognised as a potent means of promoting solidarity.[10]

Despite the increasing body of research that establishes a link between corporate volunteering (CV) and corporate social responsibility (CSR), empirical investigations into this correlation are still in their early stages and often concentrate on specific facets of the relationship. The primary aim of this study is to investigate the relationship between resumes and human resources management. Madison et al. (2012:2) assert that corporate social responsibility (CSR) encompasses a range of dimensions and encompasses various initiatives, including employer-sponsored volunteerism. The primary impact of employer-sponsored volunteerism is to enhance employee commitment to the organisation. According to Gatignon-Turnau and Mignonac (2015: 7), there is significant untapped potential for incorporating Strategic Human Resources Management as a form of Corporate Social Responsibility activity on a curriculum vitae. Furthermore, the authors posit that corporate volunteering (CVs) have the potential to serve as a catalyst for employees to develop patterns of reciprocal behaviour. Ruizalba et al.

[10]R.K. Nayak, *"Evolving CSR practices for the 21st Century"* in D.C. Jayasuriya, R.K. Nayak et.al. (eds.), Global Drugs Law 70 (1997).

(2014:55) found that organisations with a higher level of corporate volunteering exhibit higher levels of employee commitment and job satisfaction.

Based on a study conducted in Australia by Cavalaro (2006), it was found that a significant proportion of volunteer programmes are managed and supervised by Corporate Social Responsibility (CSR) departments. It was observed that volunteers were able to establish a connection with the values of the corporate social responsibility (CSR) company by leveraging their corporate volunteering (CVs). Several Uruguayan case studies have shown that corporate volunteering (CV) can be used to foster a culture of corporate social responsibility (CSR) (Barreiro, Licandro, 2012; Yapor, Licandro, 2015). Additionally, Gallardo et al. (2010) found a positive correlation between the effectiveness of CV programmes and the presence of a corporate social responsibility culture. In their study, Gallardo et al. (2010) discovered a positive correlation between the efficacy of corporate volunteering (CV) programmes and the presence of a corporate culture that emphasises corporate social responsibility (CSR). Muthuri et al. (2009) conducted a study to explore the role of corporate volunteering (CV) in corporate social responsibility (CSR), with a particular focus on its influence on the development of social capital (2006). Furthermore, Plewa et al. (2015) conducted a study to examine the influence of corporate volunteering (CV) on customer behaviour and their perception of a company's corporate social responsibility (CSR) image.

A comprehensive analysis of the current corpus of scholarly literature pertaining to corporate value and social responsibility reveals that the prevailing comprehension of CSR is inherently limited in scope. This concept primarily focuses on the interrelationships between the business entity, its workforce, and the surrounding community. This phenomenon is evident in the three distinct categories of bibliographical productions, specifically those that pertain to theoretical aspects, disseminate empirical research findings, and compile and distribute corporate volunteering (CV) manuals and guides, as previously stated in the introductory section. The text highlights the significance of the theoretical framework that governs the relationship between corporate social responsibility (CSR) and employee corporate volunteering(CV), which restricts the extent to which the concept can be applied to interactions with the community and staff. At its most optimal, this perspective fails to acknowledge the considerably wider scope of this notion, which encompasses not only environmental performance but also all parties involved. The limited applicability of the concept of corporate social responsibility (CSR) and corporate volunteering (CV) to employee and community

relations is evidenced by the constraints imposed by the theoretical framework governing their relationship.

Furthermore, empirical research investigating the relationship between corporate values (CV) and corporate social responsibility (CSR) indicates that this relationship is centred on two main aspects: 1) the way in which these concepts intersect within specific contexts, and 2) the resulting outcomes that emerge from this intersection. This assertion remains valid on the condition that a correlation between corporate social responsibility (CSR) and corporate value (CV) is established. However, it is evident that there has been no inquiry conducted to determine the presence of a statistical correlation between the adoption of corporate social responsibility (CSR) in business management and the utilisation of corporate volunteering (CVs). As a result, empirical research does not offer a way to determine whether the concepts of corporate values (CV) and corporate social responsibility (CSR) are interconnected concepts that operate exclusively within the realm of discourse, or if CV simply functions as a tool alongside CSR methodology. The lack of adequate research hinders the ability to support the claims made by empirical studies. Organisations that engage in corporate social responsibility (CSR) may have adopted a discourse pertaining to CSR without successfully incorporating this concept into their overarching management strategy. This scenario is plausible. Hence, it is crucial to examine whether the incorporation of corporate volunteering (CV) operates autonomously from the successful assimilation of corporate social responsibility (CSR) into business administration, or if it is an intrinsic component of the procedure (e.g., functioning as a mechanism for managing human resources or as a means for facilitating social initiatives). Therefore, it is crucial to examine the possible relationship between the implementation of corporate volunteering (CV) and the successful integration of corporate social responsibility (CSR) principles into corporate governance.[11]

3.1 EMPERICAL ANALYSIS

To conduct an empirical examination of the previously stated research problem, an analysis was performed on the outcomes derived from the CSR Indicators System. The International Reporting Standards for Enterprises (IRSE) is an example of a corporate social responsibility (CSR) self-evaluation tool that functions through the utilisation of a self-administered survey. The survey is conducted on a yearly basis by a specific group of multinational corporations

[11]Robert I. Freidman, "Critical analysis of the effects of CV on CSR", *The Nation,* Apr. 8, 1996.

that are actively striving to integrate corporate social responsibility (CSR) into their operational practises.

