

**L'implication communautaire au Québec francophone : une analyse multiméthode du rôle  
du soutien de l'employeur envers le bénévolat dans l'engagement communautaire local**

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## Résumé

Le bénévolat est généralement reconnu comme un comportement prosocial à encourager, dont les bienfaits ont des retombées non seulement auprès des bénéficiaires mais aussi pour les bénévoles. Quant aux facteurs qui favorisent l'émergence du bénévolat, la plupart des études portent sur les motivations individuelles et peu traitent des contextes environnementaux, organisationnels et communautaires, qui peuvent constituer des facilitateurs ou barrières. Parmi ceux-ci, l'appui de l'employeur semble un vecteur prometteur. Les avantages pour le secteur privé prévalent dans la littérature en raison de l'élaboration de l'argument commercial du bénévolat appuyé par l'employeur. La perspective des organismes à but non lucratif (OBNL) a largement été laissée de côté, soulignant des lacunes importantes au niveau de la compréhension des facteurs et dynamiques contribuant aux retombées communautaires. Le Québec francophone constitue un contexte pertinent auquel s'intéresser compte tenu des taux de bénévolat formel plus faible qui y sont rapportés, comparativement à ceux des anglophones des autres provinces. L'objectif principal de cette thèse est d'étudier le rôle du soutien de l'employeur envers le bénévolat dans l'implication communautaire locale au sein du contexte francophone québécois. La première étude se base sur les données de l'Enquête nationale sur le don, le bénévolat et la participation de Statistique Canada pour explorer la relation entre le soutien de l'employeur envers le bénévolat et d'autres formes d'engagement communautaire local (bénévolat informel, dons financiers, dons en nature) auprès d'employés à temps plein francophones-québécois et anglophones hors Québec. Le soutien de l'employeur envers le bénévolat s'est avéré être un prédicteur significatif d'autres formes d'engagement communautaire local. Les résultats suggèrent que cette forme d'engagement pourrait s'exprimer de façon plus informelle au Québec francophone, et soulignent l'importance de comprendre le contexte organisationnel en jeu. Un

volet qualitatif a donc visé à explorer la complexité des dynamiques entre le bénévolat appuyé et l'implication communautaire locale dans le contexte francophone-québécois des petites et moyennes entreprises (PME). La seconde étude a examiné les facteurs multiniveaux associés au développement de partenariats PME-OBNL dans le contexte du bénévolat appuyé par l'employeur, selon la perspective des acteurs du secteur communautaire et privé, dans un milieu semi-rural. Les principaux obstacles identifiés concernent des défis au niveau de la diffusion de l'information (notamment le manque de communication de l'impact), alors que les facilitateurs sont liés à une compréhension partagée du rôle des deux secteurs dans le développement communautaire et à la valorisation de celui-ci, ainsi qu'à la visibilité des initiatives communautaires. Une troisième étude a exploré les facteurs multiniveaux liés à l'implication communautaire des employés de PME auprès d'employés, employeurs et représentants d'OBNL dans un milieu urbain. Trois composantes permettent de résumer la conception du bénévolat appuyé par l'employeur des participants : 1) une orientation d'entreprise favorisant l'esprit communautaire, 2) une implication libre au-delà du rôle et des responsabilités d'employé, et 3) une diversité d'expressions. Les facteurs interférant avec l'implication incluent un manque d'engagement de l'employeur, l'omission de communiquer la signification de l'engagement, et un manque d'accès aux ressources communautaires. Les facilitateurs sont liés à la flexibilité et au soutien organisationnel, la valorisation de la contribution et de l'impact, et la présence de projets et espaces rassembleurs. De façon globale, les résultats des trois études soutiennent l'adoption d'une définition inclusive du bénévolat appuyé par l'employeur qui mise sur l'identification des bénéfices mutuels et tient davantage compte de la diversité des formes d'expression de l'engagement. La thèse fait également ressortir l'importance de mettre en valeur

la signification et l'impact de l'engagement plutôt que de prioriser la reconnaissance individuelle.

## Abstract

Volunteering is generally understood as a prosocial behaviour worth encouraging, with benefits contributing to positive repercussions not only for beneficiaries but also for volunteers. In terms of factors fostering the emergence of volunteering, most studies focus on individual motivations and few account for environmental, organisational or community contexts, which may constitute facilitators or barriers. Among these, employer support for volunteering appears to be a promising driver. Benefits for the private sector are prevalent in the literature due to the development of the business case for employer-supported volunteering. Consequently, the perspective of nonprofits is largely left out, highlighting important gaps pertaining to the understanding of factors and dynamics contributing to community outcomes. Francophone Quebec constitutes a relevant context to study given lower reported rates of formal volunteering, in comparison with those of Anglophones outside Quebec. The main objective of this thesis was to investigate the role of employer support for volunteering in local community involvement within the francophone Quebec context. The first study used data from Statistics Canada's national survey on giving, volunteering and participating to investigate the relationship between employer support for volunteering and other forms of local community involvement (informal volunteering, financial donating, in-kind donating) among full-time francophone Quebec and Anglophone outside Quebec employees. Employer support for volunteering was a significant predictor of other forms of local community involvement. Results suggested that employer support for volunteering may manifest more informally in the francophone Quebec context, and underscored the importance of understanding the organizational context at play. A qualitative component of the thesis therefore aimed to study the complexity of the relationship between employer-supported volunteering and local community engagement in the context of

francophone Quebec small and medium enterprises (SMEs). The second study examined multi-level factors linked to the development of SME-nonprofit partnerships in the context of employer-supported volunteering, according to the perspectives of business and community actors, in a semi-rural setting. The main obstacles identified related to information dissemination challenges (namely, the lack of communication of impact), whereas facilitators were linked to a shared understanding and acknowledgement of the role of both sectors in local community development, as well as the visibility of community initiatives. The third study examined multi-level factors related to SME employee involvement among employees, employers and nonprofit representatives in an urban setting. Three components allowed to summarize participants' understanding of employers-supported volunteering: 1) community-minded business orientation, 2) voluntary involvement beyond professional role and responsibilities, and 3) a diversity of involvement. Factors interfering with involvement included a lack of employer engagement, a failure to communicate the impact of engagement, and a lack of access to community resources. Facilitators were related to organisational flexibility and support, valuing contribution and impact, and the presence of rallying projects and spaces. Overall, results support the adoption of an inclusive definition of employer support for volunteering that promotes the identification of mutual benefits and further acknowledges the diversity of engagement practices. The importance of valuing the purpose and impact of engagement, rather than prioritizing individual recognition, also constitutes a significant contribution of the thesis.

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## Chapitre 1 : Contexte théorique

### Bénévolat

Le bénévolat s'est taillé une place d'importance dans la société en raison de ses contributions pour les communautés, ainsi que sur les bénévoles eux-mêmes. Le bénévolat peut être conçu comme un type de comportement prosocial planifié (Penner, Dovidio, Piliavin & Schroeder, 2005) au sein duquel « le temps est donné librement au profit d'une autre personne, groupe, ou organisation » (Wilson, 2000). Il s'agit toutefois d'un concept complexe à définir et à délimiter (Hustinx, Cnann & Handy, 2010).

Dans un article examinant différentes définitions du bénévolat, Cnann, Handy & Wadsworth (1996), ont proposé 4 dimensions permettant de définir l'action bénévole : 1) le degré de liberté de choix, 2) le degré de récompense (ex. : absence de rémunération), 3) la structure (formelle ou informelle), et 4) les bénéficiaires visés. Ces auteurs ont suggéré qu'elle peut être définie selon un continuum, avec des définitions plus « puristes » proposant que le bénévolat se doive d'être effectué de façon volontaire, sans récompense monétaire tangible, dans le cadre d'une structure formelle associative, avec comme seul objectif d'aider autrui. À l'autre extrémité du continuum, des définitions plus larges du bénévolat incluent le remboursement de certains coûts défrayés pour les fins de l'activité, des activités effectuées de façon informelle, et la reconnaissance qu'en plus d'avoir des répercussions positives sur les bénéficiaires visés, le bénévolat peut également apporter des bénéfices aux bénévoles. Certains auteurs se situent du côté qui valorise une définition plus restreinte du bénévolat et suggèrent qu'il doit être effectué au sein d'organismes caritatifs (ex. : Snyder & Omoto, 2008). Cependant, les définitions et considérations varient. Dans les enquêtes nationales effectuées par Statistique Canada, le

bénévolat est défini comme un service fourni sans rémunération, effectué soit de son propre chef ou pour le compte d'un groupe ou organisme (Vézina & Crompton, 2012).

Cnann, Handy & Wadsworth (1996) ont également introduit l'analyse de coûts-bénéfices comme facteur permettant d'identifier ce qui constitue du bénévolat à l'état « pur », en suggérant l'importance de la notion de sacrifice personnel et de motivations purement altruistes. Une étude plus récente a permis de supporter l'importance de la notion de sacrifice personnel et d'action désintéressée dans la perception du public de ce qui était considéré comme du bénévolat. Dans cette étude, des individus perçus comme ne retirant aucun bénéfice personnel pour diminuer les coûts associés au bénévolat étaient considérés comme « plus bénévoles » que ceux qui tiraient des bénéfices personnels (ex. : sur le plan financier ou social) de leur implication (Handy, Cnann, Brudney, Ascoli, Meijs & Ranade, 2000).

Les définitions puristes prônant la vision d'une activité désintéressée devant être effectuée au sein d'un cadre associatif formel semblent refléter l'état du bénévolat du début des mouvements associatifs. L'évolution que le bénévolat a connue dans les dernières décennies signale le besoin d'une définition faisant état de sa diversification et des nouvelles formes émergentes. En effet, Haski-Leventhal, Oppenheimer, Holmes, Lockstone-Binney, Alony & Ong (2019) font part de changements au niveau du *temps* alloué au bénévolat (augmentation du bénévolat épisodique et de choix d'activités reflétant davantage les préférences des bénévoles quant au niveau d'implication), de sa *nature* (ex. : possibilité d'effectuer du bénévolat de manière virtuelle plutôt que face à face), et du *contexte* dans lequel il est effectué (ex. : augmentation de l'implication de tierces parties comme facilitateurs de l'implication, comme dans le cas des employeurs au sein du bénévolat corporatif).

Il demeure toutefois important de fournir des balises permettant de communiquer l'essence du bénévolat et de le distinguer d'autres activités planifiées telles que le travail rémunéré. À cet effet, un récent rapport des Nations Unies dressant le portrait global du bénévolat fait part de trois critères permettant de définir le concept : il doit s'agir d'une activité (1) effectuée volontairement, selon le libre choix du bénévole ; (2) qui ne doit pas être effectuée principalement pour une forme de récompense financière (bien que certains remboursements de frais puissent être justifiés) et (3) qui doit contribuer directement ou indirectement au bien commun (c'est-à-dire, au bien-être d'individus qui ne font pas partie de la famille du bénévole et/ou habitent à l'extérieur du domicile de ce dernier) (United Nations Volunteers, 2011).

Aussi, le bénévolat peut être caractérisé comme étant formel ou informel (Wilson & Musick, 1997). Lorsqu'il s'agit d'une activité définie effectuée pour une période de temps prédéterminée dans le contexte d'une organisation formelle telle qu'un organisme à but non lucratif, il s'agit de bénévolat formel (Burr, Caro & Mutchler, 2003). Ce type de bénévolat inclut des activités telles que la prestation de services à une tierce partie et la collecte de fonds pour soutenir la provision d'un service. Dans le cas du bénévolat formel, il y a généralement une entente entre les bénévoles et membres de l'organisme impliqué par rapport aux conditions d'engagement du bénévolat, qui peuvent inclure un aspect de formation.

Le bénévolat informel, également nommé bénévolat non encadré, constitue une forme d'engagement communautaire plus fluide. Ce type de bénévolat est principalement caractérisé par la notion d'aide directe envers des personnes de l'entourage qui n'habitent pas dans le domicile du bénévole (Wilson & Musick, 1997) tels que les voisins et concitoyens (Lee &

Brudney, 2012), et plusieurs font valoir que son apport mérite d'être reconnu davantage (Whittaker, McLellan & Handmer, 2015).

Il importe également de distinguer le bénévolat d'autres concepts similaires avec lesquels il partage certains aspects tel que l'engagement communautaire. Ce terme générique peut être exprimé ou nommé différemment dépendamment du domaine de recherche et de la région géographique où il est étudié. Par exemple, dans la littérature américaine, le terme « *civic engagement* » (engagement civique) domine. De même, d'autres termes utilisés de manière interchangeable incluent *participation communautaire*, *implication communautaire*, *mobilisation communautaire*, et *autonomisation communautaire* (O'Mara-Eves et al., 2013). L'engagement communautaire englobe l'ensemble des initiatives visant à mobiliser les communautés en vue d'améliorer les déterminants sociaux de la santé (Milton et al., 2011). Il fait référence à tout moyen utilisé par les citoyens pour participer à enrichir la vie communautaire (Adler & Goggin, 2005). Le bénévolat constitue donc une forme d'engagement communautaire (O'Mara-Eves et al., 2013). D'autres formes incluent la participation politique et les dons (Adler & Goggin, 2005 ; Owen & Wagner, 2010), ainsi que l'adhésion à des groupes ou organismes, dont les organismes sportifs, culturels, éducatifs, et les syndicats (Turcotte, 2015a)

Pour les fins de cette thèse, nous adopterons la définition du bénévolat émise par les Nations Unies (United Nations Volunteers, 2011), étant donné sa nature inclusive permettant d'en reconnaître les formes tant formelles qu'informelles.

### **Théories psychologiques sur la participation bénévole**

En psychologie, deux approches théoriques utilisées pour expliquer la participation au bénévolat sont : a) la théorie du comportement planifié, et b) l'approche fonctionnaliste (Greenslade & White, 2005).

La théorie du comportement planifié a été élaborée par Ajzen (1988) pour prédire et expliquer le comportement humain. Selon cette théorie, pour prendre des décisions par rapport à leurs actions, les individus se fient à l'ensemble des informations pertinentes qui est à leur disposition (Greenslade & White, 2005). De plus, la théorie du comportement planifié stipule que l'intention d'effectuer un comportement quelconque précède directement l'action, et plus l'intensité de l'intention est élevée, plus le comportement est susceptible d'être effectué (Ajzen, 1991). De plus, la théorie postule que l'intention est influencée par trois facteurs distincts, soit : a) *l'attitude vis-à-vis le comportement*, c'est-à-dire, l'évaluation globale soit positive ou négative d'effectuer le comportement en question ; b) les *normes subjectives*, qui désignent le degré de pression sociale perçue d'effectuer le comportement ou non, et c) *le contrôle comportemental perçu*, décrit comme le degré de difficulté perçue associé à effectuer le comportement, et la capacité d'effectuer le comportement en question (Ajzen, 1991). De plus, le contrôle comportemental perçu s'apparente au concept d'*auto-efficacité* proposé par Bandura, qui désigne « les croyances des individus envers leur capacité à exercer du contrôle à l'égard de leur niveau de fonctionnement et envers des événements qui ont un effet sur leur vie » (Bandura, 1991, p. 257).

Plusieurs études ont contribué à soutenir l'applicabilité de la théorie du comportement planifié pour prédire divers aspects de la participation bénévole dont la propension à s'impliquer

bénévolement (Warburton & Terry, 2000), la rétention (Lee, Won & Bang, 2014), et la participation à un taux supérieur à la moyenne (Greenslade & White, 2005).

En effet, ces études ont trouvé que les composantes de la théorie du comportement planifié (une attitude positive vis-à-vis le bénévolat, les normes subjectives, et le contrôle comportemental perçu) étaient associées à l'intention de s'adonner au bénévolat au sein de divers échantillons dont des personnes âgées (Greenslade & White, 2005; Warburton & Terry, 2000), des bénévoles d'événements sportifs (Lee, Won & Bang, 2014), et des étudiants universitaires (Okun & Sloane, 2002).

Une deuxième approche utilisée pour expliquer la participation bénévole constitue l'approche fonctionnaliste, selon laquelle le bénévolat permet de satisfaire certains besoins chez les individus qui s'y adonnent. Cette approche suggère que la décision de s'impliquer bénévolement est influencée par une évaluation des bénéfices potentiels qui seront engendrés. Au sein de cette approche, Clary et al. (1998) ont formulé l'Inventaire des Fonctions du Bénévolat (*Volunteer Functions Inventory – VFI*), qui suggère six principales sources de motivations pour s'impliquer bénévolement :

(1) l'expression de *valeurs* liées à des tendances altruistes et/ou humanitaires ; (2) le développement ou renforcement des relations *sociales* ; (3) l'acquisition de *connaissances* (ex. : pour obtenir des expériences d'apprentissage ou des compétences) ; (4) motivations liées à *l'emploi/carrière* (ex. : pour obtenir de l'expérience utile à leur développement/cheminement professionnel) ; (5) *protection* (pour réduire des émotions négatives ou problèmes personnels) ; (6) *estime* (ex. : amélioration de l'estime de soi ou du sentiment d'utilité). Ces types de motivations ont obtenu du soutien empirique en tant que prédicteurs du bénévolat (Finkelstein,

2009 ; Greenslade & White, 2005 ; Houle, Sagarin & Kaplan, 2005 ; Stukas, Daly & Cowling, 2005).

De façon globale, ces approches suggèrent que les mécanismes susceptibles d'influencer les croyances envers le bénévolat (ex. : impression que le bénévolat puisse satisfaire des besoins individuels), les perceptions des normes sociales entourant le bénévolat, et les croyances associées aux facteurs pouvant faciliter le fait de s'adonner au bénévolat peuvent constituer des leviers favorisant la participation bénévole.

### **Bénévolat et bien-être**

En psychologie, la recherche sur le bénévolat et ses répercussions s'est principalement attardée à deux niveaux d'analyse, soit 1) le niveau individuel, et 2) le niveau sociétal.

**À l'échelle individuelle.** Dans le domaine de la psychologie, l'étude du bénévolat s'est consacrée de manière prédominante aux facteurs individuels tels que les antécédents à la participation bénévole (ex. : motivations, caractéristiques des bénévoles typiques) et les impacts perçus sur le bien-être subjectif. La recherche suggère que le bénévolat est positivement associé au bien-être psychologique subjectif ainsi qu'à la santé physique des bénévoles (Wilson, 2000 ; Penner et al., 2005). Certains estiment que les retombées documentées chez les bénévoles sont généralement consistantes à travers le genre et les races (Bowman, Branderberger, Lapsley, Hill & Quaranto, 2010).

La majorité des bienfaits subjectifs documentés associés au bénévolat concernent l'expérience vécue par les bénévoles, ce qui peut être perçu comme étant des « conséquences non intentionnelles » (Primavera, 1999), puisque le bénévolat vise d'abord le bien commun.

Cependant, il faut noter que la majorité de ces études sont corrélationnelles : plus les gens font

du bénévolat, meilleure est leur santé (physique et psychologique) ; et plus ils sont en santé, plus ils peuvent faire de bénévolat. Peu d'études longitudinales portant sur la relation entre le bénévolat et le bien-être existent. Parmi celles-ci, il ressort de cela que le bien-être subjectif peut précéder le bénévolat, ce qui suggère la présence d'un effet de sélection, c'est-à-dire que les individus avec un niveau de bien-être subjectif plus élevé ont tendance à s'investir davantage (Thoits & Hewitt, 2001). Par ailleurs, le bénévolat peut à son tour contribuer à augmenter le bien-être subjectif, suggérant également la présence d'un effet causal (Piliavin & Siegl, 2007 ; Thoits & Hewitt, 2001). Ainsi, la relation entre le bénévolat et le bien-être semble être réciproque.

Pour expliquer l'influence du bénévolat sur le bien-être, Musick & Wilson (2003) ont élaboré un modèle suggérant que le bénévolat contribue à augmenter le bien-être en favorisant le développement de ressources psychologiques (ex. : développement d'habiletés, sentiment d'appartenance) et sociales (ex. : opportunités d'élargissement du réseau social). D'autres études ont obtenu des résultats procurant du soutien pour ce modèle en identifiant des variables modératrices liées aux concepts de ressources psychologiques et sociales au sein de la relation entre le bénévolat et le bien-être, dont l'optimisme et le contrôle perçu (Mellor et al., 2008).

Les bénéfices associés au bénévolat peuvent varier en fonction de la durée de l'engagement (Elias, Sudhir & Mehrotra, 2016), du nombre d'organismes soutenus (Piliavin & Siegl, 2007), et du type de bénévolat effectué, soit formel ou informel (Appau & Churchill, 2018 ; Clary & Snyder, 1999 ; Li & Ferraro, 2005 ; Wheeler, Gorey & Greenblatt, 1998). Certains estiment également qu'ils semblent être cumulatifs dans le temps plutôt que d'avoir une influence significative sur le bien-être quotidien (Wray-Lake, DeHaan, Shubert & Ryan, 2019).

La recherche suggère que le bénévolat est susceptible de fournir les bénéfices les plus significatifs aux individus en situation d'isolement social tels que les personnes âgées (Penner et al., 2005 ; Piliavin & Siegl, 2007). En lien avec ceci, plusieurs études ont trouvé des associations entre la participation bénévole et le bien-être auprès des personnes âgées (ex. : Choi & Kim, 2011 ; Connolly & O'Shea, 2015 ; Ho, 2017 ; Musick & Wilson, 2003). Comparativement à celles qui n'en font pas, les personnes âgées qui s'engagent bénévolement à une intensité modérée ont tendance à être plus heureuses, avoir un niveau plus élevé de bien-être psychologique, à être en meilleure forme physique, et à vivre plus longtemps (Piliavin & Siegl, 2015). En plus de permettre l'accès à des ressources additionnelles et le développement d'un réseau social élargi (Tabassum, Mohan & Smith, 2016), le bénévolat peut procurer un sentiment d'accomplissement (Herzog, Franks & Marcus, 1998) et de devoir accompli (Li & Ferraro, 2006) aux bénévoles, ce qui peut être particulièrement significatif pour les personnes âgées qui n'ont plus le rôle de salarié pour retirer ces sentiments. D'ailleurs, l'intérêt marqué pour l'étude de la relation entre le bénévolat et le bien-être chez les personnes âgées soulève l'intérêt de viser à mieux comprendre la relation entre le bénévolat et le bien-être au sein d'autres groupes d'âge, dont les salariés.

En raison des bénéfices individuels associés, de nombreuses études se sont consacrées aux antécédents et corrélats du bénévolat tels que les motivations (Clary et al., 1998 ; Musick & Wilson, 2008), les facteurs contextuels (Smith, 1994), les aspects de la personnalité (Allen & Rushton, 1983 ; Finkelstein, Penner & Brannick, 2005), et les caractéristiques sociodémographiques des bénévoles (Einolf, Prouteau, Nezhina, & Ibrayeva, 2016; Sinha, 2015) pour mieux comprendre les facteurs favorisant l'implication.

**À l'échelle sociétale.** À une échelle plus large, au niveau sociétal, le bénévolat contribue à la prestation de biens et de services publics (Dekker & Halman, 2003), à une augmentation de l'esprit communautaire (Omoto & Snyder, 2002), à la protection de la propriété et des actifs environnementaux (Huynh, Xanthopoulou & Winefield, 2013), permet de renforcer les liens sociaux entre les divers acteurs impliqués, et contribue à former des communautés fortes et soudées ainsi qu'à une augmentation de la participation aux activités citoyennes comme le vote (Wu, 2011). La participation bénévole a également été considérée comme étant un indicateur de cohésion sociale (Rajulton, Ravanera & Beaujot, 2007).

Quelques études suggèrent que le bénévolat peut procurer des bénéfices aux bénéficiaires d'organismes communautaires en leur transmettant des connaissances et leur permettant de développer de nouvelles habiletés (Baker, Gersten & Keating, 2000 ; Edgar, Remmer, Roserbger & Rapkin, 1996), ainsi qu'en ayant une influence positive sur leurs attitudes en lien avec le bénévolat et leur intention de s'impliquer (Ronel, Haski-Leventhal, Ben-David & York, 2009). De même, le bénévolat peut contribuer à des bienfaits tangibles pour les bénéficiaires sous forme de prestation de services qu'ils évaluent comme étant hautement satisfaisants (Haski-Leventhal, Hustinx & Handy, 2011). Par ailleurs, grâce à leurs contacts rapprochés avec les bénéficiaires, les bénévoles peuvent contribuer à l'innovation sociale au sein d'organismes à but non lucratif en identifiant des besoins et en proposant des initiatives ou idées d'amélioration (de Wit, Mensink, Einarrson & Bekkers, 2019). Toutefois, ces bénéfices ne semblent pas survenir indépendamment du contexte ; les chercheurs reconnaissent de plus en plus l'importance des circonstances de l'environnement (ex. : organisationnel) qui les favorisent.

L'analyse des répercussions sociétales du bénévolat s'est largement appuyée sur la notion de capital social, qui désigne les « réseaux sociaux et les normes de réciprocité et de confiance qui en émanent » (Putnam, 2000, p. 19) et contient trois éléments principaux, soit la a) confiance, b) les normes, et c) les réseaux (Ostrom & Ahn, 2003). Selon cette approche, le bénévolat peut fournir des opportunités pour le développement de réseaux, de normes de générosité, et de confiance au sein des communautés. Plusieurs études suggèrent la présence d'une relation entre le bénévolat et le capital social. Par exemple, une étude corrélationnelle dotée d'un échantillon de bénévoles formels australiens a trouvé que lorsque les bénévoles percevaient que leurs expériences satisfaisaient leurs besoins/motivations d'implication bénévole, ils rapportaient des niveaux plus élevés de confiance généralisée ainsi que d'esprit communautaire (Stukas, Daly & Cowling, 2005). Pour leur part, dans leur étude qualitative analysant les programmes de bénévolat de trois corporations britanniques, Muthuri, Matten & Moon (2006) ont trouvé que ces programmes ont contribué au développement de coopération avec les organismes à but non lucratif soutenus, à l'augmentation de la confiance de part et d'autre, au développement de normes de générosité et à l'échange de ressources. De plus, une revue systématique de la littérature fait part d'études identifiant des liens entre l'engagement communautaire (dont le bénévolat constitue l'une des manifestations) et le capital social d'attachement (*bonding*), c'est-à-dire le renforcement des relations interpersonnelles et de la confiance, ainsi que le capital social d'acointance (*bridging*), c'est-à-dire le développement de liens entre secteurs (Milton et al., 2011). Ainsi, en raison du lien entre le capital social et la résilience (Aldrich, 2012), le bénévolat peut favoriser la résilience communautaire.

Toutefois, compte tenu des méthodes de recherche utilisées, plusieurs questions demeurent concernant la direction de la relation entre le bénévolat et le capital social. De plus, certains

auteurs adoptent une perspective critique à l'égard de l'approche du capital social. Parmi ceux-ci, Musick & Wilson (2008) remarquent la présence d'un biais menant à l'exclusion de certaines minorités ethniques et raciales au sein des bénévoles. Ainsi, le bénévolat peut involontairement maintenir certains déséquilibres de pouvoir préexistants (Hustinx, Cnann & Handy, 2010), d'où l'importance de viser à mieux comprendre les circonstances favorisant le développement du capital social et les dynamiques associées dans le contexte du bénévolat.

### **Bénévolat et facteurs contextuels**

L'exploration des répercussions individuelles du bénévolat s'est fortement attardée aux bienfaits pour les bénévoles. Bien que ceci a pu favoriser l'élaboration de stratégies pour favoriser le recrutement bénévole et alimenter de nombreuses pistes pour la recherche sur la gestion des bénévoles, la compréhension des répercussions pour les bénéficiaires est limitée. En lien avec ceci, peu d'études ont porté sur la compréhension des retombées du bénévolat selon la perspective des organismes à but non lucratif, et des trajectoires favorisant celles-ci.

De plus, l'utilisation d'un paradigme avec un seul point focal, soit individuel soit sociétal, et axé sur le bénévole ne permet pas de comprendre l'ensemble du contexte dans lequel le bénévolat se déroule. Aussi, le fait que la définition, le sens du bénévolat et les mots utilisés pour parler de « bénévolat » peuvent varier considérablement en fonction de la culture (United Nations Volunteers, 2011) suggère que, plutôt que de se limiter à l'individu, l'expérience bénévole s'inscrit dans un contexte environnemental plus large, un système, et que le contexte peut avoir une influence sur celle-ci.

À cet effet, plusieurs auteurs proposent la pertinence d'inclure des facteurs contextuels dans l'étude du bénévolat pour mieux comprendre le phénomène (Kim & Kim, 2016; Roza,

Schachar, Meijs, & Hustinx, 2017; Smith, 1994 ; Wilson, 2000). D'ailleurs, l'importance de considérer l'interaction entre les individus et leur environnement pour mieux comprendre les phénomènes sociaux est reconnue dans plusieurs domaines, tels que celui des inégalités sociales et de santé (Houle et al., 2018). L'inclusion des facteurs contextuels dans l'étude du bénévolat nécessite d'élargir l'étendue de l'étude du phénomène, originalement limitée à l'individu, pour incorporer les interactions avec l'environnement social, structurel et culturel (Hustinx, Cnann & Handy, 2010). Nous estimons que le fait de s'intéresser à un type de bénévolat spécifique, soit le bénévolat appuyé par l'employeur (BAE) puisse faciliter ceci, puisqu'il s'agit d'une forme de bénévolat regroupant une triade d'acteurs communautaires (employés, employeurs, organismes à but non lucratif) et les dynamiques associées.

### **Le bénévolat des employés et bénévolat appuyé par l'employeur (BAE)**

Le bénévolat appuyé par l'employeur (BAE) constitue un domaine d'engagement communautaire en essor (ex. : Bussell & Forbes, 2008). En effet, au cours des dernières années, les programmes de bénévolat d'entreprise appuyé par l'employeur (*corporate volunteering programs*) ont été considérés comme étant «l'un des types d'activités de bénévolat connaissant la croissance la plus rapide» - tant en Amérique du Nord qu'en Europe de l'Ouest (Bussell & Forbes, 2008, p. 364). Ce type d'implication, quoi que parfois débattu et controversé, a été proposé comme étant une modalité permettant aux organismes à but non lucratif de recruter des ressources humaines additionnelles susceptibles de favoriser des répercussions positives pour les divers acteurs impliqués (employés, employeurs, secteur communautaire). Le bénévolat appuyé par l'employeur génère de l'attention tant auprès du milieu académique que privé, et a principalement été étudié dans le contexte des grandes entreprises de plus de 500 employés.

**Définitions et types de bénévolat dans le contexte du milieu de travail.** Plusieurs termes, et par conséquent, plusieurs définitions s'apparentent aux notions de bénévolat des employés et bénévolat appuyé par l'employeur.

Le concept du *bénévolat des employés* est axé sur les bénévoles, et le type d'activités qu'ils exécutent. Selon Rodell, Breitsohl, Schröder, & Keating (2015), il fait référence à « des individus en emploi faisant don de leur temps durant une activité planifiée pour une organisation à but non lucratif ou un groupe de charité externe » (Rodell et al, 2015, p.3). Les activités effectuées par les bénévoles peuvent être dotées de différents niveaux de spécialisation, allant d'activités qui ne requièrent aucune expertise particulière de la part des bénévoles (ex. : collecte de fonds) au bénévolat axé sur les compétences et bénévolat pro bono – qui impliquent le don de temps pour des services professionnels fournis à un organisme à but non lucratif, mettant à contribution les compétences professionnelles et techniques du bénévole (Gornitsky, 2005).

Alors que la notion de bénévolat des employés se rattache aux individus, le concept de *bénévolat appuyé par l'employeur (BAE)*, lui, englobe plutôt le contexte organisationnel facilitant le bénévolat. C'est à cette notion que nous nous intéresserons particulièrement étant donné qu'elle incorpore le contexte organisationnel plus large dans lequel le bénévolat s'effectue. Lorenz, Gentile & Wehner (2011) le définissent comme suit : « Au sein du rôle d'employeur, une entreprise invite ses employés à s'impliquer volontairement et activement dans des activités caritatives au-delà de leurs descriptions de postes spécifiques – souvent en coopération avec des organismes à but non lucratif, en investissant potentiellement des ressources additionnelles. Le BAE peut prendre place durant les heures régulières du travail ou

sur le temps libre, être effectué avec des collègues ou seul, et être effectué à une reprise ou de manière répétée. » (p. 184).

Certains termes liés au bénévolat appuyé par l'employeur font référence au moment au sein duquel le bénévolat est effectué. On fait allusion aux termes «bénévolat corporatif» (Grant, 2012 ; Lee, 2010 ; Rodell et al., 2015), «bénévolat commandité par les corporations» (“*corporate-sponsored volunteering*”) (Pajo & Lee, 2011), «bénévolat des compagnies» (“*company volunteerism*”) (Jones, 2010) ou «bénévolat de type temps libéré» (“*released*” type) (Bussell & Forbes, 2008) lorsqu'il est effectué au sein des heures de travail, et au «bénévolat personnel» (Rodell et al., 2015), ou bénévolat «sur leur propre temps» (“*own time*” type) (Bussell & Forbes, 2008) lorsqu'il est question de bénévolat effectué en dehors des heures de travail.

Peloza & Hassay (2006) ont développé une typologie sous forme de continuum faisant référence au niveau de convergence avec le contexte de travail et au niveau d'alignement stratégique avec l'entreprise. Ils proposent le terme de a) bénévolat *extraorganisationnel* pour désigner le bénévolat effectué sur le temps personnel des employés, en dehors de leur rôle d'employé. Ils utilisent le terme de b) bénévolat *interorganisationnel* pour décrire le bénévolat effectué au sein d'initiatives qui sont soutenues par les entreprises, mais ne sont pas stratégiquement alignées avec celles-ci. Finalement, c) ils font référence au bénévolat effectué au sein de programmes développés par les entreprises soutenant des causes ou organismes sélectionnés par les employeurs comme étant du bénévolat *intraorganisationnel*.

Dans le cas du bénévolat interorganisationnel et extraorganisationnel, Peloza (2006) indique que la sélection de l'œuvre de bienfaisance est faite par les employés, alors qu'il s'agit

du choix de l'employeur dans le cas du bénévolat intraorganisationnel. Il est également suggéré que le niveau d'engagement de l'employeur varie en fonction du type de bénévolat. Pelosa (2006) estime qu'il est plus actif dans le cas du bénévolat intraorganisationnel puisqu'il inclut le développement proactif d'opportunités de bénévolat pour les employés. Dans le cas du bénévolat interorganisationnel, le soutien de l'employeur est davantage perçu comme constituant du soutien passif et dans le cas du bénévolat extraorganisationnel, Pelosa (2006) suggère qu'il n'y a aucune présence de soutien de la part de l'employeur.

Certaines conceptions du bénévolat appuyé par l'employeur se limitent aux programmes et initiatives encadrés par les entreprises (Booth, Won Park & Glomb, 2009 ; Grant, 2012 ; Jones, 2010 ; Pajo & Lee, 2011). Certains auteurs hésitent ou s'opposent toutefois à qualifier de bénévolat les activités effectuées durant les heures de travail régulières payées, étant donné qu'elles impliquent une forme de rémunération. Dans un rapport de 2014 de Bénévoles Canada intitulé *Le bénévolat appuyé par l'employeur : Pratiques prometteuses et mobilisation communautaire*, Speevak-Sladowski & Kaleniecka (2014) décrivent le BAE comme suit : «toute activité engagée par un employeur pour encourager et aider ses employés à s'adonner au bénévolat dans leur milieu» (p. 6). Dans le contexte de cette thèse, nous adhérons à cette définition en raison de sa nature inclusive suggérant implicitement que le bénévolat peut être effectué à l'intérieur et à l'extérieur du contexte du milieu de travail.

Qu'ils effectuent leur bénévolat à l'intérieur ou à l'extérieur des heures de travail, les employés peuvent recevoir divers types de soutien de la part de leur employeur permettant d'encourager et de faciliter leur implication.

**Types de soutien de l'employeur envers le bénévolat.** Le soutien de l'employeur envers le bénévolat peut être exercé de diverses manières formelles et informelles. Dans ses représentations les plus formelles, il est question de programmes et de politiques visant à encourager les employés à participer à des activités de bénévolat (ex. : activités de bénévolat de groupe, certificats de participation, etc.).

Statistique Canada énumère dix types d'appui « officiel » de l'employeur envers le bénévolat dans leurs enquêtes nationales portant sur le bénévolat, la participation et les dons (*Enquête canadienne sur le don, le bénévolat et la participation*). Il s'agit de :

1. *L'utilisation des installations ou de l'équipement pour les activités bénévoles;*
2. *Des heures rémunérées ou du temps pour accomplir le bénévolat durant les heures de travail normales ;*
3. *La permission de modifier l'horaire de travail ou de réduire les activités professionnelles afin de pouvoir accomplir du bénévolat ;*
4. *La reconnaissance des activités bénévoles ou une lettre de remerciements pour celles-ci ;*
5. *Un don de prix, bons-cadeaux, nourriture, etc. ;*
6. *Un don de t-shirts, de produits à l'effigie de la compagnie, etc. ;*
7. *Un don d'argent à l'organisme ;*
8. *Du transport ;*
9. *La commandite d'un événement, le paiement des frais d'entrée ou des coûts d'adhésion, etc. ;*
10. *Autre.*

(Hurst, 2012)

Les formes de soutien de l'employeur envers le bénévolat relevées dans la littérature peuvent être regroupées sous cinq catégories : 1) le soutien temporel, 2) le soutien financier, 3) le soutien logistique, 4) la reconnaissance et 5) la publicité sur le bénévolat (Rodell et al., 2015). Le soutien temporel s'exprime notamment par le biais de flexibilité dans les horaires des employés pour faciliter leur implication dans des activités d'engagement communautaire. Le soutien financier peut prendre la forme de dons aux organismes de charité au sein desquels leurs employés effectuent du bénévolat ou de remboursements de frais. L'une des manifestations de ce type de soutien constitue les initiatives de «dollars pour des gens d'action» (*Dollars for doers*)

(ex. : Geroy, Wright & Jacoby, 2000), au sein desquelles les entreprises fournissent des dons de sommes préétablies en fonction du nombre d'heures de bénévolat effectuées par leurs employés. Par ailleurs, ce type de soutien peut être effectué sous la forme de parrainage d'événements. L'aspect logistique, quant à lui, peut faire référence à fournir l'accès à de l'équipement et des locaux pour des fins d'activités bénévoles. En ce qui concerne le soutien envers le bénévolat sous forme de reconnaissance, il peut se manifester de manière formelle (ex. : certificat ou cartes de remerciement aux bénévoles) ou informelle. Finalement, les employeurs peuvent soutenir le bénévolat en sensibilisant leurs employés à diverses occasions de bénévolat.

La durée de l'implication des activités de bénévolat appuyé par l'employeur est variable, allant de la tenue d'initiatives *ad hoc* et du parrainage d'événements annuels ou semi-annuels à des programmes qui facilitent une implication plus prolongée (Bussell & Forbes, 2008). Dans certains cas, les employés peuvent aussi avoir l'opportunité d'être affectés à un poste de bénévolat outremer pour une durée prédéterminée (Grant, 2012).

**Retombées du bénévolat appuyé par l'employeur.** Plusieurs études se sont intéressées aux retombées perçues du bénévolat appuyé par l'employeur notamment au sein du milieu de travail.

En ce qui concerne les retombées individuelles du BAE, plusieurs soutiennent que le bénévolat soutenu par l'employeur procure divers avantages aux employés. Grant (2012) suggère que les interactions entre les employés et autres acteurs impliqués dans les activités de bénévolat soutenu par l'employeur (ex. : employés des organismes communautaires) permettent aux employés bénévoles de développer et de renforcer leurs réseaux, ce qui peut les aider à réaliser certains de leurs objectifs de carrière. Le bénévolat appuyé par l'employeur est aussi susceptible

de donner un sens à la vie des employés bénévoles (Geroy, Wright & Jacoby, 2000). De plus, le contact entre les employés et ceux qui utilisent les services offerts bénévolement (qui peuvent constituer des populations vulnérables, vivant des situations financières précaires et/ou ayant un handicap) permet aux employés bénévoles d'effectuer des comparaisons sociales – ce qui peut les aider à faire face à des situations difficiles, à réduire leurs sentiments de détresse durant ces types de situations ainsi que contribuer à augmenter leur estime de soi (Grant, 2012).

Pour ce qui est des retombées potentielles au niveau organisationnel, du côté des entreprises, le bénévolat appuyé par l'employeur peut contribuer à la fierté organisationnelle (Jones, 2010 ; Tuffrey, 1997), au recrutement d'employés qualifiés, à la rétention de ces derniers et à l'amélioration du moral (Bussell & Forbes, 2008) ainsi qu'à l'augmentation de l'engagement des employés (de Gilder, Schuyt & Breedijk, 2005 ; Caligiuri, Mencia & Jiang, 2013). Le BAE peut également permettre une augmentation de la légitimité des entreprises aux yeux du public (Liu & Ko, 2011), et favoriser un avantage compétitif (Hess, Rogovsky & Dunfee, 2002). Plusieurs auteurs mettent de l'avant « l'argument commercial » du soutien de l'employeur envers le bénévolat, notant que les entreprises peuvent s'impliquer dans ce type d'initiatives de manière stratégique, leur permettant de maximiser les impacts positifs organisationnels (ex. : Porter & Kramer, 2002; Hess, Rogovsky & Dunfee, 2002).

En ce qui concerne le secteur communautaire, la majorité des employeurs d'une étude considéraient l'amélioration des relations communautaires et le fait d'aider à maintenir une communauté en santé comme étant les objectifs prioritaires du BAE (Basil, Runte, Easwaramoorthy & Barr, 2009). En contraste avec l'argument commercial, Allen (2012) suggère l'argument social pour faire référence aux retombées communautaires associées au bénévolat

appuyé par l'employeur. Pour le secteur associatif, ceci peut faire référence au degré auquel le bénévolat appuyé par l'employeur permet de contribuer à la mission des organismes, de répondre à leurs priorités actuelles, et de favoriser un retour sur l'investissement (Allen, 2012). Les retombées potentielles du bénévolat appuyé par l'employeur pour les OBNL comprennent : l'accès gratuit à des ressources additionnelles (humaines et autres), le transfert de connaissances, une influence positive sur l'entreprise impliquée (ex. : échange de valeurs/vision), une augmentation de la visibilité et de la crédibilité, et une augmentation de la compréhension des besoins du secteur communautaire au sein des entreprises (Allen, 2012 ; Samuel, Wolf & Schilling, 2013).

Cependant, la perspective des représentants d'OBNL est largement absente de la littérature sur le bénévolat appuyé par l'employeur, et il peut y exister une importante divergence entre les retombées potentielles suggérées par la littérature et les retombées observées. En effet, dans une étude qualitative auprès de représentants d'OBNL effectuée par Samuel, Wolf & Schilling (2013), les participants ont noté que les retombées de l'implication dans des activités de bénévolat soutenu par l'employeur ont eu un impact plus faible que ce qui était anticipé (ex. : ont permis d'amasser des dons financiers sans toutefois diminuer les coûts de l'organisme). Ainsi, dans cet exemple, les auteurs stipulent que l'argument commercial du bénévolat appuyé par l'employeur ne semble pas convenir aux représentants des organismes communautaires étant donné qu'il n'a pas contribué à un profit, ce qui laisse présager qu'« à ce jour, une situation gagnant-gagnant-gagnant, tel que suggéré par plusieurs auteurs semble être un état souhaité plutôt qu'une réalité pour les organismes à but non lucratif » (Samuel, Wolf & Schilling, 2013, p. 175).

Ceci suggère l'intérêt d'explorer les dynamiques entre entreprises et OBNL dans le but d'identifier des trajectoires plus propices aux bénéfices mutuels de part et d'autre, ce qui peut être accompli à l'aide d'une conceptualisation du BAE prenant compte des dynamiques individuelles, organisationnelles et communautaires en jeu.

**Le bénévolat appuyé par l'employeur selon une approche psycho-socio-écologique.** Tout comme le bénévolat au sens large, le bénévolat appuyé par l'employeur s'inscrit dans le contexte environnemental et culturel où il est effectué. Hustinx, Cnann & Handy (2010) suggèrent que l'utilisation d'un cadre conceptuel inspiré de la théorie des systèmes écologiques de Bronfenbrenner (1979) peut contribuer à faire état des dynamiques contextuelles en jeu dans le bénévolat.

La théorie des systèmes écologiques de Bronfenbrenner, originalement élaborée pour expliquer le développement dans l'enfance, postule que les interactions réciproques entre l'individu et divers facteurs environnementaux jouent un rôle important dans le développement. Ces facteurs sont conceptualisés en tant que « systèmes » nichés au sein les uns des autres, les facteurs individuels (onto-système) dont la biologie et les facteurs psychosociaux étant au centre de cet ensemble de systèmes. À un premier niveau d'influence plus proximal à l'individu, on retrouve le *microsystème*, qui fait référence au contexte social immédiat de l'individu (ex. : famille, amis, collègues). À un second niveau, on trouve le *mésosystème*, qui comprend les différents microsystèmes et les intercénatactions entre ceux-ci (ex. : interactions parents-amis, groupes communautaires). À des niveaux plus distaux de l'individu, on retrouve ensuite l'*exosystème* (qui englobe des niveaux d'influence indirects tels que les médias, la communauté et le milieu académique) et le *macrosystème* (c'est-à-dire le contexte socioculturel global). Enfin,

le cinquième niveau constitue le *chronosystème*, et représente une dimension temporelle évolutive et dynamique. Selon la théorie des systèmes écologiques, les éléments du chronosystème peuvent influencer les synergies. Cette dimension prend en considération les effets cumulatifs et dynamiques des différentes transitions chronologiques sur le développement des systèmes. Par exemple, dans le développement de l'enfant, les divers événements et transitions de vie significatifs (ex. : entrée à la garderie, début de l'école, déménagement, séparation des parents) peuvent avoir une influence et leurs effets peuvent se multiplier selon leur séquence.

L'utilisation d'une approche systémique pour mieux comprendre les phénomènes sociaux est utilisée dans une variété de domaines, dont la santé des populations (Lemyre & Orpana, 2002 ; Agence de santé publique du Canada, 2012), la résilience face au trauma (Cénat, Derivois, Hébert, Amédée & Karray, 2018), et la prévention de l'itinérance (Sylvestre, Ollenbergh & Trainor, 2009).

Dans le contexte du bénévolat, des variantes du modèle d'écologie sociale ont été utilisées pour prédire la satisfaction et l'épuisement professionnel (Kulik, 2007), ainsi que pour identifier les antécédents du soutien envers le bénévolat de la part des employeurs (Kim & Kim, 2016). De plus, Omoto & Snyder (2002) ont proposé l'utilisation de trois niveaux d'analyse (individuel, organisationnel, système social) pour comprendre le processus du bénévolat et les stades qui en font partie (antécédents, expériences, retombées).

Nous adhérons à la vision d'«écologie bénévole» proposée par Hustinx, Cnann & Handy (2010) et proposons que l'utilisation d'une approche inspirée du modèle d'écologie sociale permette de tenir compte de la nature multidimensionnelle du concept et de saisir un portrait plus

intégratif des facteurs et dynamiques multiniveaux qui y sont rattachés. Ainsi, cette section présentera une conceptualisation des facteurs psycho-socio-écologiques liés à l'implication dans le bénévolat appuyé par l'employeur. Cette conceptualisation s'attardera successivement au niveau individuel, suivi du microsystème, du mésosystème, et du contexte plus large (exosystème et macrosystème).

*Facteurs individuels (onto-système) du BAE.* La composante individuelle de l'« écologie bénévole » a été conceptualisée comme comportant des facteurs individuels et sociodémographiques qui peuvent influencer la propension à s'impliquer (Hustinx, Cnann & Handy, 2010). Ceux-ci incluent le genre, l'âge, le statut socioéconomique, les croyances telles celles de justice sociale (Jiranek, Kals, Humm, Strubel & Wehner, 2013), et des ressources psychologiques telles que l'estime de soi et l'autonomisation (Kulik, 2007). Selon Omoto & Snyder (2002), au niveau individuel, la participation bénévole peut également être influencée par les expériences antérieures, certains traits de personnalité, les ressources et habiletés, les motivations, les facteurs de nature identitaire, et les attentes perçues.

Dans le contexte du bénévolat appuyé par l'employeur, la recherche sur les facteurs individuels associés à la participation s'est notamment intéressée aux motifs et antécédents du BAE chez les employés impliqués. Pelosa & Hassay (2006) ont proposé trois types de motifs liés à la participation dans le BAE. Selon eux, les raisons d'implication des employés peuvent consister en 1) un comportement de citoyenneté organisationnelle (*organizational citizenship behaviour, OCB*), c'est-à-dire une action effectuée dans le but de soutenir leur milieu de travail ; 2) des motifs centrés sur soi (ex. : dans le but de retirer quelque chose de l'implication tel que le développement d'habiletés ou l'amélioration de leur image au sein de l'entreprise), et 3) des

motivations altruistes (*charitable support behaviour*), c'est-à-dire effectuer de « bonnes actions » pour soutenir un organisme à but non lucratif ou une cause spécifique. D'autres auteurs (Grant, 2012 ; Rodell, 2013) suggèrent que les employés peuvent également être motivés à s'impliquer dans le BAE en raison de motivations compensatoires, tel que pour combler un manque de sens dans leur emploi.

Certains auteurs postulent qu'il y existe des différences individuelles entre les bénévoles intraorganisationnels, impliqués dans des initiatives ou programmes régis par leur milieu de travail, et les bénévoles extraorganisationnels (également nommés *bénévoles communautaires* dans la littérature), qui s'impliquent à l'extérieur de leur milieu de travail. Par exemple, au niveau des caractéristiques sociodémographiques, on retrouve une surreprésentation de bénévoles avec un diplôme universitaire chez les bénévoles intraorganisationnels (de Gilder, Schuyt & Breedijk, 2005 ; Do Paço, Agostinho & Nave, 2013). Les bénévoles extraorganisationnels, eux, ont tendance à être plus vieux, plus religieux, et sont plus susceptibles d'être mariés et d'avoir des enfants comparés aux bénévoles intraorganisationnels et aux non-bénévoles (de Gilder, Schuyt & Breedijk, 2005). Toutefois, en ce qui concerne les motifs d'implication, plusieurs études suggèrent que, tout comme chez les bénévoles extraorganisationnels, les motivations visant le soutien de causes, ou motivations altruistes, sont parmi les raisons principalement citées par les bénévoles intraorganisationnels, alors que les motivations liées à l'emploi/carrière et au développement professionnel figurent parmi les moins rapportées (Do Paço, Agostinho & Nave, 2013 ; Pajo & Lee, 2011). Cependant, de nombreux auteurs font allusion à la complexité de l'approche motivationnelle en suggérant que la participation des employés dans le bénévolat appuyé par l'employeur est souvent le produit

d'une combinaison de plusieurs motifs (Pajo & Lee, 2011 ; Peloza & Hassay, 2006 ; Penner et al., 2005 ; Rodell et al., 2015) difficiles à identifier.

*Facteurs du microsystème.* Au niveau du microsystème, qui comprend l'environnement social immédiat et les relations interpersonnelles qui s'y rattachent, certaines relations au sein du milieu de travail peuvent favoriser l'implication dans le bénévolat appuyé par l'employeur. Celles-ci incluent la dynamique employé-employeur, et les relations entre collègues.

Par rapport à l'influence de l'employeur, dans une étude qualitative de Peloza & Hassay (2006), plusieurs employés interviewés ont rapporté se fier à leur superviseur immédiat pour pouvoir déterminer la valeur et le niveau de priorité d'opportunités de bénévolat publicisées au sein de l'entreprise, suggérant que le rôle du soutien de l'employeur peut constituer un important facilitateur ou obstacle au bénévolat des employés, selon les circonstances. De même, Grant (2012) a proposé un modèle au sein duquel la présence de soutien de l'employeur envers les activités de BAE sous forme d'encouragement et en donnant l'exemple peut contribuer à l'intériorisation d'une identité de bénévole et ainsi influencer l'implication.

L'influence des collègues a également été présentée comme facteur potentiellement lié à la participation dans le BAE (Hu et al., 2016 ; Peloza & Hassay, 2006). Par exemple, de Gilder, Schuyt & Breedijk (2005) ont identifié qu'un facteur associé à l'implication d'employés dans le BAE consistait en la présence d'un taux de participation élevé dans le programme régi par l'entreprise. On identifie toutefois la nécessité d'effectuer plus d'études sur le sujet (Rodell et al., 2015). La présence de soutien social (ex. : de la part des proches tels que les membres de la famille et les amis) a également été liée à l'implication bénévole (Huyn, Xanthopoulou & Winefield, 2013). En communiquant leur intérêt et leur approbation face à l'implication, ces

ressources sociales peuvent contribuer à des perceptions de normes subjectives et comportementales et, ainsi, promouvoir la participation dans le bénévolat appuyé par l'employeur.

***Facteurs du mésosystème.*** Le mésosystème englobe les interactions entre différentes composantes du microsystème. Dans leur conceptualisation de l' « écologie bénévole », Hustinx, Cnann & Handy (2010) situent les dynamiques organisationnelles (ex. : en lien avec la gestion des bénévoles) au niveau du mésosystème. En effet, les dynamiques organisationnelles contiennent des interactions entre différents acteurs appartenant au microsystème des bénévoles (ex. : interactions entre gestionnaires de bénévoles et responsables d'organismes à but non lucratif). De plus, certaines études suggèrent que les dynamiques organisationnelles contribuent au développement de pratiques et processus (ex. : pratiques de recrutement et de gestion des bénévoles) susceptibles d'influencer l'implication et l'expérience des bénévoles (ex. : Studer & Von Schnurbein, 2013).

Dans le contexte du bénévolat appuyé par l'employeur, des dynamiques organisationnelles d'importance pouvant contribuer ou non à l'implication comprennent a) les interactions au sein des entreprises (ex. : entre collègues et gestionnaires), et b) les interactions entre représentants du secteur communautaire et du secteur privé. Le mésosystème constitue une dimension particulièrement pertinente pour le bénévolat appuyé par l'employeur étant donné que son mode d'expression (ex. : politiques, processus organisationnels, types de soutien de l'employeur envers le bénévolat) se situe principalement à ce niveau.

En ce qui concerne les dynamiques organisationnelles au sein des entreprises, on attribue deux sources potentielles aux processus favorisant l'émergence d'un climat de bénévolat appuyé

par l'employeur. Il peut s'agir d'initiatives dirigées par 1) les entreprises, ou 2) les employés (Pajo & Lee, 2011 ; Rodell, Booth, Lynch & Zipay, 2017). La majorité des études se sont intéressées aux initiatives dirigées par les entreprises telles que les programmes et politiques sur le BAE, notamment au sein des grandes entreprises. En s'inspirant de la perspective sur la conception du travail (*work design perspective*), un nombre croissant d'études reconnaît que les caractéristiques organisationnelles des initiatives et programmes de bénévolat appuyé par l'employeur telles que les manières selon lesquelles ils sont conçus et gérés peuvent jouer un rôle pour favoriser la participation des employés (Grant, 2012 ; Pajo & Lee, 2011). Sekar & Dyaram (2017) résumant que l'apport des caractéristiques organisationnelles est attribué « à quel point les programmes de bénévolat corporatif sont bien planifiés et organisés, au niveau de sensibilisation créée au sein de l'organisation grâce aux canaux de communication interne, au niveau de congruence entre les programmes de bénévolat corporatif et la culture organisationnelle, à une mise en œuvre de programme efficace, et à l'évaluation et la rétroaction sur les programmes de bénévolat corporatif » (p. 666). Ainsi, il est important de noter que certains éléments issus de dynamiques organisationnelles peuvent faire en sorte que des initiatives de bénévolat appuyé par l'employeur soient perçues de manière défavorable, comme dans le cas où les employés peuvent se sentir contraints d'y participer afin d'être bien vus par leurs employeurs (Bussell & Forbes, 2008 ; Geroy, Wright & Jacoby, 2000). Cette possibilité de «coercition» ou pression perçue va d'ailleurs à l'encontre de la notion de libre choix rattachée à la définition du bénévolat. Par ailleurs, des études récentes commencent à s'intéresser à l'importance de la manière selon laquelle les employés perçoivent les programmes de bénévolat appuyé par l'employeur, et aux potentiels effets néfastes sur la participation lorsqu'ils estiment que ces initiatives sont développées pour « les mauvaises raisons », comme pour fin de relations

publiques (Gatignon-Turnau & Mignonac, 2015 ; Morgan & Burchell, 2010; Rodell & Lynch, 2016).

Pour ce qui est des interactions entre le secteur privé et communautaire, certaines études se sont intéressées au développement de partenariats entre les organismes à but non lucratif et les entreprises, et ont élaboré des typologies décrivant les relations qui en découlent (Austin, 2000 ; Austin & Seitanidi, 2012a ; Austin & Seitanidi, 2012b ; Cho & Kelly, 2014). Cependant, l'emphase a porté sur l'identification de répercussions positives associées au bénévolat appuyé par l'employeur, et ce, notamment dans le contexte des entreprises impliquées. Dans ce domaine de recherche, le bénévolat appuyé par l'employeur est souvent proposé comme étant un phénomène gagnant-gagnant-gagnant générant des bénéfices pour les trois principaux types d'acteurs impliqués, à savoir les employés, employeurs et organismes à but non lucratif (Caligiuri, Mencia & Jiang, 2013). Cependant, des perspectives plus critiques contestent le rôle des grandes corporations et soulignent les aspects perturbateurs pour les communautés (ex. : questionnement par rapport aux intentions des grandes corporations et impression que certaines d'entre elles s'impliquent principalement pour des raisons de marketing).

***Facteurs de l'exosystème et du macrosystème.*** Ces dimensions du modèle psycho-socio-écologique font référence à des niveaux d'influences indirectes et éloignées de l'individu tels que les médias, la communauté et le contexte politique, fiscal ou socioculturel global. En lien avec la compréhension du bénévolat, Hustinx, Cnann et Handy (2010) dénotent deux facteurs d'influence d'importance, soit : 1) les facteurs culturels, sociopolitiques, économiques et historiques qui permettent d'expliquer les différences régionales et nationales par rapport aux taux de bénévolat, et 2) les changements associés à la modernisation, dont l'émergence de

nouvelles formes de bénévolat davantage rattachées aux préférences personnelles (Hustinx & Lammertyn, 2003).

Au Canada, historiquement, certains facteurs importants ayant contribué à façonner le développement et l'évolution du bénévolat incluent le rôle d'institutions religieuses dans l'établissement des premiers services sociaux organisés, l'inauguration de programmes d'aide sociale gouvernementaux en réponse à la prolifération des besoins sociétaux (ex. : soins de santé, inégalités sociales), la lutte pour améliorer le statut légal de la femme (Lautenschlager, 1992), et les attentes en lien avec les rôles traditionnels des sexes.

Dans le contexte du bénévolat appuyé par l'employeur, les principaux éléments reliés à l'exosystème et au macrosystème concernent l'influence de la responsabilité sociale des entreprises (RSE), ainsi que les infrastructures communautaires et l'information qu'elles diffusent.

L'augmentation des divers programmes et initiatives corporatives de soutien envers le bénévolat élaborés en partenariat avec le secteur communautaire peut être expliquée en partie par une tendance accrue envers la promotion de la responsabilité sociale des entreprises (Grant, 2012 ; de Gilder, Schuyt & Breedijk 2005). Selon Bowden (1953), cité par Vázquez-Carrasco & López-Pérez (2013), la responsabilité sociale des entreprises se traduit par «une obligation des gens d'affaires face à l'adoption de politiques, la prise de décisions et le fait de suivre les lignes d'action souhaitables en lien avec les objectifs et valeurs de la société, de manière à avoir le potentiel de contribuer au bien-être général de la société» (p. 3206). Ainsi, le développement de programmes, de politiques, et la mise en place d'autres formes de soutien visant la promotion du bénévolat au sein des entreprises constituent des stratégies permettant aux compagnies de

démontrer leur engagement face à la responsabilité sociale et, de cette manière, préserver leur réputation de «bons citoyens corporatifs».

En lien avec la théorie des « parties prenantes » (*stakeholder theory*), Jenkins (2004) soutient que l'une des raisons pour lesquelles les entreprises visent à être socialement responsables est qu'il s'agit d'une manière de répondre à «l'ensemble varié et constamment changeant d'exigences de la part des parties prenantes» (p. 43). Le BAE peut donc servir de modalité démontrant un engagement social qui peut satisfaire les attentes des parties prenantes (ex. : clients, actionnaires).

En plus de la responsabilité sociale des entreprises et de la pression perçue de répondre aux exigences des parties prenantes, les infrastructures et organisations communautaires peuvent exercer une certaine influence sur le développement et les pratiques du bénévolat appuyé par l'employeur à travers la documentation qu'ils diffusent. L'organisation axée sur le bénévolat la plus connue au Canada est Bénévoles Canada, dont la première publication portant sur le bénévolat appuyé par l'employeur constitue le rapport *Making a Business Case for Employer-Supported Volunteerism* (Graff, 2004). En 2005, Bénévoles Canada a fondé le *Conseil des entreprises pour le bénévolat* avec le soutien de Home Depot Canada. Ce conseil, principalement formé de membres de grandes entreprises, vise à favoriser le bénévolat des employés et la collaboration multisectorielle en vue de maximiser l'impact communautaire collectif (Bénévoles Canada, 2016). En 2014, Bénévoles Canada a collaboré avec la fondation RBC et un programme universitaire pour fonder *l'Institut canadien sur l'engagement des entreprises et des collectivités* (Speevak-Sladowski & Kaleniecka, 2014). Depuis, cet institut a produit plusieurs documents présentant les bénéfices du bénévolat appuyé par l'employeur sous l'optique de l'argument

commercial, dont le *Code canadien du bénévolat appuyé par l'employeur* (Bénévoles Canada, 2019). Ce document fournit des normes de pratique pour l'élaboration et la mise en œuvre de programmes formels de bénévolat appuyé par l'employeur, et mise sur certains aspects tels que la planification stratégique, l'implication au niveau des ressources humaines, et la reconnaissance individuelle de l'implication des employés.

Au Québec, les organismes les plus reconnus œuvrant sur le bénévolat sont le *Réseau d'Action Bénévole du Québec (RABQ)*, et la *Fédération des Centres d'Action Bénévole du Québec (FCABQ)*. Il semble y avoir moins d'attention dédiée à la question du bénévolat appuyé par l'employeur dans le contexte québécois, dont l'économie est principalement composée de petites et moyennes entreprises. Peu de documentation portant spécifiquement sur le BAE ou l'engagement des entreprises est disponible sur le site web de la RABQ. Selon l'information disponible sur son site web, la FCABQ, quant à elle, s'est dotée d'un *Comité promotion de l'action bénévole en milieu scolaire et entreprises* dirigée par une représentante de Centre d'action bénévole, et un représentant de la FCABQ en 2014. Ce comité a produit une *Enquête réseau portant sur les activités de promotion de l'action bénévole avec les milieux des affaires et de l'enseignement* auprès de ses membres, dont les résultats suggèrent un faible niveau d'activités de promotion de l'action bénévole avec le milieu des affaires (FCABQ, 2016).

***Facteurs du chronosystème.*** Vu le peu d'études longitudinales qui existent sur le bénévolat, la dimension chronologique du chronosystème n'est pas très documentée. Néanmoins, plusieurs enquêtes transversales suggèrent que la tendance à s'impliquer bénévolement fluctue en fonction de l'âge. A cet effet, plusieurs auteurs suggèrent que certaines périodes de vie significatives (ex. : l'entrée des enfants à l'école) coïncident avec des taux d'implication plus

élevés (ex. : Gaudet & Reed, 2004). D'autres études ont visé à comprendre les fluctuations et la diversité des trajectoires d'implication bénévole à l'aide d'une approche qualitative. Par exemple, dans une étude phénoménologique effectuée auprès des bénévoles néo-zélandais, MacAllum (2014) a identifié deux trajectoires permettant d'expliquer l'évolution de l'implication dans le temps, soit celle de a) *liberté-réciprocité*, régie par une analyse évolutive des coûts et bénéfices, où les bénévoles s'impliquent tant qu'ils constatent avoir un impact significatif sur l'organisme, et rapportent cesser lorsque ce n'est plus le cas, et b) la trajectoire de *don-obligation*, où l'implication bénévole est perçue comme étant comparable à une « vocation », au sein de laquelle les bénévoles continuent de s'impliquer même en présence de défis.

Dans le contexte du bénévolat appuyé par l'employeur, peu d'études se sont intéressées à l'évolution de l'implication dans le temps. Grant (2012) a proposé un modèle suggérant que certaines caractéristiques de programmes de bénévolat appuyé par l'employeur permettant de subvenir à différents besoins (ex. : autonomie, interactions sociales, acquisition de connaissances) peuvent favoriser une implication soutenue de la part des employés. Nous estimons également que certains facteurs associés à des transitions sur le plan individuel (ex. : prise de conscience par rapport aux besoins communautaires) et organisationnel (ex. : roulement de personnel, changements au niveau de la gestion, développement de projets et partenariats avec le secteur communautaire) puissent influencer l'implication.

En résumé, la combinaison et l'interaction entre les facteurs individuels et systémiques appartenant au microsystème, mésosystème, exosystème, macrosystème et chronosystème du

modèle d'écologie sociale permettent de fournir un portrait compréhensif des dynamiques pouvant favoriser l'émergence de soutien de l'employeur envers le bénévolat.

La figure 1, ci-bas, présente les éléments d'une conceptualisation psycho-socio-écologique du bénévolat appuyé par l'employeur, inspirée du modèle d'écologie sociale de Bronfenbrenner.

Bien que la recherche effectuée sur le bénévolat appuyé par l'employeur a permis d'identifier des facteurs contextuels associés à ce type d'engagement, de situer ces facteurs selon les dimensions du modèle d'écologie sociale et de dresser le portrait d'une « écologie du BAE » multi-niveaux, peu d'études se sont intéressées à relier ces différentes dimensions et à explorer les dynamiques existant entre les facteurs individuels et les facteurs issus du contexte social.

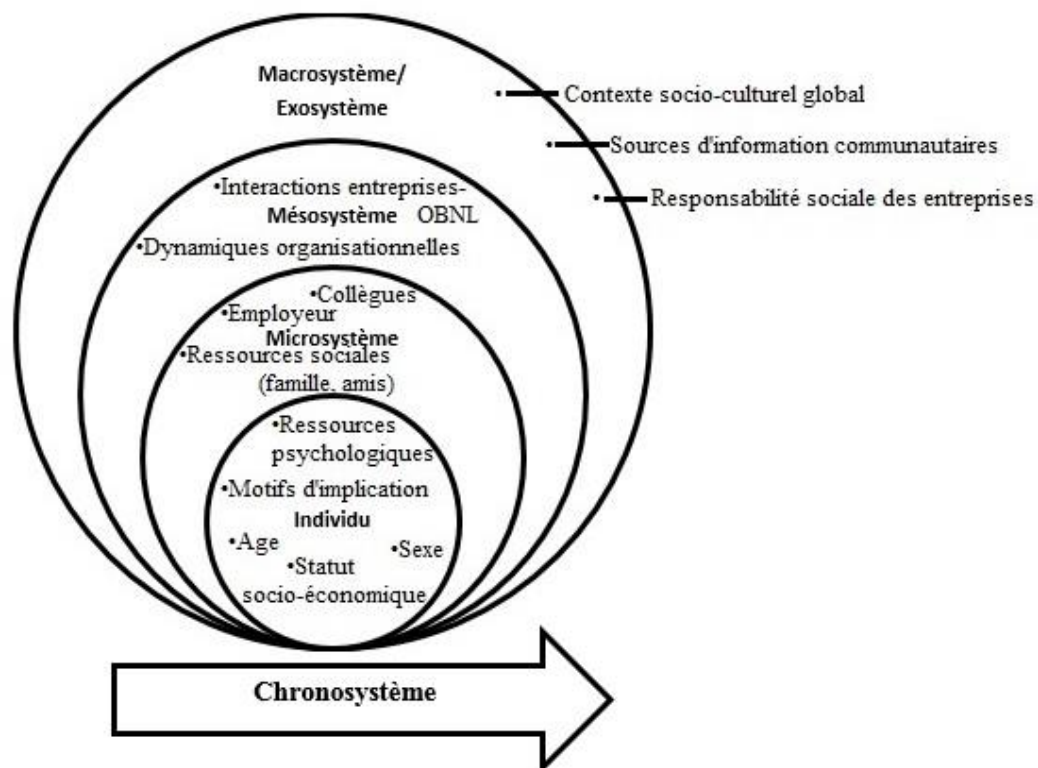


Figure 1. Modèle psycho-socio-écologique du bénévolat appuyé par l'employeur. Adapté de Bronfenbrenner (1979).

**Modèles théoriques du bénévolat appuyé par l'employeur.** Le bénévolat appuyé par l'employeur constitue un domaine de recherche limité sur le plan théorique. Certains chercheurs ont visé à conceptualiser les antécédents et retombées du BAE. Parmi ceux-ci, deux modèles notables qui incorporent le rôle de facteurs organisationnels en plus de dresser le portrait de facteurs individuels en jeu dans l'implication sont le modèle du bénévolat intraorganisationnel de Pelozo & Hassay (2006), et le cadre conceptuel intégratif du bénévolat des employés de Rodell et collègues (2005).

*Cadre conceptuel du bénévolat intraorganisationnel.* Le cadre conceptuel élaboré par Pelozo & Hassay (2006), présenté dans la figure 2 ci-après, est spécifique au bénévolat effectué dans le cadre de programmes et initiatives dirigés par les grandes entreprises. Ce modèle découle des résultats d'une étude qualitative exploratoire à l'intérieur de laquelle vingt-cinq entrevues ont été effectuées auprès d'employés impliqués bénévolement et de gestionnaires (cadres supérieurs, coordinateurs de bénévoles) provenant de neuf grandes entreprises (entre 700 et plus de 30 000 employés) œuvrant dans différents secteurs. Tel que mentionné au préalable, ces auteurs suggèrent que trois types de motivations (comportement de citoyenneté organisationnelle, motivations centrées sur soi, motivations altruistes) peuvent influencer les employés à s'impliquer bénévolement. Ils adhèrent à la définition de comportement de citoyenneté organisationnelle d'Organ (1997) selon laquelle ce type de comportement constitue un geste au-delà des tâches assignées, qui contribue au maintien ou à l'amélioration du contexte de travail. Pelozo & Hassay proposent qu'en plus des motivations individuelles, deux types de facteurs organisationnels, soient : a) le soutien de l'employeur et b) l'influence des collègues (norme sociale) constituent des facteurs influant sur la participation. À cet effet, ils suggèrent que

l'employeur peut servir de facilitateur lorsqu'il communique son approbation face à l'implication de ses employés et atteste de la valeur qu'il accorde aux initiatives de l'entreprise. Pour ce qui est du rôle des collègues, les résultats de Pelozo & Hassay (2006) suggèrent que les réseaux ou groupes de travail constituent un important canal de diffusion d'information sur les opportunités d'implication permettant de sensibiliser les employés aux causes soutenues par les entreprises. Enfin, Pelozo & Hassay proposent que l'implication dans le bénévolat intraorganisationnel puisse donner lieu à des répercussions pour trois types de bénéficiaires, soit a) les employés, b) les employeurs et le contexte du milieu de travail, et c) les organismes à but non lucratif. Les bénéfices au niveau individuel identifiés par les employés incluent a) des bénéfices associés au plaisir de socialiser avec d'autres employés en participant à une activité bénévole, et b) des bénéfices sous forme de « récompenses » dans le contexte du travail, tel que la reconnaissance de leur employeur et le sentiment de développer une meilleure réputation aux yeux de ceux-ci. Au niveau organisationnel, le bénévolat intraorganisationnel est identifié comme permettant des opportunités de marketing et visibilité, le développement d'un esprit d'équipe, et une augmentation de l'efficacité au sein de l'entreprise (ex. : meilleure coordination) grâce au développement de relations interpersonnelles. Finalement, Pelozo & Hassay (2006) ont identifié que le bénévolat intraorganisationnel peut donner lieu à des bénéfices aux organismes à but non lucratif en augmentant leur crédibilité aux yeux de bénévoles potentiels, en leur fournissant du soutien bénévole supplémentaire, et en aidant à surmonter l'inertie grâce à la prise en charge de planification logistique.

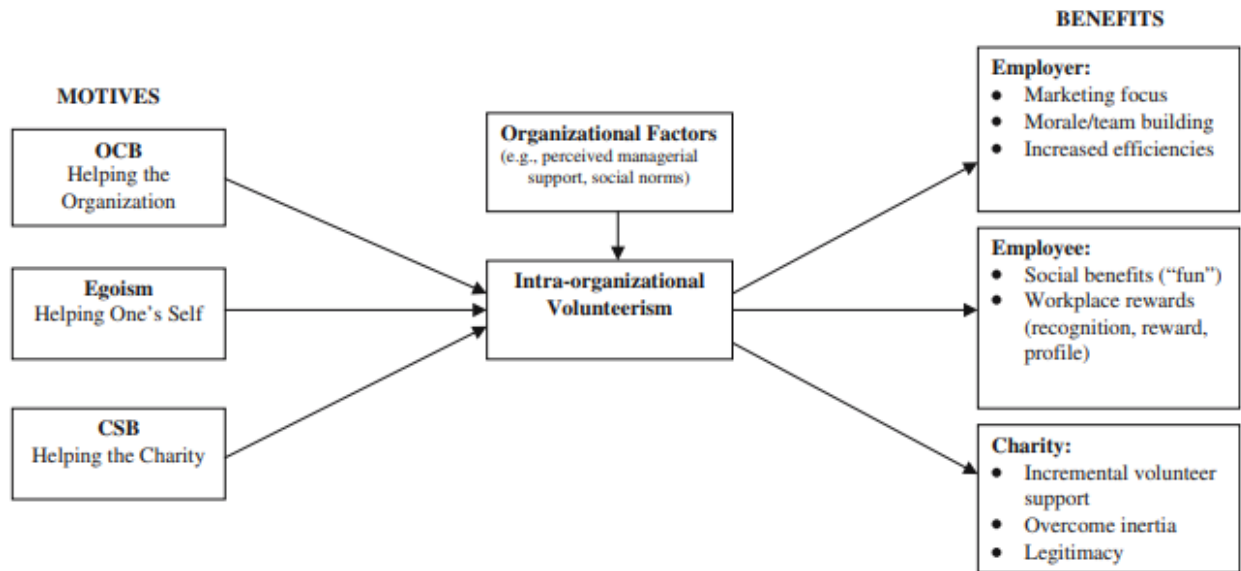


Figure 2. Cadre conceptuel du bénévolat intraorganisationnel (Peloza & Hassay, 2006)

**Cadre conceptuel intégratif du bénévolat des employés.** Le cadre conceptuel du bénévolat des employés de Rodell et collègues (2015) est issu d'une revue de littérature de la recherche sur le bénévolat appuyé par l'employeur, et se veut un agenda de pistes de recherche future sur le sujet. Ils incorporent le bénévolat encadré par l'entreprise et le bénévolat initié par les employés (ex. : engagement personnel) dans leur modèle. Comme Peloza & Hassay, Rodell et al. (2015) suggèrent que des facteurs individuels et organisationnels peuvent influencer le bénévolat des employés. Toutefois, Rodell et al. (2015) ajoutent que les facteurs organisationnels peuvent également jouer un rôle auprès du bénévolat effectué à l'extérieur du rôle d'employé. Ils identifient deux types de facteurs organisationnels, soit a) les caractéristiques du milieu de travail (ex. : contexte organisationnel, conception des tâches) et b) les « facteurs à l'échelle de l'entreprise », c'est-à-dire les types de soutien fournis envers le bénévolat. Ensemble, les facteurs individuels et organisationnels sont perçus comme pouvant favoriser le bénévolat des employés et, ainsi, contribuer au développement d'un climat de bénévolat. Au niveau des répercussions

associées au bénévolat appuyé par l'employeur, Rodell et al. (2015) se limitent aux répercussions dans le milieu organisationnel. Ils suggèrent que la participation dans le BAE peut favoriser le développement d'attitudes positives envers les entreprises de la part des employés et, par conséquent, contribuer à des répercussions sur le bien-être des employés, à des comportements favorisant le bien-être organisationnel (ex. : rétention des employés, efforts vis-à-vis la performance), et à des répercussions quant à la perception du public des entreprises (ex. : amélioration de la réputation). Rodell et al. (2015) identifient également deux pistes potentielles de recherches futures, dont l'influence potentielle du BAE sur la réaction des collègues des employés impliqués ainsi que sur la performance de l'entreprise. Le cadre conceptuel est présenté dans la figure 3, ci-après.

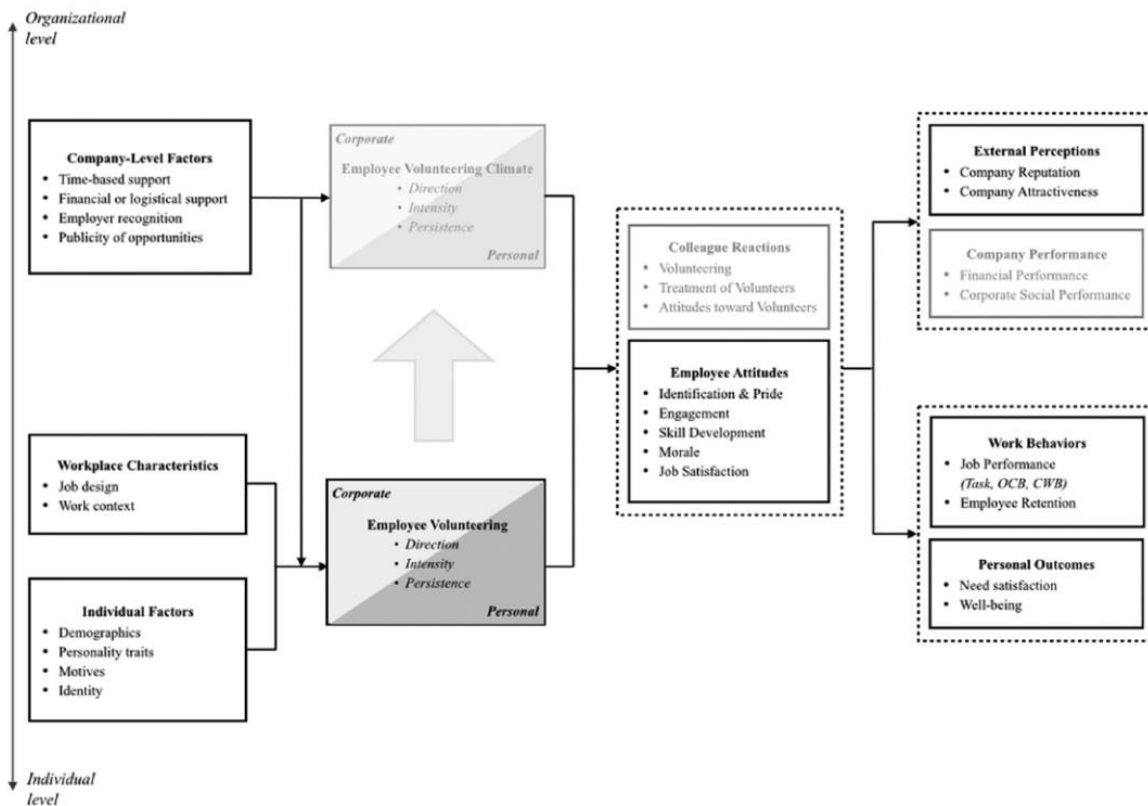


Figure 3. Cadre conceptuel intégratif du bénévolat des employés (Rodell et al., 2015)

Rodell, Booth, Lynch & Zipay (2017) se sont intéressés au développement d'un climat de bénévolat appuyé par l'employeur, c'est-à-dire la croyance partagée selon laquelle les employés s'impliquent bénévolement au sein d'une entreprise, dans une étude récente. Ils ont trouvé que des processus tant ascendants (provenant des convictions et intérêts des employés envers certaines causes) que descendants (découlant de politiques et pratiques associées au BAE) peuvent contribuer à favoriser un climat de bénévolat. L'intensité du climat de bénévolat était, à son tour, associée à des intentions plus grandes de s'impliquer bénévolement tant au sein de l'entreprise qu'à l'extérieur, bien que les comportements réels n'étaient pas mesurés.

Ainsi, les cadres conceptuels proposés par Pelosa & Hassay (2006) et Rodell et al. (2015) supportent que les facteurs individuels (ex. : comportement de citoyenneté organisationnel, motivations centrées sur soi, motivations altruistes, caractéristiques sociodémographiques) ainsi que les facteurs organisationnels (tels que le soutien de l'employeur et les ressources organisationnelles mises à disposition, l'influence des collègues, et les caractéristiques liées au contexte organisationnel) jouent un rôle important face à la participation des employés dans le BAE. Toutefois, puisqu'ils sont focalisés sur l'expérience des employés et se limitent à la perspective des entreprises, ces modèles ne réussissent pas à capter la vision du secteur communautaire et les facteurs contextuels associés. De plus, étant donné qu'ils portent sur le contexte des programmes formels de bénévolat appuyé par l'employeur typique des grandes entreprises de plus de 500 employés qui domine la littérature sur le BAE, ces modèles ne permettent pas de saisir les particularités du contexte organisationnel des petites et moyennes entreprises (PME).

### **Bénévolat appuyé par l'employeur et contexte**

Pour mieux comprendre les dynamiques et trajectoires du bénévolat appuyé par l'employeur favorisant des retombées pour les communautés, il importe de s'intéresser aux facteurs contextuels tels que le contexte organisationnel des PME, le contexte francophone québécois, et le contexte urbain ou rural.

**L'engagement communautaire et le BAE dans le contexte des PME.** Au Canada, une PME est un «établissement qui emploie en moyenne moins de 500 personnes pour une année donnée» (Industrie Canada, 2011). Les compagnies de 1 à 99 employés sont considérées comme étant de «petites» entreprises, alors que les compagnies comptant de 100 à 499 employés constituent des entreprises «moyennes» (Industrie Canada, 2013), et elles constituent une part importante de l'économie nationale. En fait, au Canada, 89.9% des employés travaillent dans des PME alors qu'au Québec seul, la proportion est de 87.5% (Industrie Canada, 2013). Selon l'Institut de la Statistique du Québec (2017), la quasi-totalité (98.1%) des entreprises québécoises compte moins de 100 employés, et 72.8% constituent des microentreprises de moins de 10 employés.

Les PME sont dotées de caractéristiques qui les différencient fondamentalement des grandes entreprises, ce qui suggère que la compréhension du bénévolat appuyé par l'employeur issue du domaine des grandes entreprises ne leur est pas nécessairement directement transférable ou généralisable. Les PME ont tendance à adopter une approche non bureaucratique (Fisher, Geenen, Jurcevic, McClintock & Davis, 2009), c'est-à-dire moins hiérarchique et moins réglementaire/procédurale, et à gérer les relations avec leurs parties prenantes de manière plus fluide que les grandes entreprises. En effet, les relations au sein des PME sont plus susceptibles

d'être fondées sur une base de confiance, informelles, et caractérisées par un engagement personnel et intuitif (Jenkins, 2004). De plus, les PME démontrent une tendance envers le fait d'avoir une culture d'entreprise participative (*participatory corporate culture*), ainsi que de démontrer davantage d'ouverture et de transparence que les grandes entreprises (Fisher et al., 2009). Elles ont aussi généralement un ancrage géographique plus marqué, sans compter les aspects historiques, familiaux ou symboliques.

La majorité de la littérature portant sur l'engagement communautaire des PME aborde le sujet en discutant du thème de la responsabilité sociale des entreprises, et de la signification de ce concept dans le contexte des petites et moyennes entreprises. La pertinence même d'utiliser le concept de la responsabilité sociale des entreprises pour expliquer les activités d'engagement communautaire soutenues par les PME est mise en doute par certains. Pour Jenkins (2004), les PME peuvent avoir de la difficulté à s'identifier aux idées derrière le concept ainsi qu'au terme «responsabilité sociale des entreprises». Tandis que les activités qui ont trait à la responsabilité sociale des entreprises chez les grandes entreprises tendent à être exécutées de manière formelle (ex. : sous forme de politiques), l'implication des PME est caractérisée par une mise en œuvre majoritairement informelle et implicite (Baumann-Pauly, Wickert, Spence & Scherer, 2013; Russo & Tencati, 2009), ce qui peut faire en sorte qu'elle ne soit pas nécessairement reconnue en tant qu'activité de responsabilité sociale des entreprises. Jenkins (2004) conceptualise ceci comme étant de la «responsabilité sociale silencieuse» (*silent CSR*), et suggère que l'on parle d'«Interaction communauté-entreprise» (*Business Community Interaction*) plutôt que de responsabilité sociale des entreprises dans le contexte des PME. D'autres, sans s'opposer à l'utilisation du terme, soutiennent que la responsabilité sociale des entreprises est très présente dans le contexte des PME ; elle y apparaît cependant sous une forme différente, et y est dotée

d'une signification différente (Fisher et al., 2009). Par exemple, alors que les grandes entreprises désirent être perçues en tant que “bons citoyens corporatifs” aux yeux de leurs actionnaires, Kechiche & Soparnot (2012) suggèrent que les parties prenantes principales des PME incluent les employés, clients, fournisseurs, et la communauté locale. Davis & Crane (2010) énoncent que la responsabilité sociale des entreprises joue un «rôle unique et important» dans le contexte des PME, en soulignant que les PME font face à des obstacles dans la mise en œuvre de stratégies liées à la responsabilité sociale des entreprises. Parmi ces obstacles, on retrouve le manque de ressources financières, d'outils, de services de support ainsi que le manque d'infrastructures (Kechiche & Soparnot, 2012).

Dans le contexte canadien, les PME se distinguent aussi des grandes entreprises en matière de fiscalité et de stratégies commerciales. De plus, comparativement aux grandes entreprises, les PME sont moins nombreuses à offrir des programmes de formation réguliers à leurs employés, sont moins portées à s'impliquer dans des partenariats stratégiques avec d'autres entreprises, et font davantage appel aux programmes d'aide gouvernementale (McDougall & Swimmer, 1997).

Alors que les moyens financiers des grandes entreprises leur permettent de développer des programmes formels de bénévolat appuyé par l'employeur avec du personnel désigné et de soutenir des causes et organismes par le biais d'appui financier (ex. : dons financiers, commandites), les PME semblent avoir une préférence pour s'impliquer par le biais de dons en nature, en services, en compétence ou en capacité plutôt qu'en dons financiers (Madden, Scaife & Crissman, 2006).

Peu d'études se sont intéressées au bénévolat appuyé par l'employeur au sein des PME. Une étude de Russo & Tencati (2009) visant à documenter la présence de différents types d'engagements liés à la responsabilité sociale des entreprises en fonction de la grandeur des entreprises a trouvé des indications de la présence de soutien de l'employeur envers le bénévolat au sein de «moyennes» et «grandes» entreprises, mais non à l'intérieur de «petites» entreprises. Ceci amène à se questionner par rapport à la conceptualisation du bénévolat appuyé par l'employeur chez les PME, et aux manières selon lesquelles elles encouragent, soutiennent et facilitent l'implication de leurs employés.

Une analyse des dynamiques en jeu dans le contexte du bénévolat appuyé par l'employeur chez les PME permettrait de contribuer à la compréhension des facteurs organisationnels associés au BAE. De plus, dans le contexte canadien, il est pertinent d'examiner le rôle de certains facteurs appartenant au contexte socioculturel tel celui du Québec francophone.

**Le contexte canadien et les particularités du contexte francophone Québécois.** Le bénévolat formel est bien répandu au Canada. Près de la moitié (47%) des Canadiens rapportent en faire (Vézina & Crompton, 2012). À l'échelle nationale, les principaux outils utilisés pour recueillir des données sur les pratiques d'engagement communautaire, dont le bénévolat, sont les enquêtes par échantillon transversal effectuées par Statistiques Canada tels que *l'Enquête canadienne sur le don, le bénévolat et la participation (ECDBP)*, plus récemment nommée *Enquête sociale générale sur les dons, le bénévolat et la participation (ESG DBP)*. Les données de ces enquêtes rapportent des différences régionales importantes par rapport aux taux de bénévolat formel. En effet, selon les données de Statistiques Canada, les Québécois rapportent

être significativement moins impliqués dans le bénévolat formel (Vézina & Crompton, 2012 ; Hwang, Andersen & Grabb, 2007), comparés aux résidents du reste du Canada. Selon l'ECDBP de 2010, le taux moyen de bénévolat formel rapporté au Québec est de 37%, alors qu'il est de 58% dans la province avec le taux le plus élevé, la Saskatchewan (Vézina & Crompton, 2012).

D'ailleurs, les données reflètent non seulement des différences régionales, mais il semble également y avoir la présence d'une interaction entre la langue et la région (Hwang, Andersen & Grabb, 2007). En effet, bien que peu d'études existent à ce sujet, une analyse des données de l'Enquête canadienne sur le don, le bénévolat et la participation de 1997 a identifié que le taux de bénévolat formel des anglophones-québécois (49%) était similaire à celui des anglophones en Ontario (43%), et supérieur au taux d'implication rapporté par les francophone-québécois (32%) (Caldwell & Reed, 1999). Le taux d'implication des francophones en Ontario (47%) était également similaire à celui des anglophones. Hwang, Andersen & Grabb (2007) ont obtenu des résultats similaires en analysant les données d'un autre sondage national effectué en 2000. Par contre, les nombres limitent la possibilité d'étudier le cas des francophones hors Québec. Ainsi, ces résultats suggèrent que le cas particulier présentant des taux inférieurs de bénévolat est celui des francophones-québécois, et souligne l'importance de prendre en considération la culture afin de comprendre les tendances qui se dégagent dans l'engagement communautaire.

Plusieurs raisons, principalement liées aux caractéristiques historiques et culturelles du contexte francophone québécois, ont été suggérées pour expliquer ces différences. Les francophones du Québec auraient tendance à préférer des formes « informelles » de participation civique (Laforest, 2011). On note également l'influence de la notion d'État-providence qui existe au sein du Québec, qui prédisposerait à la croyance selon laquelle l'État devrait fournir l'accès

aux services sociaux plutôt que de confier cette tâche au secteur communautaire, et le rejet de la religion catholique qui exigeait l'implication bénévole au sein d'associations religieuses. De plus, on observe que les Québécois sont généralement plus impliqués que le reste des Canadiens dans divers autres types de comportements politiques et collectifs (p.ex., les manifestations publiques) et, par conséquent, pourraient consacrer davantage de temps à ces activités qu'au bénévolat formel (Hwang, Andersen & Grabb, 2007).

Bien qu'il existe peu d'études à ce sujet, on observe une tendance similaire dans le contexte du bénévolat appuyé par l'employeur, où les compagnies québécoises semblent être moins susceptibles de fournir du soutien au bénévolat à leurs employés (Runte, Basil & Runte, 2010). En effet, dans l'Enquête canadienne sur le don, le bénévolat et la participation de 2010, une proportion significativement moins élevée d'employés québécois (51%) ont rapporté la présence de soutien de l'employeur envers le bénévolat, comparativement à la province de référence de l'Ontario, où 62% des répondants rapportaient la présence de soutien (Hurst, 2012). Dans un sondage effectué auprès des Centres d'action bénévole (CAB) du Québec par la FCABQ en 2015, 0.07% des CAB interrogés ont rapporté mener des activités de promotion de l'action bénévole avec le milieu des affaires (FCABQ, 2016). Les principaux défis notés en lien avec ceci étaient : a) un contexte économique défavorable, b) les défis liés à naviguer dans la compétition entre entreprises, c) les défis d'ordre logistique, et d) le besoin de recadrer certains préjugés du secteur communautaire à l'égard du bénévolat appuyé par l'employeur, tel que la perception qu'il ne constitue pas une « vraie » forme de bénévolat. Par contre, l'étude a permis d'identifier quelques partenariats prometteurs entre les CAB et le milieu des affaires dont la nature des activités était très diversifiée, et de cerner certains facteurs favorisant le succès des initiatives. Ceux-ci incluaient : a) l'initiation de la part des CAB (identifiés comme initiateurs des

partenariats dans 83% des cas), b) une forte implication des employés de l'entreprise, c) une forte conscience sociale de la part de l'entreprise, c) la proximité physique entre l'entreprise et le CAB, d) une bonne mobilisation des partenaires, e) l'intérêt envers la cause de la part de l'entreprise, f) une bonne planification de l'activité et g) l'identification d'un moment propice pour la mise en œuvre de l'initiative (FCABQ, 2016).

En somme, les francophones-qubécois constituent un groupe pertinent pour comprendre comment le contexte socioculturel influence le bénévolat. Afin de pouvoir caractériser davantage l'influence du contexte, il importe notamment de tenir compte des différences entre milieu urbain et rural.

**Contextes urbain et rural.** Selon la définition du recensement, les régions rurales constituent des zones de moins de 1000 habitants, avec une densité de population de moins de 400 personnes par kilomètre carré; toute région avec une densité de population supérieure est considérée comme étant une région urbaine (Statistique Canada, 2017). L'influence du type de milieu, soit rural ou urbain, sur les taux du bénévolat est un constat bien établi dans la littérature. En effet, le bénévolat est plus répandu dans les milieux ruraux (Barr, McKeown, Davidman, McIver & Lasby, 2004; Putnam, 2000; Reed & Selbee, 2001; Turcotte, 2015b). Certains des facteurs pouvant expliquer ceci incluent le taux plus élevé de familiarité et de confiance envers le voisinage, ainsi que le sentiment d'appartenance communautaire plus fort présent dans les contextes ruraux (Turcotte, 2015b). Certaines études ont montré que les ressources individuelles, qui sont réparties différemment entre milieux urbains et ruraux (ex. : revenu moyen, niveau de scolarité, accessibilité et transport, problèmes de santé, etc.), peuvent influencer la propension à s'impliquer bénévolement (ex. : Pearce, 2017). En effet, le bénévolat est plus répandu au sein

d'individus qui ont un statut socioéconomique élevé, qui ont facilement accès aux services communautaires ainsi qu'aux moyens de transports en commun, et qui sont en bonne santé (Pearce, 2017).

Dans l'optique du bénévolat appuyé par l'employeur, les défis rencontrés par le secteur associatif et les différences en lien avec le contexte économique et occupationnel entre le milieu urbain et rural peuvent influencer l'engagement. Dans les milieux ruraux, le secteur associatif fait face à plusieurs défis concernant notamment le financement, le recrutement de bénévoles face au vieillissement de la population, et la sous-utilisation des moyens technologiques (Barr et al., 2004). Ces défis pourraient avoir une incidence sur la possibilité et le désir d'entreprendre des partenariats avec les entreprises pour favoriser le bénévolat appuyé par l'employeur. Au niveau du contexte économique, les emplois du secteur primaire tels que l'agriculture et la pêche, l'exploitation forestière, et l'extraction minière, de pétrole et de gaz, sont beaucoup plus répandus dans les milieux ruraux (Beshiri, 2001). Les industries manufacturières sont également plus courantes en milieu rural (Beshiri, 2010). Étant donné que les taux de soutien de l'employeur peuvent varier selon l'industrie et semblent être moins élevés dans le secteur manufacturier (Fournier-Savard, 2016), il est important de cerner les défis et opportunités pour le bénévolat appuyé par l'employeur en tenant compte de la nature rurale ou urbaine du contexte.

### **Questions de recherche**

**Synthèse des lacunes et besoins.** Plusieurs lacunes ressortent dans la littérature portant sur le bénévolat, et le bénévolat appuyé par l'employeur. En effet, tel que mentionné, l'étude du bénévolat s'est largement attardée à un niveau individuel d'analyse visant principalement à comprendre les caractéristiques, motivations et retombées chez les bénévoles, ce qui limite la

compréhension et les preuves empiriques quant à la relation entre le bénévolat et le bien-être communautaire. Bien que certaines études se soient intéressées à la relation entre le bénévolat et le bien-être communautaire, souvent sous l'optique du capital social, une portion importante des études s'est limitée au contexte individuel et à la perspective des bénévoles. Ainsi, certaines lacunes incluent un manque d'incorporation de la perspective d'autres acteurs clés dans le domaine du bénévolat (ex. : représentants communautaires), ainsi qu'un manque d'intégration des facteurs contextuels issus de l'environnement dans lequel s'inscrit le bénévolat. Compte tenu du développement des perspectives critiques sur le bénévolat (Hustinx, Cnann & Handy, 2010) remettant en question l'idée que les bénéfices assumés du bénévolat sont toujours présents et identifiant la présence de conséquences négatives du bénévolat, il est important de viser à mieux comprendre les trajectoires et circonstances contextuelles associées aux retombées sociales et communautaires du bénévolat. Ainsi, un devis de recherche qualitatif utilisant une approche psycho-socio-écologique permettrait de compléter la recherche existante, de reconnaître la nature dynamique et pluridimensionnelle du bénévolat et de le situer au sein du contexte environnemental avec lequel il est en interaction.