Table 1 Information on variables, indicators and scales used in the research

Variables that are included the hypothesis	Indicators used to measure variables	Used scales
Application of CV	A question about the application of CV	Nominal - bivariate (Yes, No)
Incorporation of CSR in strategic aspects	Five questions about incorporating practices regarding this dimension	
Use of specific CSR management tools	Five questions about incorporating practices regarding this dimension	
Existence and implementation of CSR policies aimed at stakeholders	Indicators that measure the degree to which specific CSR policies exist and are applied aimed at eight stakeholders (81 indicators)	Likert scale - five values

Table 2 provides a comprehensive account of the results obtained from a study examining the relationship between the integration of corporate social responsibility (CSR) into strategic business components and the adoption of corporate volunteering (CV). The analysis of the study was performed using the Chi-Square test. A notable disparity has been noted in the adoption of CVs among companies, with a higher prevalence observed in the group of businesses that exhibited positive responses to four out of the five indicators, in contrast to the group of businesses that did not display positive responses. There is a statistically significant difference observed in only three of these indicators, with a confidence level exceeding 90%. Organisations that have integrated corporate social responsibility (CSR) into their strategic planning, formulated their mission and vision statements, and established a dedicated infrastructure or suite of resources for CSR management have attained these goals at a considerably accelerated pace compared to those that have not done so. However, despite the lack of statistical significance, it is evident that a slightly higher percentage of organisations that do not implement CV policies involve managers in corporate social responsibility (CSR) issues. The reason for this is that managers who work for organisations that do not utilise corporate volunteering(CVs) are more likely to be involved in corporate social responsibility (CSR) issues.

BURNISHED LAW JOURNAL

Table 2 Statistical association between the application of Corporate Volunteering and the CSR incorporation in strategic aspects of corporate management. Chi-Square test

N°	Indicator	Company practices CV	Company does not practice CV	Chi-Square test	Bilateral asymptotic significance[5]
I.3	It has an area or CSR team	70%	36%	10.445	0.001
I.1	It includes references to CSR in its identity statements (vision, mission and values)	61%	22%	4.914	0.027
I.2	It includes CSR in its strategic planning	60%	30%	3.33	0.068
I.4	It has a person dedicated exclusively to the management of CSR	69%	52%	2.206	0.137
I.5	It involves the management team in CSR issues	56%	67%	0.245	0.621

Table 3 displays the outcomes of the association analysis conducted to examine the relationship between the implementation of CV and the utilisation of the five distinct CSR management tools that were considered in this study. Furthermore, the Chi-Square test was employed in this specific instance. Through the utilisation of a singular instrument within this collection, it becomes evident that there exists a statistically significant differentiation between organisations that adopt corporate volunteering (CV) practises and those that do not. Specifically, the former exhibits variations from the latter in relation to the compilation of social memory or the composition of written reports.

Table 3 Statistical association between the application of Corporate Volunteering and the use of specific tools in corporate management based on CSR approach. Chi-Square test

N°	Indicator	Company practices CV	Company does not practice CV	Chi-Square test	Bilateral asymptotic significance[6]
II.2	It prepares a social report or social memory (annual or biannual)	72%	46%	6.007	0.014
II.4	It has its own foundation or integrates a foundation with other companies	69%	52%	2.466	0.116
II.3	It has a permanent cooperative relationship with any social organization or public institution	60%	36%	2.165	0.141
II.1	It has a code of ethics/conduct	55%	63%	0.401	0.527
II.5	It participates in any organization related to CSR	58%	50%	0.223	0.637

4.1 CONCLUSION

The adoption of corporate social responsibility (CSR) as a management philosophy is accompanied by a dual-level discourse. In addition to its incorporation into strategic planning, vision, mission, and values, as well as the establishment of a dedicated department for CSR management, organisations also employ a range of tools (such as social reports, corporate

governance codes, ethics codes, among others) to enhance their CSR initiatives. The achievement of this objective is typically accomplished through the integration of the concept of corporate social responsibility (CSR) with challenges encountered in the realm of strategic management. In contrast, following its acceptance, a concept becomes integrated into the routine functioning of the organisation. These decisions possess a significant influence on all individuals involved and are implemented in alignment with the fundamental principles of the concept. To achieve this objective, specific policies are formulated and implemented.