Plus spécifiquement, dans le contexte du bénévolat appuyé par l'employeur, la recherche a porté, de manière prédominante, sur la perspective des grandes entreprises et les retombées au sein de ces dernières. Certains auteurs jugent cette littérature comme étant excessivement orientée sur la dyade entreprise-employés (Cook & Burchell, 2018). Bien que ce corps de recherche ait permis le développement de l'argument commercial du bénévolat appuyé par l'employeur, l'argument social, lui, c'est-à-dire les répercussions sociales et communautaires (Allen, 2012), est moins bien documenté et nécessite une compréhension plus approfondie. Une explication pour le déséquilibre entre le soutien pour l'argument commercial et l'argument social

constitue l'omission particulièrement flagrante de la perspective des organismes à but non lucratif. En effet, une récente analyse bibliométrique de la littérature sur le bénévolat appuyé sur l'employeur a révélé que 88% des articles sur le sujet étaient axés sur la perspective des entreprises, contre 12% portant sur le secteur des OBNL (Dreesbach-Bundy & Scheck, 2017). Pour remédier à ceci, certaines études ont visé à capter la perspective des représentants d'OBNL (Samuel, Wolf & Schilling, 2013) et des bénéficiaires (Samuel, Roza & Meijs, 2016) ainsi qu'à adopter une vision centrée sur les OBNL (Schiller & Almog-Bar, 2013). Toutefois, peu de recherches intègrent la perspective des représentants du secteur privé et communautaire au sein d'une même étude. De plus, la majorité des études se sont consacrées à la propension à s'impliquer dans le bénévolat appuyé par l'employeur et peu d'études se sont attardées spécifiquement aux pratiques organisationnelles, dont les types de soutien de l'employeur offerts à cet effet.

Plusieurs auteurs réclament une meilleure incorporation de la perspective des organismes à but non lucratif, et une meilleure compréhension des trajectoires plus propices aux bénéfices mutuels entre acteurs du secteur privé et associatif (Cook & Burchell, 2018 ; Samuel, Wolf & Schilling, 2013 ; Roza et al., 2017). Ainsi, la recherche sur le bénévolat appuyé par l'employeur pourrait bénéficier de l'utilisation d'une approche psycho-socio-écologique permettant d'identifier les dynamiques interactionnelles en jeu dans cette forme d'implication au-delà de la dynamique employés-employeurs.

Par ailleurs, un autre déséquilibre important constitue l'attention accordée à certains contextes organisationnels au détriment de d'autres. A cet effet, le fait que la majorité des études sur le BAE portent sur les grandes corporations fait en sorte que le phénomène gagne à être

mieux connu dans le contexte des petites et moyennes entreprises. De plus, il convient de noter qu'il y existe un manque de connaissances empiriques des différences et similarités entre milieux ruraux et urbains en lien avec le bénévolat appuyé par l'employeur.

Les plus faibles taux de bénévolat formel et de bénévolat appuyé par l'employeur observés au Québec francophone, comparativement aux anglophones résidant dans les autres provinces (Hwang, Andersen & Grabb, 2007), suggèrent l'intérêt de viser à mieux comprendre les dynamiques contextuelles en jeu dans le contexte francophone québécois. Peu d'études ont porté sur le bénévolat appuyé par l'employeur dans le contexte francophone-québécois. Une comparaison des tendances québécoises et canadiennes du bénévolat appuyé par l'employeur pourrait contribuer à cerner les facteurs environnementaux et culturels liés à l'implication. La recherche pourrait également bénéficier d'études qualitatives permettant de cerner les dynamiques multiniveaux en jeu dans le bénévolat appuyé par l'employeur au sein de différents contextes communautaires.

**But et visées de la thèse.** Notre revue de littérature a démontré que le bénévolat est associé à plusieurs bénéfices sur le plan individuel et sociétal, ce qui suggère l'intérêt de comprendre les dynamiques favorisant ces retombées, et de viser à l'augmenter. À cet effet, il est important d'aller au-delà de la compréhension des facteurs individuels en jeu et de considérer l'apport de facteurs et dynamiques contextuels en vue d'identifier des stratégies de mobilisation efficaces. Dans les dernières décennies, le bénévolat appuyé par l'employeur a été proposé comme modalité permettant de recruter des ressources humaines additionnelles. Cependant, les mécanismes favorisant l'implication ainsi que les pratiques, processus et trajectoires permettant de contribuer à des répercussions positives pour les organismes à but non lucratif et les

communautés qu'ils desservent sont sous-explorés. De plus, malgré une reconnaissance accrue de l'importance de considérer l'influence du contexte socioculturel global, peu d'études se sont intéressées aux groupes et contextes qui démontrent des particularités par rapport à leurs tendances d'engagement tel que le contexte du Québec francophone, dont l'économie est principalement composée de petites et moyennes entreprises.

L'objectif principal de cette thèse consiste à explorer le lien entre le soutien de l'employeur envers le bénévolat et l'implication communautaire locale au sein du contexte des petites et moyennes entreprises au Québec francophone. Cette thèse vise à contribuer à la littérature sur l'argument social du bénévolat appuyé par l'employeur, et à améliorer la compréhension des circonstances favorisant des répercussions pour les acteurs du secteur communautaire et les communautés qu'ils desservent à l'aide d'une approche d'écologie sociale.

À cet effet, la thèse comprend trois objectifs de recherche :

- (1) Analyser la relation entre a) les types de soutien envers le bénévolat formel et b) d'autres types d'implication sociale (le bénévolat informel, les dons financiers, et les dons en nature) chez les francophones-québécois et les anglophones hors Québec;
- (2) Contribuer à une meilleure compréhension des facteurs multiniveaux impliqués dans le développement des partenariats entre les PME et les organismes à but non lucratif dans le contexte du bénévolat appuyé par l'employeur au Québec;
- (3) Contribuer à une meilleure compréhension des facteurs multiniveaux liés à l'implication des employés dans le contexte du bénévolat appuyé par l'employeur au sein des PME au Québec.

Pour atteindre ces objectifs, nous avons opté pour l'utilisation d'une approche multiméthodes munie d'un volet quantitatif et d'un volet qualitatif, en vue d'obtenir une compréhension plus intégrative de la relation entre le bénévolat appuyé par l'employeur et l'implication communautaire locale. Dans l'étude du bénévolat et des dons, l'utilisation de méthodes quantitatives telles que les sondages nationaux effectués par collecte de données transversale permet d'obtenir un portrait représentatif des comportements d'intérêt, et d'effectuer des comparaisons à grande échelle entre groupes et régions géographiques (O'Neill, 2001). Par contre, étant donné la quantité de variables mesurées au sein d'une même enquête, l'intérêt accordé à certains comportements et phénomènes spécifiques (ex. : soutien de l'employeur envers le bénévolat) peut être limité et évite d'en saisir la complexité. En contraste, les études qualitatives ne peuvent être présentées comme étant représentatives de l'ensemble de la population. Par contre, l'utilisation de méthodes qualitatives permet davantage d'adapter la stratégie de collecte de données aux répondants (ex. : en les encourageant à utiliser leurs propres mots ainsi qu'à fournir des réponses détaillées aux questions posées), de capter les nuances au niveau de leurs croyances et sentiments (O'Neill, 2001), et de comprendre le contexte entourant les phénomènes d'intérêt. Ainsi, la combinaison de méthodologies quantitative et qualitative permet de faire ressortir les forces et de réduire les lacunes associées à chacun des deux types.

Au sein de cette thèse, le volet quantitatif permet, dans un premier temps, d'explorer la relation entre le soutien de l'employeur envers le bénévolat et plusieurs formes d'implication communautaire locale en effectuant des comparaisons entre les employés francophone-québécois et les employés anglophones hors Québec et propose le bénévolat appuyé par l'employeur comme modalité susceptible de contribuer à des retombées pour les OSBL et communautés qu'ils desservent. Dans un deuxième temps, le volet qualitatif permet de comprendre les

circonstances et processus pouvant favoriser des retombées communautaires dans le contexte du bénévolat appuyé par l'employeur francophone-québécois. Plus précisément, ce volet focalise sur le contexte des PME, qui composent la majorité du paysage économique québécois, et capte la complexité des dynamiques contextuelles en jeu au sein de deux contextes régionaux distincts, soit un milieu semi-rural et un milieu urbain. Alors que le volet quantitatif est orienté sur la perspective des employés, le volet qualitatif incorpore également la perspective d'employeurs de PME et de représentants d'organismes communautaires afin de pouvoir formuler des recommandations pour les divers types d'acteurs impliqués.

### **Modèle théorique**

Compte tenu des lacunes identifiées dans la littérature, nous proposons un modèle psycho-socio-écologique inspiré du modèle d'écologie sociale pour contribuer à la compréhension du rôle du soutien du bénévolat appuyé par l'employeur dans l'implication communautaire locale. En vue d'incorporer la perspective du secteur communautaire à notre conception du bénévolat appuyé par l'employeur et de nous éloigner de la perspective centrée sur la dynamique employés-employeurs, nous proposons un modèle inclusif où les caractéristiques individuelles peuvent se rattacher au vécu d'employés, d'employeurs, ou de représentants d'organismes à but non lucratif. Pour faire état de la nature complexe et dynamique du bénévolat appuyé par l'employeur, nous proposons un modèle muni de trois couches d'influences mutuelles imbriquées les unes à l'intérieur des autres. Ces couches comprennent trois types de facteurs que nous estimons être particulièrement pertinents dans l'étude du bénévolat appuyé par l'employeur, soit : les facteurs *individuels*, *organisationnels*, et *communautaires*. Ainsi, au niveau *individuel*, nous retrouvons les prédispositions individuelles (ex. : caractéristiques

sociodémographiques, prédispositions) ainsi que les motifs d'implication (ex. : motivations) susceptibles d'influencer l'implication. Au niveau *organisationnel*, qui englobe les dimensions du microsystème et du mésosystème du modèle d'écologie sociale, nous retrouvons a) les dynamiques interpersonnelles (ex. : relation employé-employeur, influence des collègues), b) les dynamiques organisationnelles (ex. : pratiques, processus et types de soutien de l'employeur envers le bénévolat ; interactions entreprises-OBNL), et c) les éléments liés au contexte organisationnel (ex. : culture organisationnelle). Enfin, au niveau *communautaire*, qui englobe les dimensions de l'exosystème et du macrosystème du modèle d'écologie sociale, nous retrouvons les facteurs liés a) au contexte socio-économique et culturel (ex. : influence de la responsabilité sociale des entreprises, influences culturelles et régionales) et b) les ressources et infrastructures communautaires responsables de la diffusion de l'information et de la coordination du le bénévolat et de l'engagement communautaire. Nous proposons qu'ensemble, ces trois dimensions puissent contribuer à des retombées à l'échelle individuelle, organisationnelle et communautaire. Nous estimons que l'incorporation des facteurs contextuels multiniveaux associés au bénévolat appuyé par l'employeur permette une meilleure compréhension des trajectoires liées aux retombées communautaires de ce type d'engagement.

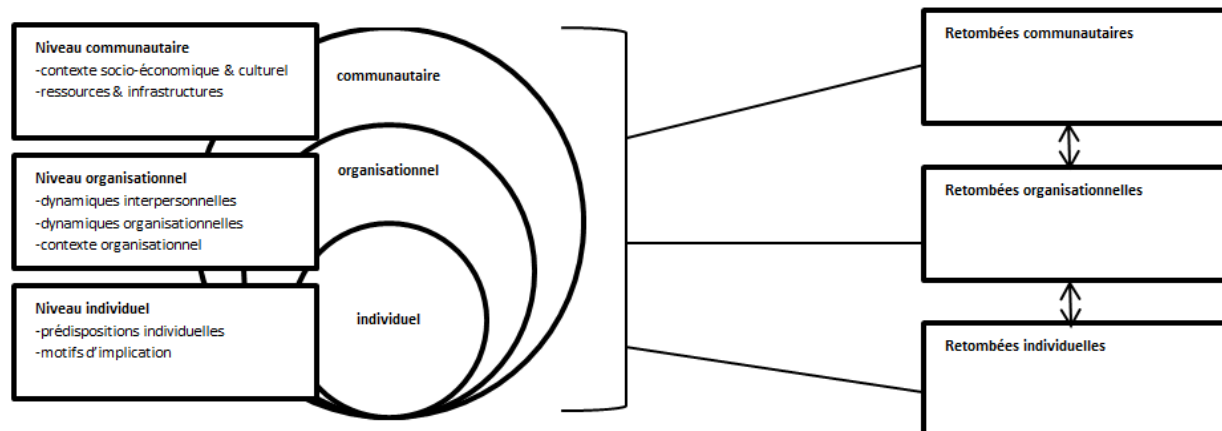


Figure 4. Modèle conceptuel proposé du bénévolat appuyé par l'employeur  
(Gagnon & Lemyre, 2019)

## Survol des études

Pour répondre aux objectifs de recherche élaborés, trois études permettant d'acquérir une meilleure compréhension du rôle du soutien de l'employeur envers le bénévolat dans différentes sphères d'implication communautaire locale au Québec francophone sont effectuées.

**Étude 1. Relations entre le soutien de l'employeur envers le bénévolat et autres formes d'implication communautaire locale (bénévolat informel, dons financiers, dons en nature) : portrait national.** En utilisant des données nationales de Statistiques Canada sur le don, le bénévolat et la participation de l'Enquête sociale générale de 2013 comme point de départ, cette étude quantitative analyse la relation entre les différents types de soutien envers le bénévolat formel et d'autres types d'engagement communautaire (le bénévolat informel, les dons financiers et les dons en nature) auprès d'employés à temps plein francophone-québécois et anglophones hors Québec. Cette étude vise à améliorer la compréhension de la relation entre certains facteurs

individuels et organisationnels associés au bénévolat appuyé par l'employeur, et des retombées potentielles au niveau communautaire.

***Étude 2. Facteurs multiniveaux liés au développement de partenariats PME-OSBL dans un contexte semi-rural : entretiens sur les trajectoires de collaboration.*** Cette étude qualitative cherche à comprendre les facteurs multiniveaux et les dynamiques associées au développement de partenariats entre les petites et moyennes entreprises et les organismes à but non lucratif locaux dans le contexte du bénévolat appuyé par l'employeur au sein d'un milieu francophone-québécois semi-rural. Les résultats permettent d'identifier des trajectoires contribuant au développement de partenariats à succès selon la perspective du secteur communautaire et du secteur des affaires, et de formuler des recommandations pour l'élaboration de ce type de partenariats pour les divers acteurs impliqués.

***Étude 3. Facteurs multiniveaux liés à l'implication communautaire des employés de PME dans un contexte urbain : entretiens sur les trajectoires d'engagement.*** Cette étude qualitative vise à comprendre les facteurs multiniveaux et dynamiques liés à l'engagement communautaire des employés de petites et moyennes entreprises dans le contexte du bénévolat appuyé par l'employeur au sein d'un milieu urbain francophone québécois. Les résultats identifient des dynamiques contextuelles en jeu dans l'implication des acteurs du milieu communautaire et du milieu des affaires pour faciliter et soutenir l'engagement des employés de PME.

Ces études ainsi que les recommandations et implications qui en découlent sont présentées dans les chapitres suivants.

Running head: EMPLOYER-SUPPORTED VOLUNTEERING, INFORMAL  
VOLUNTEERING AND DONATING

Chapter 2:

Employer Support for Volunteering in Canada: A Comparison of Francophones from Quebec  
and Anglophones Outside Quebec Based on a National Survey

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### **Foreword**

As mentioned in the general introduction, in order to identify general trends pertaining to the relationship between employer-supported volunteering and other forms of local community involvement (informal volunteering, financial donating and in-kind donating), this first study used a quantitative methodology to analyze national survey data from Statistics Canada comparing Francophone Quebec full-time employees and Anglophones outside Quebec.

### **Contribution of Collaborators**

This study was conducted as part of the first author's doctoral dissertation. The first author developed the analytical strategy, conducted the analyses, and wrote the manuscript. This study was part of a research program funded by Employment and Social Development Canada (ESDC) led by Dr. Lemyre. Dr. Lemyre also contributed by providing feedback throughout the study design and analytical stages, and all iterations of the paper. The data from the 2013 General Social Survey on Giving, Volunteering and Participating (GSS GVP, Cycle 27) used in the study was collected by Statistics Canada and accessed through the Data Liberation Initiative. The authors wish to acknowledge the valuable contribution of Mr. Tim Dugas, research associate at the GAP-Santé research unit, for his statistical consultation.

*Disclaimer:* This analysis is based on the Statistics Canada 2013 General Social Survey on Giving, Volunteering and Participating (GSS GVP, Cycle 27). All computations, use and interpretation of these data are entirely that of the authors and do not represent the views of Statistics Canada.

### **Abstract**

Research on employer-supported volunteering (ESV) practices has primarily focused on how it may benefit employees and businesses involved, whereas literature on potential benefits and outcomes for non-profits and the local community is scarcer. Moreover, considering lower rates of formal volunteering reported by Francophone Quebec respondents in national surveys, there is a need to seek to better understand the dynamics of community engagement within this context by considering factors pertaining to the social environment, such as the role of the private sector and ESV. This study investigated whether employer support for volunteering predicted other forms of community engagement behaviours (informal volunteering, charitable donations and in-kind donations). Data used was derived from a nationally representative survey (GSS GVP 2013), produced by Statistics Canada. Analyses were conducted on a sub-sample of 979 full-time employees from Francophone Quebec, and 4283 Anglophones outside Quebec (aged 25-64, 55% women), adjusting for representation (bootstrap weights) and holding sociodemographic variables constant. Results suggested that although the most commonly reported types of ESV were the same among both samples, higher proportions of ESV were endorsed by Anglophone respondents than their Francophone Quebec counterparts. Within both samples, ESV was not evenly distributed among employees, with those who had regularly engaged in formal volunteering in the past year more likely to report ESV than those who endorsed lower levels of involvement. The presence of ESV was associated with a higher likelihood of participation in informal volunteering, financial donating and in-kind donating in both Francophones and Anglophones. Time-based support was associated with a higher likelihood of financial giving among both groups (Francophones from Quebec and Anglophones outside Quebec). Financial and/or logistical support, as well as recognition for volunteering

involvement showed different trends between Francophone Quebec and Anglophone employees. Recognition was significantly associated with a higher likelihood of in-kind giving among Anglophone employees but not Francophone Quebec employees. Findings highlight the need for further studies to explore the meaning and implementation of types of employer support for volunteering within Francophone Quebec, and suggest the relevance of aiming to disseminate information on the types of ESV supports available within the workplace. Further research considering characteristics that may influence ESV implementation as a whole such as business size are warranted to better understand the relationship between ESV and other forms of community involvement.

*Keywords:* employer-supported volunteering, community engagement, Canada, charitable behaviour.

## Introduction

Employer supported-volunteering (ESV), which encompasses ways in which employers may encourage or support their employees' involvement in volunteering activities (Volunteer Canada, 2015), is increasingly implemented by businesses and believed to constitute a “win-win-win” scenario providing benefits for the employees, businesses, and non-profits involved. However, the majority of literature on the perceived outcomes of ESV has focused on benefits for actors from the business sector, while benefits for the local community are widely assumed yet vastly undocumented.

In a recent review of the literature, Rodell, Breitsohl, Schröder & Keating (2015) identified that participation in ESV has been linked to perceived personal outcomes for the employees involved (e.g., satisfying needs and relating to positive emotional states), and found to hold potential for organizational-level outcomes for participating businesses (e.g., by allowing skill improvement or development, and improving company attractiveness for potential employees). These findings contributed to developing the business case for employer-supported volunteering (Volunteer Canada, 2004; Tuffrey, 1998).

More recently, scholars called for the development of the social argument of employer-supported volunteering – that is, exploring the circumstances in which ESV can contribute to positive outcomes for the communities within which it is being implemented (Allen, 2012). One pathway allowing to do so involves exploring the ways in which ESV may provide benefits for nonprofit organizations. Indeed, as suggested by Caligiuri, Mencia & Jiang (2013), “the goal for corporate volunteerism is that the employee volunteers' projects have an influence on the NGOs' that, in turn, positively affect the communities they serve” (p. 832).

In a qualitative study incorporating the perspective of nonprofit representatives involved in corporate volunteering initiatives in the Netherlands and Belgium, Roza, Shachar, Meijs & Hustinx (2017) found that the involvement of corporate volunteers was perceived, under certain circumstances, to promote reflection on organizational functioning (e.g., employee volunteers may introduce nonprofit representatives to alternative organizational practices), to enhance service delivery (e.g., through support provided by additional human resources), and to help strengthen nonprofit capacity (e.g., by providing financial and nonfinancial support, by attracting volunteers who show interest in getting involved beyond corporate volunteering projects, and by broadening the “base of legitimacy” through the communication of the importance of their work to a large audience who may, in turn, disseminate the message within their respective networks). Caligiuri, Mencia & Jiang (2013) also found evidence of ESV contributing to enhancing nonprofit capacity. In their study, employer-supported volunteering assignments implemented domestically and internationally by a global pharmaceutical firm were sometimes perceived to have a lasting impact on nonprofit programs through the transmission of knowledge of employee volunteers. When these volunteering assignments were perceived as allowing the development of skills, employee volunteers were also more likely to engage in volunteer activity in the future.

Although ESV has been linked to some potential benefits for non-profits, the majority of studies on the topic focused on the advantages for involved businesses and the perspective of the private sector. Literature that considers the perspective of nonprofit representatives provides a nuanced portrait of the phenomenon, and suggests that employer-supported volunteering can present a number of challenges and yield detrimental effects for nonprofit organizations such as additional workload and staff dissatisfaction (e.g., Roza et al., 2017). There is a need to obtain a better understanding of how ESV may relate to community well-being and enhance nonprofit

capacity. While studies have found a link between ESV and formal volunteering – that is, employee volunteers with employer support for volunteering are more likely to participate in formal volunteering (Fournier-Savard, 2016) and contribute, on average, more hours than those without (e.g., Booth, Park & Glomb, 2009; Hurst, 2012), less is known about the relationship between ESV and other forms of community involvement. As such, an investigation of the relationship between employer support for volunteering and other forms of local community involvement (e.g., informal volunteering, financial and in-kind giving) can provide insight on this potential link. This requires considering contextual-level factors that may influence the role of ESV, such as forms of employer support for volunteering and related organizational practices.

### **Correlates of Informal Volunteering, Financial and In-Kind Donations**

Informal volunteering is defined as “unpaid, voluntary work/volunteering not coordinated by an organization or institution” (Einolf, Prouteau, Nezhina & Ibrayeva, 2016, p. 223) that is provided to individuals who do not reside in the household of the helper (Reed & Selbee, 2000). Although this form of involvement is not closely managed by non-profits, it can contribute to local communities by providing direct help to individuals and responding to community needs. In addition, when it is provided to individuals outside one’s personal network, informal volunteering may reflect the presence of trust or cooperative norms within local communities (Scrivens & Smith, 2013). Financial and in-kind donations can contribute more directly to non-profits’ needs by increasing resources and capacity.

**Individual-level correlates.** The portrait of the correlates of informal volunteering, financial and in-kind donations has been disproportionately focused on individual-level factors of informal volunteers and donors (e.g., sociodemographic characteristics). Sociodemographic

factors linked to informal volunteering, financial and in-kind donations in the literature include gender, level of education, income, age, civil status, and the presence of school-aged children at home (e.g. Einolf et al., 2016; Sinha, 2015; Turcotte, 2012; Turcotte, 2015). As such, these factors should be considered when aiming to understand factors linked to local community involvement. Scholars proposed potential explanations for the links between these factors and participation in different forms of engagement. For example, Gaudet & Reed (2004) note that the likelihood of participating in volunteering evolves over the life course, with certain key moments (e.g., children reaching school age) corresponding to periods of higher community involvement. Moreover, being in an older age category is associated with a higher likelihood of financial donating (Turcotte, 2015).

Overall, women endorse higher proportions of involvement in informal volunteering (Einolf et al., 2016), charitable and in-kind giving (Turcotte, 2015). Higher levels of education are associated with a higher propensity of community involvement. In Canada, higher socio-economic status is linked to higher proportions of financial giving (Turcotte, 2015) and lower intensity of informal volunteering (Sinha, 2015), whereas on a global scale, findings related to the relationship between informal volunteering and SES are mixed (Einolf et al., 2016).

**Contextual-level correlates.** Studies also ascertained that external factors (e.g., stemming from individuals' social context) may play a role in local community involvement, providing support for the idea that mechanisms driving community involvement are multifaceted.

Two contextual factors (elements from individuals' social context) that have been linked to participation in informal volunteering and donating include a) formal volunteering and b)

membership in associations or groups (e.g., civic engagement, participation in religious organizations). Indeed, researchers suggest that having more extensive social networks provides individuals with more opportunities to be asked to contribute their time (e.g., Musick & Wilson, 2007) or to provide monetary donations, or to have an increased awareness for the need to do so. Scholars also suggest that formal volunteering is linked to informal involvement (Lee & Brudney, 2012; Wang, Mook & Handy, 2017). At the business level, Bin & Edwards (2009) found that local business owners' involvement in religious organizations was related to a higher likelihood of monetary donations. These authors also found that those involved in civic groups were more likely to provide in-kind donations (Bin & Edwards, 2009).

In sum, exploring the link between employer support for volunteering and local community involvement requires considering both individual-level and contextual-level factors. To do so, we propose using a systemic standpoint inspired from Bronfenbrenner's social-ecological model (1977). Bronfenbrenner's model, originally developed as a theory of childhood development, posits that children's behaviours are influenced by proximal and distal interwoven systems connected back to the individual, who is at the heart of the model. The model has been applied to numerous domains. In that respect, we aim to account for the effects of 1) individual-level (e.g., sociodemographic characteristics of employees) as well as 2) micro-level factors (e.g., social network factors such as membership in associations and involvement in formal volunteering). In addition, we wish to expand on previous research on community involvement by conceptualizing ESV as a meso-level factor (i.e., via organizational practices and employer supports that may foster an employee volunteering climate).

In relation to types of employer support for volunteering, Rodell et al. (2015), propose that types of support found in the literature can be combined in five main categories: 1) time-based support (e.g., providing employees with paid time off to volunteer, or allowing flexibility in work schedules to accommodate volunteering), 2) financial support (e.g., providing donations to non-profits or reimbursement of employee costs for volunteering), 3) logistical support (e.g., allowing employees access to company facilities or equipment, donating company goods), 4) employer recognition (of employee involvement in volunteering activities), and 5) publicity of volunteering opportunities. The authors suggest that these five types constitute company-level factors that can influence businesses' employee volunteering climate in their proposed framework of employee volunteering. In support of the role of time-based support, Turcotte & Gaudet (2013) found that employees with flexible work schedules were more likely to engage in regular volunteering than those who followed a schedule established by their employer.

In Canada, national studies on contributory behaviour found evidence of regional trends pertaining to community involvement, warranting the importance of considering regional similarities and differences when exploring the role of employer support for volunteering in local community involvement.

### **The Canadian context and the case of Francophone Quebec**

National surveys have repeatedly documented regional trends in relation to volunteering. Quebec has been found to show a lower formal volunteering rate compared to other provinces. Some studies found that these differences are not based solely on regional differences but can also be attributed to cultural differences between linguistic subpopulations (e.g., Wang, Mook & Handy, 2017; Hwang, Andersen & Grabb, 2007; Caldwell & Reed, 1999), thus highlighting the relevance of identifying differences and similarities between Francophones from Quebec and Anglophones from other provinces.

This geo-cultural difference has also been observed in relation to employer-supported volunteering. In a report published by Statistics Canada presenting data from the 2010 Canadian Survey on Giving, Volunteering and Participating (CSGVP), a statistically significantly lower percentage of Quebec volunteers with employment indicated that they received any formal support from their employer for volunteering (51%) compared to the reference group of Ontario, where 62% of respondents reported ESV (Hurst, 2012). While some potential explanations for these findings may raise either the role of the Quebec taxation system, the role of the so-called “Quiet Revolution” against the Church Establishment and secularization (e.g., Runte, Basil & Runte, 2010; Gaudet & Reed, 2004), or the social-democrat politics that view the State as responsible for the “social safety net,” specific empirical comparisons of multifactorial dynamics are lacking.

## **Purpose of the Study**

### **Goal**

The purpose of the present study is to investigate how the presence of ESV in the workplace relates to local community involvement (i.e., informal volunteering, financial donations and in-kind donations). More specifically, the study aims to assess whether ESV is a significant predictor of other forms of community involvement while accounting for other individual-level and contextual-level variables linked to engagement, as this could suggest the relevance of promoting this type of support in workplaces with the long-term goal of fostering community vitality. A second objective of this research is to assess the relationship between specific types of employer support for volunteering and the different forms of local community involvement, in order to identify ESV practises most susceptible to play an influential role in fostering community engagement. Finally, drawing on empirical findings that suggest Francophone Quebec respondents are less likely to report involvement in formal volunteering, the study aims to gain a better understanding of similarities and differences between employees in Francophone Quebec and Anglophones outside Quebec in terms of the relationship between ESV and other forms of community engagement.

First, this paper presents an overview of the characteristics of respondents, as well as associations between the variables of interest allowing to decipher similarities and differences between the two groups of respondents (Francophones in Quebec and Anglophones outside Quebec), and gain an understanding of the manifestations of ESV among both groups. Regression analyses were used to investigate whether the presence of ESV was a significant predictor of a) informal volunteering, b) financial donating, and c) in-kind donating (of food and commodities), and whether ESV contributed additional information to a model containing

sociodemographic predictors and other community engagement variables. Finally, sequential logistic regression analyses were used to investigate whether the inclusion of specific ESV types (time-based support, financial and/or logistical support, recognition) added significant predictive value to models predicting informal volunteering, financial donating, and in-kind donating.

**Hypothesis 1.** Employer support for volunteering will be related to higher odds of involvement in informal volunteering. This stems from a psycho-socio-ecological perspective suggesting that employer support for volunteering may foster a pro-social workplace climate prone to the development of norms of cooperation and trust.

**Hypothesis 2.** Employer support for volunteering will be associated to a higher likelihood of financial donations. This stems from the understanding that ESV in the workplace may expose and socialize employees to community needs, causes or community organizations to support.

**Hypothesis 3.** Employer support for volunteering will be associated to a higher probability of in-kind donations. Similarly to hypothesis 2, this could be explained by the idea that the presence of ESV in the workplace may contribute to heightening employees' awareness of community needs, causes or community organizations to support.

### **Methodology**

This study involved a quantitative analysis of a national survey produced by Statistics Canada. Data used for this study was drawn from the 2013 General Social Survey (Cycle 27) on Giving, Volunteering and Participating (Statistics Canada, 2015). This publicly available database constitutes one of the most recent nationally representative surveys on contributory behaviour in Canada.

## Participants

The total sample of the GSS GVP 2013 included information from 14 714 Canadians, 2635 (18%) of which were Quebec residents and 12 079 (82%) resided outside Quebec (Statistics Canada, 2015). Participants used in our study comprised a sub-sample of the dataset relevant to the study objective, who reported working full-time in the past year. Although it would have been relevant to account for the business size of respondents' workplace, this variable was not available in the database. Our sample comprised 5262 respondents aged 25-64. A little over half of the sample (54%,  $n = 2860$ ) were women. Of these respondents, 18.6% ( $n = 979$ ) were Francophones in Quebec (respondents who reported that their province of residence was Quebec, and their household language was French), while the remaining 81.4% ( $n = 4283$ ) consisted of Anglophones outside Quebec (i.e., residents of all other provinces, with the exclusion of the territories, who indicated that their household language was English). We opted to compare linguistic majority groups to replicate the methodology used in previous studies suggesting that it is Francophones in Quebec, rather than Quebecers overall, who show lower formal engagement rates (e.g. Hwang, Andersen & Grabb, 2007). As such, Anglophones in Quebec and Francophones outside Quebec were excluded from the analyses. Participant characteristics are presented in Table 1 and Table 2.

## Procedure

The General Social Survey (GSS) was conducted in 2013 as part of a five-year cycle with the aim of monitoring nationwide social trends, and providing information on social policy issues (Statistics Canada, 2015). The target population is made of non-institutionalized individuals aged 15 years or older living in the ten Canadian provinces. The 2013 GSS GVP focused on gathering data on unpaid volunteer activities, charitable donation and participation. The sample

was obtained using probability sampling. Data was collected using computer-assisted telephone interviewing (CATI). The average duration for survey completion was 44 minutes. The overall response rate of the survey was 46% (Fournier-Savard, Du Plessis & Vézina, 2015).

Table 1

*Frequencies and Valid Percentages for Sociodemographic Variables*

Variable	Francophones in Quebec ( <i>n</i> = 979) % ( <i>n</i> )	Anglophones Outside Quebec ( <i>n</i> = 4283) % ( <i>n</i> )
<b>Gender</b>		
Male	44.7% (438)	45.9% (1964)
Female	55.3% (541)	54.1% (2319)
Missing ( <i>n</i> = 0)		
<b>Age**</b>		
25 to 34 years old	22.6% (221)	21.0% (900)
35 to 44 years old	29.0% (284)	24.8% (1063)**
45 to 54 years old	27.2% (266)	29.4% (1261)
55 to 64 years old	21.2% (208)	24.7% (1059)**
Missing ( <i>n</i> = 0)		
<b>Annual Household income***</b>		
Less than \$20 000	2.1% (21)	2.8% (119)
\$20 000 to \$39 999	10.4% (102)	10.0% (430)
\$40 000 to \$59 999	16.3% (160)	13.6% (584)***
\$60 000 to \$79 999	17.3% (169)	13.8% (592)***
\$80 000 to \$99 999	17.1% (167)	15.4% (660)
\$100 000 to \$119 999	11.8% (116)	12.0% (513)
\$120 000 to \$139 999	10.5% (103)	9.8% (420)
\$140 000 or more	14.4% (141)	22.5% (965)***
Missing ( <i>n</i> = 0)		
<b>Education level***</b>		
Up till high school diploma	22.5% (220)	30.1% (1286)***
Post-secondary diploma	43.3% (423)	38.1% (1626)***
University degree	34.2% (334)	31.8% (1359)
Missing ( <i>n</i> = 14)		
<b>Civil status</b>		
Union	63.6% (622)	63.8% (2732)
No union	36.4% (356)	36.2% (1550)
Missing ( <i>n</i> = 1)		
<b>School-aged children at home</b>		
Yes	27.7% (271)	25.4% (1088)
No	72.3% (708)	74.6% (3195)
Missing ( <i>n</i> = 0)		

Note. Chi-square analyses: \**p* < .05, \*\**p* < .01, \*\*\**p* < .001.

Table 2

*Frequencies and Valid Percentages for Community Engagement Variables*

Variable	Francophone Quebec (n = 979) % (n)	Anglophones Outside Quebec (n = 4283) % (n)
Informal Volunteering		
Yes	86.7% (849)	88.5% (3785)
No	13.3% (130)	11.5% (494)
Missing (n = 4)		
Formal Volunteering Frequency***		
Non-volunteers	51.5% (503)	43.4% (1856)***
Non-regular Volunteers	34.7% (339)	37.4% (1598)
Regular Volunteers	13.8% (135)	19.2% (821)***
Missing (n = 10)		
Financial Donating		
Yes	88.4% (865)	89.8% (3846)
No	11.6% (114)	10.2% (437)
Missing (n = 0)		
In-kind Donating – Food***		
Yes	60.9% (596)	69.9% (2988)***
No	39.1% (382)	30.1% (1289)***
Missing (n = 7)		
In-kind Donating - Commodities		
Yes	80.0% (783)	80.8% (3460)
No	20.0% (196)	19.2% (820)
Missing (n = 3)		
Associational Membership***		
Yes	35.8% (350)	46.0% (1970)***
No	64.2% (627)	54.0% (2309)***
Missing (n = 6)		
Presence of ESV***		
Yes	41.3% (382)	48.4% (2030)***
No	58.7% (543)	51.6% (2164)***
Missing (n = 84)		

Note. Chi-square analyses: \*p < .05, \*\*p < .01, \*\*\*p < .001.

## Measures

A number of sociodemographic variables and contextual variables were selected from the GSS GVP 2013 public file database to investigate their relationship with the outcome variables of interest (informal volunteering, financial donations, in-kind donations). In certain cases (i.e., age group, civil status, education level), variable categories were combined in order to ensure a sufficient number of cases in each category, to protect confidentiality and ensure sufficient statistical power.

**Sociodemographic variables.** Sociodemographic variables comprised variables that had been found to be linked to the variables of interest in the literature, and included the following: *gender* (0 = male, 1 = female), *age group* (0 = 25 to 34 years old, 1 = 35 to 44 years old, 2 = 45 to 54 years old, and 3 = 55 to 64 years old), *civil status* (0 = No union, 1 = Spousal union), *annual household income* (0 = < \$40 000, 1 = \$40 000 to \$79 999, 2 = \$80 000 to \$119 999, and 3 = \$120 000 and over), *education level* (0 = high school or less, 1 = post-secondary diploma, and 2 = university degree), and the *presence of school-aged children at home* (0 = No, 1 = Yes). Variable categories are shown in Table 1.

**Contextual variables.** In order to investigate the relationship between contextual variables and forms of community involvement (informal volunteering, financial donating, in-kind donating), the following variables were included in the analyses: i) membership in associations, ii) formal volunteering frequency, and iii) employer-supported volunteering (ESV).

**I) Membership in associations.** A number of dichotomous variables relating to associational or group membership were combined to create this variable. The variable was coded as 0 if respondents endorsed no group membership of any kind within the past year, and as

1 if respondents reported membership in either: 1) a political party/group; and/or 2) a sports or recreational organization; and/or 3) a cultural, educational or hobby organization; and/or 4) a religious-affiliated group; and/or 5) a school group, neighbourhood, civic or community association; and/or 6) service club (such as Kiwanis, Knights of Columbus or the Legion); and/or 7) a seniors club; and/or 8) a youth organization; and/or 9) an immigrant or ethnic association or club; and/or 10) any other type of group or association within the past year.

Although domain-specific volunteering could be of interest, numbers per categories and multiple combinations did not allow for purposeful analyses.

*II) Formal volunteering frequency.* The original GSS GVP 2013 database allowed to differentiate between non-volunteers (no formal volunteering within the past year), episodic (volunteered at least once or twice, and up to three or four times in the past year), monthly (volunteered at least once per month within the last year), weekly (volunteered at least once a week), and daily volunteering (volunteered daily or almost daily within the past year). No significant differences were found between episodic and monthly volunteers, and they were therefore combined. Due to the small number of cases in the “daily” volunteering category, daily and weekly volunteering frequency were also combined. As such, formal volunteering frequency was therefore assessed using a variable containing the following three categories: 1) non-volunteers, 2) non-regular volunteers, and 3) regular volunteers (daily or weekly). The non-regular volunteers’ category contained respondents who reported episodic (at least once or twice, and up to three or four times in the past year) and monthly (at least once per month) involvement within the past year. Finally, the regular volunteers’ category contained respondents who reported having participated in formal volunteering at least once per week within the past year, and up to daily or almost daily.

**III) Employer-supported volunteering (ESV).** The GSS GVP 2013 collected data on nine different types of employer-supported volunteering. These were combined into cluster categories for a) the presence of ESV, and then for b) ESV types.

*Presence of ESV.* To assess the presence of ESV in the workplace, a dichotomous variable was created. The variable was coded as 0 if respondents endorsed none of the nine ESV types found in the database, and as 1 if respondents reported that their employer had provided any of the following types of employer support for volunteering in the past 12 months: 1) use of facilities or equipment for volunteer activities; 2) paid time off or time to spend volunteering while on the job; 3) approval to change work hours or reduce work activities to volunteer; 4) recognition or a letter or thanks for volunteer activities; 5) donated prizes, gift certificates, food, etc.; 6) donated t-shirts, company goods, etc.; 7) donated financially to the organization; 8) provided transportation; sponsored an event, paid the entry fee, membership fee, etc.; 9) other. The variable was coded as 0 if respondents reported that their employer did not provide any of the ESV types listed above in the past 12 months.

*ESV Types.* To distinguish between different ESV types, four variables were created to reflect the conceptual typology suggested as per Rodell et al's (2015) literature review. The variables comprised four dichotomous variables reflecting the presence or absence of the following types of employer support for volunteering in respondents' workplace within the past year: 1) time-based support, 2) financial support, 3) logistical support, and 4) recognition. There was no variable available in the database to reflect "publicity of volunteering opportunities," the fifth type of support suggested by Rodell et al. (2015). Time-based support contained the following two items from the GSS GVP 2013 database: 1) "paid time off or time to spend

volunteering while on the job,” and 2) “approval to change work hours or reduce work activities to volunteer.” Financial support involved a combination of the following two items: 1) “donated financially to the organization,” and 2) “sponsored an event, paid the entry fee, membership fee, etc.” Logistical support involved a combination of the following five items: 1) employer provided “use of facilities or equipment for volunteer activities,” 2) “donated prizes, gift certificates, food, etc.,” 3) “donated t-shirts, company goods, etc.,” 4) “provided transportation [for volunteering purposes]”, and 5) “other.” Finally, recognition was assessed using a single item found in the database: “recognition or a letter of thanks for volunteering activities.”

However, due to small number of cases in the “financial” and “logistical support” items related to survey design, these two types of supports were combined into one category (“financial and/or logistical support”) in the main regression analyses.

### **Data Analysis**

Data analysis was conducted in two parts. Part 1 aimed to provide a portrait of respondents, the associations between variables and manifestations of ESV according to the groups of interests (Francophones in Quebec and Anglophones outside Quebec employees). To this end, chi-square and correlation analyses were performed. Part 2 aimed to predict informal volunteering, financial donating and forms of in-kind donating using demographic and contextual (i.e., formal volunteering frequency, associational membership and ESV) variables. Analyses conducted in Part 2 included sequential logistic regressions to explore the contribution of individual-level and contextual-level variables as per a multi-level approach. Separate regression analyses were performed on Francophones in Quebec and Anglophones outside Quebec to compare models. The software used to conduct the analyses was SPSS Statistics, version 25.

## Results

### Part 1: Portrait of respondents and ESV types

Chi-square analyses were used to compare the Francophone Quebec and Anglophones outside Quebec samples on a series of variables of interest (sociodemographic variables, community engagement variables, ESV presence and ESV types).

**Sociodemographic characteristics.** As shown in Table 1, significant differences were found between the Francophone Quebec and Anglophone sample in relation to age group, annual household income, and education level.

Compared to the Anglophone sample, the Francophone Quebec sample was slightly younger, had a significantly lower annual income, and more likely to have a post-secondary diploma, although there were no significant differences between groups on the proportions of respondents with a university degree (see Table 1). In terms of similarities, respondents from the Francophone and Anglophone group were similar in relation to: gender proportions, civil status, and the presence of school-aged children at home. Indeed, in both groups, just over half of the sample (> 54%) were female, over 72% of respondents in both samples reported that they did not have school-aged children (6-17 years old) at home, and approximately 63% of both samples reported being in a spousal union (married or common law).

**Community involvement.** As shown in Table 2, significant differences between the Francophone Quebec and Anglophone outside Quebec samples were found in relation to the presence of ESV, formal volunteering frequency, food donations and associational membership.

Results suggested lower rates of formal community involvement among Francophone Quebec respondents. Francophone Quebec respondents were less likely than their Anglophone

counterparts to report the presence of employer support for volunteering in their workplace (41.3% vs 48.5%),  $\chi^2(1) = 14.36, p < .001$ . They were more likely to be non-volunteers (51.5% vs 43.4% of Anglophone respondents), less likely to have donated food (60.9% vs 69.9%),  $\chi^2(1) = 29.21, p < .001$ , and less likely to report associational membership in the last year (35.8% vs 46%),  $\chi^2(1) = 33.66, p < .001$ .

In relation to the types of associations respondents reported being members of, Anglophone respondents were more likely to report being members of a sports or recreational organization (25.5% vs 16.8%),  $\chi^2(1) = 33.57, p < .001$ ; a religious group (12.7% vs 3.8%),  $\chi^2(1) = 64.76, p < .001$ ; a school or civic group (17% vs 9.1%),  $\chi^2(1) = 37.73, p < .001$ ; a youth organization (6.3% vs 2.4%),  $\chi^2(1) = 23.47, p < .001$ ; and an immigrant or ethnic association (1.6% vs 0.6%),  $\chi^2(1) = 5.65, p < .05$ ; whereas Francophone Quebec respondents were more likely than Anglophones outside Quebec to report being members of a service club (9.7% vs 4.4%),  $\chi^2(1) = 43.25, p < .001$ , or any “other type of organization” (1.7% vs 0.8%),  $\chi^2(1) = 6.44, p < .05$ . No significant differences were found between groups in the likelihood of membership in a political party or group, or a seniors group.

In terms of similarities between groups, overall, participation in informal volunteering and financial donations were endorsed in similar proportions among both samples (>85%), followed by donating commodities (clothes, toys or household goods), endorsed by approximately 80% of respondents in both groups. However, it is worth noting that these analyses were focused on the proclivity of participating in informal volunteering and financial donating, rather than the intensity of informal volunteering or amount of donations.

**ESV and sociodemographics.** Chi-square analyses were conducted to examine the relationships between sociodemographic characteristics and the likelihood of reporting ESV. Education level was related to the likelihood of reporting ESV. Respondents in higher education categories were more likely to report ESV among both the Francophone Quebec,  $\chi^2(2) = 25.67$ ,  $p < .001$  and Anglophone,  $\chi^2(2) = 81.92$ ,  $p < .001$  samples. No significant associations were found between gender and the likelihood of reporting ESV, nor between the presence of school-aged children and the likelihood of reporting ESV, among neither Francophone Quebec nor Anglophone outside Quebec respondents.

Due to the differences found between Francophone Quebec and Anglophone outside Quebec employees on education level, annual household income, and the likelihood of reporting ESV presented in Table 1 and 2, partial correlations were performed to investigate the relationship between the sum of ESV supports and respondent group (0 = Francophone Quebec), while controlling for a) education level and b) annual household income. Results indicated the presence of a significant positive association between the sum of ESV supports and respondent group ( $r_s = .05$ ,  $p < .001$ ). This association remained positive when controlling for education level ( $r_s = .05$ ,  $p < .001$ ) and when controlling for income ( $r_s = .04$ ,  $p < .01$ ), suggesting that other factors are at play in explaining the geo-cultural differences found with regard to ESV.

Next, chi-square analyses were used to compare the Francophone Quebec and Anglophone samples on proportions of employer-supported volunteering types (time-based support, recognition, financial and/or logistical support).

**ESV Types.** Compared to the Anglophone sample, Francophone Quebec respondents reported significantly lower proportions of time-based support (27.4% vs 32.7%) as well as both time-based support sub-types (paid time off, ability to change work hours), as shown in Tables 3 and 4. They also reported significantly lower proportions of recognition for volunteering involvement (15.6% vs 19.3%). However, Francophone Quebec and Anglophone outside Quebec respondents reported similar levels of financial and/or logistical support from their employer for volunteering purposes (27.6% vs 30.1%, no significant difference between groups).

In relation to ESV types most frequently endorsed, the order was the same for Francophone Quebec and Anglophone respondents: over a quarter of respondents in both groups reported the presence of time-based support and/or financial/logistical support for volunteering in their workplace whereas recognition appeared to be less common, with around 15-20% of respondents reporting this type of support.

Table 3

*Frequencies and Valid Percentages for ESV Types*

Variable	Francophones in Quebec (n = 945) % (n)	Anglophones outside Quebec (n = 4241) % (n)
Time-Based Support*		
Yes	27.3% (258)	32.7% (1387)*
No	72.7% (687)	67.3% (2854)*
Missing (n = 0)		
Paid Time Off*		
Yes	17.1% (160)	20.3% (855)*
No	82.9% (775)	79.7% (3356)*
Missing (n = 40)		
Change Work Hours*		
Yes	22.7% (211)	25.9% (1088)*
No	77.3% (720)	74.1% (3105)*
Missing (n = 62)		
Recognition*		
Yes	15.6% (143)	19.3% (810)*
No	84.4% (776)	80.7% (3382)*
Missing (n = 75)		
Financial and/or Logistical Support		
Yes	27.6% (261)	30.1% (1282)
No	72.4% (684)	69.9% (2978)
Missing (n = 0)		
Allowed Access to Facilities/Equipment		
Yes	25.4% (235)	27.6% (1159)
No	74.6% (691)	72.4% (3042)
Missing (n = 59)		

Note. Chi-square analyses: \*p < .05.

**Financial and/or Logistical Support Subtypes.** Some group differences were noted within the proportions of financial and/or logistical subtypes, as shown in Table 4 below. Among respondents who reported that their employer provided any “other” type of support for volunteering (aside from time-based support, recognition, and access to facilities/equipment), a significantly higher proportion of Francophone Quebec employees than Anglophone employees reported that their employer provided financial donations to organizations they volunteered for

(45.9% vs 27% of those who reported that they received “other” ESV support from their employer). No group differences were observed in relation to the proportions of financial support (combining financial donations and sponsorships), logistical support, and donation of prizes, gift certificates, food, etc. (subtype of logistical support). Results are not presented for two of the three logistical support subtypes (donating t-shirts, company goods, etc.; provided transportation) due to the small number of cases.

Table 4

*Frequencies and Valid Percentages for Financial/Logistical Support Subtypes*

Variable	Francophones in Quebec ( <i>n</i> = 61) % ( <i>n</i> )	Anglophones outside Quebec ( <i>n</i> = 315) % ( <i>n</i> )
Financial Support		
Yes	52.5% (32)	41.3% (130)
No	47.5% (29)	58.7% (185)
Missing ( <i>n</i> = 0)		
Donated financially to the organization*		
Yes	45.9% (28)	27.0% (85)*
No	54.1% (33)	73.0% (230)*
Missing ( <i>n</i> = 0)		
Sponsored an event, paid entry/membership fee, etc.		
Yes	13.1% (8)	20.0% (63)
No	86.9% (53)	80.0% (252)
Missing ( <i>n</i> = 0)		
Logistical Support	26.2% (16)	37.5% (118)
Yes	73.8% (45)	62.5% (197)
No		
Missing ( <i>n</i> = 0)		
Donated prizes, gift certificates, food, etc.	23.0% (14)	24.1% (76)
Yes	77.0% (47)	75.9% (239)
No		
Missing ( <i>n</i> = 0)		

*Note.* Chi-square analyses: \**p* < .05.

Next, to begin examining the potential influence of contextual factors on the role of ESV, chi-square were used to examine the relationship between ESV and formal volunteering.

**ESV and Formal Volunteering Proclivity.** As shown in Table 5, among both the Francophone Quebec and Anglophone sample, formal volunteers were significantly more likely to report the presence of ESV in the workplace.

Table 5

*Frequencies and Valid Percentages for ESV Presence by Formal Volunteer Status (% , n)*

Variable	Francophones in Quebec (n = 925)		Anglophones outside Quebec (n = 4194)	
	Non-Volunteers	Formal Volunteers	Non- Volunteers	Formal Volunteers
Presence of ESV*				
Yes	47.7% (259)	56% (214)*	37.2% (658)	56.6% (1372)**
No	52.3% (284)	44% (168)*	62.8% (1112)	43.4% (1052)**

*Note.* Chi-square analyses: \* $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ . Missing data accounted for <1% in both samples.

**ESV and Formal Volunteering Frequency.** Among both the Francophone Quebec and Anglophone samples, regular volunteers were significantly more likely to report the presence of ESV and time-based support compared to non-regular volunteers (see Table 4), suggesting greater awareness of employer supports for volunteering among regular volunteers, or a higher propensity of formal volunteering among employees who received employer support for volunteering. No significant differences were found in relation to the likelihood of reporting financial and/or logistical support or recognition based on formal volunteering frequency.

Table 6

*Frequencies and Valid Percentages for ESV Presence and ESV Types by Volunteer Frequency (% , n)*

Variable	Francophones in Quebec (n = 476)		Anglophones outside Quebec (n = 2427)	
	Regular Volunteers	Non-regular volunteers	Regular Volunteers	Non-regular volunteers
<b>Presence of ESV*</b>				
Yes	54.9% (73)	41.7% (141)*	60.9% (500)	54.5% (869)**
No	45.1% (60)	58.3% (197)*	45.5% (321)	39.1% (726)**
<b>ESV Types</b>				
<b>Time-Based Support**</b>				
Yes	41.4% (55)	27.6% (93)**	44.3% (363)	38.4% (612)***
No	58.6% (78)	72.4% (244)**	55.7% (457)	61.6% (980)***
<b>Financial and/or Logistical Support</b>				
Yes	27.8% (94)	35.3% (47)	33.5% (534)	35.1% (288)
No	72.2% (244)	64.7% (86)	66.5% (1061)	64.9% (533)
<b>Recognition</b>				
Yes	6.8% (9)	13.1% (44)	20.9% (171)	20.5% (325)
No	93.2% (124)	86.9% (292)	79.1% (647)	79.5% (1263)

*Note.* Chi-square analyses: \* $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ . Missing data accounted for <2% of cases in the Francophone Quebec sample, and <1% in the Anglophone sample.

**Correlation Results.** Among sociodemographic variables, ESV was positively correlated with annual household income ( $r_s = .13, p < .001$ ) and educational level ( $r_s = .14, p < .001$ ) within the Francophone Quebec sample (see Table 7). In the Anglophone outside Quebec sample, as shown in Table 8, ESV was also positively correlated with both annual household income ( $r_s = .13, p < .001$ ) and educational level ( $r_s = .15, p < .001$ ), as well as with civil status ( $r_s = .05, p < .001$ ). ESV was not significantly correlated with age, gender, or the presence of school-aged children at home in either group.

In relation to contextual variables, ESV was positively correlated with formal volunteering frequency (Francophone Quebec:  $r_s = .09, p < .001$ ; Anglophones outside Quebec:  $r_s = .19, p < .001$ ) and associational membership (Francophone Quebec:  $r_s = .08, p < .001$ ; Anglophones outside Quebec:  $r_s = .16, p < .001$ ) within both groups.

As for the outcome variables, ESV was positively correlated with financial donations (Francophone Quebec:  $r_s = .20, p < .001$ ; Anglophones outside Quebec:  $r_s = .17, p < .001$ ), food donations (Francophone Quebec:  $r_s = .10, p < .001$ ; Anglophones outside Quebec:  $r_s = .13, p < .001$ ) and commodity donations (Francophone Quebec:  $r_s = .12, p < .001$ ; Anglophones outside Quebec:  $r_s = .10, p < .001$ ) among both groups, and was not significantly correlated with informal volunteering frequency. Results are presented in Table 7 and Table 8.

In sum, though some similarities were observed between the Francophone Quebec and Anglophone samples, proportion differences were noted in relation to the reporting of ESV, and ESV types, with a higher proportion of Anglophone respondents reporting the presence of ESV. This suggests the relevance of conducting separate regression analyses between the Francophone Quebec and Anglophone samples to investigate the role of ESV and ESV types in predicting informal volunteering, financial donating, and in-kind donating.

Table 7

*Intercorrelations for Sociodemographic and Community Engagement Variables (Francophone Quebec, n = 979)*

	Sociodemographics										Community Engagement						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Age	-																
2. Gender	.04	-															
3. Civil status	-.04	.04	-														
4. Income	.02	.06	<b>.49**</b>	-													
5. Education	<b>-.22**</b>	<b>-.07*</b>	.06	<b>.24**</b>	-												
6. Children	<b>.16**</b>	.04	<b>-.17**</b>	<b>-.23**</b>	<b>-.07*</b>	-											
7. Associational Membership	-.06	.03	.03	<b>.08*</b>	<b>.20**</b>	<b>-.12**</b>	-										
8. Formal Volunteering Frequency	<b>-.12**</b>	.01	.04	<b>.11**</b>	<b>.21**</b>	<b>-.20**</b>	<b>.39**</b>	-									
9. ESV	-.05	.01	.03	<b>.12**</b>	<b>.15**</b>	-.002	<b>.10**</b>	<b>.11**</b>	-								
10. Sum of ESV Types	-.05	.009	.04	<b>.13**</b>	<b>.14**</b>	.000	<b>.08*</b>	<b>.09**</b>	<b>.96**</b>	-							
11. Time-based Support	-.05	.03	.04	<b>.15**</b>	<b>.14**</b>	-.05	<b>.07*</b>	<b>.10**</b>	<b>.74**</b>	<b>.80**</b>	-						
12. Financial/Logistical Support	-.03	-.006	.04	<b>.07*</b>	<b>.10**</b>	.02	<b>.07*</b>	.06	<b>.75**</b>	<b>.82**</b>	<b>.46**</b>	-					
13. Recognition	.001	-.04	.04	<b>.07*</b>	.03	.05	-.06	<b>-.13**</b>	<b>.53**</b>	<b>.62**</b>	<b>.37**</b>	<b>.47**</b>	-				
14. Informal Volunteering Frequency	<b>.13*</b>	-.02	-.08	-.07	.08	.06	<b>.13*</b>	.09	.06	.08	.06	.11	.12	-			
15. Total sum of Financial Donations	<b>.23**</b>	.02	-.02	<b>.24**</b>	<b>.24**</b>	.03	<b>.13**</b>	<b>.13**</b>	<b>.18**</b>	<b>.20**</b>	<b>.19**</b>	<b>.16**</b>	<b>.08*</b>	<b>.22**</b>	-		
16. In-kind giving – Food	-.04	<b>-.18**</b>	<b>.09**</b>	<b>.09**</b>	<b>.06*</b>	<b>-.19**</b>	.05	<b>.11**</b>	<b>.10**</b>	<b>.10**</b>	<b>.07*</b>	<b>.10**</b>	.06	-.03	<b>.07*</b>	-	
17. In-kind giving – Other	-.06	<b>-.09**</b>	<b>.14**</b>	<b>.12**</b>	<b>.11**</b>	<b>-.15**</b>	<b>.08*</b>	<b>.08*</b>	<b>.13**</b>	<b>.12**</b>	<b>.08*</b>	<b>.09**</b>	<b>.08*</b>	-.06	<b>.07*</b>	<b>.20**</b>	-

Spearman's rho. \* $p < .05$ . \*\* $p < .01$ . Note. Variables used included the following: 1. Age; 2. Gender (0 = Female, 1 = Male); 3. Civil Status (0 = No Union, 1 = Union); 4. Annual Household Income; 5. Education level; 6. Presence of school-aged children at home (0 = No, 1 = Yes); 7. Associational membership (0 = No, 1 = Yes); 8. Formal Volunteering Frequency; 9. Presence of ESV (0 = No, 1 = Yes); 10. Sum of ESV Types; 11. ESV - Time-based Support (0 = No, 1 = Yes); 12. ESV Financial and/or Logistical Support (0 = No, 1 = Yes); 13. ESV – Recognition (0 = No, 1 = Yes); 14. Informal Volunteering Frequency; 15. Total Sum of Financial Donations; 16. In-kind Giving – Food (0 = No, 1 = Yes); 17. In-kind Giving – Clothes, Toys, Household Goods (0 = No, 1 = Yes).

Table 8

*Intercorrelations for Sociodemographic and Community Engagement Variables (Anglophones outside Quebec, n = 4283)*

	Sociodemographics										Community Engagement						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
1. Age	-																
2. Gender	-.007	-															
3. Civil status	.02	<b>.05**</b>	-														
4. Income	.02	<b>.08**</b>	<b>.46**</b>	-													
5. Education	<b>-.16**</b>	<b>-.08**</b>	.02	<b>.23**</b>	-												
6. Children	<b>.16**</b>	<b>.03*</b>	<b>-.19**</b>	<b>-.13**</b>	<b>-.07**</b>	-											
7. Associational Membership	<b>-.03*</b>	-.02	<b>.09**</b>	<b>.14**</b>	<b>.23**</b>	<b>-.15**</b>	-										
8. Formal Volunteering Frequency	-.005	<b>-.05**</b>	<b>.08**</b>	<b>.12**</b>	<b>.23**</b>	<b>-.18**</b>	<b>.43**</b>	-									
9. ESV	-.004	-.008	<b>.04*</b>	<b>.13**</b>	<b>.14**</b>	-.01	<b>.16**</b>	<b>.20**</b>	-								
10. Sum of ESV Types	-.009	.008	<b>.05**</b>	<b>.13**</b>	<b>.15**</b>	-.02	<b>.16**</b>	<b>.19**</b>	<b>.94**</b>	-							
11. Time-based Support	<b>-.03*</b>	<b>.05*</b>	<b>.04**</b>	<b>.12**</b>	<b>.12**</b>	<b>-.04*</b>	<b>.14**</b>	<b>.18**</b>	<b>.72**</b>	<b>.79**</b>	-						
12. Financial/Logistical Support	-.003	-.007	<b>.04*</b>	<b>.10**</b>	<b>.11**</b>	.02	<b>.09**</b>	<b>.10**</b>	<b>.68**</b>	<b>.77**</b>	<b>.37**</b>	-					
13. Recognition	<b>.03*</b>	-.02	.02	<b>.07**</b>	<b>.05**</b>	.02	<b>.07*</b>	<b>.04*</b>	<b>.52**</b>	<b>.64**</b>	<b>.37**</b>	<b>.45**</b>	-				
14. Informal Volunteering Frequency	.005	-.04	.001	-.06	<b>-.10**</b>	-.02	.05	.03	-.02	-.03	-.05	-.002	.01	-			
15. Total sum of Financial Donations	<b>.18**</b>	-.02	.02	<b>.20**</b>	<b>.23**</b>	.008	<b>.29**</b>	<b>.27**</b>	<b>.15**</b>	<b>.17**</b>	<b>.15**</b>	<b>.12**</b>	<b>.09**</b>	-.01	-		
16. In-kind giving – Food	<b>.05**</b>	<b>-.18**</b>	<b>.14**</b>	<b>.14**</b>	<b>.15*</b>	<b>-.14**</b>	<b>.19**</b>	<b>.18**</b>	<b>.13**</b>	<b>.13**</b>	<b>.10**</b>	<b>.09**</b>	<b>.08**</b>	<b>.08*</b>	<b>.14**</b>	-	
17. In-kind giving – Other	<b>.04**</b>	<b>-.18**</b>	<b>.15**</b>	<b>.14**</b>	<b>.14**</b>	<b>-.11**</b>	<b>.18*</b>	<b>.15*</b>	<b>.10**</b>	<b>.10**</b>	<b>.06*</b>	<b>.07**</b>	<b>.07*</b>	.01	<b>.15*</b>	<b>.35**</b>	-

Spearman's rho. \* $p < .05$ . \*\* $p < .01$ . *Note.* Variables used included the following: 1. Age; 2. Gender (0 = Female, 1 = Male); 3. Civil Status (0 = No Union, 1 = Union); 4. Annual Household Income; 5. Education level; 6. Presence of school-aged children at home (0 = No, 1 = Yes); 7. Associational membership (0 = No, 1 = Yes); 8. Formal Volunteering Frequency; 9. Presence of ESV (0 = No, 1 = Yes); 10. Sum of ESV Types; 11. ESV - Time-based Support (0 = No, 1 = Yes); 12. ESV – Financial and/or Logistical Support (0 = No, 1 = Yes); 13. ESV – Recognition (0 = No, 1 = Yes); 14. Informal Volunteering Frequency; 15. Total Sum of Financial Donations; 16. In-kind Giving – Food (0 = No, 1 = Yes); 17. In-kind Giving – Clothes, Toys, Household Goods (0 = No, 1 = Yes).

**Part 2: Predicting informal volunteering, financial donating, and in-kind donating**

**Regression results.** To examine the role of ESV and ESV types in predicting participation in a) informal volunteering, b) financial giving, and c) in-kind giving (food, commodities), we conducted a series of regression analyses. Separate analyses were conducted between the Francophone Quebec employees and Anglophone samples. In the first series of regressions, sequential logistic regressions were used to examine the predictive role of the presence of ESV (whether employees reported at least one type of ESV in their workplace). Sociodemographic variables were included in the initial step of the regressions. Formal volunteering frequency and associational membership were included in the second step to examine the contribution of variables related to the social environment. The presence of ESV was included in the third step to examine whether it contributed additional variance to the model.

In the second series of regressions, sequential logistic regressions were used to examine the role of distinct ESV types (time-based support, financial and/or logistical support, recognition) in predicting informal volunteering, financial giving, and in-kind giving. Sociodemographic variables were included in the first step of the regressions. Formal volunteering frequency and associational membership were included in the second step of the analyses. ESV types were included in the third step to examine whether they contributed additional variance to the model. All regression models were conducted with bootstrapped weights for representation purposes.

**Predicting informal volunteering with the presence of ESV.** Results showed that the presence of ESV was reliably associated with participation in informal volunteering for both Francophone Quebec and Anglophone outside Quebec respondents (see Table 9). In step 1, the

model was not significant for the Francophone Quebec sample. However, the inclusion of sociodemographic predictors significantly contributed to the prediction of informal volunteering for the Anglophone sample,  $\chi^2(11) = 24.84, p < .05$ , with education level being the most significant predictor of informal volunteering. Respondents with a post-secondary diploma (OR = 1.32, 95% CI [1.06, 1.66],  $p < .05$ ) and university degree (OR = 1.74, 95% CI [1.35, 2.26],  $p < .001$ ) had greater odds of participating in informal volunteering compared to respondents in the lowest education category.

Comparison of odds ratios for models with and without contextual predictors showed reliable improvement with the addition of contextual predictors (formal volunteering frequency, associational membership) in step 2 for the Francophone Quebec sample,  $\chi^2(3) = 15.05, p < .01$ , and the Anglophone sample,  $\chi^2(3) = 69.60, p < .001$ . Respondents in the highest income category were less likely to participate in informal volunteering compared to those in the lowest income category among both the Francophone Quebec (OR = .67, 95% CI [.31, 1.44],  $p = .30$ ) and Anglophone sample (OR = .66, 95% CI [.46, .96],  $p < .05$ ). Non-regular volunteers had significantly greater odds of participating in informal volunteering compared to non-volunteers for both the Francophone Quebec (OR = 2.02, 95% CI [1.23, 3.32],  $p < .01$ ) and the Anglophone sample (OR = 1.63, 95% CI [1.29, 2.05],  $p < .001$ ). While other contextual variables were not significant predictors of informal volunteering for the Francophone Quebec sample, regular volunteers (OR = 1.51, 95% CI [1.10, 2.07],  $p < .01$ ) and respondents who endorsed associational membership (OR = 1.84, 95% CI [1.46, 2.32],  $p < .001$ ) also had greater odds of participating in informal volunteering in the Anglophone sample. It is worth noting that, despite not reaching statistical significance, associational membership increased the odds of participating

in informal volunteering by 60% for the Francophone Quebec sample (OR = 1.60, 95% CI [.98, 2.62],  $p = .06$ ).

Comparison of odds ratios for models with and without ESV showed reliable improvement with the addition of ESV as a predictor in step 3 for both the Francophone Quebec sample,  $\chi^2(1) = 8.82$ ,  $p < .01$ , and the Anglophone sample,  $\chi^2(1) = 28.78$ ,  $p < .001$ , providing support for hypothesis 1. Interestingly, with the addition of ESV, education level was no longer significantly associated to participation in informal volunteering for the Anglophone sample. The presence of ESV in the workplace increased the odds of participating in informal volunteering by 92% for the Francophone Quebec sample (OR = 1.92, 95% CI [1.23, 3.00],  $p < .01$ ), compared to a 75% increase for the Anglophone sample (OR = 1.76, 95% CI [1.42, 2.16],  $p < .001$ ). No changes were observed in terms of the percentages of correctly classified cases between constant-only models and the addition of the three steps of predictors among both samples, suggesting no improvement in prediction rates.

The Francophone Quebec logistic regression models, including Block 0 (constant-only) correctly predicted 87% of cases, whereas the Anglophone models, including the constant-only block, correctly predicted 88.6% of cases.

Table 9

*Logistic Regressions to Predict Informal Volunteering Among Francophone Quebec and Anglophone Outside Quebec employees (ESV)*

	Francophone Quebec (n = 920)		Anglophones Outside Quebec (n = 4166)	
	Odds Ratio	p value	Odds Ratio	p value
<b>Step 1</b>				
(Constant)	3.81		6.53	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.09 [.58, 2.05]	.78	.97 [.72, 1.31]	.84
Age Group – 45 to 54	.93 [.51, 1.68]	.81	.90 [.68, 1.19]	.45
Age Group – 55 to 64	.72 [.39, 1.31]	.28	1.03 [.77, 1.38]	.86
Gender (0 = Male)	1.21 [.82, 1.79]	.34	1.12 [.92, 1.36]	.26
Civil status (0 = No Union)	1.27 [.79, 2.03]	.32	1.14 [.90, 1.43]	.27
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.04 [.55, 1.97]	.89	.79 [.57, 1.11]	.17
Household Income – \$80 000 to \$119 000	1.22 [.59, 2.51]	.59	.87 [.60, 1.24]	.43
Household Income – \$120 000 or over	.74 [.34, 1.59]	.44	.74 [.51, 1.06]	.10
Education – Post-secondary Diploma (0 = High school or less)	1.68 [1.02, 2.76]	<b>.04*</b>	1.32 [1.06, 1.66]	<b>.02*</b>
Education – University	1.58 [.92, 2.70]	.10	1.74 [1.35, 2.26]	<b>&lt; .001***</b>
School-aged children at home (0 = No)	1.14 [.68, 1.91]	.63	1.02 [.80, 1.31]	.85
<b>Step 2</b>				
(Constant)	3.07		5.32	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.13 [.60, 2.13]	.71	.97 [.72, 1.31]	.83
Age Group – 45 to 54	1.02 [.56, 1.85]	.96	.90 [.68, 1.19]	.46
Age Group – 55 to 64	.76 [.42, 1.40]	.38	.98 [.73, 1.32]	.91
Gender (0 = Male)	1.22 [.82, 1.82]	.32	1.08 [.89, 1.31]	.45
Civil status (0 = No Union)	1.30 [.81, 2.09]	.28	1.10 [.88, 1.39]	.41
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	.97 [.51, 1.84]	.93	.76 [.55, 1.07]	.12
Household Income – \$80 000 to \$119 000	1.11 [.53, 2.30]	.79	.80 [.56, 1.16]	.24
Household Income – \$120 000 or over	.67 [.31, 1.44]	.30	.66 [.46, .96]	<b>.03*</b>
Education – Post-secondary Diploma (0 = High school or less)	1.53 [.92, 2.52]	.10	1.20 [.95, 1.51]	.13
Education – University	1.26 [.72, 2.18]	.43	1.33 [1.02, 1.74]	<b>.04*</b>
School-aged children at home (0 = No)	.97 [.57, 1.66]	.91	.87 [.68, 1.12]	.27
<u>Community Engagement</u>				
Volunteering Frequency – Nonregular (0 = Nonvolunteers)	2.02 [1.23, 3.32]	<b>&lt; .01**</b>	1.63 [1.29, 2.05]	<b>&lt; .001***</b>
Volunteering Frequency – Regular Volunteers	1.16 [.61, 2.21]	.64	1.51 [1.10, 2.07]	<b>.01*</b>
Associational Membership (0 = No associational membership)	1.60 [.98, 2.62]	.06	1.84 [1.46, 2.32]	<b>&lt; .001***</b>
<b>Step 3</b>				
(Constant)	2.89		4.73	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.12 [.59, 2.13]	.72	.96 [.70, 1.30]	.79
Age Group – 45 to 54	1.00 [.55, 1.84]	.10	.89 [.67, 1.17]	.40
Age Group – 55 to 64	.77 [.42, 1.43]	.41	.98 [.73, 1.32]	.89
Gender (0 = Male)	1.23 [.83, 1.84]	.30	1.08 [.89, 1.32]	.44
Civil status (0 = No Union)	1.33 [.82, 2.14]	.25	1.12 [.89, 1.41]	.34
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	.88 [.46, 1.68]	.71	.74 [.53, 1.04]	.09
Household Income – \$80 000 to \$119 000	.99 [.47, 2.06]	.97	.76 [.53, 1.10]	.15
Household Income – \$120 000 or over	.58 [.27, 1.27]	.17	.61 [.42, .89]	<b>&lt; .01**</b>
Education – Post-secondary Diploma (0 = High school or less)	1.39 [.84, 2.32]	.20	1.17 [.93, 1.47]	.19
Education – University	1.10 [.63, 1.94]	.74	1.27 [.97, 1.67]	.08
School-aged children at home (0 = No)	1.00 [.58, 1.71]	.99	.89 [.70, 1.15]	.38
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	2.05 [1.24, 3.38]	<b>&lt; .01**</b>	1.52 [1.21, 1.93]	<b>&lt; .01**</b>
Regular Volunteers	1.08 [.57, 2.07]	.81	1.38 [1.00, 1.89]	.05
Associational Membership (0 = No associational membership)	1.58 [.97, 2.59]	.07	1.76 [1.40, 2.23]	<b>&lt; .001***</b>
Employer-supported volunteering (0 = No ESV)	1.92 [1.23, 3.00]	<b>&lt; .01**</b>	1.75 [1.42, 2.16]	<b>&lt; .001***</b>

\*p < .05, \*\*p < .01, \*\*\* p < .001.

**Predicting informal volunteering with ESV types.** The inclusion of ESV types as distinct variables in the final step of the regression models was also found to significantly contribute to the prediction of informal volunteering among both groups (see Table 10). Indeed, comparison of odds ratios for models with and without ESV types showed reliable improvement with the addition of ESV types as predictors in step 3 for both the Francophone Quebec,  $\chi^2(1) = 12.45, p < .01$ , and the Anglophone sample,  $\chi^2(1) = 36.00, p < .001$ . Although individual ESV types did not reach statistical significance in the Francophone Quebec sample, the presence of time-based support in the workplace increased the odds of participating in informal volunteering by 68% (OR = 1.68, 95% CI [.90, 3.13],  $p = .10$ ), the presence of recognition increased the odds by 62% (OR = 1.62, 95% CI [.71, 3.70],  $p = .26$ ), and the presence of logistical and/or financial support increased the odds by 33% (OR = 1.33, 95% CI [.71, 2.50],  $p = .38$ )

In the case of Anglophone respondents, financial and/or logistical support (OR = 1.49, 95% CI [1.13, 1.98],  $p < .01$ ) and time-based support (OR = 1.44, 95% CI [1.10, 1.88],  $p < .01$ ) were both found to be significant predictors of informal volunteering. Although it did not reach statistical significance, the presence of recognition for volunteering increased the odds of participating in informal volunteering by 22% (OR = 1.22, 95% CI [.87, 1.70],  $p = .25$ ) No changes were observed in terms of the percentages of correctly classified cases between constant-only models and the addition of the three steps of predictors among both samples, suggesting no improvement in prediction rates. The Francophone Quebec models, including Block 0 (constant-only) correctly predicted 87.2% of cases, whereas the Anglophone outside Quebec models, including the constant-only block, correctly predicted 88.6% of cases.

Table 10

*Logistic Regressions to Predict Informal Volunteering Among Francophone Quebec and Anglophone Outside Quebec Employees (ESV Types)*

	Francophone Quebec (n = 906)		Anglophones Outside Quebec (n = 4141)	
	Odds Ratio	p value	Odds Ratio	p value
<b>Step 1</b>				
(Constant)	3.31		6.35	
<u>Sociodemographics</u>				
Gender (0 = Male)	1.26 [.85, 1.88]	.25	1.10 [.91, 1.34]	.33
Civil status (0 = No Union)	1.23 [.77, 1.96]	.39	1.15 [.92, 1.44]	.23
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.05 [.56, 1.97]	.88	.78 [.56, 1.09]	.15
Household Income – \$80 000 to \$119 000	1.30 [.64, 2.64]	.48	.86 [.60, 1.23]	.41
Household Income – \$120 000 or over	.90 [.43, 1.91]	.79	.72 [.50, 1.04]	.08
Education – Post-secondary Diploma (0 = High school or less)	1.80 [1.11, 2.92]	<b>.02*</b>	1.35 [1.08, 1.69]	<b>.01*</b>
Education – University	1.68 [1.00, 2.83]	.05	1.77 [1.37, 2.29]	<b>&lt;.001***</b>
<b>Step 2</b>				
(Constant)	2.83		5.04	
<u>Sociodemographics</u>				
Gender (0 = Male)	1.25 [.84, 1.87]	.27	1.06 [.87, 1.29]	.57
Civil status (0 = No Union)	1.24 [.77, 1.98]	.37	1.09 [.87, 1.37]	.45
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	.98 [.52, 1.84]	.94	.76 [.54, 1.06]	.11
Household Income – \$80 000 to \$119 000	1.17 [.57, 2.40]	.67	.80 [.56, 1.15]	.23
Household Income – \$120 000 or over	.80 [.38, 1.70]	.56	.65 [.45, .94]	<b>.02*</b>
Education – Post-secondary Diploma (0 = High school or less)	1.60 [.98, 2.62]	.06	1.21 [.96, 1.52]	.11
Education – University	1.31 [.76, 2.24]	.33	1.34 [1.03, 1.75]	<b>.03*</b>
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.96 [1.20, 3.20]	<b>&lt;.01**</b>	1.61 [1.28, 2.03]	<b>&lt;.001***</b>
Regular Volunteers (0 = Nonvolunteers)	1.13 [.60, 2.15]	.70	1.46 [1.07, 2.00]	<b>.02*</b>
Associational Membership (0 = No associational membership)	1.60 [.97, 2.63]	.06	1.87 [1.48, 2.36]	<b>&lt;.001***</b>
<b>Step 3</b>				
(Constant)	2.68		4.51	
<u>Sociodemographics</u>				
Gender (0 = Male)	1.27 [.85, 1.91]	.24	1.07 [.88, 1.30]	.52
Civil status (0 = No Union)	1.25 [.78, 2.01]	.35	1.11 [.88, 1.39]	.38
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	.90 [.47, 1.71]	.75	.74 [.53, 1.04]	.08
Household Income – \$80 000 to \$119 000	1.03 [.50, 2.14]	.93	.76 [.52, 1.09]	.14
Household Income – \$120 000 or over	.70 [.33, 1.50]	.36	.59 [.41, .86]	<b>&lt;.01**</b>
Education – Post-secondary Diploma (0 = High school or less)	1.44 [.87, 2.36]	.15	1.18 [.94, 1.49]	.16
Education – University	1.14 [.66, 1.98]	.63	1.28 [.98, 1.67]	.07
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	2.00 [1.21, 3.29]	<b>&lt;.01**</b>	1.50 [1.18, 1.90]	<b>&lt;.01**</b>
Regular Volunteers	1.08 [.56, 2.09]	.83	1.33 [.97, 1.83]	.08
Associational Membership (0 = No associational membership)	1.59 [.96, 2.63]	.07	1.80 [1.43, 2.28]	<b>&lt;.001***</b>
ESV – Time-Based Support (0 = No)	1.68 [.90, 3.13]	.10	1.44 [1.10, 1.88]	<b>&lt;.01**</b>
ESV – Logistical/Financial Support (0 = No)	1.33 [.71, 2.50]	.38	1.49 [1.13, 1.98]	<b>&lt;.01**</b>
ESV – Recognition (0 = No)	1.62 [.71, 3.70]	.26	1.22 [.87, 1.70]	.25

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

**Predicting financial donations with the presence of ESV.** Results showed that the presence of ESV was reliably associated with financial donating for both Francophone Quebec and Anglophone respondents (see Table 11), providing support for hypothesis 2. Comparison of odds ratios for models with and without sociodemographic predictors showed reliable improvement with the inclusion of sociodemographic variables in step 1 for both the Francophone Quebec sample,  $\chi^2(9) = 28.94, p < .01$ , and the Anglophone outside Quebec sample,  $\chi^2(9) = 220.98, p < .001$ . Respondents endorsing an annual household income of \$40 000 or higher had greater odds of donating compared to respondents in the lowest income category (0 - > \$40 000) among both groups. This was also the case for respondents with a post-secondary diploma or university degree, compared to those with high school education or less. In the Anglophone sample, individuals between 45 and 64 years old had greater odds of donating than those in the youngest age category (25 to 34). Respondents with school-aged children at home also had greater odds of donating whereas age group and the presence of children at home were not significant predictors of financial donating among the Francophone Quebec sample.

Comparison of odds ratios for models with and without contextual predictors showed reliable improvement with the addition of contextual predictors (formal volunteering frequency, associational membership) in step 2 for the Francophone Quebec sample,  $\chi^2(3) = 8.59, p < .05$ , as well as the Anglophone sample,  $\chi^2(3) = 156.41, p < .001$ . Non-regular volunteers had greater odds of donating than non-volunteers for both Francophone Quebec (OR = 1.88, 95% CI [1.12, 3.16],  $p < .05$ ) and Anglophone (OR = 2.28, 95% CI [1.73, 3.00],  $p < .001$ ) respondents. In the Anglophone sample, those who endorsed associational membership were also more likely to donate (OR = 3.33, 95% CI [2.49, 4.47],  $p < .05$ ) than those who had not whereas associational membership was not a significant predictor of donating for the Francophone Quebec sample.

This could potentially be explained by the fact that Anglophone respondents were more likely to endorse membership in types of groups that may solicit financial donations than Francophone Quebec respondents (e.g., religious groups).

In step 3, comparison of odds ratios for models with and without ESV showed reliable improvement with the addition of ESV as a predictor for both the Francophone Quebec sample,  $\chi^2(1) = 26.18, p < .001$ , and the Anglophone sample,  $\chi^2(1) = 38.18, p < .001$ . The presence of ESV in the workplace increased the odds of financial donating by 270% for the Francophone Quebec sample (OR = 3.70, 95% CI [2.13, 6.42],  $p < .001$ ), compared to a 110% increase for the Anglophone outside Quebec sample (OR = 2.10, 95% CI [1.65, 2.68],  $p < .001$ ). In fact, the presence of ESV was the strongest predictor of financial donating among Francophone Quebec respondents, whereas the strongest predictor of financial donating among Anglophone respondents was associational membership. No changes were observed in terms of the percentages of correctly classified cases between constant-only models and the addition of the three steps of predictors among the Francophone sample, suggesting no improvement in prediction rates. The Francophone Quebec models, including Block 0 (constant-only) correctly predicted 88.5% of cases. In the Anglophone sample, the inclusion of ESV in step 3 contributed to a 0.1% improvement in prediction rates from the constant-only model, correctly classifying 90.2% of cases.

Table 11

*Logistic Regressions to Predict Financial Giving Among Francophone Quebec and Anglophone Outside Quebec Employees (ESV)*

	Francophones in Quebec (n = 921)		Anglophones Outside Quebec (n = 4170)	
	Odds Ratio	p value	Odds Ratio	p value
<b>Step 1</b>				
(Constant)	1.80		1.43	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.34 [.72, 2.47]	.36	1.11 [.83, 1.48]	.48
Age Group – 45 to 54	1.21 [.67, 2.17]	.53	1.75 [1.32, 2.33]	<.001***
Age Group – 55 to 64	1.61 [.85, 3.03]	.15	2.87 [2.07, 3.96]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.90 [1.08, 3.34]	.03*	1.95 [1.48, 2.58]	<.001***
Household Income – \$80 000 to \$119 000	2.01 [1.11, 3.67]	.02*	3.06 [2.24, 4.16]	<.001***
Household Income – \$120 000 or over	3.80 [1.80, 8.06]	<.001***	3.93 [2.84, 5.45]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.86 [1.12, 3.09]	.02*	2.05 [1.61, 2.61]	<.001***
Education – University	2.14 [1.20, 3.81]	.01*	2.83 [2.12, 3.77]	<.001***
School-aged Children at Home (0 = No)	1.19 [.68, 2.09]	.54	1.45 [1.11, 1.91]	<.01**
<b>Step 2</b>				
(Constant)	1.45		.96	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.41 [.76, 2.63]	.28	1.15 [.85, 1.56]	.36
Age Group – 45 to 54	1.31 [.72, 2.37]	.38	1.82 [1.36, 2.44]	<.001***
Age Group – 55 to 64	1.75 [.92, 3.33]	.09	2.84 [2.04, 3.95]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.83 [1.04, 3.24]	.04*	1.89 [1.42, 2.51]	<.001***
Household Income – \$80 000 to \$119 000	1.95 [1.06, 3.56]	.03*	2.74 [1.99, 3.76]	<.001***
Household Income – \$120 000 or over	3.64 [1.71, 7.72]	<.01**	3.39 [2.42, 4.73]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.73 [1.03, 2.89]	.04*	1.76 [1.37, 2.26]	<.001***
Education – University	1.80 [.99, 3.26]	.05	1.84 [1.36, 2.49]	<.001***
School-aged Children at Home (0 = No)	1.02 [.58, 1.80]	.95	1.13 [.85, 1.50]	.39
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.88 [1.12, 3.16]	.02*	2.28 [1.73, 3.00]	<.001***
Regular Volunteers	1.42 [.70, 2.90]	.33	1.46 [1.02, 2.08]	<.001***
Associational Membership (0 = No associational membership)	1.26 [.76, 2.10]	.37	3.33 [2.49, 4.47]	.04*
<b>Step 3</b>				
(Constant)	1.28		.80	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)				
Age Group – 45 to 54	1.39 [.74, 2.60]	.31	1.15 [.85, 1.55]	.37
Age Group – 55 to 64	1.31 [.72, 2.40]	.38	1.83 [1.36, 2.45]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.88 [.98, 3.60]	.06	2.91 [2.08, 4.06]	<.001***
Household Income – \$80 000 to \$119 000	1.59 [.89, 2.83]	.12	1.85 [1.39, 2.47]	<.001***
Household Income – \$120 000 or over	1.63 [.89, 3.01]	.12	2.63 [1.91, 3.63]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	3.05 [1.42, 6.54]	<.01**	3.15 [2.25, 4.41]	<.001***
Education – University	1.51 [.90, 2.55]	.12	1.73 [1.34, 2.22]	<.001***
School-aged Children at Home (0 = No)	1.50 [.81, 2.78]	.20	1.75 [1.29, 2.37]	<.001***
	1.08 [.61, 1.94]	.78	1.20 [.90, 1.59]	.22
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.88 [1.10, 3.19]	.02*	2.06 [1.04, 2.70]	<.001***
Regular Volunteers	1.20 [.58, 2.48]	.63	1.29 [1.73, 2.86]	.17
Associational Membership (0 = No associational membership)	1.23 [.73, 2.07]	.44	3.18 [2.25, 3.50]	<.001***
Employer-supported volunteering (0 = No ESV)	3.70 [2.13, 6.42]	<.001***	2.10 [1.65, 2.68]	<.001***

\*p &lt; .05, \*\*p &lt; .01, \*\*\*p &lt; .001.

**Predicting financial donations with ESV types.** The inclusion of ESV types as distinct variables in the final step of the regression models was also found to significantly contribute to the prediction of financial donating among both groups (see Table 12). Comparison of odds ratios for models with and without ESV types showed reliable improvement with the addition of ESV types as predictors in step 3 for both the Francophone Quebec sample,  $\chi^2(3) = 24.73$ ,  $p < .001$ , and the Anglophone sample,  $\chi^2(3) = 40.64$ ,  $p < .001$ , though this did not lead to significant improvement in terms of the percentages of correctly classified cases when compared with the constant-only model, with percentages remaining at 88.2% for the Francophone Quebec sample and 90% for the Anglophone sample. Time-based support was a significant predictor of financial donating among both groups. Time-based support increased the odds of donating by 164% for the Francophone Quebec sample (OR = 2.64, 95% CI [1.22, 5.71],  $p < .01$ ), compared to a 94% increase for the Anglophone sample (OR = 1.94, CI [1.39, 2.70],  $p < .001$ ). In addition, financial and/or logistical support was a significant predictor of financial donating among the Francophone Quebec sample (OR = 2.25, 95% CI [1.04, 4.87],  $p < .05$ ) but was not a significant predictor for the Anglophone sample.

Table 12

*Logistic Regressions to Predict Financial Giving Among Francophone Quebec and Anglophone Outside Quebec Employees (ESV Types)*

	Francophones in Quebec (n = 907)		Anglophones Outside Quebec (n = 4145)	
	Odds Ratio	p value	Odds Ratio	p value
<b>Step 1</b>				
(Constant)	1.87		1.43	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.35 [.73, 2.48]	.34	1.12 [.84, 1.50]	.44
Age Group – 45 to 54	1.19 [.67, 2.13]	.56	1.72 [1.29, 2.29]	<.001***
Age Group – 55 to 64	1.62 [.86, 3.05]	.14	2.93 [2.12, 4.05]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.88 [1.07, 3.31]	.03*	1.91 [1.45, 2.51]	<.001***
Household Income – \$80 000 to \$119 000	1.99 [1.09, 3.62]	.03*	3.01 [2.21, 4.09]	<.001***
Household Income - \$120 000 or over	3.46 [1.65, 7.23]	<.01**	3.99 [2.87, 5.54]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.77 [1.07, 2.95]	.03*	2.04 [1.60, 2.60]	<.001***
Education – University	1.98 [1.11, 3.50]	.02*	2.80 [2.10, 3.73]	<.001***
School-aged Children at Home (0 = No)	1.20 [.69, 2.09]	.51	1.49 [1.13, 1.96]	<.01**
<b>Step 2</b>				
(Constant)	1.25		.95	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.43 [.77, 2.65]	.26	1.17 [.87, 1.57]	.31
Age Group – 45 to 54	1.30 [.72, 2.35]	.38	1.80 [1.34, 2.41]	<.001***
Age Group – 55 to 64	1.78 [.94, 3.39]	.08	2.90 [2.08, 4.05]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.82 [1.03, 3.21]	.04*	1.84 [1.38, 2.44]	<.001***
Household Income – \$80 000 to \$119 000	1.93 [1.05, 3.53]	.03*	2.71 [1.97, 3.73]	<.001***
Household Income - \$120 000 or over	3.28 [1.56, 6.90]	<.01**	3.41 [2.43, 4.78]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.63 [.97, 2.73]	.15	1.75 [1.36, 2.24]	<.001***
Education – University	1.62 [.90, 2.94]	.06	1.80 [1.33, 2.44]	<.001***
School-aged Children at Home (0 = No)	1.01 [.58, 1.80]	.11	1.15 [.87, 1.53]	.33
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.98 [1.18, 3.34]	.01*	2.29 [1.74, 3.02]	<.001***
Regular Volunteers	1.52 [.75, 3.09]	.25	1.50 [1.04, 2.14]	.03*
Associational Membership (0 = No associational membership)	1.25 [.75, 2.09]	.39	3.36 [2.50, 4.51]	<.001***
<b>Step 3</b>				
(Constant)	1.37		.82	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.37 [.73, 2.57]	.33	1.17 [.87, 1.58]	.31
Age Group – 45 to 54	1.28 [.70, 2.34]	.42	1.83 [1.36, 2.45]	<.001***
Age Group – 55 to 64	1.86 [.97, 3.56]	.06	3.01 [2.15, 4.21]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.65 [.93, 2.93]	.09	1.83 [1.37, 2.44]	<.001***
Household Income – \$80 000 to \$119 000	1.68 [.91, 3.09]	.10	2.60 [1.89, 3.58]	<.001***
Household Income - \$120 000 or over	2.85 [1.35, 6.04]	<.01**	3.17 [2.26, 4.46]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.82 [.84, 2.40]	.19	1.72 [1.33, 2.21]	<.001***
Education – University	1.37 [.74, 2.51]	.32	1.74 [1.29, 2.36]	<.001***
School-aged Children at Home (0 = No)	1.08 [.60, 1.92]	.80	1.23 [.92, 1.64]	.16
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.91 [1.13, 3.26]	.02*	2.03 [1.54, 2.69]	<.001***
Regular Volunteers	1.22 [.59, 2.54]	.60	1.30 [.90, 1.88]	.16
Associational Membership (0 = No associational membership)	1.25 [.75, 2.11]	.39	3.20 [2.38, 4.31]	<.001***
ESV – Time-Based Support (0 = No)	2.64 [1.22, 5.71]	.01*	1.94 [1.39, 2.70]	<.001***
ESV – Logistical/Financial Support (0 = No)	2.25 [1.04, 4.87]	.04*	1.24 [.90, 1.71]	.19
ESV – Recognition (0 = No)	1.21 [.48, 3.02]	.69	1.37 [.91, 2.06]	.13

\*p &lt; .05, \*\*p &lt; .01, \*\*\*p &lt; .001.

**Predicting in-kind donations.** We conducted regressions to predict food donations in the past year, and subsequently conducted regression models to predict donations of commodities (clothes, toys or household goods) in the past year. The presence of ESV was reliably associated to food and commodity donations for both Francophone Quebec and Anglophone samples (see Tables 13 and 14), providing support for hypothesis 3. In terms of the role of ESV types, recognition of volunteering involvement was reliably associated to food and commodity donations within the Anglophone outside Quebec sample, and was not found to be a significant predictor of in-kind donations for the Francophone Quebec sample. Time-based support and financial and/or logistical support were not found to be significant predictors of in-kind donations among either sample. Since regression results were similar between food and commodity donations, we reran the analyses by combining both types of in-kind donations for clarity and concision purposes. As such, results presented predicted in-kind donations as a whole.

**Predicting in-kind donations with the presence of ESV.** Comparison of odds ratios for models with and without sociodemographic predictors showed reliable improvement with the inclusion of sociodemographic variables in step 1 for both the Francophone Quebec sample,  $\chi^2(11) = 85.86, p < .001$ , and the Anglophone sample,  $\chi^2(11) = 401.23, p < .001$ . For both samples, female respondents and respondents with school-aged children at home had higher odds of in-kind donating than males and respondents with no school-aged children at home. For the Anglophone sample, individuals with an annual household income of \$40 000 or over, individuals with a post-secondary or university degree, and individuals in a spousal union also had higher odds of donating food. In step 2, comparison of odds ratios for models with and without contextual predictors showed no reliable improvement with the inclusion of contextual

variables for the Francophone Quebec sample,  $\chi^2(3) = 5.27, p = .15$ , whereas the addition of formal volunteering frequency and associational membership showed a reliable improvement in model fit for the Anglophone sample,  $\chi^2(3) = 116.58, p < .001$ . All the contextual variables entered were significant predictors of in-kind donating for the Anglophone sample. Non-regular volunteers (OR = 1.59, 95% [1.34, 1.88],  $p < .001$ ) and regular volunteers (OR = 1.34, 95% [1.08, 1.67],  $p < .01$ ) had greater odds of in-kind donating than non-volunteers. Individuals who reported associational membership (OR = 1.59, 95% CI [1.52, 2.11],  $p < .001$ ) also had greater odds of in-kind donating than those who reported no group membership in the past year.

Finally, in step 3, comparison of odds ratios for models with and without ESV showed reliable improvement with the addition of ESV as a predictor for both the Francophone Quebec sample,  $\chi^2(1) = 6.20, p < .01$ , and the Anglophone sample,  $\chi^2(1) = 23.17, p < .001$ . The presence of ESV increased the odds of donating food by 45% for the Francophone Quebec sample (OR = 1.45, 95% CI [1.08, 1.95],  $p < .01$ ), compared to a 44% increase for the Anglophone sample (OR = 1.44, 95% CI [1.24, 1.66],  $p < .001$ ). The addition of ESV to the model contributed to a 3.7% improvement in the accuracy of prediction compared to the constant-only model for the Francophone Quebec sample, by correctly predicting 65.4% of cases. As for the Anglophone sample, the addition of ESV contributed to a 2.6% improvement in prediction accuracy in comparison with the constant-only model, by correctly predicting 72.9% of cases.