This study examines the relationship between corporate value creation (CV) and corporate social responsibility (CSR) within the framework of business practises. On the other hand, there is a correlation between the level of adoption and integration of corporate social responsibility (CSR) discourse in business operations and the utilisation of CV. The study establishes a statistical correlation between the utilisation of CVs and a collection of indicators related to the integration of CSR into corporate management. A correlation was observed between this phenomenon and the integration of corporate social responsibility (CSR) into business management practises. Organisations that have adopted corporate volunteering (CV) initiatives have achieved notable progress in various areas. These include the production of social or sustainability reports, the establishment of dedicated corporate social responsibility (CSR) departments, the integration of CSR considerations into strategic planning, and the inclusion of CSR references in their mission, vision, and values statements. Similarly, these enterprises have made significant progress in formulating and executing corporate social responsibility (CSR) strategies that yield advantages for their stakeholders, workforce, and local society. This study revealed significant discrepancies between organisations that adopt corporate social responsibility (CSR) indicators related to shareholders, employees, and the community, and those that do not.

BURNISHED LAW JOURNAL

Organisations that employ corporate volunteering (CV) have made significant advancements in metrics that align with the objectives pursued by corporate social responsibility (CSR). The aforementioned objectives encompass the following: fostering employee satisfaction, a sense of belonging, commitment, and productivity; creating a positive work environment and a culture of corporate social responsibility; assisting staff in internalising the organization's values; promoting skill enhancement (including interpersonal communication and teamwork); and aligning personnel with the organization's mission and vision statements. This assertion is applicable to corporate social responsibility (CSR) metrics that are focused on community engagement and require the involvement of managers or employees. Moreover, empirical

evidence suggests that active participation in volunteer activities significantly contributes to the improvement of community-related performance indicators. These indicators encompass the ability to identify community needs, evaluate the effects of business operations, and collaborate effectively with local organisations, among other relevant factors. This discovery was recorded in the community indicators.

As previously stated, the existing body of empirical research pertaining to the relationship between corporate social responsibility (CSR) and resumes (CV) is still in its early stages. This study centres on specific facets of the CV-CV association, including the correlation between CVs and human resource management (HRM), the formation of corporate culture, company image, and related factors. The manuscript provides a detailed account of the investigation's findings pertaining to an additional aspect of the correlation between the two entities. The main focus of this study is to examine the relationship between the use of corporate volunteering (CVs) and the adoption of corporate social responsibility (CSR) management tools. The primary aim of this study is to investigate the potential relationship between the adoption of corporate volunteering (CV) programmes and the presence and enforcement of specific corporate social responsibility (CSR) regulations related to environmental concerns and stakeholder engagement. The research makes a significant contribution by adopting a managerial perspective to analyse the issue. The study's primary finding highlights that organisations that employ corporate volunteering (CV) have made greater progress in their corporate social responsibility (CSR) management compared to organisations that do not utilise CV.

BURNISHED LAW JOURNAL

This conclusion prompts further inquiries, three of which are exemplified in this context as illustrative examples. The first stage involves analysing how corporations implement corporate social responsibility (CSR) in relation to other CSR policies and strategies. To what extent do corporate volunteering-hold significance? What are the various objectives that organisations aim to achieve through the implementation of corporate volunteering (CV) practises? How is it implemented in practise? The second line of research focuses on examining the correlation between the utilisation of a corporate volunteering (CV) and the incorporation of corporate social responsibility (CSR) into various management functions within real-world business practises. Were corporate social responsibility (CSR) objectives considered during the activity selection process for the corporate volunteering (CV)? Do decisions regarding corporate volunteering (CV) align with the corporate social responsibility (CSR) strategy? The third line of inquiry explores the organisational definition and conceptualization of a corporate

volunteering(CV). Considering that the corporate volunteering(CV) meets the criteria for employees' involvement in solidarity activities, it is plausible to regard it as a manifestation of corporate social responsibility (CSR) with a focus on employee-centric initiatives. Is the utilisation of this tool limited to providing support for corporate social responsibility initiatives that specifically target the community? In conclusion, it is imperative to recognise that the current study is afflicted by various methodological issues that hinder the generalizability of the findings. The presence of these constraints hinders the widespread implementation of the research outcomes. First and foremost, the statistical order is limited by two factors. One notable benefit of the chosen universe is its composition, which exclusively comprises businesses that have publicly acknowledged their engagement in corporate social responsibility. This finding suggests that a significant portion of businesses are not within the purview of this investigation. However, it should be noted that the findings derived from the purposive sample cannot be generalised to the entire population under study.

Furthermore, an important consideration relates to the evaluation of volunteerism, particularly in regards to the specific tool employed for measuring it. Certainly, community volunteering (CV) encompasses a diverse range of approaches. It can be organised as a one-time event or incorporated into ongoing structured programmes. Additionally, CV can take various forms, such as collective or individual efforts, depending on the resources involved, including donations, intellectual contributions, or physical labour, among others. Moreover, the level of dedication necessary to execute the strategy may differ across various enterprises. Therefore, these discrepancies are disregarded and assumed to be nonexistent or inconsequential when utilising an indicator that solely evaluates the occurrence of corporate volunteering (CV) activities, regardless of their structure, volunteer participation, level of engagement, and frequency of execution. An oversimplification of the subject of study occurs. The study subject is excessively simplified as a result. Due to the study's reliance on the outcomes of an instrument originally designed for a distinct set of objectives, it was not possible to overcome this obstacle.

BURNISHED LAW JOURNAL