Table 13

*Logistic Regressions to Predict In-kind Giving Among Francophone Quebec and Anglophone Outside Quebec Employees (ESV)*

	Francophone Quebec (n = 920)		Anglophones outside Quebec (n = 4168)	
	Odds Ratio	p value	Odds Ratio	p value
<b>Step 1</b>				
(Constant)	.37		.36	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.39 [.91, 2.13]	.13	1.31 [1.06, 1.62]	.01*
Age Group – 45 to 54	1.45 [.96, 2.17]	.08	1.33 [1.09, 1.62]	<.01**
Age Group – 55 to 64	1.00 [.65, 1.53]	.99	1.76 [1.43, 2.16]	<.001***
Gender (0 = Male)	2.36 [1.77, 3.13]	<.001***	2.30 [2.00, 2.65]	<.001***
Civil status (0 = No Union)	1.29 [.92, 1.81]	.14	1.48 [1.26, 1.75]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.36 [.86, 2.15]	.19	1.43 [1.14, 1.79]	<.01**
Household Income – \$80 000 to \$119 000	1.76 [1.06, 2.95]	.03*	1.64 [1.28, 2.09]	<.001***
Household Income – \$120 000 or over	1.23 [.70, 2.14]	.47	1.75 [1.36, 2.26]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.26 [.86, 1.83]	.23	1.57 [1.33, 1.86]	<.001***
Education – University	1.23 [.82, 1.85]	.31	2.07 [1.72, 2.49]	<.001***
School-aged Children at Home (0 = No)	2.09 [1.44, 3.04]	<.001***	1.89 [1.56, 2.28]	<.001***
<b>Step 2</b>				
(Constant)	.35		.28	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.38 [.90, 2.11]	.14	1.32 [1.07, 1.64]	.01*
Age Group – 45 to 54	1.42 [.94, 2.15]	.09	1.35 [1.11, 1.65]	<.01**
Age Group – 55 to 64	1.00 [.65, 1.53]	.99	1.72 [1.40, 2.12]	<.001***
Gender (0 = Male)	2.40 [1.80, 3.20]	<.001***	2.28 [1.98, 2.64]	<.001***
Civil status (0 = No Union)	1.30 [.92, 1.82]	.13	1.45 [1.23, 1.72]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.37 [.87, 2.18]	.18	1.40 [1.11, 1.76]	<.01**
Household Income – \$80 000 to \$119 000	1.79 [1.07, 3.01]	.03*	1.54 [1.20, 1.98]	<.01**
Household Income – \$120 000 or over	1.24 [.71, 2.18]	.44	1.63 [1.26, 2.11]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.24 [.85, 1.82]	.26	1.44 [1.22, 1.71]	<.001***
Education – University	1.18 [.78, 1.79]	.43	1.61 [1.33, 1.95]	<.001***
School-aged Children at Home (0 = No)	2.02 [1.38, 2.95]	<.001***	1.67 [1.38, 2.03]	<.001***
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.04 [.75, 1.43]	.84	1.59 [1.34, 1.88]	<.001***
Regular Volunteers	1.67 [1.04, 2.67]	.04*	1.34 [1.08, 1.67]	<.01**
Associational Membership (0 = No associational membership)	.97 [.70, 1.34]	.85	1.59 [1.52, 2.11]	<.001***
<b>Step 3</b>				
(Constant)	.33		.25	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.37 [.89, 2.10]	.15	<b>1.32</b> [1.06, 1.64]	.01*
Age Group – 45 to 54	1.42 [.93, 2.14]	.10	<b>1.35</b> [1.10, 1.64]	<.01**
Age Group – 55 to 64	1.02 [.66, 1.57]	.94	1.73 [1.40, 2.13]	<.001***
Gender (0 = Male)	2.42 [1.81, 3.22]	<.001***	<b>2.29</b> [1.98, 2.65]	<.001***
Civil status (0 = No Union)	1.32 [.94, 1.85]	.11	1.47 [1.25, 1.73]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.30 [.81, 2.07]	.28	<b>1.38</b> [1.10, 1.74]	<.01**
Household Income – \$80 000 to \$119 000	1.68 [.99, 2.82]	.05	1.50 [1.17, 1.92]	<.01**
Household Income – \$120 000 or over	1.14 [.65, 2.01]	.65	<b>1.56</b> [1.20, 2.01]	<.01**
Education – Post-secondary Diploma (0 = High school or less)	1.18 [.81, 1.73]	.39	1.42 [1.20, 1.69]	<.001***
Education – University	1.12 [.73, 1.70]	.61	1.57 [1.29, 1.91]	<.001***
School-aged Children at Home (0 = No)	2.09 [1.42, 3.06]	<.001***	1.71 [1.41, 2.07]	<.001***
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.03 [.74, 1.43]	.85	<b>1.51</b> [1.28, 1.79]	<.001***
Regular Volunteers	1.59 [.99, 2.56]	.06	1.26 [1.01, 1.57]	.04*
Associational Membership (0 = No associational membership)	.96 [.69, 1.32]	.78	1.75 [2.48, 1.05]	<.001***
Employer-supported volunteering (0 = No ESV)	1.45 [1.08, 1.95]	.01*	<b>1.44</b> [1.24, 1.66]	<.001***

\*p &lt; .05, \*\*p &lt; .01, \*\*\*p &lt; .001.

**Predicting in-kind donations with ESV Types.** Comparison of odds ratios for models with and without ESV types showed no reliable improvement with the addition of ESV types as predictors in step 3 for the Francophone Quebec sample,  $\chi^2 (3) = 6.09, p = .11$ . Although ESV types did not reach statistical significance, respondents who reported the presence of recognition for volunteering in the workplace had 82% higher odds of in-kind donating (OR = 1.82, 95% CI [.96, 3.42],  $p = .07$ ), and those who reported the presence of logistical and/or financial support had 19% higher odds of in-kind donating (OR = 1.19, 95% CI [.73, 1.95],  $p = .48$ ).

In the regression model conducted on the Anglophone sample, the inclusion of ESV types in step 3 showed reliable improvement from step 2,  $\chi^2 (3) = 12.73, p < 0.01$ , and contributed to a 0.5% increase in prediction accuracy compared to the constant-only model. Recognition of volunteering involvement increased the odds of in-kind donating by 41% (OR = 1.41, 95% CI [1.08, 1.85],  $p < .05$ ). Although financial and/or logistical support was not found to be a significant predictor, it increased the odds of in-kind donating by 11% (OR = 1.11, 95% CI [.89, 1.38],  $p = .37$ )

Table 14

*Logistic Regressions to Predict In-Kind Giving Among Francophone Quebec and Anglophone Outside Quebec Employees (ESV Types)*

	Francophone Quebec (n = 906)		Anglophones Outside Quebec (n = 4142)	
	Odds Ratio	p value	Odds Ratio	p value
<b>Step 1</b>				
(Constant)	1.09			
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.06 [1.63, 1.78]	.82	1.25 [.98, 1.59]	.08
Age Group – 45 to 54	1.26 [.76, 2.09]	.38	1.34 [1.07, 1.68]	.01*
Age Group – 55 to 64	.85 [.52, 1.40]	.52	1.73 [1.36, 2.20]	<.001***
Gender (0 = Male)	1.42 [1.01, 1.99]	.05	2.55 [2.15, 3.01]	<.001***
Civil status (0 = No Union)	1.79 [1.21, 2.65]	<.01**	1.70 [1.41, 2.05]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.29 [.77, 2.15]	.33	1.20 [.94, 1.54]	.14
Household Income – \$80 000 to \$119 000	.99 [.76, 1.75]	.96	1.44 [1.10, 1.89]	<.01**
Household Income – \$120 000 or over	1.21 [.62, 2.34]	.58	1.89 [1.41, 2.53]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.68 [1.06, 2.48]	.03*	1.69 [1.39, 2.04]	<.001***
Education – University	1.97 [1.23, 3.16]	<.01**	2.03 [1.63, 2.53]	<.001***
School-aged Children at Home (0 = No)	2.27 [1.38, 3.73]	<.01**	1.76 [1.40, 2.21]	<.001***
<b>Step 2</b>				
(Constant)	1.02		.52	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.08 [.64, 1.81]	.78	1.28 [.99, 1.63]	.05
Age Group – 45 to 54	1.29 [1.78, 2.14]	.33	1.37 [1.09, 1.73]	<.01**
Age Group – 55 to 64	.86 [.52, 1.42]	.55	1.71 [1.34, 2.18]	<.001***
Gender (0 = Male)	1.43 [1.02, 2.02]	.04*	2.54 [2.14, 3.01]	<.001***
Civil status (0 = No Union)	1.18 [1.22, 2.68]	<.01**	1.66 [1.38, 2.01]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.25 [.75, 2.09]	.39	1.17 [.91, 1.50]	.23
Household Income – \$80 000 to \$119 000	.95 [.53, 1.58]	.85	1.35 [1.02, 1.78]	.04*
Household Income – \$120 000 or over	1.18 [.61, 2.29]	.63	1.75 [1.30, 2.35]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.56 [1.01, 2.39]	.04*	1.54 [1.27, 1.88]	<.001***
Education – University	1.77 [1.08, 2.89]	.02*	1.56 [1.24, 1.95]	<.001***
School-aged Children at Home (0 = No)	2.16 [1.31, 3.57]	<.01**	1.55 [1.23, 1.96]	<.001***
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.08 [.73, 1.62]	.70	1.46 [1.20, 1.78]	<.001***
Regular Volunteers	1.05 [.60, 1.86]	.86	1.23 [.95, 1.60]	.12
Associational Membership (0 = No associational membership)	1.40 [.93, 2.10]	.10	2.01 [1.65, 2.44]	<.001***
<b>Step 3</b>				
(Constant)	1.01		.49	
<u>Sociodemographics</u>				
Age Group – 35 to 44 (0 = 25 to 34)	1.07 [.63, 1.80]	.81	1.27 [.99, 1.62]	.06
Age Group – 45 to 54	1.29 [.77, 2.15]	.34	1.36 [1.08, 1.71]	.01*
Age Group – 55 to 64	.86 [.52, 1.43]	.57	1.70 [1.34, 2.17]	<.001***
Gender (0 = Male)	1.43 [1.01, 2.01]	.04*	2.54 [2.14, 3.02]	<.001***
Civil status (0 = No Union)	1.82 [1.22, 2.70]	<.01**	1.67 [1.38, 2.02]	<.001***
Household Income – \$40 000 to \$79 999 (0 = < \$40 000)	1.18 [.70, 1.97]	.54	1.16 [.90, 1.50]	.25
Household Income – \$80 000 to \$119 000	.87 [.49, 1.57]	.65	1.32 [.99, 1.74]	.05
Household Income – \$120 000 or over	1.09 [.56, 2.12]	.81	1.70 [1.26, 2.28]	<.001***
Education – Post-secondary Diploma (0 = High school or less)	1.48 [.96, 2.27]	.08	1.54 [1.26, 1.87]	<.001***
Education – University	1.71 [1.04, 2.80]	.03*	1.54 [1.22, 1.93]	<.001***
School-aged Children at Home (0 = No)	2.26 [1.36, 3.75]	<.01**	1.59 [1.25, 2.00]	<.001***
<u>Community Engagement</u>				
Nonregular Volunteers (0 = Nonvolunteers)	1.11 [.74, 1.67]	.62	1.44 [1.18, 1.76]	<.001***
Regular Volunteers	1.10 [.61, 1.97]	.76	1.22 [.93, 1.58]	.15
Associational Membership (0 = No associational membership)	1.40 [.94, 2.10]	.10	1.98 [1.62, 2.40]	<.001***
ESV – Time-Based Support (0 = No)	.99 [.62, 1.59]	.97	1.00 [.81, 1.24]	.99
ESV – Logistical/Financial Support (0 = No)	1.19 [.73, 1.95]	.48	1.11 [.89, 1.38]	.37
ESV – Recognition (0 = No)	1.82 [.96, 3.42]	.07	1.41 [1.08, 1.85]	.01*

\*p &lt; .05, \*\*p &lt; .01, \*\*\*p &lt; .001.

## Discussion

Employer-supported volunteering (ESV), which includes organizational practices and initiatives aiming to foster employee volunteering is a widespread practice, though the relationship between ESV and community well-being constitutes an understudied area of research. This study aimed to contribute to the social argument of ESV by drawing from a theoretical typology of ESV supports to investigate the relationship between ESV and other forms of community involvement (informal volunteering, financial giving and in-kind giving) among full-time employees. Given prior research suggesting lower levels of formal volunteering in Francophone Quebec compared to Anglophones in other provinces, separate analyses were performed on Francophone Quebec employees and their Anglophone outside Quebec counterparts to allow for comparisons. Overall, the presence of at least one type of ESV support in the workplace was reliably associated to participation in informal volunteering, financial donating, and in-kind donating for both Francophone Quebec and Anglophone employees. However, when considering ESV types separately, different forms of support were related to different types of community involvement activities, thus suggesting that ESV may yield different results depending on how it is implemented, and the environment within which it is being implemented. Results also provided evidence for uneven distributions of ESV in relation to 1) respondent groups, and 2) the intensity of formal engagement. In sum, these findings provide a useful stepping stone for identifying promising organizational practices, as well as highlighting gaps worth considering when implementing ESV to foster potential community-level impact. They also allowed for distinctive interpretations of the lower rates found in Quebec compared to other provinces.

### **Understanding Local Community Involvement Using a Multi-Level Approach**

Although prior research has found that employees who receive employer support for volunteering are more likely to participate in formal volunteering (Fournier-Savard, 2016), and tend to devote more hours (Hurst, 2012; Booth, Park & Glomb, 2009; Macphail & Bowles, 2009), there is a dearth of research on the link between ESV and other forms of local community involvement. Our study addresses this gap. Findings provide support for the relevance of considering contextual and organizational-level variables (e.g. ESV practises) in addition to sociodemographic characteristics when seeking to better understand factors linked to community involvement, and suggest that ESV may constitute a promising avenue to foster different forms of local community involvement.

Since our main interest was to examine the role of ESV in local community involvement, sociodemographic characteristics served as control variables for the purposes of this study. Nevertheless, the use of a multi-level approach allowed to reveal certain links between both individual and contextual-level factors, and ESV. As such, findings relating to the role of socio-economic status, gender, membership in associations, and formal volunteering frequency are worth discussing.

**Socio-economic status.** Our research contributes to build on and expand the current understanding of the relationship between socio-economic status and community involvement. Consistent with prior research showing the presence of a positive relationship between income and giving (Wiepking & Bekkers, 2012), our results showed that respondents with higher incomes were more likely to provide financial and in-kind donations. Indeed, it makes sense that individuals with more economic resources and disposable income are more capable and inclined

to give back. Previous research has suggested that socioeconomic resources are more strongly linked to formal than informal volunteering (Mitani, 2014). The association we found between high income and a lower likelihood of participating in informal volunteering supports this, and suggests that contextual factors such as ESV may better explain drivers of informal volunteering. This is especially relevant for Quebec since, along with the Atlantic provinces, Quebec has one of the lowest median household incomes in Canada (Statistics Canada, 2016).

In relation to educational attainment, scholars have suggested that more highly educated individuals are likely to be more aware of social issues (Wang, Mook & Handy, 2017), and endorse social responsibility values more strongly than lower educated groups (Bekkers & Wiepking, 2011), which can foster community involvement. Our results suggested that there is also a link between educational attainment and employer support for volunteering. This highlights the complexity of factors linked to community involvement and the need to explore them within a multi-level framework. Our finding suggesting that individuals with higher educational attainment are more likely to report ESV lead to inquiring on whether employer support for volunteering is more commonplace within more specialized professions. In line with this, Fournier-Savard (2016) found that employer support varies by industry, and that manufacturing and construction industries were among those with the lowest reported rates of ESV. Although examining differences in ESV rates between industry types was beyond the scope of this study, we note the relevance of seeking to explore how organizational context and culture may facilitate or hinder the emergence and implementation of ESV.

**Gender.** Findings related to gender differences in contributory behaviour in the literature are mixed. Some studies suggest that women are slightly more likely to volunteer (Sinha, 2015)

and donate (Turcotte, 2012; Bekkers & Wiepking, 2011) than men, and attribute this to women's tendency to score higher on measures of empathic concern, and exhibit greater response towards helping others (Einolf, 2011). Despite this, in Canada, average volunteer hours and amount of donations are similar between men and women (Sinha, 2015; Turcotte, 2012). In our study, Francophone Quebec and Anglophone outside Quebec women were significantly more likely to make in-kind donations, while gender was not a significant predictor of informal volunteering nor financial giving proclivities. There is a gap of knowledge regarding correlates of in-kind donations and related gender differences. Due to its tangible nature, this form of donating may hold higher emotional significance and be influenced by motivations more closely related to empathy than financial giving, which could make it more appealing to women.

Macphail & Bowles (2009) suggest a potential link between gender and ESV. Contrarily to their study suggesting that women are less likely to report ESV, we found no gender differences in overall ESV rates. This discrepancy highlights the need for more comprehensive assessment of ESV implementation and uptake, in order to analyze and understand its trends and evolution.

**Membership in associations.** In studies investigating Quebec's lower rates of involvement, some authors have suggested that Francophone Quebec's history with the authority of the Catholic Church and with the English economic elite have resulted in a loss of trust and distancing from formal organizations (e.g. Reed & Selbee, 2000). Our findings showing that Francophone Quebec employees were less likely than their Anglophone counterparts to report membership in associations within the last year, and reported significantly lower proportions of membership in religious organizations fit within this context. These findings also suggest that Francophone Quebec employees may be less likely to be solicited to contribute their time and

resources through these channels. Although no statistical significance was reached, Francophone Quebec employees who reported membership in associations had 25% higher odds of financial donating, 40% higher odds of donating in-kind goods and 59% higher odds of participating in informal volunteering compared to those who reported no membership in associations in the past year. These results were likely linked to a statistical power issue, since similar significant results were obtained within the Anglophone outside Quebec sample. Findings suggest that associational membership may play a meaningful role in the Francophone Quebec context by contributing to shape community engagement norms fostering involvement, namely in informal ways. Moreover, the fact that ESV was a significant predictor of other forms of community involvement while accounting for membership in associations suggests that receiving employer support for volunteering may influence engagement whether individuals are members of community groups or associations or not.

**Formal volunteering frequency.** In support of the positive relationship between formal and informal volunteering found in previous studies (e.g. Wang, Mook & Handy, 2017; Lee & Brudney, 2012), we found that formal volunteering frequency was a significant predictor of the proclivity of informal volunteering, financial and in-kind giving. Interestingly, non-regular volunteering was generally the most significant predictor in comparison with other volunteering frequency levels, suggesting that regular or sustained volunteering frequency may not be necessary to foster other forms of involvement. This result is particularly relevant for employer-supported volunteering, as supports provided in the context of ESV often favour one-off or *ad hoc* volunteering initiatives. The “toe in the water” hypothesis (Lemyre et al., 2019) also finds support for this – that is, a small exposure may then effectively facilitate further engagement. Indeed, it is possible that when involvement is short-term, it retains its novelty and remains

fulfilling (Hustinx, Haski-Leventhal & Handy, 2008), which could positively influence the desire to get involved in other ways. Furthermore, when volunteering commitments are less time-consuming, individuals may benefit from more freedom to respond to other involvement requests. As such, ESV practises that promote episodic volunteering involvement may, in turn, foster other forms of local community involvement.

### **ESV Manifestations: Geo-Cultural Differences and Similarities**

Research comparing formal involvement rates between the different Canadian provinces repeatedly found lower volunteering rates within Francophone Quebec (Wang, Mook & Handy, 2017; Sinha, 2015; Turcotte, 2015; Vézina & Crompton, 2012; Reed & Selbee, 2000). Few studies have examined geo-cultural trends pertaining to employer-supported volunteering and related organizational practices. In relation to differences between Francophone Quebec and Anglophone Quebec respondents, our study revealed lower overall rates of ESV, as well as lower rates of time-based support and recognition for volunteering involvement. These findings were in line with previous studies reporting lower rates of ESV in Quebec (Runte, Basil & Runte, 2010; Hurst, 2012). Despite Francophone Quebec employees reporting lower rates of ESV, ESV was linked to higher odds of participating in all three forms of community involvement investigated among this group, suggesting that ESV can play a meaningful role in Francophone Quebecers' engagement.

In terms of the manifestations of employer support for volunteering, prior research has found that Quebec businesses were more likely to discourage volunteering during regular work hours, less likely to allow employees to take paid time off to volunteer, and less likely to allow employees to adjust their work schedule to accommodate volunteering compared to businesses in

the other Canadian provinces (Runte, Basil & Runte, 2010). Our results corroborated previous findings suggesting a lower likelihood for Francophone Quebec employers to provide time-based support. A potential explanation for this relates to the role of unions. Quebec is the province with the highest unionization rate in Canada. Quebec's overall unionization rate (38.4%) is higher than the three other provinces with higher population density (Ontario, British Columbia and Alberta), whose unionization rates are all situated below 30% (Demers, 2019). Unions' tendency to oppose to volunteering in the workplace due to concerns of inappropriate use of volunteers or the potential substitution of paid employees by volunteers (Calvert, 1985) may thus influence the degree of openness to employer-supported volunteering within Quebec. However, this may be less of a barrier for small enterprises, who tend to have lower unionization rates. Indeed, recent data showed that large businesses comprising 500 or more employees had a 67% unionization rate, compared to a 19.4% rate in small enterprises of fewer than 20 employees (Cloutier-Villeneuve & Demers, 2014).

This research consists, to our knowledge, in the only attempt to investigate the role of ESV in Canada by combining supports into the categories of time-based support, financial and/or logistical support, and recognition suggested by Rodell et al. (2015). The use of these categories allowed to identify that the types of employer support for volunteering that Francophone Quebec respondents were less likely to report compared to their Anglophone counterparts tended to be more formal in nature (e.g., time-based support, paid time off, formal recognition for volunteering involvement). Moreover, the only form of employer support for volunteering that Francophone Quebec respondents were more likely to report than Anglophone employees consisted in providing financial donations to organizations where employees volunteer, which can be done on an *ad hoc* basis rather than within a formal ESV policy or program, and may not

be tracked. This form of support likely had a modelling effect on engagement, since Francophone Quebec respondents reporting financial and/or logistical support were over twice as likely to donate (OR = 2.25) compared to those who reported no support.

Previous research has suggested that Francophone Quebecers tend to prefer informal methods of involvement, as well as financial giving to formal volunteering (Laforest & Reed, 2003). In addition, Runte, Basil & Runte (2010) found that Quebec businesses appeared to focus more on the external benefits of ESV, such as community perception, than businesses in the other Canadian provinces. Accordingly, it may be that, in Francophone Quebec, organizational practices to support employee involvement tends to be more informal and community-oriented. Thus, since national surveys such as the GSS focus on the formal implementation of ESV and individual recognition rather than acknowledging community outcomes, current methods used to assess the presence of ESV may fail to capture its full scope, which could provide some explanation for the lower rates found in Francophone Quebec. Further research is needed to better understand how types of employer support for volunteering are perceived within the Francophone Quebec private sector and potential cultural barriers to implementation.

As for similarities between the groups, our study revealed a similar order of importance of ESV types, and an uneven distribution of ESV based on formal volunteering frequency.

Previous Canada-wide data has suggested that the most commonly endorsed types of employer support for volunteering were, in order of importance: approval to change work hours or reduce work activities (a subtype of time-based support), followed by use of facilities or equipment (a subtype of financial and/or logistical support), and recognition or a letter of thanks (Hurst, 2012). Consistent with these findings, our study demonstrated that the order of

importance of employer supports for volunteering was the same among Francophone Quebec and Anglophones outside Quebec. Time-based support and the approval to adjust one's work schedule to accommodate volunteering can be understood as "responsive" (i.e., employee-initiated and passive), as opposed to strategic forms of employer support for volunteering (Porter & Kramer, 2006). Our study contributed to complement current literature proposing that responsive support can lead to strategic benefits for the businesses involved (Basil, Runte, Easwaramoorthy & Barr, 2008), by showing that it may also promote community outcomes (e.g., by fostering different forms of local community involvement).

However, the implementation of responsive employer support for volunteering may present certain shortcomings and inadvertently contribute to disadvantaging certain groups. Our study showed an uneven distribution of ESV based on the frequency of formal volunteering. This finding suggests that regular volunteers may be more prone to request employer support for their volunteering endeavours. Conversely, it may also be that employers are more aware of regular volunteers' involvement and thus more subject to provide them support. As such, employees in lower tiers of involvement (e.g., non-volunteers, non-regular volunteers) may have less access to potential supports that could facilitate their involvement, which could interfere with participation in community involvement. This result highlights the need for employers to reflect on strategies used to communicate and implement support for involvement in order to reach a broader range and diversity of employees.

### **ESV Practices and Local Community Involvement**

Although existing literature on ESV allows to categorize employer supports for volunteering (Rodell et al., 2015), research on the role and influence of these supports and

related organizational practices is scarce. Prior research has suggested that employer's support and approval of community involvement and company-endorsed ESV programs can positively influence employees' involvement (Grant, 2012; Pelozo & Hassay, 2006). Rodell, Booth, Lynch & Zipay (2017) conceptualize employer supports for volunteering as "company-provided resources" that can instill a corporate volunteering climate within the workplace. However, there is a dearth of knowledge on potential mechanisms at play in this process. By investigating the role of specific types of employer support for volunteering, our research allows to formulate hypotheses to that matter.

Time-based support can arguably be conceived as a form of support that can enable a sense of autonomy within employees. Autonomy and the ability to participate in decision-making have been associated to employee perceptions of control, which were in turn linked to feelings of psychological ownership for their job (Pierce, O'Driscoll & Coghlan, 2004). Furthermore, in the context of employer-supported volunteering, projects that comprise high task significance and promote autonomy and feedback allow to fulfill employees' self-enhancement motives (Lester & al., 2005), which increases the chance of repeated involvement (Grant, 2012). Therefore, the provision of time-based support may enhance employees' sense of perceived behavioural control, potentially leading them to feel competent to contribute to the local community in different ways (such as financial donating and informal volunteering, as found in this study), and experience feelings of ownership towards their involvement.

According to Grant's (2012) Volunteer Work Design model, recognition for volunteering involvement can contribute to enhancing volunteering's significance when it is delivered in a work environment where community involvement receives strong managerial support, senior

management role modelling, and facilitative organizational procedures. In the organizational psychology literature, as per the renowned Job Demands-Resources (JD-R) model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), recognition is conceptualized as a type of job resource, and has been linked to positive organizational outcomes. For example, Crawford, LePine & Rich (2010) found a significant positive correlation between “rewards and recognition” and employee engagement. In our study, recognition was found to be a significant predictor of in-kind donations in the regression model for Anglophone employees (OR = 1.41), and increased the odds of in-kind donating by 82% in Francophone Quebec (n.s.). As such, recognition may enhance the significance and relevance of local involvement and encourage employees to want to contribute meaningfully. In-kind donations can contribute to serve this purpose, due to their tangible nature. Nevertheless, it is important to note that recognition for volunteering involvement may take many forms. In the GSS GVP 2013, the item pertaining to recognition alluded to individual formal forms of recognition (e.g., letter of thanks) but made no mention of other types of recognition (e.g., informal), that could potentially be more present and/or meaningful in the context of Francophone Quebec, and could contribute to the perceived significance of local community involvement.

### **Theoretical and Practical Implications**

Implications with both theoretical and practical considerations can be derived from our study. With regard to theoretical implications, the idea that ESV as a whole is related to involvement in informal volunteering, financial and in-kind donating, suggests the presence of a ripple effect operating at the organizational level. ESV may foster the development of a pro-social workplace climate by promoting positive beliefs about involvement and fostering the

establishment of community involvement norms within the workplace. Moreover, our findings support that organizational practices and processes promoting employee autonomy (e.g., time-based support) and allowing to communicate the significance of involvement (e.g., recognition) are especially relevant in mobilizing employees towards local community involvement.

Cultivating a positive attitude towards local community involvement by communicating its rationale and valuing employee contribution and agency may be more effective and less cumbersome to increase involvement than the unidirectional elaboration of formal ESV policies and programs.

As for practical considerations, the positive significant relationships observed between a) time-based support and financial donations, and b) recognition and in-kind donations (in the context of Anglophone Canada) suggests that types of supports that are arguably less costly or demanding to implement for organizations (in comparison with financial and logistical support) could constitute meaningful levers at the disposition of business sector actors to help foster an ESV climate and, in turn, promote involvement, though further research is needed to provide empirical support for this potential mechanism and clarify the respective roles of individual ESV types. Secondly, the idea that ESV appears to be more prevalent among employees who regularly engage in formal volunteering raises the issue of how businesses communicate about ESV, and may call on employers to assess gaps in relation to: a) what they know about their employees' interests with regard to community involvement, as well as b) strategies used to disseminate information on ESV. However, more research is needed to better understand the relationship between ESV provision and the intensity of formal volunteering, and formulate specific recommendations.

### **Limitations and Directions for Future Research**

Of course, some study limitations require to be stated, some being related to the use of secondary data, and a lack of input on the questionnaire design. The use of a cross-sectional dataset certainly limits the ability to draw conclusions from the findings, as causation may not be established. However, our correlational findings point to interesting hypotheses related to the role of ESV in local community involvement worth exploring in future studies. More specifically, future research could focus on incorporating other organizational-level characteristics that may influence ESV implementation such as business size, with the aim of better understanding the role of ESV within different cultural contexts. Considering the notion of business size could be especially relevant to understand the reality of Francophone Quebec, given the substantial presence of small enterprises within the province's private sector. As such, a qualitative method of inquiry would be suitable to help better seize interactions between individual and contextual factors influencing the role of ESV, as per a systemic approach. Moreover, the use of a quasi-experimental design to develop and implement an organizational-level intervention aiming to increase employer-supported volunteering would add to the understanding of mechanisms fostering involvement.

Since our results were focused on majority groups (e.g., Francophone Quebecers and Anglophones outside Quebec), they may not be generalizable to minority linguistic groups (e.g., Anglophone Quebecers, Francophones outside Quebec). Indeed, community involvement may take on a different meaning within minority linguistic groups, such as contributing to preserving the language and culture (Stebbins, 1993), which may influence involvement forms and rates.

The limitations posed by the design of the ESV section of the questionnaire used in our study included: a) the inability to distinguish between the effects of financial and logistical support, due to the small number of cases; b) the narrow conceptualization of recognition (exclusively focused on formal, individual aspects); c) the lack of information on the context of community involvement (e.g., inability to determine whether financial and in-kind donations were made within or outside workplace initiatives), and d) the inability to distinguish business size. Despite these limitations, the use of the GSS GVP 2013 allowed to categorize ESV types as per a proposed theoretical typology and flag relationships between ESV types and different forms of community involvement, while accounting for other factors (i.e., sociodemographic characteristics, membership in associations, formal volunteering intensity). Furthermore, the identification of the gaps of the questionnaire allows to identify potential ways of improving the measurement of ESV that could be addressed in future research, including: a) cataloguing the various forms of ESV within different organizational and cultural contexts in order to further support and expand Rodell et al. (2015)'s existing typology, and b) considering different forms and manifestations of recognition, in order to better understand the role of recognition for volunteering involvement in the context of ESV. Together the results allowed to replicate known differences between Francophone Quebec and Anglophones outside Quebec in relation to ESV rates, and added considerations relating to the role of contextual factors in local community involvement. The use of a multi-level approach revealed a positive relationship between ESV and other forms of involvement while controlling for sociodemographic factors (in step 1) and formal volunteering intensity as well as associational membership (in step 2), suggesting the relevance of using ESV as a lever to help promote community involvement across different levels of socio-economic status and education levels.

### **Conclusion**

Our study contributes to the scant body of literature on the theoretical underpinnings of employer-supported volunteering by providing support for the relevance of using a systemic approach to conceptualize the role of ESV in local community involvement. The inclusion of ESV in regression models predicting different forms of community involvement (informal volunteering, financial donating and in-kind donating) showed that it provided a reliable improvement in comparison to models composed exclusively of sociodemographic characteristics and contextual variables pertaining to the composition of individuals' social networks (i.e., membership in associations, formal volunteering intensity). This suggests that considering the role of ESV allows to broaden our understanding of potential drivers of local community involvement. By isolating the effects of individual types of ESV, our study also allowed to shed light on geo-cultural similarities and differences between full-time employees in Francophone Quebec and Anglophone Canada, and speculate as to potential explanations for these findings. We propose that a qualitative investigation of the individual, micro-level (e.g., interpersonal) and organizational-level factors related to the implementation of ESV in the work context combining the perspectives of different types of stakeholders (i.e., within the business and nonprofit sectors) constitutes a logical next step to gain further insight into the relationship between ESV and local community well-being in Francophone Quebec.

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Running head: PATHWAYS TO SME-NONPROFIT PARTNERSHIPS

Chapter 3:

Pathways to SME-Nonprofit Partnerships in a Semi-rural Setting:

A Qualitative Study of SME Community Engagement and Employer-Supported Volunteering

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## **Foreword**

Study 1 provided an overview of the relationship between employer-supported volunteering (ESV) types, and other forms of community involvement (informal volunteering, financial donating and in-kind donating) using national survey data comparing Francophone Quebec employees and Anglophones in the other provinces. In order to hone in on Francophone Quebec's business and community landscape and obtain a more comprehensive picture of ESV dynamics at play within this context, a qualitative method of inquiry incorporating the perspectives of non-profit as well as small and medium size business representatives was used in Study 2.

### **Contribution of Collaborators**

This study was conducted as part of an interdisciplinary research project entitled E=MC2 (Engagement = Mobilizing Communities and Collaboration) funded by Human Resources and Skills Development Canada (HRSDC), now called Employment and Social Development Canada (ESDC). The first author participated to the development of the interview guide, data collection, analysis, and wrote the manuscript. Ms. Beaudry and Ms. Guay-Charette were also involved in the development of the interview guide, data collection and analysis, and provided feedback on early drafts of the manuscript. Dr. Lemyre led the research grant and contributed feedback throughout the study design and analytical stages, and all iterations of the paper. The authors wish to thank Dr. Celine Pinsent and members of the E=MC2 research team for their feedback and contribution, and notably Brian Carrière for his knowledge in business social responsibility. They also wish to acknowledge the participation of the Fédération des Centres d'Action Bénévole du Québec (FCABQ), a non-profit representing a network of 114 Volunteer Centres (*Centres d'Action Bénévole – CAB*) across the province of Quebec (Canada), in the development of this study, and the people from the specific community where the study took place.

### Abstract

In a context of high demand for community services, some nonprofits are turning towards the private sector to establish partnerships to address social needs. In light of this, employer-supported volunteering (ESV) has been proposed as an avenue allowing to mobilize additional human resources for the well-being of communities. There is a gap of knowledge on factors associated to the development of business-nonprofit partnerships in the context of ESV – especially in small and medium enterprises (SMEs) and a need to consider contextual factors in order to better understand ESV trends in Canada. Of special interest is understanding the lower rates of volunteering consistently reported in Francophone Quebec. This study aimed to gain a better understanding of multi-level factors involved in the development of SME-nonprofit partnerships in the context of ESV, using a social-ecological perspective. Semi-structured interviews ( $n = 15$ , 53% women) were conducted with community and private sector actors in a semi-rural setting of Francophone Quebec. In spite of more formal definitions of ESV, participants' understanding of ESV was largely informal and embedded within SMEs' wide array of community engagement practises. Participants identified that barriers to the development of partnerships were mostly related to communication and information gaps, and included a climate of intersectoral distrust, conflicting between-sector processes and practices and difficulties measuring the impact of ESV. Facilitators to the development of SME-nonprofit partnerships focused on a shared understanding and recognition of each sectors' contribution to the community, as well as the visibility of initiatives. Results suggest the relevance of conceptualizing ESV as part of an all-encompassing approach to community engagement.

*Keywords:* employer-supported volunteering, SMEs, business-nonprofit partnerships, qualitative analysis

## Introduction

In recent decades, nonprofits have had to adapt to funding cuts from governmental agencies originating from shifts in political priorities, while concurrently facing a proliferation of the demand for non-profit services (Berger, Cunningham & Drumright, 2004). In parallel, in the private sector, businesses have expressed an increased interest to contribute to community well-being with the rise of corporate social responsibility (CSR) demands, referring to societal expectations for businesses to “adopt policies, make decisions and follow desirable lines of action in terms of societal objectives and values so as to have the potential to contribute to society’s general well-being” (Vázquez-Carrasco & López-Perez, 2013, p. 3206). These circumstances created opportunities for the development of business-nonprofit partnerships, involving the sharing of resources, knowledge, and capabilities, and non-economic objectives such as improving social welfare (Berger, Cunningham & Drumwright, 2004).

In the context of business-nonprofit partnerships, employer-supported volunteering (ESV), which encompasses strategies used by employers to promote and facilitate their employees’ involvement in the community, has gained considerable attention from practitioners. ESV has become portrayed as an opportunity to mobilize human resources for community well-being. Indeed, the presence of employer support for volunteering in the workplace has been linked to a higher likelihood of volunteering (Fournier-Savard, 2016), as well as to devoting more hours to volunteering activities (Hurst, 2012).

In a recent study using data from Statistics Canada’s 2013 General Social Survey on Giving, Volunteering and Participating to investigate the relationship between employer support for volunteering and local community involvement among Francophone Quebec and Anglophones outside Quebec full-time employees, results showed that employees who reported

the presence of employer support for volunteering were significantly more likely of getting involved in informal volunteering, financial donating, and in-kind donating, while controlling for a combination of socio-demographic variables (Gagnon & Lemyre, 2019).

Despite ESV's potential to contribute to positive community outcomes, authors highlighted that bringing together actors from different sectors involves several challenges, and that identifying the value potentially generated by business-nonprofit partnerships is "neither easy nor straightforward" (Berger, Cunningham & Drumwright, 2004, p. 88), thus calling for the need to understand mechanisms contributing to partnership success and sustainability.

In order to understand the determinants of success and failure of business-nonprofit partnerships such as those developed in the context of ESV, researchers developed typologies to capture the nature of business-nonprofit relationships. These typologies generally assessed the type of relationship according to businesses' perspective and focused on partnerships involving large corporations with more than 500 employees. Consequently, nonprofits' perspective of business-nonprofit partnerships, and business-nonprofit partnerships in the context of small and medium-sized enterprises (SMEs) constitute understudied areas of research.

Perhaps the most well-known business-nonprofit collaboration typology consists in Austin (2000)'s Collaboration Continuum, developed by using case studies of corporate-nonprofit alliances considered to hold strategic importance. The author proposes that business-nonprofit partnerships may evolve from a) a philanthropic stage (in which partners take on the traditional roles of donor and recipient) to b) a transactional stage (characterized by the exchange of resources), and potentially reach c) an integrative stage, characterized by the alignment of partners' missions and activities for the common good. The latter stage is perceived to contribute to a higher level of added societal value. The continuum has since been revised to include a

fourth stage, the transformational stage, suggesting the presence of convergence between partners with the aim of contributing to significant societal change (Austin & Seitanidi, 2012a). The authors also renamed their contribution as the Collaborative Value Creation (CVC) framework, to reflect the idea that the partnership elements they identified, such as alliance enablers and drivers fostering partnership effectiveness (Austin, 2000), and the types of added value that may constitute collaboration outcomes (Austin & Seitanidi, 2012b), are conceived as contributing to generating societal value. It is worth noting that an important feature of Austin & Seitanidi (2012a, 2012b)'s contribution consists in the notion that institutionalizing the partnership process can promote partnership success and longevity.

The CVC framework's Collaboration Continuum component has informed research on business-nonprofit partnerships in the context of ESV and community involvement, and allowed to qualify the nature of existing partnerships. Studies have found that ESV initiatives tend to present as philanthropic (Jamali & Keshishian, 2009) or transactional collaborations (Austin, 2000; Austin & Seitanidi, 2012a; Zatepilina-Monacell, 2015). By drawing from Austin & Seitanidi (2012a, 2012b)'s framework and Hon & Grunig (1999)'s organizational relationship typology, Cho & Kelly (2014) proposed a framework of their own to characterize types of relationships between corporate donors and nonprofits. They suggest that relationships can present as being a) patronizing/philanthropic (where the business partner holds the role of a powerful donor, while the nonprofit serves as a dependent recipient), b) exchange/transactional (based on give-and-take and *quid pro quo* expectations), or c) communal/integrative (characterized by high investment, commitment, and mutual benefits).

In order to deviate from the tendency of focusing on the private sector's perspective, some scholars adopted a more nonprofit-centric perspective to understand collaboration between

businesses and nonprofits. For example, Schiller & Almog-Bar (2013) developed the Field of Action Typology to document types of collaboration observed between a pharmaceutical company and non-profit in Israel in the context of a corporate volunteering partnership. They identified six types of collaboration, including a) mission-related collaborations (dealing with the nonprofit's core activities and target audience), b) marketing collaborations (allowing to advertise and promote the nonprofit and improve its reputation), c) learning collaborations (contributing to organizational learning and capacity building), d) infrastructure collaborations (contributing to develop and maintain infrastructure), e) political collaborations (allowing to promote and further the nonprofit's agenda), and f) marginal collaborations (not directly related to the nonprofit's mission or core activities).

Existing research on business-nonprofit partnerships has allowed to highlight some of the challenges they entail – including frequent power imbalances often favouring businesses (e.g., Schiller & Almog-Bar, 2013; Berger, Cunningham & Drumwright, 2004), to qualify some of the activities undertaken in these types of partnerships, to identify some of the characteristics of successful partnerships, and to characterize the types of relationships formed between non-profit and business partners. However, gaps remain regarding a lack of understanding of the types of processes and practices that contribute to the development and success of business-nonprofit partnerships in the context of ESV, and pathways to outcomes for the community. Moreover, there is a need to extend the understanding of business-nonprofit partnerships to more informal organizational contexts such as the small and medium enterprises (SMEs)' sector.

### **The case of small and medium enterprises (SMEs)**

Despite SMEs generating a significant economic value and providing over half of employment worldwide (Jenkins, 2004), research on business-nonprofit partnerships and ESV

has primarily focused on the experiences of large corporations of over 500 employees. Though few comparative studies between SMEs and large corporations exist (Baumann-Pauly, Wickert, Spence, & Scherer, 2013), research suggests that SMEs possess characteristics that set them apart from large businesses, meaning that they may experience community involvement, ESV, and business-nonprofit partnerships differently.

SMEs have their own particular set of challenges for the implementation of community involvement activities including limited financial resources, a lack of availability of tools and lack of adequate support services and infrastructure (Kechiche & Soparnot, 2012). Therefore, they show a preference for involvement in the form of in-kind donations, services, competency or capacity rather than financial donations (Madden, Scaife & Crissman, 2006), while large businesses favour financial initiatives such as giving and sponsoring (Russo & Tencati, 2009). Thus, SMEs' contribution and input in business-nonprofit partnerships are likely to differ compared to that of larger businesses.

Overall, SMEs tend to adopt informal and implicit corporate social responsibility strategies, while large businesses are characterized by formal procedures such as environmental and HR policies (Baumann-Pauly et al, 2013; Russo & Tencati, 2009). SMEs possess certain advantages for the implementation of community involvement practises such as ESV. They are less prone to face short-term pressure for financial growth from shareholders, which may grant them greater resources and flexibility to engage in socially responsible activities (Jenkins, 2004; Quinn, 1997). Moreover, due to organizational characteristics such as their smaller size and flat hierarchies, SMEs have shown effective internal communication about CSR issues, a high level of integration of CSR practises in their daily business operations through implicit means (e.g.,

incorporated in habits and routines), and strong engagement in external collaborations (e.g., industry networks, collective action) (Baumann-Pauly et al., 2013). In contrast with large businesses who place considerable emphasis on external reporting of CSR, SMEs reported devoting little effort to external communication about their activities (Baumann-Paul et al., 2013). Consequently, due its implicit and informal nature, non-profits may be less aware of SMEs' community involvement practises, which could hinder business-nonprofit partnerships. Indeed, a study of American SMEs' corporate community involvement practises found that SME representatives endorsed interest in establishing more sustainable, mutually beneficial partnerships, but perceived a lack of requests for support or interest on the part of non-profits (Zatepilina-Monacell, 2015).

Given the important distinctions between SMEs and large businesses, a better understanding of the dynamics involved in the development of SME-nonprofit partnerships in the context of community involvement is required.

### **Understanding the Francophone Quebec Context from a Social-Ecological Perspective**

In the Canadian context, a group that requires special consideration is that of Francophone Quebec, due to the particularities of their community involvement patterns. Data from Canada-wide surveys on community engagement trends and practices has repeatedly shown significantly lower rates of formal involvement (e.g., formal volunteering) in Quebec compared to other provinces (Turcotte, 2015; Vézina & Crompton, 2012). This trend also appears to extend to employer-supported volunteering. In a survey of 990 Canadian companies, results suggested that Quebec companies were less likely to provide employer support for volunteering than businesses in the other provinces (Runte, Basil & Runte, 2010). However, findings from a

roundtable on trends, issues and challenges of corporate philanthropy facilitated by *L'Institut Mallet*, a nonprofit research institute aiming to contribute to the advancement of philanthropic culture in Quebec, suggest the presence of interest in community engagement and ESV from Quebec business leaders (Gagné & Martineau, 2018). The involvement of employees in the community was perceived by some of the roundtable participants as contributing to sustainable business involvement in the community. An investigation of factors involved in business-nonprofit partnership success and sustainability may allow to shed light on this discrepancy between formal involvement rates and perceived interest in ESV.

Cross-cultural comparison studies on ESV comparing Quebec and other provinces are sparse, and hint at differences that may be explained by cultural and sociohistorical hypotheses. In their survey study on employer-supported volunteering, Runte, Basil & Runte (2010) found that Quebec companies were slightly more likely than non-Quebec companies to focus on the external benefits of employer support for volunteering such as community perception, rather than internal benefits (e.g., enhancing employee issues). This finding suggests that there is a need to consider factors pertaining to the broader social environment (e.g., cultural factors) in order to better understand the dynamics at play in ESV in Francophone Quebec.

Some researchers call for the need to consider multi-level factors at play in ESV development and implementation, rather than focusing exclusively on individual-level factors (Roza, Schachar, Meijs, & Hustinx, 2017; Kim & Kim, 2016; Brown, 2005). This can be achieved by drawing from Bronfenbrenner's social-ecological model (1977). Bronfenbrenner developed the ecological systems theory to explain childhood development. It has been applied since to numerous psychosocial processes. This theory stipulates that behaviours are influenced

by mutual interactions in nested ecological systems located at proximal or more distal levels of influence within the environment. Although the ecological systems theory has been used to understand the antecedents and responses to formal volunteering (Kulik, 2007a; Kulik, 2007b), little attention has been given to this model in the context of employer-supported volunteering.

In line with a social-ecological approach, we propose that, in addition to individual-level factors, the development and success of business-nonprofit partnerships within Francophone Quebec are influenced by mutually influential ecological systems including organizational-level factors (e.g., organizational context and processes), and community-level factors (e.g., community norms, neighbourhood context). Furthermore, to understand the multifaceted factors at play, it is required to take into account the characteristics of Francophone Quebec's business landscape, meaning it is important to consider the reality of small and medium-sized enterprises (SMEs) since they provide 87.4% of jobs, and small businesses (99 employees or less) account for 97.9% of businesses in Quebec (Industry Canada, 2019). This inquiry must be shaped by the experiences of business and nonprofit actors alike. Finally, to gain a comprehensive understanding of contextual dynamics at play, neighbourhood characteristics must be explicitly identified.

### **Neighbourhood Context and the Rural Advantage**

Urban and rural settings exhibit different characteristics. In rural regions, residents are more likely to know and trust their neighbours, as well as to have a strong sense of belonging towards their community (Turcotte, 2005). These characteristics may contribute to higher engagement, since volunteering is more prevalent in rural regions (Putnam, 2000; Reed & Selbee, 2001; Turcotte, 2005), as observed in Canadian-wide surveys of participatory behaviour.

In the 2003 General Social Survey (GSS) on social engagement, social cohesion and social participation, a strong association was found between formal volunteering and neighbourhood size (Turcotte, 2005). Indeed, data showed that “the more rural the place of residence, the greater was the likelihood of having volunteered in the past 12 months” (Turcotte, 2005, p. 12), while controlling for a number of sociodemographic characteristics. Results from the 2010 Canadian Survey on Giving, Volunteering and Participation (CSGVP) also showed that the province with the highest rate of volunteering (Saskatchewan) was a province with fewer large urban centers (Vézina & Crompton, 2012).

Little is known about rural businesses’ specificities and dynamics in the context of employer-supported volunteering. However, the context of higher volunteering rates found in rural settings suggests that exploring factors involved in the development of SME-nonprofit partnerships in SMEs may provide insight as to factors associated with increased involvement. As such, the semi-rural setting used in this study was selected due to its reputation for implementing successful SME-nonprofit partnerships in the context of ESV.

### **Purpose of the Study**

#### **Goal**

The study aimed to help develop a better understanding of multi-level factors involved in the development of SME-nonprofit partnerships in the context of employer-supported volunteering, and identify promising practices to that matter. As such, we selected a qualitative approach, as this allowed to gather in-depth perspectives of the different types of actors involved in employer-supported volunteering. The inclusion of different types of actors (i.e., occupying differing roles in the community) also allowed to move beyond individual-level

factors related to SME community engagement and identify organizational and contextual dynamics at play. The study was conducted in partnership with the Fédération des Centres d'Action Bénévole du Québec (FCABQ), and part of a larger interdisciplinary university-community research project with the University of Ottawa titled *E=MC2: Engagement = Mobilizing Communities and Collaboration*. Ethics approval for the study was obtained through the University of Ottawa Research Ethics Board.

## **Methodology**

### **Selection of the community**

In line with Merriam's approach to qualitative research (Merriam, 1998), we chose to investigate the development of SME-nonprofit partnerships by focusing on a specific successful case within geographical boundaries.

The selection of the specific community where the study was conducted was established through consultation with community partner representatives, who helped identify a community containing active partnerships between local businesses and nonprofits, and facilitated establishing contact with key community figures. As a first tapping into the dynamics, we elected for a success story case rather than an analysis of attempts that did not work well. The semirural regional county municipality selected is located between two important urban centres. Population size was estimated at 42 100 residents (with a density of 34 residents per square kilometre). The average individual income was inferior to the provincial average (22 242\$ vs 25 646\$), and the median age is higher than that of Quebec (45.2 years vs 41.5 years), as per the data from the Institut de la Statistique du Québec (2013, 2014).

## **Recruitment**

Recruitment of participants followed a purposeful sampling strategy (Creswell, 2007), allowing us to identify key informants with relevant experiences of employer-supported volunteering and SME-nonprofit community engagement partnerships. We sought to gather the perspectives of participants currently or previously involved in successful SME-nonprofit partnerships to help identify promising practices. Recruitment was facilitated by a community partner and member of the FCABQ (Volunteer Centre representative). The community partner identified potential participants (community organization representatives and SME representatives) and inquired about their desire to participate in the study. Participants who expressed interest to participate provided consent for the Volunteer Centre representative to share their contact information with the researchers and were subsequently contacted by a research assistant to provide consent to participate in the study, as per university research ethical guidelines.

## **Sample**

The study comprised 15 participants belonging to 4 respondent categories: SME employers (owners or managers; N=3), SME employees (N=2), community representatives (i.e., local not-for-profit coordinators; N=3) and community volunteers (N=7). The participant sample contained 8 women and 7 men. Of the three participating SMEs, two were from the retail sector, while the third was in the financial services sector. It is worth noting that some of the participants from the community volunteer category provided insight about relevant experiences from previous life periods (e.g., retired volunteer discussed experiences of employer-supported volunteering when he was part of the work force).

Table 15

*Overview of participating SMEs*

	<b>SME A</b>	<b>SME B</b>	<b>SME C</b>
Sector	Retail	Retail	Financial services
Number of employees	47	63	100

**Procedure**

The interview guide was developed based on the study goals through consultation with the research team. The content included questions on types of employer support for volunteering, reasons for involvement, perceived outcomes related to employer support for volunteering and community engagement in SMEs, and facilitators and barriers to SME community engagement as well as to the development of SME-nonprofit partnerships in this context. The interviews were conducted in person, except for one by phone. Interviews with the community volunteers took place at the Volunteer Centre, while interviews with community representatives and SME representatives were conducted at their workplace, in a private room. Data collection occurred in the winter of 2015. The interview duration ranged from 38 to 128 minutes, and all were audio-recorded and transcribed verbatim. Interviews were conducted in French and quotes presented below have been translated by the first author. Translations were verified by the three contributors to the article. To honor the essence of participants' voices, original quotes are included in Appendix E.

## **Analysis**

Data were analyzed by the first three authors using a combination of deductive and inductive analysis (Miles, Huberman & Saldana, 2013). The NVivo qualitative analysis software was used to manage the data, and coding was conducted using the software. Prior to coding, an initial list of codes based on the research questions and informed by previous literature on employer-supported volunteering (e.g., types of employer support for volunteering documented) was developed. Six interview transcripts were then coded based on this first grid. In line with an inductive analysis strategy, each rater supplemented the initial coding scheme as new themes emerged from the data (Miles, Huberman & Saldana, 2013). To verify the level of agreement on the definition of the codes generated, the equivalent of three interviews was coded by two raters at this stage of analysis. The three raters met to discuss and compare codes and their definitions and combine emergent codes into an updated coding grid. The raters then revised the previously coded transcripts and coding the remaining ones. Once all transcripts had been coded, the coding scheme was revised and refined to “reduce overlap and redundancy among the categories” (Creswell, 2002, cited by Thomas, 2006).

## **Trustworthiness of data**

A number of measures were taken to ensure the trustworthiness of the data and findings obtained, based on the guidelines of Lincoln & Guba (1985). Three investigators participated in data collection, and analyzed the data independently. They engaged in in-depth discussions throughout the analysis process. Trustworthiness was also verified by performing member checks. To do so, the investigators participated in a number of meetings (face-to-face and over the phone) with the FCABQ members over the course of the partnership, which allowed to

obtain feedback on the study process and findings. Member checks were also conducted by submitting preliminary versions of findings and analysis reports to our community research partners for feedback.

Two of the authors had the opportunity to present the study findings in the context of the FCABQ's Annual General Assembly gathering representatives from Volunteer Centres across Quebec. This served as an opportunity to validate the relevance of the findings among nonprofit representatives located in different regional contexts, and obtain further insight as per the challenges and opportunities faced in their interactions with SME representatives. In addition, the analyses made by the first three authors were then discussed with the last author who had not been directly involved in the data collection and was able to provide input as per the fit of the interpretations made in relation to the raw data.

## **Results**

In order to gain an understanding of multi-level factors at play in the development of SME-nonprofit partnerships in the context of employer-supported volunteering (ESV), analyses explored four dimensions of participants' perspectives: a) their conceptualization of ESV, b) perceived multi-level outcomes of ESV, c) challenges and barriers to SME-nonprofit partnership, and d) facilitators and opportunities for SME-nonprofit partnerships. Findings will be presented in this order, and displayed schematically in Figure 5 and Table 19.

### **A) Understanding Employer-Supported Volunteering in the Context of SMEs**

A first important observation made when asking SME representatives about strategies used to elicit employees volunteer participation was that respondents did not tend to relate to the term "employer-supported volunteering". Rather than describing strategies used to support and

facilitate their employees' volunteer in the community as a distinct category of community engagement, SME employers considered these as part of the broader array of community-serving activities performed by their respective businesses:

**Woven-in support.** *“Well, since I’m offering them products for the day, the tent and all that, I may as well check within the entire staff and the management team to see if there’s one or more people who want to go to this event to give out gifts to people, give out juices during the day”* (P1, Employer, SME A).

**Diversity of ESV forms.** Participants reported that SMEs' involvement with the local community took on many forms, including in-kind donations, lending equipment for community events, and participation in fundraisers for local causes or organizations.

Strategies used to promote or facilitate employees' involvement in these activities were vastly informal in nature. Although an employer from the medium-sized business studied (SME C) reported that her business had a policy on community engagement and activities explicitly focused on fostering employee volunteering, none of the SMEs in the study had a formalized approach to ESV in place or a policy specifically tailored to employer-supported volunteering.

**Flexible approach.** Strategies commonly cited as used to promote or facilitate employees' involvement in SMEs' community engagement practises denoted flexibility, support and approval on the part of participating businesses. Participants reported that these strategies were used in the context of employer-led, joint employee-employer initiatives, and employees' personal volunteering endeavours. Several participants mentioned flexible work schedules seeking to accommodate volunteering endeavours and avoid penalizing employees: *“Every first Wednesday of the month, she always has her meeting. So for sure we will never schedule her on*

*Wednesday evening.*” (P1, Employer, SME A). Other commonly reported strategies included those aimed to help reduce the barriers to employee engagement via measures such as in-kind incentives (e.g., providing a meal during the activity) and logistical support: “*We really took care of everything for them. We had made a schedule. We had cleared their agendas. So it went well*” (P3, Employer, SME C).

**Expressing gratitude.** Many participants also mentioned that expressing gratitude for employees’ involvement through different means (ranging from implicit approval and verbal thanks to more concrete and formal gestures such as recognizing employees’ contribution on the business’s internal communication tools) was a common practice among the three participating SMEs.

In terms of the scope of causes and non-profits supported by SMEs, the three businesses studied shared a consideration for their local community relative to their business size and mandate. As such, the two smaller businesses (SME A and B) sought to promote employee volunteering within their immediate locality, whereas SME C, which serves the regional county municipality as a whole, chose to support initiatives within this larger periphery.

### **B) Perceived Outcomes of Employer-Supported Volunteering in SMEs**

Participants attributed a number of perceived outcomes to employer-supported volunteering in the context of SMEs. These outcomes can be categorized according to their recipient: nonprofits, SMEs or the local community.

**Outcomes for nonprofits.** SME employees reported that their volunteering involvement allowed them to gain awareness of non-profits’ services, activities and opportunities for involvement. This increased awareness may contribute to increasing the number of volunteers

for nonprofits. Indeed, an employer observed that an ESV activity organized with the local Volunteer Centre allowed to mobilize some employees who did not previously volunteer in their everyday life. Moreover, she recalled that for some employees, ESV had helped foster the desire to continue to volunteer for nonprofits (e.g., the Volunteer Centre) on their own initiative:

*“It’s not everyone who incorporated volunteering in their personal life. And I know there are a few who continued to do it after, who got involved. I think there is a financial advisor from here who did income tax returns, who helped people, who gave his time in that way. There are people who helped at the reception. So it was an interesting experience, I think, for people of the [Volunteer Centre] but for people from [our business] as well.”*

(P3, Employer, SME C)

The responses of some participants from other categories of respondents (SME employees, community volunteers) corroborated this idea. For example, a retired employee who volunteered at the local volunteer centre remembered having developed the desire to volunteer with the elderly after having participated in an employer-supported volunteering activity while she was still in the workforce, and having envisioned doing so during her retirement at the time. However, ESV was not always perceived as a lever allowing to foster volunteer involvement beyond ESV activities, as one employee perceived his level of volunteer involvement facilitated by his employer as sufficient.

Nonprofit representatives reported that as employers and employee volunteers became familiar with their organization, they sometimes became sources of additional support and advocates for the non-profits through means such as promoting the organization and its services

within the community, providing financial contributions (e.g., for a draw) and helping to raise money (e.g. by participating in different fundraising activities):

*“They say [...] send some of your members, some employees and volunteers and they’ll hand out leaflets to promote the service [...] they allow us to promote our services and organization without doing too much because ‘no, no, our employees will do that. We will have a draw and we’re the ones who are paying for it’.”* (P6, Nonprofit)

Thus, nonprofit representatives felt that SME employee involvement facilitated by ESV contributed to improving their organization’s visibility in the community.

**Outcomes for SMEs.** Participants reported perceived outcomes for SMEs at both the individual and organizational level. At the individual level, employees identified psychological benefits associated with ESV. They expressed deriving enjoyment and gratification from participating to ESV activities. They also perceived that their involvement fostered the development of empathy and open-mindedness, which were sometimes seen as having a positive spillover effect into their work:

*“It probably brought me closer to the human side [of my profession] it allows to better understand people’s reluctance and difficulties, to better understand their environment [...] probably primarily when it comes to work but probably also in my personal life, I probably listen more and I’m probably more attentive.”* (P5, Employee, SME B)

Employees also described perceived outcomes linked to organizational commitment. They reported that seeing their employer actively invest time in community causes contributed to

fostering organizational pride, as well as enhance a sense of good “person-organization fit,” since it aligned with their personal values (e.g., the notion that helping others is important). Employers also reported finding their involvement gratifying. In addition, some employers noted that organizing and participating in ESV initiatives could enhance their social capital by allowing them to improve their personal social networks, which could lead to opportunities for business development.

At the organizational level, an important theme that emerged from the perspectives of employees and employers was the idea that ESV contributed to improving businesses' reputation. Indeed, according to employers, the local clientele acknowledged and expressed gratitude towards SMEs' involvement in the community. One employer reported having received feedback from customers indicating that they chose to support his business due to his involvement with the Volunteer Centre, and thus believed that ESV is susceptible to foster direct financial benefits. The other employers believed that consumer choices are based on a wide array of factors which may or may not include businesses' level of community engagement, and perceived no substantial impact on financial performance as a result of their involvement. Aside from potential impacts on financial performance, employers found that their business could also benefit from an improved reputation by facilitating employee recruitment and retention, as well as customer retention.

Employer-supported group volunteering activities were perceived to be conducive to improved work climate by strengthening relationships between employees, as well as between employees and employers. Indeed, employees and employers found that they provided a context

in which they got to know each other on a more personal level – which promoted a sense of cohesion and social support, and sometimes communicated this to non-profit representatives:

*“I once had a comment from an employer who said it had improved relationships in his business. [...] He said yes, yes it was like tense [...] he said now everyone speaks to each other [...] He said oh yeah, I noticed. I am telling you, they have like some pride now. They don't just come to punch in and weld anymore, you know. There is something else.”* (P8, Nonprofit)

**Outcomes for the local community.** Though it was identified as an outcome for nonprofits, respondents believed that the local community could also benefit from the increase in numbers of volunteers allowed by ESV, as well as the “ripple effect” it sometimes fostered among employee volunteers (e.g., desire to continue volunteering after the employer-supported volunteering initiative).

Certain types of employer-supported initiatives (e.g., fundraising activities) were identified by nonprofit representatives and employers as contributing to community development in a number of quantifiable ways. For example, an employer reported being aware that the money collected within her business had contributed to the purchase of specific items (e.g., vehicle for the distribution of Meals on Wheels, community pool) that benefited the local community in concrete, observable ways:

*“We helped purchase a vehicle for the distribution of Meals on Wheels. Or sometimes it'll be for the economic development of a community. In [Municipality X], we paid for an outdoor pool. So it brings new residents, it brings economic*

*development, it brings community development. So yes, impacts are very concrete.*

*We see them on the field there, a lot.” (P3, Employer, SME C)*

Nonprofit representatives and employees believed that ESV involvement fostered an increased awareness of community needs and services available among SME representatives. A volunteer who had participated in a group volunteering activity at the local Volunteer Centre reported that this had helped her and her colleagues gain awareness of some of the community needs served by the Volunteer Centre, especially among those who were previously unaware of its existence:

*“[...]it seems that it made us realize that yes, there is a real need because there are some women who didn't know about [Volunteer Centre X]” (P15, Community volunteer, former employee of SME C)*

In turn, nonprofit representatives reported that this increased awareness allowed employee volunteers to refer community members (e.g. acquaintances or family members) to services as they became aware of their existence, thus increasing the number of beneficiaries. The Volunteer Centre director described this phenomenon as “naturally occurring referral networks”:

*“It becomes people who tell us we didn't know this person could have this service. And often there is something that happens like what we call naturally occurring referral networks. And here, we've often like had a woman calling and saying it's my daughter who told me to call you because I could have volunteer transportation or Meals on Wheels. Or a man, we have...this type of phenomenon happened.” (P6, Nonprofit)*

Finally, employer-supported volunteering was described by participants as contributing to bringing community members closer. ESV was found to contribute to strengthening relationships in three different domains: (1) within SMEs (as described in the section on outcomes for SMEs), (2) between SME and non-profit representatives, and (3) between SME representatives and members of the local community (e.g., public/clientele). In relation to the second domain, both employers and nonprofit representatives reported that ESV allowed them to establish lasting intersectoral partnerships. The volunteer involvement of SME employees also allowed nonprofit representatives to get to know employees from their local community.

In relation to the third domain (enhanced SME-local community relationships), participants from the employer and employee categories described that participating in ESV activities in the community allowed them to interact with their clientele in a different context and helped develop trusting relationships (e.g. getting to know them on a first name basis, learning about the personal challenges they face). An employee reported that this improved relationship with the clientele helped develop SME representatives' ability to better serve and respond to individualized client needs.

Figure 5 presents a summary of the perceived multi-level outcomes of ESV. In order to gain insight of pathways and circumstances conducive to the aforementioned perceived outcomes of ESV, a better understanding of the mechanisms involved in the development of SME-nonprofit partnerships was required. As such, the following sections will present findings on: 1) barriers and challenges, and 2) facilitators and opportunities related to the development of SME-nonprofit partnerships.

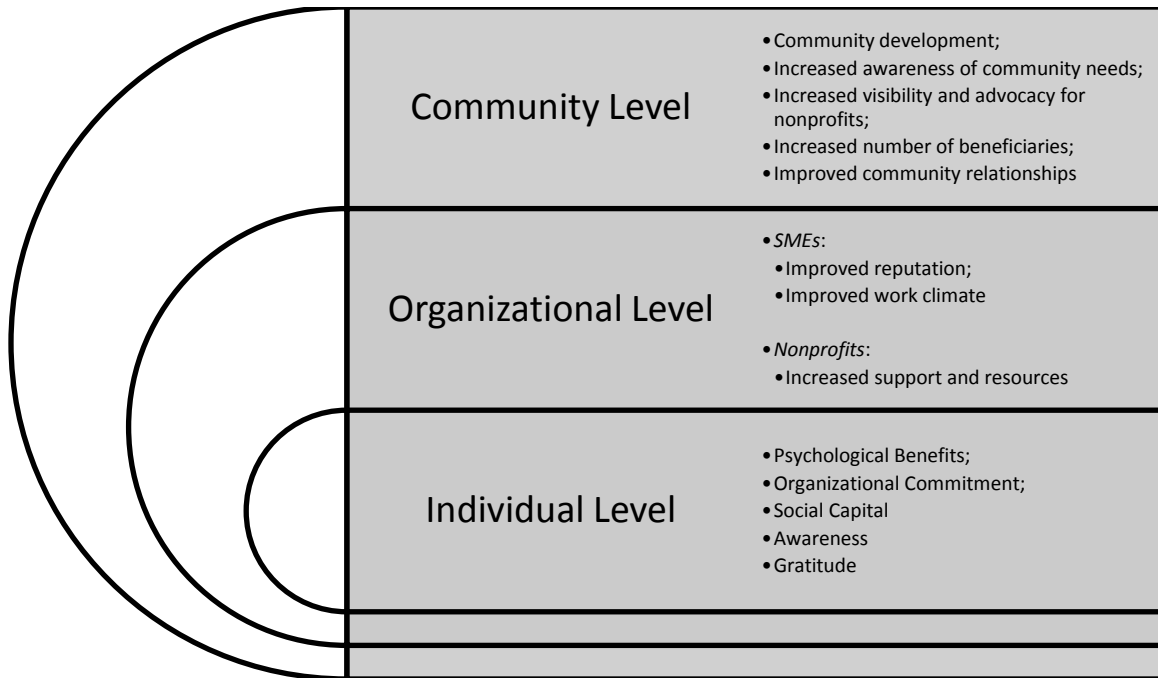


Figure 5. Perceived Multi-Level Outcomes of Employer-Supported Volunteering

### C) Barriers and Obstacles to SME-Nonprofit Partnerships in the Context of ESV

Participants identified a number of factors that could hinder or interfere with the development of SME-nonprofit partnerships in the context of employer-supported volunteering initiatives. Results allowed to identify individual-level, organizational-level and community-level barriers, and are summarized in Table 19.

**Individual-level barriers.** At the individual level, the main barrier to SME-nonprofit partnerships was identified among SME representatives as a *lack of awareness of involvement opportunities*. Some of the respondents from the SME employers and employees categories endorsed a lack of knowledge of nonprofits in their community and opportunities for involvement, which could limit opportunities for the development of partnerships.

**Organizational-level barriers.** At the organizational level, participants identified that barriers to the development of SME-nonprofit partnerships stemmed from a perceived climate of intersectoral distrust, conflicting processes and practices between the community and private sector, and difficulties measuring the impact of initiatives.

*Climate of intersectoral distrust.* An important challenge to the development of ties between SMEs and non-profit representatives identified by respondents was that of intersectoral mistrust. Some respondents described that certain nonprofit representatives were quite refractory to the idea of seeking partnerships with businesses and held a generally negative view of the business sector. For their part, employers reported that certain interactions with nonprofit representatives in which the organization appeared disorganized or half-hearted could negatively affect their desire to collaborate. A nonprofit representative reported having witnessed a tendency towards cautiousness among employers when solicited by nonprofits for financial donations, reflecting the idea of challenges with establishing trust:

*“But entrepreneurs are heavily solicited. They are cautious. And I understand them. You know, they don’t say yes right away. They ask questions: so, what will you do with that money? Often it’s like you want this, but what will you do with it? You ask for a sponsorship, but who will it go to? They ask questions.”* (P6, Nonprofit)

*Conflicting between-sector processes and practices.* Participants in the SME employers and nonprofit representatives mentioned instances of practices and processes used by representatives of the other sector that did not correspond to their expectations or preferences. The use of conflicting processes and practices between sectors could be related to misunderstandings, a perceived lack of transparency, or hinder the desire to embark in a

partnership. For example, an employer mentioned having received requests for support from a non-profit via e-mail exchanges, which did not match her business' preferred mode of communication (telephone conversations), and contributed to a sense of “impersonal” exchanges and lowered interest to pursue the relationship.

*Difficulties measuring the impact of ESV initiatives.* Some of the participants in the SME employers' category described facing challenges regarding the assessment of outcomes linked to ESV, especially at the organizational and community levels. These difficulties could limit their perceived rationale for developing partnerships with nonprofits. As such, they indicated relying on their organization's visibility and “felt” impressions to capture the impact of ESV initiatives: “*Well, it's very difficult to talk about impact because it's things, it's feelings there*” (P7, Nonprofit).

**Community-level barriers.** At the community level, SME employers and community representatives identified that neighbourhood and local community characteristics such as the *socioeconomic context* could contribute to limit the possibilities regarding SME-nonprofit partnerships. Participants mentioned that the state of financial resources available within their semi-rural community limited the scope of community events: “*We're not a rich place, OK? Everyone has limited means. So when you want to organize something, it's hard to organize something that will stand out, OK?*” (P7, Nonprofit)

#### **D) Facilitators and Opportunities for SME-Nonprofit Partnerships in the Context of ESV**

Participants identified a number of facilitators and opportunities for the development of SME-nonprofit partnerships in the context of employer-supported volunteering. These factors

pertained to the individual, organizational, and community-level dimensions and are summarized in Table 19.

**Individual-level Facilitators.** At the individual level, participants related perceptions, attitudes and beliefs linked to a sense of belonging or feeling connected to the local community to the development of SME-nonprofit partnerships.

**Community attachment.** An important theme that emerged among both SME and nonprofit representatives was that of a *pre-existing awareness of the interdependence between sectors* with regards to community sustainability. Indeed, participants considered the need for members of both sectors to work together for the benefit of the community. Moreover, non-profit representatives generally perceived local business representatives as actively involved in the community as illustrated in this quote:

*“We can’t go one without the other here in [regional county municipality X], precisely because there are not a lot of businesses, there is not a large population. And everyone needs to work together to keep [regional county municipality X] alive. So it’s always, it goes without saying that we work together. Merchants will often participate in all kinds of organizations for the benefit of the population.”* (P7, Nonprofit)

Another manifestation of community attachment involved *affective commitment* to specific causes or non-profits. For SME employers, the desire to give back and contribute to local community development was associated with an openness to establish ties and respond to requests for support from non-profits:

*“It’s evident that to date, the Volunteer Centre is my hobbyhorse, and it’s really with them, it’s Mr. [X, Volunteer Centre Director] who transmitted his passion to me.*

*[Volunteer Centre Employee X], [Volunteer Centre Employee Y], they are passionate people who are there to help people. I tip my hat to them at 150 percent.”* (P1,

Employer, SME A)

SME employers’ affective commitment was deemed as particularly relevant to the development of SME-nonprofit partnerships, as many participants considered that SMEs’ community engagement activities and employer-supported practices were largely led or facilitated by employers and owner-managers.

**Organizational-level Facilitators.** Participants identified organizational practices that were associated with the development and continuity of SME-nonprofit partnerships. These included the affirmation of organizational strengths, recognition of the contribution of members of the other sector, the multiplication of intersectoral interactions (cross-pollination), and the formulation of clear objectives.

**Organizational strength affirmation.** The ability to position one’s organization as possessing an area of expertise to representatives of the other sector appeared to serve as an attribute and facilitator of SME-nonprofit ties. In relation to this, nonprofit representatives, SME representatives and community volunteers described the successful efforts exerted by representatives of the local volunteer centre to increase its visibility in the local and business community by attending various community events and openly communicating its mission, activities and accomplishments. The Volunteer Centre director was described as particularly skillful at implementing initiatives to advertise and showcase the non-profit’s areas of

expertise (e.g. in listening skills) to the local community and business sector through various channels (e.g., by providing public workshops), which was positively received by the business sector:

*“[he] positions himself very well in relation to the business community and he really positions his organization as a player, an integral part of community development”*

(P2, Employer, SME B)

The Volunteer Centre was described as holding a positive reputation within the community by various participants, and perceived as both open and transparent.

***Recognizing and valuing contribution.*** An important factor that emerged as helping to strengthen the relationship between SME and nonprofit representatives was that of recognition and valuing contribution. Both SME and nonprofit representatives recognized the contribution of members of the other sector in relation to the success of community engagement activities such as ESV. Moreover, they acknowledged each other's contribution to local community development. The Volunteer Centre director reported having received testimonies from local business representatives, who expressed that one thing that contributed to setting the Volunteer Centre apart from other non-profits and promote sustainable partnerships with SMEs was the fact that they sent letters of thanks to businesses that supported the Centre. As a subtle yet important feature, it was phrased as expressing *gratitude* rather than celebrating the performance of an individual or entity; the focus appeared to be on the impact:

*“But one of the things we do that we're told too, I've always been inclined to do it, 'you're one of the rare organizations who send us thank you letters.' That recognition there, I think we're nurturing ties.”* (P6, Nonprofit)

***Cross-pollination.*** Nonprofit representatives reported fruitful examples speaking to the importance of seeking to multiply interactions between SMEs and nonprofit representatives in order to establish ties between the two sectors. This was described as being achieved by facilitating introductions to members of the other sector. For example, the Volunteer Centre director reported seeking to connect members of his staff to the staff of local enterprises. Moreover, he noted valuing the development of connections between multiple nonprofit staff members and SME employees, since it allowed for the natural unfolding of individual affinities and complicity between individuals from both sectors:

*“Like with [Business X], [Employee A] dives right in at 100 miles an hour, you know? But with [Business Y], it’s [Employee B]. People connect with others too. That’s important as well. [...] They share tasks and they often go according to affinities”* (P6, Nonprofit)

***Formulating clear objectives.*** Nonprofit representatives discussed the importance, in initial contacts, of being “*clear with [SME representatives] on what we are asking of them*” (P6, Nonprofit), in order to facilitate the development of partnerships.

***Community-level Facilitators.*** At the local community-level, factors perceived as related to the development of SME-nonprofit partnerships included the existence of spaces fostering SME-nonprofit interactions, and the visibility of ESV initiatives.

***Intersectoral interaction spaces.*** Participants described community characteristics that allowed for the creation of spaces and opportunities for members of the local business and nonprofit sector to interact. One of these consisted in the openness of the local Chamber of Commerce with regards to collaborating with non-profits and recognizing contributions to local

community development. Indeed, respondents reported that the Chamber of Commerce had begun publicly recognizing local actors for significant contributions to the regional municipal county's development at events:

*“Often we’ll pay tribute to someone who’s done something to improve the region. It’s not necessarily growing their business. We pay tribute, and that, it becomes business people who’ve helped in the community sector”* (P7, Nonprofit)

At the time of data collection, the Volunteer Centre's director had recently been awarded this distinction for his role in providing services to the community, further enhancing the Volunteer Centre's visibility in the business sector.

Another pathway to the development of SME-nonprofit partnerships via intersectoral interactions pertained to the presence of *pre-existing community cohesiveness* and *familiarity* between members of the business and non-profit sector attributed to being a product of the small size of the community. SME employers reported that their existing social networks had sometimes contributed to the establishment of new partnerships via informal introductions. For example, the owner-manager of SME A reported having been introduced to the Volunteer Centre director by another local business owner who had ties with this individual. This led her to organize fundraising activities to help support the Volunteer Centre, and encourage her employees to participate.

In fact, all three SMEs were involved in activities to support the local Volunteer Centre, with some activities involving employee volunteering (e.g., preparation of products to sell to raise money for the Volunteering Centre, paid time off to volunteer at the Volunteer Centre). In addition to partnering with the Volunteer Centre, the employer from SME B reported that his

business was involved with a restricted number of non-profits with whom he had pre-existing ties. All three employers noted preferring to get involved with locally based non-profits whom they were familiar with.

**Visibility of *ESV* initiatives.** Participants identified that the local media disseminated information on certain community nonprofits (e.g., Volunteer Centre) and specific community initiatives, which contributed to increase their visibility among community members and potential community engagement partners in the business sector: “*You don’t go two weeks without hearing about the Volunteer Centre in the paper, on the community TV channel, on the radio*” (P6, Nonprofit)

Table 16 below summarizes the barriers and facilitators to the development of SME-nonprofit partnerships in the context of employer-supported volunteering initiatives identified by participants.

Table 16

*Barriers and Facilitators to the Development of SME-Nonprofit Partnerships in ESV Initiatives*

	<b>Barriers and Obstacles</b>	<b>Facilitators and Opportunities</b>
<b>Individual Level</b>	<ul style="list-style-type: none"> <li>- Lack of awareness of involvement opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Community attachment (e.g., pre-existing awareness of interdependence of sectors, affective commitment).</li> <li>- Gratitude</li> </ul>
<b>Organizational Level</b>	<ul style="list-style-type: none"> <li>- Intersectoral distrust climate;</li> <li>- Conflicting between-sector processes and practices;</li> <li>- Difficulties measuring the impact of ESV initiatives</li> </ul>	<ul style="list-style-type: none"> <li>- Recognizing and valuing contribution;</li> <li>- Organizational strength affirmation;</li> <li>- Cross-pollination;</li> <li>- Formulating clear objectives</li> </ul>
<b>Community Level</b>	<ul style="list-style-type: none"> <li>- Socioeconomic context</li> </ul>	<ul style="list-style-type: none"> <li>- Intersectoral interaction spaces (e.g., Chamber of Commerce involvement)</li> <li>- Visibility of ESV initiatives</li> </ul>

### Discussion

This study allowed to shed light on the understanding of the notion of employer-supported volunteering (ESV) within the context of small and medium enterprises. The study also allowed to identify perceived outcomes of ESV at the community-level scale, beyond benefits for participating businesses documented in the literature. Furthermore, our research allowed to identify potential pathways that may facilitate outcomes for the local community via the identification of multi-level facilitators and barriers to the development of SME-nonprofit partnerships.

**ESV a weaved in but not explicitly identified process**

First, our study allowed to elucidate some of SMEs' particularities with regards to the conceptualization of employer-supported volunteering. Our results suggested that participants did not particularly identify with the ESV vocabulary used in the context of large businesses, and rather called for a perspective shift – that is, to consider employee participation as embedded within an all-encompassing approach to community engagement rather than being a distinct activity. These findings contrasted with the formalized understanding of ESV (e.g., implemented via formal ESV programs) primarily found in the literature (e.g., Allen, Galiano & Hayes, 2011; Caligiuri et al., 2013; Gatignon-Turnau & Mignonac, 2015; Muthuri, Matten & Moon, 2009; Pelozo & Hassay, 2006), or in governmental programs and guidelines.

**The role of non-profit representatives and community vitality**

Research on employer-supported volunteering has largely omitted the perspective of non-profits. Scholars have raised concerns and challenges faced by nonprofits pertaining to power imbalances (Berger, Cunningham & Drumwright, 2004), and suggested that the perceived benefits of ESV for nonprofits may be more potential than actual (Samuel, Wolf & Schilling, 2013). By incorporating the perspective of SME employees, employers, and community actors (e.g., non-profit representatives, community volunteers), our study allowed to identify circumstances fostering the development of SME-nonprofit partnerships and mutually beneficial outcomes, supporting the possibility of a “win-win-win” scenario as proposed in the literature (Caligiuri, Mencing & Jiang, 2013). First, the study allowed to identify the active role some non-profits played as instigators to the development of ties with the business sector, which differed from the tendency identified in the corporate volunteering literature, where large businesses were

found to be the main initiators of partnerships (Samuel, Wolf & Schilling, 2013). In our study, initiating partnerships with SMEs appeared to place nonprofit representatives in an advantageous position in which they were better able to affirm their organization's areas of expertise and mandate, allowing them to collaboratively develop projects and activities tied to their mission and local community needs. This finding contrasts with previous literature portraying non-profits as resource-limited who primarily seek to collaborate with businesses to "make ends meet" (Muthuri, Moon & Matten, 2009). In addition, the identification of multi-level factors associated with the development of SME-nonprofit partnerships allowed to gain insight as per practices and processes as well as contextual elements that may contribute to benefits for the community (e.g., organizational strengths affirmation, recognizing and valuing contribution, intersectoral interaction spaces), thus responding to scholars' call for the documentation of pathways to value creation for communities (Austin & Seitanidi, 2012a).

### **Visibility and mutual benefits**

As part of the development of the business case for ESV dominant in the literature, numerous studies and reports by community organizations have focused on the identification of benefits in the workplace (e.g., Volunteer Canada, 2014). In contrast, our study underscores the importance of promoting the visibility of non-profit initiatives, activities and related community needs. This appeared to help build the case for the role and relevance of business-nonprofit partnerships. One particular pathway that emerged was the Volunteer Centre's ability to increase its visibility beyond its beneficiaries to reach and mobilize actors of the business sector. What appeared to make this possible was the mutual influence of (a) individual level factors (e.g., Volunteer Centre director's passion towards local community issues), (b) organizational factors

and processes (e.g., efforts to enhance the Volunteer Centre's visibility and publicly affirm its strengths; recognition of the business sector's role in community development) and (c) contextual factors (e.g., mechanisms in place to recognize contribution to community development from both sectors at the Chamber of Commerce, visibility of non-profit initiatives in local media). It appears that the combination of these multi-level factors contributed to the development of mutually positive perceptions of the other sector, thus providing opportunities for SME-nonprofit interactions and concurrently challenging mistrust between the two sectors, one of the main barriers to intersectoral collaboration that emerged in the study. As such, increasing the visibility of a) non-profits as well as the visibility of b) initiatives local businesses were involved in facilitated the development of SME-nonprofit partnerships.

### **Recognition of impact and in-kind**

Previous research and documentation on employer-supported volunteering has primarily focused on individual aspects of recognition. The resulting recommendations include a call for businesses to incentivize participation and reward individuals who contribute the most hours to the cause (e.g. Bocalandro, 2009).

An important contribution of this study was to provide a different outlook on the role of recognition focused on community impact and valuing contribution. In the context of interdisciplinary collaboration, reciprocal knowledge affirmation, which can be defined as “the mutual recognition by team members that they respect, value and affirm each other's expertise identity,” moderates the relationship between expertise diversity and collaboration (MacPhail, Roloff, & Edmondson, 2009). Our results showed that, in the context of ESV, the process of identifying and validating the expertise of members of the other sector, and of their contribution

to community development (e.g., within the Chamber of Commerce and through letters of thanks sent to SME partners) appeared to foster sustainable partnerships and help provide a sense of meaningfulness to their involvement, which constitutes an important driver of volunteering (Rodell, 2010). Moreover, the identification and acknowledgement of concrete contributions to local community development (e.g., purchase of a vehicle for the distribution of Meals on Wheels) appeared to help better identify the outcomes associated to SME community engagement and, when communicated back to SME representatives, inform them that their need to contribute had been met. Therefore, while individual recognition and incentive measures may promote involvement to a certain extent, our study shows the important role of acknowledging community impact and contribution in fostering community engagement partnerships between SMEs and local nonprofits. This calls for a shift from the emphasis on the individual recognition of highly engaged volunteers (e.g., with certificates of accomplishment or other tokens of appreciation) to better identifying and communicating the local impacts of community involvement, and related employer-supported volunteering initiatives.

Furthermore, results suggested the relevance of recognizing the in-kind contributions of local businesses. These were perceived as contributing to meet local community needs, suggesting the relevance of seeking to increase the awareness of the extent and amounts of in-kind donations provided by businesses.

### **Tracking specific barriers and hurdles**

Since most of the research on employer-supported volunteering has shown a positive portrayal of this type of involvement as per the business case of ESV, little is known about potential barriers and challenges. In relation to barriers to SME community engagement, the

identification of negative perspectives of the business sector towards non-profits and vice versa constitutes an important consideration to address when aiming to understand how to instill conditions favourable to the development of intersectoral social ties. This finding contributes to supplementing recent study findings beginning to uncover the idea that overemphasizing the business case of business community engagement is susceptible to put off both employees and potential community partners (e.g. Morgan & Burchell, 2010; Muthuri, Moon & Matten, 2009).

Interestingly, we found differences in the salience of different levels of facilitators and barriers to the development of SME-nonprofit partnerships according to the type of participant. SME employers and nonprofit representatives identified organizational-level and community-level facilitators and barriers, whereas employees and community volunteers were less prone to discuss the organizational and community dimensions. It may be that employers and nonprofit representatives are at the forefront of the development of SME-nonprofit partnerships, and since employees and community volunteers are further removed, they may be less aware of organizational-level and contextual dynamics. More research is warranted to clarify and support this hypothesis.

### **Limitations**

Of course and as per the very nature of qualitative research, this study contains some limitations that may restrict the generalizability of the findings. First, we wish to consider the limited number of participants when considering the respondent categories separately. Secondly, we wish to acknowledge that the study was conducted in a single location. Third, in this study, we only sought to gather the perspective of respondents who were involved in successful SME-nonprofit partnerships, which limits insight as per the potential challenges faced by SMEs who

are not actively involved in community engagement. Nevertheless, we believe that the diversification of perspective found in this study and the focus on successful SME-nonprofit partnerships resulted in a better understanding of the multi-level factors fostering this type of involvement.

### **Practical Implications**

The study findings allow to make actionable recommendations for both sectors in order to promote the development of successful SME-nonprofit partnerships in the context of employer-supported volunteering.

**Increase visibility.** For local non-profits, we first suggest to enhance visibility within the local community and business sector, since employees prefer to get involved with local, known causes. This could be achieved by participating to events held with local business actors (e.g., at the Chamber of Commerce), organizing events regrouping members of both sectors (fundraising events), or offering public workshops to showcase their areas of expertise. We wish to highlight the importance for non-profits to communicate specific local community needs and opportunities for involvement as a way to entice SMEs' appetite to contribute to meaningful outcomes in their locality. This could take the form of formulating specific requests for in-kind donations (e.g., asking for food for an event or gift certificates for a draw) and specific types of expertise or skills needed (e.g., asking for an employee from a SME in the healthcare sector to give a presentation on healthy lifestyle habits to non-profit beneficiaries). Due to the fact that SME representatives do not tend to relate to the concept of "employer-supported volunteering" and rather consider employee involvement as part of a broad array of community engagement practises, we encourage nonprofit representatives to utilize a vocabulary that speaks to SMEs' desire to

contribute to community development, rather than refer to the notion of “volunteering” when soliciting support.

**Acknowledge participation, in-kind and impact.** In line with the idea of adopting an all-encompassing approach to SME community engagement, non-profits should also aim to recognize SMEs' involvement by valuing their wide array of contributions (e.g. in-kind donations, employee volunteering, financial donations, etc.). In order to do so, non-profits could document the types of support they receive, and acknowledge them through measures such as a letter of thanks, formally recognizing the business in a newsletter and communicating the positive outcomes at the local community level fostered by SMEs' involvement. This would allow for better identification, understanding and appreciation of SME community engagement. Finally, nonprofit representatives should seek to introduce multiple members of their staff to SME representatives in order to promote the development of intersectoral ties (e.g., asking a staff member to accompany the director to a meeting, asking to meet with employees in addition to the SME owner-manager when making a request for support).

For local businesses, we stress the importance of identifying all the different types of resources they can contribute to their local community (human, expertise, financial, in-kind), and to create opportunities to discuss strategies used to contribute to community development within their sector (e.g. at the Chamber of Commerce or through other business networks). For SMEs, tracking and mentioning in-kind estimates in reports could allow better identification, assessment and appreciation of their contribution. Government actors could contribute to raising awareness regarding SMEs' contribution to local communities and foster involvement by offering tax credit incentives for in-kind contribution. Initiatives in which governmental or community entities

(e.g., Chamber of Commerce) could match in-kind contributions could promote further awareness of the community impact related to this type of involvement. We also suggest that SME owner-managers seek information about community needs (e.g., by subscribing to nonprofit newsletters), and communicate the outcomes of community engagement to their employees – which could be done with nonprofits' support.

**Increase awareness.** We urge both sectors to self-identify their strengths and areas of expertise, as well as to seek to identify strengths and areas of expertise of the other sector. Furthermore, we invite both sectors to find ways to acknowledge each other's contribution and role in local community development. This could entail the development of tools to identify outcomes of community engagement. At the governmental level, we identify the need for an increased recognition of SMEs' community engagement practises through raising public awareness.

Table 17

*Recommendations to promote the development of SME-Nonprofit partnerships*

For Nonprofits	For SMEs	Government Implications
<ul style="list-style-type: none"> <li>• Enhance visibility and promote perception of competency within the local business sector (e.g., by offering public workshops).</li> <li>• Communicate specific community needs and opportunities for involvement to the business sector.</li> <li>• Formulate concrete requests for support (e.g., specific in-kind products and skills).</li> <li>• Document all types of support received from SMEs.</li> <li>• Recognize SMEs' contribution to the community (by sending thank-you cards, through a public mention in a newsletter, by communicating the outcomes of community engagement).</li> </ul>	<ul style="list-style-type: none"> <li>• Asset mapping (of human/material/financial resources, facilities, expertise).</li> <li>• Discuss community engagement strategies in business network meetings.</li> <li>• Subscribe to local nonprofit newsletter to increase awareness of community needs.</li> <li>• Communicate opportunities for involvement and community resources (e.g., local Volunteer Centre) to employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop fact sheets of SME community engagement practises and related outcomes to value their contribution and help raise awareness.</li> <li>• Implement tax credits for in-kind donations.</li> <li>• Provide matching funds for in-kind donations.</li> </ul>

### Conclusion

This study aimed at a better understanding of multi-level facilitators and barriers to the development of SME-nonprofit partnerships in the context of employer-supported volunteering. It examined individual, organizational, and community-level factors linked to the development of partnerships according to the perspective of local business and community actors within a semi-rural municipality. The study allowed to identify that, in the context of SMEs, ESV appears to be embedded within a broad array of community-oriented business activities, rather than

formally identified or implemented. The study helped to formulate targeted recommendations for both sectors to help foster collaboration between the two. These included the need to focus on increasing the visibility of nonprofit initiatives and awareness of community needs, as well as acknowledging and expressing gratitude for the different forms of contribution to local community vitality. The study showed that although SMEs can reap benefits when they engage in community involvement, this does not exclude the possibility of contributing to meaningful outcomes at the local community level. Thus, this study contributes to support the social argument for SME community engagement. Further research should seek to identify mechanisms involved in the development of SME community engagement and employer-supported volunteering in other types of settings (e.g., urban settings) in order to identify other potential contextual factors at play, and contribute to the development of tools to evaluate the social impacts of SME community engagement.

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Running head: EMPLOYEE COMMUNITY INVOLVEMENT IN SMEs

## Chapter 4

Towards a Multi-Level Understanding of Employee Community Involvement in the Context of SMEs: A Qualitative Investigation of Employer-Supported Volunteering Practices in Urban Francophone Quebec

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## Foreword

Using pan-Canadian existing data on giving, volunteering and participation from Statistics Canada as a starting point, results from the first study provided useful insights as per the role of employer-supported volunteering as an organizational-level correlate of local community involvement. Results showed that the presence of employer-supported volunteering (ESV) in the workplace was positively related to other forms of community involvement (informal volunteering, financial and in-kind giving) among both Francophone Quebec full-time employees and their Anglophone counterparts in other provinces. Study 1 results also showed that ESV was more highly reported among Anglophone employees, and different patterns emerged between cultural groups in terms of the relationships between specific types of ESV and forms of community involvement (e.g., recognition for volunteering involvement was a significant predictor of in-kind giving among Anglophone employees, but not Francophone employees).

By using a qualitative methodology incorporating perspectives of both a) community (i.e., nonprofit representatives) and b) business actors (i.e., employees and employers), Study 2 allowed to provide insight as per multi-level facilitators and barriers to the implementation of ESV and business-nonprofit partnerships within a semi-rural setting in Francophone Quebec known for the successful implementation of these types of initiatives. More specifically, Study 2 focused on the dynamics of ESV in the context of small and medium enterprises and local non-profits, given the importance of SMEs in Quebec's economic landscape. Study 1 and 2 provided bases to support the notion of considering the presence of ESV as a meso-level component of the workplace context. However, questions pertaining to the multi-level factors and mechanisms

linked to employee involvement in ESV, and ways for different types of actors to support these initiatives remained. Hence, for our final study (Study 3), still in the perspective of a psycho-social-ecological model of community engagement, individual interviews were conducted in a metropolitan context with nonprofit representatives, SME employees and SME employers involved in ESV at varying degrees within the context of Francophone Quebec. This third study presents nonprofit and SME representatives' perspectives and understanding of the mechanisms that drive and hinder employee involvement within the context of ESV in an urban socio-environment.

### **Contribution of Collaborators**

This study was conducted as an extension to the E=MC2 (Engagement = Mobilizing Communities and Collaboration) research program funded by Employment and Social Development Canada (ESDC). The first author developed the interview guide, conducted all interviews, performed the analyses, and wrote the manuscript. Dr. Lemyre acted as Principal Investigator of the grant and also contributed by providing feedback throughout the study design and analytical stages, and all iterations of the paper. The authors wish to acknowledge the contribution of partnering nonprofit organizations who supported the recruitment process by advertising the study in their respective networks, as well as Myriam Beaudry's contribution as a second coder.

### Abstract

In light of the high demand for community services and social needs, employer-supported volunteering (ESV) has emerged as a modality susceptible of allowing access to additional qualified human resources. However, little is known about contextual factors related to employee involvement in ESV, a limitation especially prevalent in the context of small and medium enterprises (SMEs). Following a study conducted in a semi-rural setting, this study aimed to gain an understanding of multi-level factors related to SME employee involvement in ESV in an urban setting. Semi-structured interviews ( $n = 23$ ) were conducted with a) nonprofit and b) SME representatives in an urban socio-environment of Francophone Quebec. Content analysis revealed that participants' understanding of ESV allowed to conceptualize it as comprising three dimensions: a) community-minded business orientation, b) voluntary involvement beyond professional roles and responsibilities, and c) diversity of involvement. Among barriers, in addition to individual perceptions dissuading employee involvement, contextual factors (e.g., lack of management engagement, failure to communicate the meaning of ESV, lack of accessibility to community events and networks) were also found to interfere. Conversely, organizational flexibility, organizational practices aiming to communicate the purpose of ESV, value contribution and impact, and foster a supportive environment, as well as generating rallying projects and spaces at the local community level (e.g., around common issues) were perceived as facilitators. Together, results highlighted the need for community actors to focus on disseminating information about community needs, acknowledging contributions and impact, and foster mutually beneficial outcomes. Compared to the literature on Anglophones, Francophone Quebec respondents expressed differences in the vocabulary used to describe and define employer-supported involvement. Compared to rural settings where community

engagement initiatives were deemed more visible, participants from urban SMEs and non-profits identified the importance of improving accessibility to community resources, and increasing awareness as well as visibility of employee involvement (rather than focusing uniquely on employer involvement).

*Keywords:* employer-supported volunteering, employee volunteering, SMEs, social-ecological model

## Introduction

In recent decades, volunteering practices have evolved and diversified, and researchers have increasingly recognized the complex nature of volunteerism. Scholars proposed that considering contextual factors in addition to individual attributes can help broaden our understanding of volunteerism (Wilson, 2000). This approach can provide insight as per factors at play in regional and cross-cultural group differences observed in large-scale studies, such as the lower rates of formal volunteering consistently reported about in Francophone Quebec compared to other Canadian provinces (Vézina & Crompton, 2012; Reed & Selbee, 2001). In the context of Francophone Quebec the study of employer-supported volunteering (ESV) can help outline the range of factors at play in community involvement dynamics, as it allows to assess the interplay of individual-level (e.g., employee characteristics), organizational-level (e.g., organizational practices and processes) and community-level (e.g., social networks) elements. Despite non-profits being faced with a number of challenges with regards to volunteer recruitment (Hall et al., 2005), little attention has been given to exploring multi-level mechanisms linked to employee participation. This study seeks to investigate individual-level, organizational-level and community-level factors linked to employee participation in ESV initiatives in the context of Francophone Quebec small and medium enterprises (SMEs). Findings from a recent qualitative study exploring the roles of individual- and contextual-level factors in the implementation of ESV and SME-nonprofit partnerships within ESV initiatives encompassing multiple respondent perspectives in a rural environment (Gagnon, Beaudry, Guay-Charette & Lemyre, 2017) stressed the importance of adopting an all-encompassing approach to conceptualize SMEs' community engagement practises, and seeking to value the various forms of employer support favouring employee engagement to foster community impact. As such, the

final study of this dissertation will consider SME community involvement practises as a whole rather than focusing exclusively on the corporate definition of ESV, and will incorporate the perspectives of actors from both the nonprofit and business sector, in an urban setting.

### **Drivers of Employee Participation in ESV**

Employer-supported volunteering, commonly referred to as 'ESV', comprises any method used by employers to encourage and support the volunteering of their employees in the community (Speevak-Sladowski & Kaleniecka, 2014). Employee participation is key to the success of ESV initiatives (Sekar & Dyaram, 2017), hence the importance of understanding the drivers and mechanisms fostering involvement. Previous research has mainly focused on understanding employees' motives for participating. According to Peloza & Hassay (2006)'s conceptual framework for intra-organizational volunteerism, employees' motivations for involvement appear to fall within three categories: a) charitable support behaviour (CSB), encompassing motives in line with altruistic values (e.g., the desire to support non-profits and the community), b) egoistic (i.e., self-serving) reasons, and c) organizational citizenship behaviour (OCB), involving actions aiming to support the business. Researchers found support for the presence of these three types of motives within samples of employee volunteers. Altruistic motives for involvement, falling within the umbrella of CSB, are among the most commonly cited reasons for involvement in ESV initiatives endorsed by employees (Do Paço, Agostinho & Nave, 2013; Pajo & Lee, 2011). Among more egocentric reasons for involvement, some researchers found that employees report getting involved due to the perceived benefits of ESV such as the opportunity to develop skills that may be useful in the work context (Geroy, Wright & Jacoby, 2000; Peterson, 2004a). The provision of a sense of meaning was found to be a

particularly important motive. Indeed, in a qualitative study in which eight semi-structured interviews were conducted with employee volunteers working in the services, sales and production sectors (Geroy, Wright & Jacoby, 2000), the notion that participation in volunteer activity provided a sense of meaning to life emerged as the most often reported perceived benefit. As for support for motives related to organizational citizenship, in a case study investigating employee perceptions of participation in a corporate-sponsored volunteering program in New Zealand (Pajo & Lee, 2011), the authors found that some employees appeared to be motivated to participate due to the desire to be “good corporate citizens”, as evidenced by employee statements indicating the desire to reciprocate positive treatment from their employer, to support their enterprise, or to present a favourable image of their business.

Proponents of the motivational perspective suggest that the satisfaction of employees' motives can be an important facilitator of employee involvement in ESV initiatives. As such, some scholars (e.g., Peterson, 2004b; Rodell, Breitsohl, Schröder & Keating, 2015) proposed that developing recruitment strategies that match employees' motivations can help encourage participation. However, this approach contains some important shortcomings. First, these recommendations are generally geared for HR managers and the development of structured ESV programs typical of large corporations, thus providing little insight as per strategies that can help increase volunteer participation in other organizational contexts (e.g., SMEs). Secondly, by focusing solely on the needs of the business (e.g., appealing to employees), practitioners may support the business case for ESV but consequently neglect the perspective of nonprofit stakeholders and perhaps risk missing out on opportunities to meet the needs of beneficiaries and the local community.

Some scholars also warned that promoting ESV programs by focusing exclusively on the benefits they can provide to employees may engender employee cynicism and distrust (Pajo & Lee, 2011). Recent study findings highlighting the role of employees' perceptions of ESV initiatives in the decision to participate (or not) have provided some validity for these preoccupations. For example, in a qualitative study examining employee perspectives of a UK gambling organization's ESV strategy, Morgan & Burchell (2010) found that the extent to which employees expressed the desire to support their company's ESV endeavours was dependent on their level of approval of the perceived rationale for implementing ESV. In the same vein, Gaignon-Turnau & Mignonac (2015)'s survey study of employee perspectives using data from four samples of corporate volunteers from large French businesses showed that attributions of public relations motives moderated the relationship between ESV and perceptions of business's pro-social identity, such that these types of attributions undermined the positive effects of ESV on employee volunteers' perceptions of the company's pro-social identity. Furthermore, overreliance on employee benefits in the elaboration of ESV schemes challenges the selfless and altruistic quality often linked to the definition of volunteering, which may entertain further cynicism.

### **Moving Beyond an Individually Focused Motivational Approach**

In response to the aforementioned concerns related to the individually focused motivational perspective, a growing body of research emphasizes the need to consider the role of contextual factors in order to understand mechanisms driving participation in employee volunteering. This shift stems from the idea that motivation or drive is an "extremely dynamic and complex psychological process often resulting from an interaction of an individual with the

environment” (Sekar & Dyaram, 2017, p. 662). There is increasing empirical evidence suggesting that in addition to individual motives, employee participation in ESV initiatives is influenced by contextual factors such as social influence emitted by coworkers (Hu et al., 2016), and the ways in which ESV initiatives are implemented (Pajo & Lee, 2011; Sekar & Dyaram, 2017). As such, we argue that the use of an approach that accounts for the role of contextual factors in employee participation can allow to identify pathways to help improve engagement strategies at the organizational and cultural or community level.

As further support, Gagnon & Lemyre (2019) showed that in non-regular volunteers, exposure to ESV was positively related to informal volunteering, and financial as well as in-kind donating.

Still, some gaps remain in the literature. The majority of existing studies focus on understanding how to increase employee participation with the aim of contributing to business outcomes (e.g., job performance). There is, therefore, a need to broaden the focus to identify community-minded strategies to elicit employee participation that can contribute to outcomes for non-profits and local communities. Another gap consists in the lack of understanding of effective engagement strategies in the context of SMEs.

The formulation of effective strategies to promote employee involvement requires a consideration of SMEs' particularities in implementing ESV. Though few studies have compared ESV implementation between SMEs and large organizations (Baumann-Pauly, Wickert, Spence, & Scherer, 2013), some noteworthy differences have been documented. In their approach to corporate social responsibility as a whole, SMEs tend to opt for implicit and informal implementation strategies while large corporations favour the adoption of a formal

approach (Baumann-Pauly & al., 2013; Russo & Tencati, 2009). As for preferences regarding specific types of community engagement activities, large businesses favour financial initiatives such as financial giving and sponsorships (Russo & Tencati, 2009). In the context of ESV, this can translate by financially supporting nonprofits via initiatives such as providing donations for the number of hours volunteered. SMEs, on the other hand, tend to prefer involvement through in-kind donations, services, competency or capacity (Madden, Scaife & Crissman, 2006).

In light of the identified gaps in the literature, our study seeks to understand multi-level factors involved in employee participation in ESV initiatives in the context of Francophone Quebec SMEs in an urban context.

The use of Bronfenbrenner's ecological systems theory (1977) can provide a frame of analysis for doing so. This theory was originally formulated to explain childhood development as a product of mutually influential interactions between children and different layers of their environment, conceptualized as nested systems. The individual is portrayed as being at the centre of these interwoven systems. Since then, Bronfenbrenner's theory has been used to investigate the influence of multi-level environmental factors in the context of various phenomena. Thus, we argue that using a social-ecological framework of analysis to investigate the dynamics involved in SME employee involvement can allow to capture individual-level, organizational-level and community or contextual-level factors at play.

### **Exploring SME Employee Community Involvement in an Urban Metropolitan Context**

Community engagement trends vary between urban and rural settings. Residents of rural settings possess characteristics that may contribute to volunteering such as a higher level of familiarity and trust towards neighbours, as well as a strong sense of belonging to their

community (Turcotte, 2005). Studies have consistently found higher rates of formal volunteering in rural and less urban settings in Canada (Reed & Selbee, 2001; Turcotte, 2005) as well as between rural and urban settings in Francophone Quebec (RABQ, 2018). Although some literature focuses on the private sector, most studies are on large corporations yet 98.1% of Quebec businesses are small enterprises with fewer than 100 employees (Institut de la Statistique du Québec, 2017), hence the need to examine SMEs.

Little research has identified rural and urban trends in terms of SME employee involvement in the context of employer-supported volunteering. Due to their high level of social cohesion, rural environments may provide several opportunities for SME employee involvement. In contrast, metropolitan SMEs face their own set of challenges including those pertaining to higher land and real estate costs, as well as urban-related stresses such as peak hour congestion (Julien, Beaudoin & Njambou, 1999), which may complicate SME employee involvement. Nevertheless, urban environments may also provide certain advantages and opportunities for SME employee involvement due to higher organizational variability, and the presence of organizations supporting and streamlining community engagement efforts. For example, some urban communities have community supports such as “matchmaker” organizations mandated to match employee volunteers to a particular cause or nonprofit based on skills and preferences. As such, we selected an urban metropolitan setting to conduct this study to gain insight on strategies to foster SME employee involvement within a more competitive and diversified environment in the context of Francophone Quebec.

## **Purpose of the study**

### **Goal**

The purpose of this study was twofold: first, it aimed to develop a better understanding of multi-level facilitators and barriers to employee volunteering involvement in the context of urban Francophone Quebec small and medium enterprises. Second, the study aimed to identify potential strategies for different types of community actors (e.g., SME representatives, local non-profit representatives) to help support SME employee volunteering.

### **Objectives**

The main objective of our study was to present results of a qualitative inquiry into multi-level factors at play in employee volunteering within the context of urban Francophone Quebec small and medium enterprises. Moreover, given the lack of inclusion of the perspective of non-profit representatives in existing research and the tendency to focus on individual-level factors related to employee volunteering, a systemic approach encompassing perspectives from different types of community actors involved in employee volunteering initiatives was warranted to better understand the circumstances conducive to SME employees' volunteering involvement. As such, the present study provided data from three types of community actors (local non-profit representatives, SME employees, SME employers) examined with a psycho-social-ecological lens.

### **Research questions**

1. What are the individual, organizational, and community-level barriers and facilitators to employee volunteering involvement in the context of urban SMEs?

2. How can community actors better support urban SME employee involvement in community engagement initiatives?

## **Methodology**

### **Rationale for the choice of the study setting**

The choice of the study setting stemmed from the desire to gain a better understanding of multi-level factors involved in SME employee engagement within an urban environment providing organizational variability. We opted to conduct the study in Francophone Quebec in order to gain a better understanding of contextual and cultural factors at play in community engagement within this environment in light of research findings suggesting significantly lower rates of formal volunteering compared to Anglophones in other Canadian provinces (e.g. Hwang, Andersen & Grabb, 2007; Caldwell & Reed, 1999). In terms of the choice of the specific community setting, discussions with the community partner who facilitated recruitment led to the identification of non-profits in an urban setting who expressed interest in employer-supported volunteering. These organizations were either already involved in ESV (e.g., matchmaking organization), or reported encountering challenges related to SME employee involvement. As such, the setting appeared relevant to answer our research questions.

### **Participants**

**Recruitment.** Participants were recruited using a purposeful sampling strategy (Creswell, 2007) aiming to obtain some representation of three categories of respondents involved in community engagement initiatives such as SME-nonprofit partnerships: 1) local nonprofit representatives, 2) SME employees, and 3) SME employers. Recruitment was facilitated by collaborating with local nonprofit organization's representatives, who distributed recruitment ads

via their respective networks (e.g., by posting an ad on their website). Potential participants were provided with the first author's contact information to receive further information on the study and participation requirements. The recruitment process also involved snowball sampling, as study participants identified other relevant informants with varying degrees of involvement in ESV.

**Sample.** The study comprised a total of 23 participants. Table 21 provides an overview of participant characteristics including sociodemographic characteristics, and the type of organization respondents were employed by.

**Nonprofit representatives.** Six (6) nonprofit representatives participated to the study (4 women; 2 men). Participant ages ranged from mid-20s to early 60s. All but one of the participants, who worked for a provincial organization, were employed by a local non-profit.

**SME employees.** Six (6) SME employees participated in the study (3 women; 3 men, aged 25 to 72 years old). All participants, with the exception of one, who was retired, were full-time SME employees. Four participating employees were employed by small enterprises (between 5 and 30 employees), while two of the employees interviewed were employed by medium-sized enterprises (between 100 and 200 employees).

**SME employers.** Eleven (11) employers participated to the study (4 women; 7 men). In certain cases, two representatives from the same enterprise assuming different managerial roles (e.g., owner-manager, manager) participated in the study, allowing to gain different perspectives within the same workplace environment. The majority of participants in this category were employed by small enterprises (between 3 and 30 employees), while one participant reported being employed by a medium-sized enterprise (approximately 200 employees). Participating

businesses belonged to the following industry sectors: retail, food services, personal services, event planning, communication and information technology, finance, and specialized design services.

Participants were recruited on the basis of being personally involved in community engagement initiatives. Participating nonprofit representatives reported involvement (current or past) in partnerships with local SMEs, while participating SME employers reported involvement with local non-profits. Participants from the 'SME employees' category of respondents endorsed involvement in volunteering activity, whether it constituted a personal endeavour or a workplace initiative.

The sample also contained a number of community engagement "triads," meaning that in some cases, participants from the three different types of respondents were involved in the same initiative. Thus, all participants were in a good position to provide insight on experiences pertaining to employee volunteering in the context of SMEs.

Efforts were made to ensure a representation of both genders. Throughout the recruitment and data collection process, the first author reflected on the main themes emerging from the interviews with the aim of reaching data saturation. As such, once it was established that no new specific themes were emerging within the interviews (Bowen, 2008), no further recruitment took place. It is worth noting that a higher number of participants was required to obtain data saturation in the 'SME employers' category, since participants within this category assumed different types of managerial roles (e.g., owner-manager, manager), and thus could provide differing insights as per facilitators and barriers to employee volunteer involvement in their workplace.

Table 18

*Respondent Characteristics*

Participant ID	Gender	Respondent Category	Type of business (Industry, size) <i>SME Representatives Only</i>
1	Female	Nonprofit Representative	-
2	Male	Nonprofit Representative	-
3	Female	Nonprofit Representative	-
4	Female	Nonprofit Representative	-
5	Male	Nonprofit Representative	-
6	Female	Nonprofit Representative	-
7	Male	SME Employee	Personal Services; 175 employees
8	Female	SME Employee	Communications and IT; 10 employees
9	Male	SME Employee (Retired)	Finance; 20 employees
10	Female	SME Employee	Food Services; 30 employees
11	Male	SME Employee	Retail; 30 employees
12	Female	SME Employee	Event planning; 4 employees
13	Female	SME Employer (Owner-manager)	Food Services; 3 employees
14	Male	SME Employer (Owner-manager)	Retail; 30 employees
15	Male	SME Employer (Owner-manager)	Personal Services; 175 employees
16	Male	SME Employer (Owner-manager)	Food Services; 10 employees
17	Male	SME Employer (Owner-manager)	Food Services; 6 employees
18	Female	SME Employer (Owner-manager)	Food Services; 30 employees
19	Male	SME Employer (Manager)	Food Services; 30 employees
20	Male	SME Employer (Owner-manager)	Food Services; 10 employees
21	Female	SME Employer (Manager)	Retail; 30 employees
22	Male	SME Employer (Owner-manager)	Retail; 30 employees
23	Female	SME Employer (CEO/Partner)	Specialized Design Services; 13 employees

## **Interview Guide**

A semi-structured interview guide was developed to target the research questions. Interview question formulation was discussed to ensure clarity, and identify minimal phrasing variations to suit the three categories of respondents. The interview guide contained four sections: 1) background information and perceptions of community engagement concepts, 2) circumstances and forms of involvement, 3) perceived outcomes of employer-supported volunteering, and 4) facilitators and barriers to employee involvement.

The first part of the interview was designed to collect information on participants' background (e.g., sociodemographic information) and understanding of key concepts related to the research questions (i.e., volunteering and employer-supported volunteering). The second part of the interview guide aimed to gather information on environmental circumstances related to employer-supported volunteering, and the different forms of engagement incorporating employee involvement present within SMEs. This part was designed based on input from the results of Study 2 (see Chapter 3) suggesting the relevance of adopting an all-encompassing approach to SMEs' community engagement practises rather than focusing solely on formal employer-supported volunteering schemes typically found in large corporations. The third part of the interview guide aimed to collect information on multi-level perceived outcomes related to employer-supported volunteering. The final part of the interview aimed to gain an understanding of individual-level, organizational-level and contextual factors experienced as barriers and facilitators of employee involvement in community engagement initiatives within the context of SMEs, and the interplay between these factors.

## Procedure

The data collection period occurred between August 5<sup>th</sup>, 2016, and September 5<sup>th</sup>, 2017. Prior to participating in the interview, participants were asked to sign a consent form, and ensured that the information shared would remain confidential. They were informed that no identifiable information (e.g., business or individual names) would be presented in the results, and that each participant would be given a participant code. Interview location was selected based on participants' preference, with the aim of maintaining confidentiality while simultaneously prioritizing the use of quiet environments with minimal background noise for audio-taping purposes.

The majority of the interviews ( $n = 18$ ) were conducted at the participants' workplace, in a private office or nearby facility (e.g., street bench). Four interviews were conducted at the participants' private residence, at their request. One interview was conducted in the study room of a local library branch. All interviews were conducted in French by the first author and interview duration lasted 60 minutes on average. For purposes of comprehension and fluidity of the dissertation, the quotes included in the Results section have been translated into English by the first author. Translations were verified by the second coder. To honour the essence of participants' perspectives, original quotes are included in Appendix G. Interviews were audio-taped with the participant's consent and subsequently transcribed verbatim for data analysis purposes. The first author also took handwritten field notes while conducting the interviews. The study was approved by the University of Ottawa Research Ethics Board.

## Data Analysis

Data was analyzed with the qualitative analysis software NVivo 10. In the initial data processing and preparation phase that took place concurrently with data collection as advised by Miles, Huberman & Saldaña (2014), the first author analyzed field notes to reflect on the emerging themes with the aim of determining when data saturation was achieved. Once data collection was complete, summaries of salient themes present were compiled for each interview, using interview transcript data. During this phase, the first author prepared an *a priori* coding grid based on emerging themes contained in the data and the nested categories of Bronfenbrenner (1977)'s Ecological Systems Theory model. Operational definitions applicable to all three types of respondents were formulated for each code produced at this stage of analysis. As part of the first cycle coding phase, the first author coded three interviews (corresponding to a little over 10% of the data) by reading interview transcripts line-by-line. Descriptive and *in vivo* codes were added to summarize data chunks according to basic topics and participants' own words to capture their experiences related to employer-supported volunteering. Thus, the elaboration of the preliminary coding grid involved the combination of inductive and deductive reasoning. Next, for purposes of qualitative validity (Davidson, Wieland, Flanagan & Sells, 2008), a second coder coded a portion of one of the interviews using the preliminary coding grid. This process yielded an 82% agreement rate and allowed, through discussion, to reflect on interpretations made and identify confusing operational definitions as well as redundant codes. The *a priori* coding grid was subsequently revised and refined by the first author, who then coded the remaining interview data.

Thereafter, processes used as part of second-cycle coding included revising the categories included in the preliminary coding grid, eliminating irrelevant categories, and merging categories

into more parsimonious and broader themes with the aim of generating pattern codes. Analytic memoing, involving the process of reflecting on the links between different pieces of data and emergent patterns (Miles, Huberman & Saldaña, 2014), was also used at this stage. In the final step of analysis, a test of inter-rater reliability was used to reduce vulnerability to bias.

A number of measures were used to ensure trustworthiness, based on the guidelines of Lincoln & Guba (1985). These included: triangulation using multiple sources – that is, reflecting on how findings of the present study related to Study 2 findings and previous research findings; peer review of the interview guide, coding grid, and interpretations made; maintaining audit trails throughout the analysis process in the form of write-ups of field notes, interview summaries, and storing all versions of data reduction and analysis products (e.g., coding grids, operational definitions of codes); and engaging in self-reflection on potential biases and methodological decisions in written form.

## Results

In order to gain a better understanding of multi-level factors related to SME employee involvement in the context of ESV, analyses examined a) participants' understanding of ESV, b) domains and conduits to supporting employee volunteering, c) barriers to SME employee involvement, and d) facilitators to SME employee involvement in the context of ESV.

### **A) Conceptualizing employer-supported volunteering in the context of urban SMEs**

Several participants were familiar with the term “employer-supported volunteering” (*Bénévolat appuyé par l'employeur*, or *bénévolat soutenu par l'employeur*) in relation to business community involvement practises. However, the majority of participants expressed that the term ESV was not commonly used to refer to SMEs' community involvement. Indeed, a

number of participants indicated having heard the term in the context of large businesses, but that it was less prominent in the context of SMEs, as noted by this participant:

*“Yes, of course, we’ve seen it a lot for large businesses. We even see businesses that, more and more, we get those phone calls here sometimes. So, do you have a place where we could go volunteer? So yes, we hear about it. But it’s often large businesses. For SMEs, we hear it less.”* (P1, Nonprofit, Female)

Participants’ understanding of the concept of ESV related to three main themes. The first theme, 1) *community-minded business orientation*, related to the overarching perceived purpose of ESV, whereas the remaining two themes had to do with the nature of involvement and ESV characteristics: 2) *voluntary involvement beyond professional responsibilities*, and 3) *diversity of involvement*.

**Community-minded business orientation.** The main theme endorsed when participants discussed their understanding of employer-supported volunteering related to the embodiment of a community-minded business orientation. This dimension of ESV was described as a commitment to contribute to the community that could be reflected through a combination of actions and communications. As such, a non-profit representative reported having been exposed to business representatives caring for the community and interest in giving back:

*“It’s in fact a way of redistributing to society. And I think there are lots of businesses that find it important that their employees, that their own business gives back to society. I’ve heard it, and I’ve lived it too.”* (P4, Nonprofit, Female)

Within SMEs, some participants described that one of the ways that this type of orientation could manifest was as a component of organizational culture. At the individual level, an employer mentioned that adhering to values of fairness and reflecting on issues of privilege could play a role in the desire to incorporate the idea of giving back within the organization's vision:

*“I think that it [ESV] would entail integrating to the business culture this idea of giving back to the community by considering how lucky you are to have a good job, to be less in need than others. In the interest of fairness, I would say.”* (P23,

Employer, Female)

According to others, at the organizational level, community mindedness could present as buy-in to the role of being an active participant within the local community, though it was mentioned that this did not come naturally to all businesses. One participant suggested that having established some level of presence in the community could lend itself to dedicating additional effort to extend this vision by encouraging employees to follow suit:

*“It depends on the business, it depends on company values and a bunch of things. Conventional businesses, they probably don't necessarily have the reflex to do things like that but it can be a way of, if the business is already involved in its community, of putting a bit more effort in it and encouraging employees to get a bit more involved in their community.”* (P11, Employee, Male)

The community-minded aspect of ESV also referred to a perceived fit between community involvement and the overall business model or philosophy. This could relate to the way businesses self-identified and presented in the community, accompanied by observable

efforts devoted to support this image. In this regard, a nonprofit representative provided the example of social enterprises who are able to demonstrate that contributing to their respective communities constitutes an integral part of their philosophy:

*“Of course there’s also the case of SMEs that present as social enterprises. [...] Social entrepreneurship, social economy. It’s a community that we are growing closer and closer to. So it’s an interesting way of being a SME by including volunteering or social responsibility within the DNA of the organization so that it’s not just an add-on or, that’s right, little things to feel less guilty.”* (Participant 2, Nonprofit, Male)

**Voluntary involvement beyond professional roles and responsibilities.** The second theme identified referred to the idea that activities carried out by employees in the context of ESV are distinct from expectations and tasks related to their employee role. In addition, participants stressed that these activities required voluntary participation.

Some participants considered that employee involvement could be carried out during typical hours of work. However, results suggested that when this was done, it was perceived as unrelated to work obligations, as shown in this employee quote referring to her experience with personal volunteering endeavours supported by her employer:

*“Actually it could be allowing us to use work time to volunteer. That could be a form [of ESV]. But otherwise, it could also be to facilitate availability. I’ve experienced it, but allowing us to leave when we have meetings during the workday without being paid but at least being able to arrange our work schedule according to the needs of a project.”* (P8, Employee, Female).

Another participant considered that when involvement during work hours was requested by an employer, and had an incidence on other work obligations (e.g., workload), it simply constituted another job requirement and did not fit into employee volunteering:

*“There are a lot of people who will be in non-profits as administrators because their boss sends them there, but they are released. It means that they will still do 35 hours of work. So for me, it’s part of their tasks. It’s really a notion of...we are there as professionals at that time. It’s part of the tasks. I’m not reducing the quality of work that these people do but it’s not volunteering. Plus often they won’t behave as volunteers because, well, they will say before joining this subcommittee I’ll have to ask for my boss’s permission and see what tasks he’ll remove from my plate.”*

(Participant 5, Nonprofit representative, Male).

This same participant specified that: *“So it goes beyond the simple [work] task. It requires a level of engagement that’s bigger than completing your tasks.”* (P5, Nonprofit representative, Male). Another way of differentiating between community involvement and work obligations was identified by an employee, who perceived that within his business, volunteering activities came secondary to completing job tasks: *“We always have to do our work before doing something else related to volunteering. It doesn’t really have to do with my work, but I know we are there to help.”* (P7, Employee, Male).

It was also noted that, though employers may encourage employee involvement, participation must be completely void of employer coercion or perceived pressure:

*“I think that the employer cannot....you know, the employer can say, as a business, we support this cause. So it's highly suggested, but in the end volunteering cannot be forced. Otherwise, it's work.”* (P6, Nonprofit, Female).

**Diversity of involvement.** A theme that emerged across all three categories of respondents when participants discussed the types of community involvement activities involving employee participation initiated and/or supported by SMEs was the diversification of practices. SME employees participated in community involvement in several ways, and practices varied from one business to another.

**Individual-level perceived supports.** Within the employees' perspective, participants described a variety of perceived supports provided to facilitate or encourage their involvement. Furthermore, an employee expressed that these forms of supports could be provided in the context of both employee-led (e.g., personal volunteering endeavours) and business-led initiatives:

*“For me, it takes on different forms. You have the possibility to, I mean...supported by your employer...The employer can support your volunteering in different ways. He can allow you to leave early to give time, he can provide access to resources perhaps, he can support you financially. He can also be the instigator of volunteering activity in the spirit of team building or within the organizational culture. So I think that yes, I know the expression, and each business must define what it means to them.”* (P12, Employee, Female).

**Organizational-level practices and dynamics.** SME employers and nonprofit representatives also mentioned diversity of involvement when describing the types of supports

they provided or received. Within the nonprofit perspective, a participant mentioned that her organization's initiatives had been supported by SMEs in a variety of ways, not necessarily limited to formal volunteering:

*“These people supported our initiatives. By donating material, by giving us information, by providing guidance to do something, to produce something. But it was not necessarily directly contributing time, or lending someone to accomplish something. And it could take different forms. Yes, that's it.”* (P4, Nonprofit representative, Female).

Within the perspective of employers, participants also alluded to the notion of taking on a supportive or helping role, which could take several forms and present in less visible ways:

*“I also see an involvement that can be different, whether it's through support or in any other way to groups that volunteer. So the simple fact of participating to that support, to that help falls within a form of volunteering that we see less.”* (P22, Employer, Male).

Another element that was related to the diversity of ESV involvement within SMEs was the degree of formalization of SMEs' approach to community involvement. A single SME representative indicated that her business had a formal policy on employee volunteering in place:

*“But us also, what we do is that in the employee policy since last year we offer three paid days per year that can be used to volunteer. So they are already encouraged to say you can do that. If your child's school needs someone for an activity, we're happy if you go.”* (P23, Employer, Female)

For the remaining majority, a commonly expressed strategy was the notion of taking on an informal case-by-case approach: *“It’s case-by-case. We don’t have a day-to-day volunteering policy because we’re a small SME. It’s not, we don’t have a fund for this, or a percentage.”*

(P16, Employer, Male).

To some, this case-by-case approach signified adjusting the types of support based on the community, project or initiative needs.

Table 19 summarizes the three themes that emerged when participants described their understanding of employer-supported volunteering. These elements are believed to represent key characteristics of ESV in the context of SMEs.

Table 19

*Characteristics of Employer-Supported Volunteering According to SME and Non-profit Representatives in an Urban Context*

Theme	Description
1) Community-minded business orientation	Activities and support for employee involvement are focused on a commitment to contribute to the community, and denote care for the community as well as compatibility between community involvement and business objectives
2) Voluntary involvement beyond professional role and responsibilities	Activities and support for employee involvement are clearly distinguishable from work tasks, responsibilities and expectations, and no substitute for these. Involvement is characterized by the freedom to choose to participate or not, and is void of perceived pressure or demands to participate
3) Diversity of involvement	Activities and support for employee involvement take on various forms and manifestations and stem from multiple pathways. Manifestations may greatly differ between SMEs (e.g., in terms of range of activities, degree of formalization)

**B) The domains and conduits for supporting employee involvement in the context of SMEs**

SME representatives described that their respective businesses participated in a variety of community involvement activities that involved employee participation at varying degrees. These included activities related to the domains of: *resource allocation* (e.g., financial and in-kind giving, sponsorship, equipment lending), *event planning and coordination* (e.g., participation in community events), *partnerships/projects* (e.g., joint initiatives with non-profits), and *service provision* (e.g., providing services for non-profits at a lowered cost, sitting on a nonprofit board of administration).

On the one hand, many of the respondents attributed a perceived added value related to the involvement of SME representatives in community involvement undertakings. At the individual level, it was common for employees to express a perceived increased awareness of community needs. An employee working in the food-service industry who helped coordinate in-kind food donations to non-profits in the neighborhood mentioned that her involvement allowed her to gain awareness of her contribution to local community needs:

*“Just seeing that there are so many organizations that retrieve [food donations], right there, there is an awareness on the community needs of the least fortunate. And that allows to see that as an employee, just by working in a [food service business], we can act on that.”* (P10, Employee, Female)

Comments made by a nonprofit representative also supported this finding:

*“Well me anyhow, I think, because I asked them they were very happy that they participated. I think they want to participate. Also, it can open their eyes on some things about their community that they weren't aware of. Learn. Well, that's it, they*

*learn some things that maybe they didn't know about their community.” (P3,*

*Nonprofit representative, Female)*

Some participants also stated that participation in community involvement could foster the development of interpersonal relationships at different degrees:

*“But now I have people who became friends thanks to that. And employees too who now have friends who are part of those organizations.” (Participant 23, Employer, Female).*

Participants identified perceived outcomes at the organizational and local community level as well. These outcomes were mainly discussed by those in the nonprofit representative and employer categories of respondents, and suggested the presence of mutual benefits for SMEs and nonprofits.

At the organizational level, some SME representatives believed that employee involvement could contribute to positive outcomes for the business such as improved intra-organizational ties:

*“I think that if it's as a team, if let's say there is [Employee X] and [Employee Y] who will give a night class, they will create a sense of belonging. They will have another, it will not be just work. They will have known each other in a different setting than work. So I think that ties, even between employees are woven more tightly because they participate to something else.” (P23, Employer, Female).*

At the community level, some nonprofit representatives believed in the importance of SME representatives' involvement to support their operation, while acknowledging that maintaining this involvement required effort on the part of nonprofits:

*“It's essential because without them it's not possible to operate. So it takes people and it has to be redone year after year because there are some who step down and*

*there are new ones who want to be contacted because they heard about it from someone.” (P4, Nonprofit, Female)*

Despite the advantageous perceived outcomes attributed to SME employee involvement, some respondents perceived a lack of uptake on the part of employees, which, according to some employers, had translated to a lack of opportunities to support employee involvement:

*“Us, it’s at the heart of our mission to encourage. I’m not saying that most employees embrace it with open arms but us, we encourage our employees to get personally involved with nonprofits and we support if it’s the case. For now, there hasn’t been a lot.” (P7, Employer, Male).*

Furthermore, among nonprofit respondents, some participants expressed doubt about employees’ capacity to volunteer in the context of SMEs. A participant whose organization had partnered with SME employers in her neighborhood conceived that SMEs’ involvement was perhaps circumscribed within management:

*“Smaller businesses I think their profit margins are very small and their involvement, it will be more like the partner who gets involved, the owner who is personally involved and invests his money, his resources rather than encouraging his employees.” (P6, Nonprofit, Female)*

In sum, while respondents from all three types of respondents reported benefits related to employer-supported involvement, a lack of uptake was noted on the part of employees, suggesting the presence of individual-level challenges to participation. Moreover, a lack of awareness of the expressions of SME employee community involvement was noted among nonprofit representatives, suggesting the presence of contextual challenges to employee

involvement. Indeed, while nonprofit representatives expressed being aware of and perceiving value linked to SME *employers'* involvement, there appeared to be a potential disconnect, to a certain extent, between SME *employees* and information on community involvement. These observations helped to identify multi-level challenges and barriers to employee involvement in the context of urban SMEs.

### C) Barriers to employee community involvement in the context of SMEs

Participants identified barriers and obstacles to the participation of employees in community involvement at the individual, organizational and community level.

**Individual-level barriers.** At the individual level, participants described the presence of perceptions, attitudes and beliefs hindering employee involvement.

*Dissuading perceptions, attitudes and beliefs.* Some of the attitudes seen as interfering with employers' desire to approach employees related to a perceived lack of interest to get involved attributed to various factors such as employees having other obligations and priorities outside work: "*People in their 40s have two kids, they have grass to mow. It's really tough to nudge them.*" (P23, Employer, Female)

Interestingly, the lack of time, and factors linked to distance or transportation issues did *not* emerge as important barriers to involvement among the respondents.

**Organizational-level barriers.** At the organizational level, participants identified elements related to the organizational context, as well as processes and practices that could pose a challenge to employee involvement.

***Impeding organizational context.*** Participants identified that elements from the organizational context could restrict SMEs' capacity to promote and support community involvement within the workforce. An important barrier relating to the organizational context involved the *lack of management involvement*, which could stem from different origins such as the lack of interest, fear of appearing coercive, or perceiving community involvement as demanding.

Some participants observed that some employers' disinterest or indifference towards community involvement could interfere with the willingness to contribute:

*“For [Event X] or other things we went door-to-door to solicit help, there are some who say oh well, I don't even live here. OK. I say like yes, but you have your business. You spend your days here. But there are some who it doesn't affect at all. They want nothing to do with it.”* (P13, Employer, Male)

An additional hindering layer involved employers' desire to avoid pressuring employees, and fear of appearing coercive. This concern could translate to adopting a “waiting” attitude rather than actively encouraging participation:

*“Everyone is for it, but just taking the next step where you get involved, it hasn't happened and I don't force it. I will just tell everyone the day it comes, we will be there. We will support. We will help. But for now there isn't...”* (P17, Employer, Male)

Participants also perceived that some employers could perceive community involvement as demanding, which could impede their desire to embark in initiatives and solicit employee involvement.

Other potentially hindering elements from the organizational context included a profit-centred mentality, and an organizational development phase unfavourable to reflection on community involvement.

A participant mentioned that a profit-centred mentality could place community involvement issues in businesses' blind spot:

*“I think that when you have a business like that especially that runs quickly, it's the kind of issue that you don't think of at all because we're really in the logic that we have to sell our [product]” (P10, Employee, Female)*

This same participant described how the fact that the business' owner adhered to this type of mentality initially conflicted with the establishment of an employee-led community involvement initiative:

*“Us at first when we had tons of [food] like that, we didn't have an established list [of non-profits]. To say how much it's not instinctive to give [food] to community organizations and there was even a big clash with the owner who wanted to throw away the [food] but wanted it to be in bags so people wouldn't go to rummage through the garbage but at the same time there was no initiative taken not to throw out that [food]. So really it's wasted [food] and we can't have people take it from the garbage. So we had to rally a bit say there are lots of people who come to get [food]”*

*for people so it would be interesting to frame that. But it took a few months.”* (P10, Employee, Female)

The organizational developmental phase could also place community involvement lower on the agenda due to the need to focus on the survival of the business, as observed by an employer:

*“I think it also depends on where we’re at in our business cycle. You know, you could say we’re getting to the end of the start-up phase, the long one, not the short one to open but the long phase of establishing a clientele, making ends meet. Once we think we’re well established in the neighborhood, then we may have more time but I’d say that yes last year we were still in it and we made little renovations again this fall to like finish arranging the establishment.”* (P20, Employer, Male)

***Dissuading organizational processes and practices.*** As per participants’ accounts, dissuading organizational processes and practices, such as the failure to communicate the meaning of ESV, entailed methods employed that pulled employees away from an understanding of community involvement, and limited the possibility to establish contact with nonprofit representatives.

*Failure to communicate the meaning of ESV.* Some participants explained that SMEs missed out on opportunities to facilitate employees’ buy-in to community involvement when they failed to communicate the rationale or purpose of initiatives:

*“I knew a business where they told me they raised I think it was 20 000\$ for [Nonprofit X], we said wow, the D.G. told me he was quite proud of sending a*

*cheque. But he said I was quite disappointed to see employees were not proud. Yet, we sent them a nice photo of me with the cheque with the [Nonprofit X] representative. Yes, but it's because what was the meaning for employees? He was proud, it gave him a nice little photo. He was invited to the [Nonprofit X] annual cocktail [...] But the meaning for employees of giving two, three bucks per week on their pay was not highlighted by the leader. He didn't give a meaning to it."* P5, Nonprofit, Male)

**Community-level barriers.** At the local community scale, barriers to employee involvement identified namely revolved around a) a lack of awareness pertaining to community involvement practises and resources, and a b) lack of accessibility to community events and networks.

***Lack of awareness of community involvement practises and resources.*** Among nonprofit representatives, some participants noted a lack of awareness as to methods potentially used by SMEs to encourage, facilitate, recognize or support employee participation in community involvement:

*"[Business X] is very involved as a business, but I'm not sure they release for example their employees. They will get involved in big events, you know, but do they have a volunteering recognition policy for their employees, that, I would like to say I doubt it but maybe it's me who..."* (P1, Nonprofit, Female)

One of the participants even believed that: *"I don't think neighborhood businesses encourage volunteering in any way."* (P6, Nonprofit, Female)

However, some nonprofit representatives also noted being unaware of some of their volunteers' background characteristics such as their place of employment. As such, as mentioned by a participant, this could contribute to non-profits not knowing about SMEs' potential role in facilitating involvement or familiarizing employees to their organization and opportunities for involvement:

*"Like there's a [industry] business, [Business X], each year, they buy a table and come with their whole team. And it's good for us because I tell myself sometimes, and you know sometimes I think I'm not aware either, because it allows employees to know the Centre. And maybe I deal with an employee who's a volunteer but I don't know he works for [Business X] either, you know?"* (P6, Nonprofit, Female).

A lack of awareness was also noted on the part of SME representatives, who were "absolutely not. No, not at all" aware of how other businesses were involved in the community or supported employee involvement, and felt that this could also be the case for non-profits: "I think that, actually maybe that's one of the reasons why non-profits don't go to SMEs because maybe it's not known. [...] Or maybe basically they think they are too busy, whatever. I don't know." (P23, Employer, Female)

***Lack of accessibility to community events and networks.*** This category referred to elements of the neighborhood organization or context that played a role in restraining non-profits' access to potential employee volunteers, or limited SME employers' opportunities to create ties with nonprofit representatives with the aim of facilitating initiatives involving employee participation.

According to nonprofit representatives, the main challenges involved logistic issues interfering with their ability to attend events organized by the business sector, and the lack of inter-sectoral community events or organizations.

A participant noted that some of the requirements (e.g., financial requirements) to attend events organized by the business sector reduced accessibility and limited non-profits' capacity to participate:

*“You know, it’s always that, it’s that contrarily to businesses, businesses will sometimes have a bit of money to develop their business, you know, to network and all that. But us, there’s not a lot and us, we’re used to things being free or nearly free. So business fairs like that when you know it will cost \$200, \$300, we don’t have the money because we could have gone to a fair where there were lots of businesses from [Municipality X] in sustainable development, but it was a lot of money and we don’t have it.” (P1, Nonprofit, Female)*

This participant also highlighted the absence of a community association dedicated to improving the neighborhood, which was conceived as a missed opportunity to promote community involvement:

*“I know in some cities – in [Municipality X], I don’t know – it’s called [Association X] and it’s an association of merchants and the community sector precisely to improve the neighborhood. But it’s really local. But people gather. It’s a local association for development. And that, I find that interesting. So you have as many SMEs as community organizations to facilitate. We need to find ways of fostering*

*exchanges. But [Association X], I don't recall having seen that in [Municipality X]."*

(P1, Nonprofit, Female)

Within the SME representatives' perspective, challenges included the perceived lack of identifiable associations of local merchants, and difficulties identifying key community stakeholders.

### **Facilitators to employee community involvement in the context of SMEs**

Similarly to the understanding of perceived barriers to employee participation in community involvement, participants identified facilitators at the individual, organizational and local community level.

**Individual-level facilitators.** At the individual-level, participants discussed the influence of community-oriented perceptions, attitudes and beliefs, as well as pro-social attributes and individual characteristics.

*Community-minded perceptions, attitudes and beliefs.* Some of the perceptions, attitudes and beliefs related to foster employee involvement were related to affective commitment to a specific cause, and recognizing the potential impact of community involvement.

According to some SME representatives, becoming aware of social inequalities had contributed to internalizing the desire to give back:

*"Like me, what was a catalyst is when I was moved to see kids. [...] You know, you will say ah, OK, like me I think I've been lucky in life, and if I can help someone who is a little less lucky, great, you know? I think that's what it takes. You need to be*

*confronted to see that that's it, there are some who don't have the same luck we did"*

(P17, Employer, Male)

In some cases, employers also placed importance on transmitting this desire to give back within their respective workplace:

*"We want each branch to be involved in their neighborhood. For us it's important"* (P17,

Employer, Male)

***Pro-social attributes and individual characteristics.*** Participants also identified employee characteristics perceived to facilitate an innate motivation to get involved. Some of these characteristics related to personality or temperament, whereas others were related to individuals' life trajectory and the absence of responsibilities or obligations outside of work (e.g., family obligations) that could limit employees' availability.

According to some employers, these characteristics were sometimes identified during the hiring process, since they consisted in desirable employee attributes due to the nature of the business or work:

*"The people we hire, we want them to be other-oriented people because it's teamwork, we have an open office, there has to be mutual help, there has to be. It's part of our recruitment process to verify if people are interested about what others do, if they're involved, if they know the community"* (P23, Employer, Female)

**Organizational-level facilitators.** At the organizational-level, participants identified facilitators related to the organizational context, as well as organizational processes and practices.

***Community-minded organizational context.*** Organizational contexts with missions or a vision complementary to community involvement were seen as favourable to employee involvement (e.g., desire to be a neighborhood hangout spot). Flexibility was also perceived as an attribute to employee involvement.

Participants discussed the role of an organizational context integrating principles of flexibility in facilitating employee involvement. Some participants endorsed the presence of a flexible schedule within their workplace for different reasons not necessarily limited to community involvement:

*“Well us we have flexible schedules in general. [...] It’s not for volunteering per se. If you have a dentist appointment, I don’t mind if you show up at 11:00 am.”* (P23, Employer, Female)

Despite having a broad focus, flexibility was seen as allowing participants to adjust their schedules to suit community involvement needs, thus facilitating employee involvement.

***Community-minded organizational processes and practices.*** According to participants, community-minded organizational processes and practices related to methods allowing to communicate the purpose of community involvement, value contribution and impact, and foster a supportive environment within employees.

***Communicating the purpose.*** Participants identified that targeted communication about community involvement could facilitate employee involvement. Messages that communicated the purpose of involvement or of the initiative, and communications consisting in a call for

participation rather than seeking recognition were perceived as facilitators that could allow to increase participation:

*“And even I mention the event I organize for impoverished people. I don't advertise things like that in the newspaper. It's as discreet as possible. However, since I have a communication agent, she says it's important to advertise for [Initiative X]. People have to know. There has to be all that. That, it will help merchants participate too. So, before I didn't see that. I said, I don't want to. It's not my goal to get known in that way. [...] But it seems there's another side I don't see and we started to advertise.”* (P16, Employer, Male)

**Valuing contribution and impact.** Many participants identified the role of informal recognition in facilitating involvement. This form of recognition manifested in ways such as expressing gratitude for employees' involvement, and acknowledging the impact of the initiative rather than focusing on individual recognition: *“I won't give them a certificate”* (P23, Employer, Female)

Participants also identified the role of non-profits in valuing SMEs' contribution:

*“So I'm telling myself, I was thinking about that this morning, I will write an article on the Green Alley for the [X] magazine and also for the local newspaper. And for me, it will be essential to say this small company gave us the paint for road marking. But they didn't ask for it, but by sending them an article like that and taking nice photos of the doves in the alley, with peace, it will be a cool thing for them.”* (P4, Nonprofit, Female)

***Fostering a supportive environment.*** According to some nonprofit representatives, focusing on providing a positive experience to employee volunteers was an important facilitator of involvement:

*“As long as the request is clear, what is it? What’s expected? Equipping people properly, so they’re not missing anything, so they’re really, they don’t have to look. We have to roll out the red carpet because if people are helping out, it has to be easy and pleasant, you know? If you keep that idea, it goes well.”* (P4, Nonprofit, Female)

**Community-level facilitators.** At the community level, participants identified elements related to an inclusive neighborhood organization or context that were associated with employee involvement.

***Rallying projects, initiatives and spaces.*** This category entailed community elements that allowed exchanges and the development of ties between nonprofit and SME representatives. These included shared infrastructure, “matchmaking” organizations allowing to match SME employees to community initiatives, and community events promoting the involvement of representatives from both the community and business sector.

In relation to community events incorporating the presence of both sectors, a participant identified organizing events with the aim of identifying an issue that both sectors could identify with, thus creating opportunities to connect with SME representatives:

*“If we have a reflection event on volunteering and the elderly, I know that if I have an event just for that, well I’ll have people who are already interested by that. But if I take the issue more broadly and I talk about social involvement in the community,*

*well them [(SMEs)] they identify, and then I'm able to reach people who may not volunteer with the elderly, but I find that if I find a broader questioning, well then I can reach a larger diversity of actors. So us, that's what we do in our events" (P2, Nonprofit, Male)*

Table 20 summarizes the barriers and obstacles, as well as facilitators and opportunities for involvement identified by participants.

Table 20

*Facilitators and Barriers to Employee Involvement in Urban Employer-Supported Volunteering in Urban SMEs*

	<b>Barriers and Obstacles</b>	<b>Facilitators and Opportunities</b>
<i>Individual-level</i>	<ol style="list-style-type: none"> <li>1. Dissuading perceptions, attitudes and beliefs (e.g., lack of time or interest, perceived lack of resources)</li> </ol>	<ol style="list-style-type: none"> <li>1. Community-minded perceptions, attitudes and beliefs               <ol style="list-style-type: none"> <li>a. Awareness of social inequalities</li> <li>b. Pro-social attributes and individual characteristics</li> </ol> </li> </ol>
<i>Organizational-level</i>	<ol style="list-style-type: none"> <li>1. Impeding organizational context               <ol style="list-style-type: none"> <li>a. Lack of management engagement</li> <li>b. Profit-centred mentality</li> <li>c. Organizational development phase</li> </ol> </li> <li>2. Dissuading processes and practices               <ol style="list-style-type: none"> <li>a. Failure to communicate meaning of ESV</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Community-minded organizational context               <ol style="list-style-type: none"> <li>a. Community-minded vision or mission</li> <li>b. Flexible approach</li> </ol> </li> <li>2. Community-minded processes and practices               <ol style="list-style-type: none"> <li>a. Communicating the purpose of ESV</li> <li>b. Valuing contribution and impact</li> <li>c. Fostering a supportive environment</li> </ol> </li> </ol>
<i>Community-level</i>	<ol style="list-style-type: none"> <li>1. Lack of awareness of community involvement practises and resources</li> <li>2. Lack of accessibility to community events and networks</li> </ol>	<ol style="list-style-type: none"> <li>1. Rallying projects, initiatives and spaces</li> </ol>

## Discussion

This study aimed to gain an understanding of multi-level factors associated with SME employee involvement in the context of employer-supported volunteering, by incorporating the

perspectives of SME employees, SME employers, and nonprofit representatives. Results allowed to conceptualize urban employer-supported volunteering in the context of SMEs as comprising three dimensions: a) *community-minded business orientation*, referring to a commitment at the organizational level to contribute to the community through actions denoting care for the community while exhibiting compatibility with business objectives or philosophy; b) *voluntary involvement beyond professional roles and responsibilities*, suggesting that ESV activities are easily distinguishable from and do not substitute work tasks, and that involvement is void of perceived pressure or employer demands; and c) *diversity of involvement*, qualifying ESV as exhibiting a wide range of activities, a varying degree of formalization between SMEs, and stemming from multiple pathways of engagement.

Results showed that, aside from individual perceptions dissuading employee involvement in ESV, barriers and obstacles to employee involvement primarily related to a lack of management engagement and failure to communicate the meaning of ESV at the organizational level, and lack of accessibility to community events and networks, as well as lack of awareness of ESV's community engagement practices at the local community level. Conversely, in addition to community-minded perceptions and attitudes (e.g., awareness of social inequalities) and individual characteristics, factors such as organizational flexibility, organizational practices and processes focused on elucidating and acknowledging the meaning of ESV, and the creation of rallying projects and spaces connected to common issues and interests within the local community (e.g., neighborhood improvement) served as facilitators and opportunities for SME employee involvement. Overall, results highlighted the need to consider contextual factors when aiming to identify strategies to better mobilize and support employee involvement in ESV initiatives within SMEs, namely within the organizational and local community context.

**ESV as Embedded Within an All-encompassing Community Involvement Approach**

Existing literature on employer-supported volunteering has mainly portrayed ESV as a form of involvement regulated by formal policies, and implemented within company-led programs (Booth, Park & Glomb, 2009; Houghton, Gabel & Williams, 2009; Jones, 2010; Pajo & Lee, 2011). Pelozo & Hassay (2006) proposed the term *intra-organizational volunteering* to describe this form of involvement “made by employees within company-sanctioned programs on behalf of causes/organizations selected by their employer” (p. 360). They acknowledged that employee involvement can also manifest in other ways such as “volunteer initiatives that are supported by, but not strategically aligned with the firm” (Pelozo & Hassay, 2006, p. 359) – for which they coined the term *inter-organizational volunteering*, or volunteering conducted outside the work context on employees’ personal time (*extra-organizational volunteering*). These authors proposed that intra-organizational volunteering constitutes the most desirable form of engagement, as it provides businesses with the most benefits. Our results found no evidence of formal business-run ESV programs in the context of SMEs. Efforts to mobilize and facilitate employee involvement were rather described as being performed within the context of local community projects or events, or to support employees’ personal volunteering endeavours, and were portrayed as manifesting through various forms. As such, in the context of SMEs, employer-supported volunteering appears to be primarily construed as inter-organizational volunteering. Nevertheless, this type of involvement was deemed meaningful by the respondents.

Prior recommendations aiming to increase employee participation in ESV have focused on strategies to develop formal ESV programs, or implement within those (Boccalandro, 2009; Peterson, 2004b; Points of Lights Foundation, 2013). As expressed in the “diversity of involvement” theme that emerged, our findings showed that SMEs possess various means to

reach employees and facilitate as well as support their involvement in the local community that are not necessarily related to traditional representations of ESV found in large organizations. As such, our results support the idea of understanding ESV as a component of SMEs' overall approach to community involvement, as suggested by Gagnon and colleagues (2017).

In this vein, rather than calling for formalization as recommended by many proponents of the business case for ESV, our study conveys the relevance of seeking to identify and acknowledge the various community involvement pathways and employee involvement supports employed by SMEs that contribute to mutually beneficial outcomes for business and community actors involved.

### **Barriers to employee involvement in ESV in the context of SMEs**

Our study allowed to expand on individual barriers to employee involvement and identify organizational-level and local community-level dynamics with potential avenues for intervention. Previous research has suggested that, in the context of SMEs, owner-managers' values and convictions function as an important driver to community involvement (Aragón, Narvaiza & Altuna, 2016). Our study corroborated this finding, as the lack of management engagement emerged as an important barrier to SME employee involvement. Our results allowed to contextualize management engagement dynamics by identifying different factors that could interfere with SME employer's propensity to encourage employee involvement, and the extent of their engagement. Contrarily to large businesses, SMEs appear to devote less efforts towards external communication and reporting of ESV (Baumann-Pauly, Wickert, Spence & Scherer, 2013). In agreement with this, many SME employers interviewed reported refusing to publicly advertise their community involvement endeavours. Reasons for doing so appeared to relate to

preoccupations with the way their staff and the general public may perceive their motives for involvement, an issue previously found as influential in employee uptake of ESV (Gatignon-Turnau & Mignonac, 2015; Morgan & Burchell, 2010).

For some participants in the ESV employer category, the fear of appearing coercive and obliging staff participation fostered inertia, thus indirectly hindering employee involvement. Failure to communicate the meaning of ESV within the workforce was also found to be an important shortcoming on the part of SME management. Together, these findings have important implications for the role of effective and meaningful communication about ESV.

An important obstacle to SME employee involvement found in our study that has not been discussed much in the literature constitutes the apparent disconnect between employees and businesses' approach to community involvement. SME employers were uniformly described by nonprofit representatives as the primary or single point of contact with the business. Nonprofit representatives also expressed a limited understanding of employees' level of involvement and employer supports to encourage their involvement, calling for a better understanding of what unfolds "behind the scenes" in SME employee-employer dynamics. For their part, employees sometimes expressed a lack of understanding of management's rationale and approach to involvement, suggesting the need for more transparent information dissemination on ESV.

Finally, at the local community level, accessibility gaps called for the need to develop strategies for nonprofits to access SMEs' networks more easily, and vice versa. This contrasted with findings from a study conducted in a semi-rural setting, where initiatives were more visible and potential community partners more easily accessible (Gagnon et al., 2017). These findings also suggest that, in urban contexts, local neighbourhood associations can undertake the role of

broadening their reach and making themselves more accessible. Some of the organizational-level barriers identified may also have an influence at the local community level. Indeed, SME employers' cautionary approach and tendency to avoid discussing ESV in the public sphere may play a part in the lack of awareness of SME community engagement practises and inaccurate beliefs that employees are not involved nor encourage to be.

### **Facilitators of Employee Participation in ESV in the Context of SMEs**

Altruistic motives focusing on the expression of humanitarian concern or the desire to contribute to the welfare of others constitute important individual-level drivers to involvement for employee volunteers (Breitsohl & Ehrig, 2017; Brockner, Senior & Welch, 2014; Do Paco, Agostino & Nave, 2013). This was also found to be the case in our study. SME employees and employers alike expressed a desire to contribute to their community that was sometimes catalyzed by awareness of social inequities.

In relation to the organizational level, Rodell, Booth, Lynch & Zipay (2017) suggested two pathways to the development of a corporate volunteering climate, which may have positive implications for business and community outcomes. These are: a) an *employee-driven process*, stemming from employee beliefs in a cause, and b) a *company-driven process*, relating to company resources provided for corporate volunteering purposes. Our study found that, in the context of SMEs, employee involvement could also stem from a bottom-up (employee-led) or top-down (often, management-led) process. In both cases, organizational practices and processes (e.g., flexibility, communicating the meaning and impact of ESV) could facilitate involvement. These practices may contribute to encouraging involvement by providing employees with a sense of agency. Moreover, communicating the significance of ESV may contribute to the

development of community-oriented inclinations or beliefs among employees through a modelling effect.

Interestingly, contrarily to the context of large businesses, the organizational practices identified as facilitating employee involvement such as flexible schedules had not been implemented specifically for this purpose, but rather served as a regular component of the business's organizational culture and routine. Nevertheless, these practices may facilitate employee involvement by fostering autonomy (e.g., giving employees the freedom to adjust their schedules to accommodate community involvement), and accountability as well as empowerment (e.g., by adopting a supportive approach and equipping employees so they can accomplish tasks independently, contribute to generating new ideas and decision-making)

The few practices that specifically targeted community engagement included communicating the purpose of ESV, and valuing contribution and impact. While the forms of ESV recognition endorsed by the government and leading volunteering organizations in Canada have primarily orbited around aspects of individual recognition (e.g., *Governor General's Sovereign's Medal for Volunteers*, *Prix hommage Bénévolat Québec*, Volunteer Canada's 2017 report on Recognizing Volunteering), our results highlight the importance of acknowledging contribution and community impact, and shifting away from the trend of "merit."

At the community level, our results showed the importance of events rallying community and nonprofit actors around a common issue (e.g., neighbourhood improvement or vitality) where both sectors could identify mutual benefits. Distance appears to play a role in urban contexts; respondents generally described a preference to get involved and support organizations within their immediate neighborhood. As such, rallying community events targeted actors within

close geographical proximity. It is possible that, by providing support within the neighborhood or borough, outcomes are more easily identifiable. It seems that the use of terms such as “volunteering” is less relatable for local businesses, and could inadvertently be perceived and treated as a nonprofit issue. A recent study investigating multi-level factors linked to the development of SME-nonprofit partnerships in the context of ESV in a semi-rural setting found that the visibility of nonprofits and community engagement initiatives, as well as spaces allowing intersectoral interactions (e.g., events to recognize contribution in community development organized by the Chamber of Commerce) were important drivers to partnership development (Gagnon, Beaudry, Guay-Charette & Lemyre, 2017). In contrast, the present study showed that, as evidenced by the lack of awareness of ESV reported by nonprofit representatives, the visibility of involvement may be less prevalent in urban contexts. This suggests that seeking to increase awareness of ESV practises and impact (e.g., at the local neighborhood scale) is especially important within urban contexts. Lack of accessibility to community associations (e.g., local business associations, community roundtables) and resources emerged as an obstacle to employee involvement in the urban setting studied, whereas key community actors were more easily identifiable in the semi-rural study (Gagnon et al., 2017). Therefore, promoting access to information on local business profiles as well as local nonprofit locations, missions and mandates, may be of particular importance in urban contexts.

### **Practical Implications and Recommendations**

Our study allowed to highlight a few important implications for practitioners interested in improving SME employee participation in community involvement. In the context of SMEs, rather than promoting the formalization or framing of community-involvement practises (e.g., by encouraging the development of ESV programs and related incentives), it may be more relevant

to consider identifying and acknowledging the many strategies, processes and practices already used by SMEs that, in addition to supporting routine business activities, can also serve the purpose of facilitating employee involvement. Reflections on indicators suggesting the presence of a community-minded business orientation may serve as a starting point. For some SMEs, it could manifest as strategies focusing on the creation of social events for their clientele or local neighbourhood, whereas for others (e.g., social enterprises), it may be more focused on endeavours to support nonprofits or specific causes in a more sustainable way. Results suggest the relevance of considering ESV as community-oriented approach operating at the organizational level that may contribute to foster positive beliefs and norms about community involvement.

In terms of the gaps to SME employee involvement, results call for the need to foster a discourse on the mutual benefits of community involvement and employee involvement, rather than focusing primarily on benefits for businesses. Prioritizing communication on the purpose of ESV, as well as assessing and valuing contribution and impact could allow a more salient identification of mutual benefits and help challenge beliefs that involvement is cumbersome (held by some SMEs), or that SME involvement is limited to managers, and that employees are uninterested to take part (held by some nonprofits).

We formulate the following recommendations for practitioners:

**For SMEs:** We encourage employers to seek to identify employee interests and personal involvement in the community (e.g., during the hiring process or otherwise) in order to identify potential employee-led involvement they could support and facilitate. We encourage the promotion of a flexible attitude within the organizational culture and related practices (e.g.,

adjustable schedules) as well as the adoption of community-minded processes and practices (e.g., expressing approval and gratitude towards involvement). We encourage the communication of specific messages about community involvement (e.g., rationale, opportunities to get involved, type of supports available to support individual involvement), and the assessment of the level of involvement of employees to facilitate the identification of gaps and opportunities to increase involvement.

**For nonprofits:** We encourage the improvement of the knowledge of volunteers' backgrounds and inquiry on potential supports or facilitation for involvement provided by their employer. We encourage interventions seeking to show SMEs the contribution of involvement (e.g., invitations to events where the impact is underlined, communicate the contribution in a newsletter), and to foster a supportive approach with employee volunteers (e.g., seek to equip and provide a positive volunteering experience).

**At the community level:** We encourage aims to improve accessibility to events organized by SMEs for non-profits (e.g., free entry or opportunities for funding) and vice versa (e.g., advertise opportunities for involvement in nonprofit boards of administration and neighbourhood roundtables within business networks). We encourage financial investments in community events and the maintenance of community associations. We encourage the aim to identify and increase the visibility of the variety of ways SMEs are involved and support employee community involvement. We encourage the availability of statistics, data and maps on community issues to increase the awareness of social inequalities at the local community and neighbourhood level.

### **Limitations and Future Directions**

Our study includes some limitations that restrict the generalizability of our results. More research is warranted to generalize the results to other organizational settings (e.g., other types of industries or business compositions). Some of our findings may not extrapolate to other business sizes. For example, factors that facilitate and hinder employee participation in ESV may differ in larger, medium-sized SMEs. Although our results suggest that, within our sample, framing and regulating ESV was not identified as a particularly relevant strategy, the formalization of ESV may be perceived differently in larger SMEs.

Self-selection bias may have influenced our results. It is possible that individuals who volunteered to participate in the study held certain characteristics or perspectives (e.g., may have had an interest in ESV or community involvement, may view ESV in a favourable light). Furthermore, social desirability and effects of recall may also have played a role in the responses obtained. Nevertheless, our study constitutes one of the few who combines the perspectives of three types of actors (employers, employees & nonprofit representatives), allowing to gain an understanding of the multi-level factors related to employee involvement from the main stakeholders involved. Future research should aim to develop a typology of SME community involvement practices and supports.

Future studies should also aim to develop a deeper understanding of the role of recognition (e.g., valuing impact and contribution vs individual recognition) in ESV within the context of SMEs. Moreover, future research could incorporate spatial analysis (i.e., GIS) of ESV using postal codes to identify clusters and neighborhood effects.

### **Conclusion**

This study aimed to contribute to the understanding of multi-level factors related to SME employee community involvement in an urban setting. It allowed to contribute to the understanding of the dynamics of community involvement in Francophone Quebec. Furthermore, it contributed to the understanding of the multi-level dynamics at play in facilitating employee participation in community involvement within the context of SMEs. Findings highlighted differences between the reality of SMEs and prior research findings focusing primarily on the context of large corporations. By triangulating the perspectives of SME employees, SME employers, and nonprofit representatives, our findings illustrated the need to shift from a discourse focused on business outcomes of ESV to one of mutual benefits, thus supporting the social argument of ESV. Relevant considerations include the need to communicate the purpose of community involvement, to raise awareness of social inequalities at the neighborhood level as well as raise awareness of businesses' involvement beyond that of the employer, and promote projects, initiatives and spaces rallying actors from the business and nonprofit sector around common neighborhood issues. A promising avenue for the assessment of mutual benefits constitutes the identification of processes, practices and supports at the organizational and local community level that contribute to fostering a community-minded business approach.

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## **Chapitre 5 : Discussion générale**

L'objectif global de cette thèse était de documenter le rôle du soutien de l'employeur envers le bénévolat dans l'implication communautaire locale au sein du contexte francophone-québécois. Nous souhaitions aussi pouvoir fournir des recommandations pour favoriser les retombées communautaires aux différents types d'acteurs impliqués. La thèse visait à contribuer à la littérature sur l'argument social du bénévolat appuyé par l'employeur, c'est-à-dire le degré auquel ce type d'implication permet de répondre aux besoins du secteur associatif et des communautés qu'ils desservent (Allen, 2012), et à fournir une meilleure articulation de cet argument. L'utilisation d'une approche psycho-socio-écologique inspirée du modèle d'écologie sociale de Bronfenbrenner (1979) pour guider l'analyse permettait de saisir la nature multidimensionnelle du bénévolat appuyé par l'employeur, et les dynamiques contextuelles liées à l'implication dans un milieu semi-rural et un milieu métropolitain au Québec francophone.

La thèse contenait trois objectifs de recherche : (1) analyser la relation entre a) les types de soutien de l'employeur envers le bénévolat formel et b) d'autres types d'implication communautaire locale (bénévolat informel, dons financiers, dons en nature); (2) contribuer à une meilleure compréhension des facteurs multiniveaux impliqués dans le développement de partenariats entre les PME et les organismes à but non lucratif dans le contexte du bénévolat appuyé par l'employeur; (3) contribuer à une meilleure compréhension des facteurs multiniveaux liés à l'implication des employés dans le contexte du bénévolat appuyé par l'employeur au sein des PME. Ces objectifs ont été ciblés à l'aide de trois études, comprenant un volet quantitatif et un volet qualitatif en milieux rural et urbain.

Dans le volet quantitatif, une première étude ciblant le premier objectif de recherche a analysé la relation entre les types de soutien de l'employeur envers le bénévolat et d'autres types

d'implication sociale (bénévolat informel, dons financiers, dons en nature) auprès d'employés à temps plein francophone-qubécois et employés anglophones des autres provinces canadiennes.

Dans le volet qualitatif, une seconde étude a permis de cibler le développement de partenariats PME-OBNL auprès de répondants du secteur privé et communautaire dans un milieu semi-rural francophone qubécois réputé pour ses partenariats à succès. La dernière étude a constitué en une analyse qualitative des facteurs et dynamiques multiniveaux liés à l'implication communautaire des employés de PME auprès d'employés, employeurs et représentants d'OBNL impliqués dans leur communauté à différents degrés au sein d'un milieu urbain francophone qubécois.

L'utilisation d'une approche multiméthode constitue une force de la thèse. En effet, le volet quantitatif a permis de fournir du soutien pour ce qui est de considérer le soutien du bénévolat appuyé par l'employeur comme une modalité pouvant favoriser divers types d'implication communautaire locale. De manière complémentaire, le volet qualitatif a permis de comprendre certains des mécanismes multiniveaux favorisant l'implication, ainsi que certaines trajectoires favorisant des bénéfices mutuels pour les acteurs du secteur privé et associatif.

### **Sommaire des résultats**

De façon globale, cette thèse permet une meilleure compréhension du rôle du soutien de l'employeur envers le bénévolat dans l'implication communautaire locale au Québec francophone, et fait ressortir la valeur ajoutée associée au fait de considérer ce phénomène selon une approche psycho-socio-écologique incorporant la perspective des secteurs communautaire et privé. Les résultats suggèrent que le rôle du soutien envers le bénévolat dans l'implication communautaire des employés ne se limite pas au bénévolat formel et réclament un élargissement

de la définition permettant de tenir compte des dynamiques multiniveaux et de la variété de ses manifestations. Les résultats suggèrent que, dans le contexte des petites et moyennes entreprises (PME), principal moteur économique du Québec, le soutien de l'employeur envers le bénévolat peut être compris comme étant une attitude formée de pratiques et processus organisationnels. Les représentants du secteur communautaire peuvent contribuer au développement de cette attitude en assumant le rôle de vulgarisateurs de la signification et de l'impact de l'implication communautaire, alors que les employeurs peuvent servir de mobilisateurs et points de relais entre les employés et les OBNL. La valorisation de la contribution des types de soutien et initiatives associées au bénévolat appuyé par l'employeur, ainsi que la mise en relief des bénéfices mutuels possibles pour les représentants du secteur communautaire et privé semblent être des pistes prometteuses pour soutenir l'argument social du bénévolat appuyé par l'employeur.

### **Volet quantitatif.**

*Portrait de la répartition des types de soutien de l'employeur envers le bénévolat.* Tel que mentionné dans l'introduction, les types de soutien de l'employeur envers le bénévolat peuvent être regroupés en cinq catégories principales incluant 1) le soutien temporel, 2) le soutien financier, 3) le soutien logistique, 4) la reconnaissance de l'action bénévole, et 5) la publicisation des opportunités d'implication (Rodell et al, 2015). À notre connaissance, aucune étude ne s'est intéressée à comparer la répartition des types de soutien de l'employeur envers le bénévolat entre employés francophone-québécois et employés des autres provinces canadiennes. Nos résultats ont permis de corroborer les résultats d'études antérieures concernant les types de soutien le plus fréquemment offert, et de montrer que l'ordre des types de soutien est le même entre ces deux groupes. Ainsi, selon les données de l'Enquête sociale générale de 2013 sur le

bénévolat, le don et la participation utilisées dans la thèse, les types de soutien de l'employeur envers le bénévolat endossés avec les proportions les plus élevées chez les employés à temps plein francophone-québécois et anglophones des autres provinces constituaient le soutien temporel et le soutien financier et/ou logistique, suivis de la reconnaissance pour l'action bénévole. Au préalable, des études d'enquêtes nationales pondérées pour refléter des résultats nationalement représentatifs se sont intéressées aux types de soutien fournis selon la perspective des employés (Hurst, 2012) et des entreprises (Basil, Runte, Easwaramoorthy & Barr, 2009). Selon ces études, les types de soutien les plus communément offerts incluaient la permission de modifier l'horaire de travail (soutien temporel), et l'utilisation des installations ou de l'équipement de l'entreprise (ex. : ordinateurs, salles de réunion) pour des activités bénévoles (soutien logistique). Pour ce qui est de la reconnaissance, les données utilisées dans la thèse ont montré qu'entre 15-20% des employés ont rapporté la présence de reconnaissance pour les activités bénévoles dans leur milieu de travail. Des études antérieures ont suggéré qu'entre un quart (Hurst, 2012) et un tiers (Basil, Runte, Easwaramoorthy & Barr, 2009) des entreprises canadiennes reconnaissent la participation des employés de façon officielle tel que par le biais de prix, de reconnaissance dans l'infolettre interne, de diners ou réceptions d'appréciation, de lettres de reconnaissance ou autre. Le fait que nous avons obtenu des taux de reconnaissance légèrement inférieurs aux autres peut potentiellement être expliqué par l'inclusion de non-bénévoles (qui pourraient être moins sensibilisés aux types de soutien offerts) dans notre échantillon.

La présence de soutien de l'employeur envers le bénévolat est associée à un nombre d'heures de bénévolat formel plus élevé chez les employés comparativement à ceux qui ne rapportent aucune forme de soutien de leur employeur envers le bénévolat (Hurst, 2012;

Fournier-Savard, 2016). Cependant, la relation entre le soutien de l'employeur et d'autres formes d'implication communautaire locale est peu connue. L'inclusion du soutien de l'employeur envers le bénévolat dans des modèles de régression visant à prédire d'autres formes d'implication communautaire locale a permis d'améliorer l'ajustement global des modèles (*overall model fit*), suggérant que le rôle de cette variable organisationnelle n'est pas limité au bénévolat formel. Ainsi, les résultats de l'étude 1 ont permis d'établir que, dans son ensemble, le soutien de l'employeur envers le bénévolat est un prédicteur significatif d'autres formes d'implication communautaire locale, c'est-à-dire le bénévolat informel, les dons financiers et les dons en nature. Ceci suggère qu'il est possible que le soutien envers le bénévolat de la part des employeurs puisse faciliter d'autres formes d'implication contribuant à répondre aux besoins des organismes à but non lucratif et des communautés qu'ils desservent.

***Distribution inégale des types de soutien.*** Notre étude, utilisant des données nationales de 2013, n'a pas trouvé de différence significative par rapport aux proportions rapportées de soutien de l'employeur envers le bénévolat entre les sexes au sein des employés francophone-québécois ni des employés anglophones des autres provinces. Ceci diffère des résultats d'une étude utilisant les données de l'Enquête canadienne sur le don, le bénévolat et la participation de 2000 qui a trouvé que, comparativement aux hommes, les femmes employées étaient 17% moins susceptibles de recevoir du soutien de leur employeur envers le bénévolat (MacPhail & Bowles, 2009). Cette différence pourrait potentiellement être expliquée par les échantillons utilisés étant donné que l'étude de MacPhail & Bowles (2009) s'est exclusivement intéressée aux employés effectuant du bénévolat, alors que notre étude (Étude 1) a également inclus la perspective des non-bénévoles. Il est possible que les non-bénévoles soient moins enclins à percevoir des

déséquilibres par rapport à la répartition des soutiens offerts au sein de leur environnement de travail étant donné qu'ils ne sont pas directement concernés.

L'étude 1 a toutefois identifié deux sources de distribution inégale des types de soutien de l'employeur envers le bénévolat reliées a) au type de répondant, et à b) l'intensité du bénévolat formel. En lien avec le type de répondant, des proportions significativement moins élevées de soutien de l'employeur envers le bénévolat ont été observées chez les employés francophone-québécois. Par rapport aux types spécifiques de soutien, des proportions significativement moins élevées d'employés francophone-québécois ont rapporté la présence de soutien temporel et de reconnaissance pour leurs activités bénévoles, alors que les proportions de soutien financier et/ou logistique se sont avérées être similaires entre les deux groupes. Les différences liées aux proportions plus faibles de soutien temporel ont corroboré les résultats de recherche antérieure comme quoi les compagnies québécoises semblent être moins portées à fournir ce type de soutien (Basil, Runte, Easwaramoorthy & Barr, 2009). Selon nos résultats, les types de soutien qui sont rapportés avec de plus faibles proportions chez les employés francophone-québécois comparativement aux employés anglophones hors Québec constituent des types de soutien plus formels. Ainsi, nos résultats suggèrent que la mise en œuvre du bénévolat appuyé par l'employeur est effectuée de manière plus informelle dans le contexte francophone québécois. Les proportions plus faibles de reconnaissance observées chez les francophones-québécois semblent constituer un résultat auparavant inexploré dans la littérature empirique, et soulèvent des enjeux culturels. Ce résultat a notamment mené à se questionner quant à la signification de la reconnaissance dans le contexte du bénévolat appuyé par l'employeur au Québec francophone, et à la manière selon laquelle elle est implantée. Puisque ces questions n'ont pu être répondues par

les données d'enquêtes nationales existantes, le volet qualitatif a permis d'explorer la notion de reconnaissance de façon plus approfondie.

Pour ce qui est du lien entre le soutien de l'employeur envers le bénévolat et l'intensité du bénévolat formel, notre étude a montré que des plus hautes proportions de soutien étaient retrouvées chez les bénévoles réguliers comparativement aux bénévoles ponctuels, et ce, chez les employés francophone-québécois et anglophones des autres provinces. Ceci a soulevé des questions quant au contexte dans lequel les différents types de soutien sont offerts. Certains auteurs ont suggéré que les initiatives du bénévolat appuyé par l'employeur peuvent tirer leurs origines de processus ascendants, provenant de l'intérêt des employés, ou de processus descendants, découlant de processus et pratiques organisationnels (Pajo & Lee, 2011; Peloza & Hassay, 2006; Rodell, Booth, Lynch & Zipay, 2017). Ainsi, il a été suggéré que les employeurs peuvent fournir leur soutien en réaction aux demandes des employés (responsabilité sociale des entreprises réactive) ou de manière stratégique, en investissant envers des causes sociales spécifiques pouvant procurer un avantage compétitif (Basil, Runte, Easwaramoorthy & Barr, 2009; Porter & Kramer, 2006). Les résultats de l'étude 1 suggèrent la possibilité que les bénévoles réguliers émettent davantage de demandes de soutien et d'accommodation à leur employeur que les bénévoles ponctuels pour pouvoir concilier leur vie professionnelle et leurs engagements bénévoles, et que les employeurs fournissent du soutien en réponse à ces demandes. De plus, il est possible que les employés qui sont moins impliqués (ex. : bénévoles ponctuels et non-bénévoles) soient moins au courant des types de soutien qui peuvent être offerts par leur employeur pour faciliter l'engagement et, par inadvertance, y aient moins facilement accès. Ainsi, alors qu'une part importante de la documentation sur le bénévolat appuyé par l'employeur promeut les manières de maximiser les retombées organisationnelles à l'aide de

processus descendants formels, nos résultats suggèrent l'intérêt de s'attarder également aux processus ascendants et au soutien des initiatives d'implication initiées par les employés – soit le bénévolat interorganisationnel et extraorganisationnel, selon Peloza & Hassay (2006), qui semblent constituer une portion importante de ce qui a trait au bénévolat appuyé par l'employeur chez les PME. Par ailleurs, le résultat obtenu selon lequel le bénévolat ponctuel est associé à l'implication communautaire locale sous forme de bénévolat informel, dons financiers et dons en nature souligne l'importance de valoriser davantage cette forme d'engagement plutôt que de promouvoir uniquement l'implication soutenue. Plusieurs études ont noté que la majorité des entreprises canadiennes n'ont pas tendance à évaluer leur soutien envers le bénévolat (Basil, Runte, Easwaramoorthy & Barr, 2009; MacPhail & Bowles, 2009). Or, nos résultats concernant la distribution inégale des types de soutien envers le bénévolat soulignent l'importance d'évaluer la portée de manière à en augmenter l'accessibilité et à éviter de renforcer certaines dynamiques de pouvoir préexistantes de façon involontaire.

*Liens entre soutien au bénévolat et implication communautaire, et particularités du Québec francophone.* En utilisant une variable dichotomique englobant l'ensemble des types de soutien de l'employeur envers le bénévolat et indiquant la présence ou non de ce type de soutien, les résultats indiquent que le soutien envers le bénévolat est un prédicteur significatif d'autres formes d'implication au sein des employés francophone-québécois et des anglophones des autres provinces. L'utilisation de types spécifiques de soutien envers le bénévolat comme prédicteurs (soutien temporel, soutien financier et/ou logistique, reconnaissance de l'action bénévole) a permis de mettre en évidence certaines similarités et différences entre les groupes.

Une similarité d'importance a constitué le fait que le soutien temporel est ressorti comme étant un prédicteur significatif des dons financiers chez les employés francophone-qubécois et anglophones des autres provinces. Bien que plusieurs études suggèrent que le bénévolat appuyé par l'employeur puisse aider à fournir des ressources additionnelles telles que des ressources financières aux organismes à but non lucratif (Allen, 2012; Haski-Leventhal, Meijs & Hustinx, 2010; Samuel, Wolf & Schilling, 2013), peu de preuves empiriques existent à cet effet. Notre étude permet de contribuer à cette lacune en suggérant que le soutien temporel, qui constitue une mesure peu coûteuse à mettre en place pour les entreprises, est associé à la probabilité d'effectuer des dons financiers aux OBNL. Les employés francophone-qubécois rapportant la présence de soutien temporel avaient plus de deux fois et demie plus de chances de faire des dons monétaires (OR = 2.64,  $p < .05$ ) alors que les employés anglophones des autres provinces rapportant ce type de soutien avaient presque le double des chances de faire des dons monétaires (OR = 1.94,  $p < .001$ ) comparativement aux employés qui ne rapportaient pas de soutien temporel. Plus d'études sont requises pour clarifier cette relation.

En ce qui concerne les différences entre les groupes, le soutien temporel était également un prédicteur significatif du bénévolat informel chez les anglophones hors Québec, mais non chez les francophones-qubécois, et la reconnaissance de l'action bénévole était un prédicteur significatif des dons en nature chez les anglophones canadiens, mais non les francophones-qubécois. Toutefois, chez les francophones-qubécois, la présence de soutien temporel était associée à une augmentation des chances de participer au bénévolat informel de 68% (OR = 1.68, n.s.), et la présence de reconnaissance était associée à une augmentation des chances de s'impliquer par le biais de dons en nature de 82% (OR = 1.82, n.s.). Bien qu'il ne soit pas possible d'inférer des conclusions quant à la causalité ou la direction des associations, certaines

hypothèses pourraient expliquer ces résultats. Ainsi, il est possible que le soutien temporel permette aux employés d'ajuster leurs horaires pour qu'ils puissent s'impliquer de manière informelle. De plus, il se peut que le fait de recevoir de la reconnaissance pour leurs activités bénévoles permette d'augmenter leur engagement affectif envers certaines causes, ce qui pourrait favoriser les dons en nature. Il est possible que le soutien temporel ait une moins forte incidence sur la probabilité de s'adonner au bénévolat informel au Québec francophone, étant donné la culture prononcée de l'entraide et la préférence pour l'implication informelle déjà présente dans ce milieu (Laforest, 2011). De plus, il est possible que la reconnaissance soit perçue ou implantée différemment et potentiellement plus informellement dans ce milieu. Il demeure que l'ensemble des soutiens de l'employeur envers le bénévolat était un prédicteur significatif du bénévolat informel et des dons en nature pour ce groupe. Il est donc également possible que, dans le contexte francophone-québécois, il soit plus pertinent de considérer le soutien envers le bénévolat comme une approche englobante, et de tenir compte de la variété de ses manifestations. Les résultats du volet quantitatif ont permis d'établir un lien entre le soutien envers le bénévolat et d'autres formes d'implication communautaire locale et ainsi, de suggérer que ce type d'engagement puisse favoriser des retombées à l'échelle communautaire locale. Les résultats du volet qualitatif, portant sur le milieu des PME, sont venus ajouter à la compréhension des facteurs et dynamiques contextuels contribuant à ces retombées.

### **Volet qualitatif.**

*Conceptualisation des soutiens de l'employeur envers le bénévolat.* Les résultats des études 2 et 3 montrent que la majorité des représentants du secteur communautaire et des PME ne s'identifiaient pas à la notion du « bénévolat appuyé par l'employeur » mise à l'avant dans la

littérature sur la perspective corporative, suggérant un manque de pertinence de cette terminologie dans ce contexte. La perspective des répondants proposait plutôt l'adoption d'une conceptualisation inclusive du bénévolat appuyé par l'employeur valorisant la diversification de ses pratiques. Les résultats de l'étude 3 ont permis de faire ressortir trois composantes principales permettant de conceptualiser le BAE dans le contexte des PME, soit : 1) une orientation d'entreprise incluant un esprit communautaire, 2) une implication libre au-delà du rôle et des responsabilités d'employé, et 3) une diversité d'expressions de l'implication.

Nos résultats suggèrent que la source principale du soutien de l'employeur envers le bénévolat provient d'une orientation ou attitude d'entreprise ouverte à la communauté locale. Cette orientation peut se présenter de manière plus implicite, par le biais de pratiques et processus qui peuvent indirectement soutenir et favoriser l'implication communautaire locale (ex. : flexibilité des horaires, approbation implicite) ou de manière plus explicite, tel que dans le cas des entreprises d'économie sociale qui se positionnent ouvertement quant à leur intérêt de contribuer à la communauté. Les représentants du secteur communautaire peuvent favoriser la propagation de ce type d'orientation en communiquant les besoins communautaires locaux au secteur privé, et les représentants de PME peuvent rehausser l'apport de cette orientation en servant de point de relais entre leurs employés et les organismes à but non lucratif, et en communiquant le rationnel de l'implication à leur personnel.

Au niveau de la diversité d'expressions, les représentants de PME ont mentionné la présence d'initiatives des entreprises et de soutien octroyé pour soutenir l'engagement personnel des employés, suggérant la présence de processus ascendants et descendants tel qu'identifié dans la littérature (Rodell et al., 2017). Pourtant, la plupart des représentants d'organismes à but non

lucratif rapportaient interagir principalement avec les employeurs et faisaient part d'un manque de connaissances quant au niveau d'implication des employés et des types de soutien offerts à cet effet au sein des entreprises. De plus, les formes de soutien fournies étaient principalement informelles, soutenant l'hypothèse formulée dans le volet quantitatif comme quoi la mise en œuvre du bénévolat appuyé par l'employeur semble se faire de manière largement implicite dans le contexte francophone québécois.

Dans un de ses rapports récents, Bénévoles Canada a identifié la présence d'un mouvement à l'échelle internationale visant à élargir la définition du bénévolat pour y inclure ses formes moins organisées (Bénévoles Canada, 2017). Ainsi, nos résultats font écho à cette tendance et permettent d'identifier certaines particularités du bénévolat appuyé par l'employeur, dont l'importance de viser à reconnaître la diversification des pratiques de soutien de l'employeur chez les PME, notamment en raison du manque de sensibilisation et de connaissance de ceux-ci.

***Reconnaissance individuelle vs valorisation des initiatives.*** Les récompenses extrinsèques, dont la reconnaissance et l'appréciation fournies par les organismes à but non lucratif, constituent un ensemble de facteurs qui contribuent à la satisfaction des bénévoles (Kulik, 2007). Dans les dernières années, les organismes axés sur le bénévolat les plus connus au Canada se sont intéressés à la question de la reconnaissance et ont produit des documents sur le sujet, dont le rapport de l'*Étude 2013 sur la reconnaissance des bénévoles* et son *Outil de reconnaissance des bénévoles* (Bénévoles Canada, 2013), et le *Mémoire sur la reconnaissance de l'action bénévole au Québec* (RABQ, 2010). Ces documents indiquent que les formes de reconnaissance les plus communes constituent des stratégies formelles prônant la reconnaissance des individus (ex. : prix d'excellence, lettres de remerciements, attestations de reconnaissance,

récompenses ou compensations financières pour remboursement des coûts), ou bien du bénévolat en général (ex. : événements de sensibilisation tels que la Journée internationale des bénévoles et la Semaine de l'action bénévole, événements de groupes tels que repas d'appréciation). Par contre, dans une étude de Bénévoles Canada, la majorité des bénévoles interrogés ont indiqué préférer être mis au courant de l'incidence de leurs contributions (impact) que de recevoir un certificat ou un prix, et étaient heureux d'être remerciés en personne de manière informelle, de façon régulière (Bénévoles Canada, 2013).

Peu d'études se sont intéressées à la reconnaissance dans le contexte du bénévolat appuyé par l'employeur. Au niveau organisationnel, une étude effectuée par une firme québécoise d'experts-conseils en philanthropie a trouvé que l'élément de reconnaissance préféré des entreprises était de bénéficier de visibilité lors des événements d'organismes soutenus (Épisode, 2018). En lien avec la grandeur des entreprises, les résultats de l'étude de la firme Épisode ont suggéré que les représentants de petites entreprises appréciaient avoir un hyperlien de leur logo sur le site web de l'organisme comme forme de visibilité, alors que les représentants de grandes entreprises aimaient voir le nom de leur entreprise associé à un lieu ou équipement.

Nos résultats ont permis d'identifier que ça ne semble pas être la visibilité ou la reconnaissance en soi qui favorise l'implication des PME, mais le fait qu'elle soit accompagnée d'information sur la signification et les retombées de l'implication. En effet, tant au sein des employés que des employeurs de PME, le fait de connaître les retombées communautaires associées à leur implication s'est avéré être un facteur important perçu comme contribuant au développement et au maintien de partenariats, ainsi qu'à l'implication des employés. Bien que les représentants du secteur privé ont indiqué pouvoir bénéficier d'une augmentation de leur

visibilité et d'une amélioration de leur image en lien avec leur implication, la valeur de cette visibilité accrue était associée au fait d'avoir contribué au bien-être de la communauté. A cet effet, notre recherche a permis de cerner que les représentants d'organismes à but non lucratif peuvent assumer un rôle important quant à l'identification et la communication des retombées associées à la contribution des entreprises, et que les employeurs peuvent à leur tour diffuser cette information à l'ensemble de leurs employés. Le tout peut favoriser une implication axée sur les besoins communautaires tel que par le biais de contribution en nature, ce qui peut expliquer le lien entre la reconnaissance et les dons en nature identifié dans le volet quantitatif. Un thème important qui se dégage de cette thèse est l'importance de l'expression de la gratitude et de la valorisation de la contribution (des initiatives/projets et des PME), qui se distinguent de la reconnaissance individuelle étant donné qu'elles sont centrées sur l'impact de l'implication.

***Incorporation de la perspective des employés, employeurs, et représentants d'OBNL.***

Dans le volet qualitatif, l'incorporation de la perspective de trois types de répondants, soit les employés et employeurs de PME, et les représentants d'organismes à but non lucratif, a permis de contribuer aux lacunes identifiées dans l'introduction générale en ce qui concerne le manque d'inclusion de la perspective des OBNL (Samuel, Wolf & Schilling, 2013) et le manque de recherche incorporant la perspective du secteur communautaire et du secteur privé dans la même étude dans la littérature sur le bénévolat appuyé par l'employeur. Le fait d'inclure la perspective des représentants d'OBNL a mené à constater leur rôle important dans le bénévolat appuyé par l'employeur (ex. : initiation des partenariats, identification et communication des besoins communautaires, évaluation et communication des retombées de l'implication communautaire). Par ailleurs, le fait d'inclure les trois perspectives a permis de constater les contributions uniques de chacune, tel qu'énuméré dans le tableau 21 ci-bas. De façon intéressante, les employés ont

davantage énuméré de facteurs situés au niveau individuel et organisationnel, alors que les employeurs et représentants communautaires se sont également prononcés sur les facteurs à l'échelle communautaire.

Tableau 21

*Sommaire des contributions des trois types de répondants (Volet qualitatif)*

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***Thèmes soulevés par les trois types de répondants***

- Importance de la valorisation de l'impact/des initiatives vs reconnaissance individuelle
- Conceptualisation inclusive du BAE/soutien de l'employeur valorisant la diversité des pratiques
- Distinction entre bénévolat et tâches liées au travail
- Identification de la nature informelle des soutiens de l'employeur envers le bénévolat

***Contributions uniques des employés***

- Identification de l'apport du soutien des employeurs envers leurs engagements bénévoles/implication personnelle
- Manque de connaissance du rationnel de l'implication (ex. : raison d'implication des employeurs) et des retombées, dans certains cas

***Contributions uniques des employeurs***

- Préoccupations par rapport à la possibilité d'être perçu comme étant coercitif par leurs employés
- Manque de connaissance des implications personnelles des employés, dans certains cas
- Difficulté à mesurer l'impact des initiatives
- Valorisation du soutien et de l'information sur les besoins communautaires fournis par les représentants d'OBNL

***Contributions uniques des représentants d'organismes à but non lucratif***

- Manque de sensibilisation/connaissance des types de soutien émis au sein des entreprises
  - Reconnaissance de l'importance de sensibiliser les acteurs du secteur des affaires aux initiatives et besoins communautaires locaux
- 

***Différences entre milieu rural et urbain.*** Les principales différences recensées entre le contexte rural et urbain concernaient la visibilité et l'accessibilité des ressources. Dans le

contexte rural, la perception d'interdépendance et de la contribution de l'autre secteur par rapport au développement communautaire semblaient aller de soi, alors que dans le contexte urbain, les participants faisaient davantage référence à l'idée de favoriser des bénéfices mutuels. La visibilité des initiatives et des acteurs communautaires (ex. : représentants d'OBNL) était plus évidente dans le contexte rural compte tenu de sa taille et de la promotion des organismes communautaires dans les médias locaux, ce qui pouvait favoriser une impression de transparence. De plus, dans le milieu rural, les représentants communautaires semblaient être davantage conscients et témoins de l'implication des employés alors que dans le contexte urbain, plusieurs participants du secteur communautaire faisaient part d'une impression que les employeurs s'impliquaient, et d'incertitude quant au niveau d'implication des employés. Cette différence pourrait potentiellement être expliquée par une meilleure connaissance des différents acteurs impliqués dans le développement communautaire local en milieu rural possible grâce à certaines initiatives dont les mécanismes de reconnaissance mis en place au sein de la Chambre de commerce. Également, dans le contexte urbain, les résultats ont suggéré l'importance de favoriser l'accès aux acteurs et ressources communautaires locales clés (ex. : tables de concertation, associations d'entrepreneurs) qui semblaient être plus difficilement identifiables. En effet, compte tenu du volume plus élevé d'organismes et entreprises en milieu urbain, il semble être particulièrement pertinent dans ce contexte de viser à promouvoir la conscientisation des *regroupements* (d'organismes ou d'entrepreneurs) pouvant orienter les acteurs intéressés vers des représentants de l'autre secteur ayant des intérêts complémentaires (ex. : causes qui les tiennent à cœur). Enfin, le contexte économique pouvait limiter la portée des initiatives dans le contexte rural, alors que l'investissement dans des événements communautaires permettant de rassembler les membres du secteur communautaire et privé était identifié comme étant un

facilitateur de l'implication des employés dans le contexte urbain. Ainsi, les résultats ont soulevé comment certains défis liés au contexte économique peuvent interférer avec l'élaboration de partenariats de bénévolat appuyé par l'employeur dans le milieu rural, et montré que le fait de miser sur les opportunités offertes par la visibilité et la perception d'interdépendance peuvent contribuer à réduire l'impact de ces défis. D'autre part, les résultats ont montré que, dans le contexte urbain, les défis occasionnés par les difficultés à accéder aux ressources communautaires et à identifier l'impact de l'implication peuvent être mitigés en misant sur une implication géographiquement circonscrite (ex. : au niveau du quartier avoisinant ou de l'arrondissement).

*Particularités du milieu des PME comparé aux grandes entreprises.* Les résultats des études 2 et 3 ont indiqué que la majorité des PME interrogées n'avaient pas de politique écrite sur l'implication, et soutenaient des causes et organismes locaux ainsi que des causes endossées par leurs employés plutôt que de cibler des causes spécifiques. Ainsi, nos résultats concordent avec ceux d'études antérieures qui suggèrent une nature d'implication plus informelle chez les PME. Dans le contexte du bénévolat appuyé par l'employeur, les études ont suggéré que les grandes entreprises arborent un degré de formalisation supérieur aux petites entreprises, et sont plus susceptibles de faire preuve de planification stratégique en ciblant des causes spécifiques (Basil, Runte, Basil & Usher, 2011). En lien avec la planification stratégique, une étude de 231 dirigeants d'entreprises québécoises sur les tendances philanthropiques a identifié que 75% des représentants des grandes entreprises interrogés ont rapporté que leur investissement était lié à la mission de leur entreprise, comparativement à 25% des représentants des petites entreprises (Épisode, 2018). Les résultats du volet qualitatif ont fait ressortir que, de façon générale, l'implication dans le milieu des PME ne relevait pas d'un plan stratégique mais était effectuée en

réponse à un besoin communautaire identifié soit par les employés (processus ascendant) ou employeurs/entreprises (processus descendant).

Nos résultats ont également corroboré ceux d'autres études suggérant que les PME préfèrent s'impliquer par d'autres méthodes que les dons financiers (Madden, Scaife & Crissman, 2006). Les dons en nature et la coordination associée sont ressortis comme étant une contribution importante.

Dans la littérature et les médias, certains messages peuvent décourager les dons en nature chez les individus. Au sein de la recherche sur la réponse aux catastrophes et désastres naturels, ceux-ci sont parfois identifiés comme étant un « deuxième désastre » (Islam, Vate, Heggestuen, Nordenson, & Dolan, 2013), et font part des défis logistiques associés à la gestion de quantités importantes de biens à « faible priorité » (Destro & Holgín-Veras, 2011). Toutefois, nos résultats démontrent la pertinence des dons en nature de la part des PME dans le contexte du bénévolat appuyé par l'employeur. Ceux-ci étaient perçus par les représentants d'organismes à but non lucratif comme utiles et permettant de répondre à des besoins communautaires précis.

Enfin, le volet qualitatif a permis de contextualiser l'implication des employés dans le secteur des PME. Des études précédentes ont suggéré que le bénévolat appuyé par l'employeur est plus présent au sein des grandes entreprises que des petites (Russo & Tencati, 2009). Nos résultats ont permis de nuancer cette perspective en identifiant que ces résultats pourraient être expliqués par le fait que les représentants de PME ne s'identifient pas à la terminologie de « bénévolat appuyé par l'employeur », et que l'implication des employés ainsi que les soutiens informels fournis par les employeurs en vue de faciliter leur participation sont méconnus des représentants d'organismes à but non lucratif.

**Perspective multiméthode du bénévolat appuyé par l'employeur.** Ensemble, les résultats des trois études permettent d'améliorer la compréhension de la relation entre le soutien de l'employeur envers le bénévolat et l'implication sociale locale dans le contexte francophone-québécois, et d'augmenter les connaissances quant aux circonstances entourant l'implication communautaire chez les petites et moyennes entreprises. Les résultats ont permis de mettre en lumière les limites de la définition du bénévolat appuyé par l'employeur en tant que concept formel présentement utilisée dans les enquêtes nationales de Statistique Canada. En effet, le volet qualitatif a fait ressortir la notion que les représentants de petites et moyennes entreprises ne s'identifiaient pas au vocabulaire communément utilisé pour définir le bénévolat appuyé par l'employeur. Ceci suggère que les outils actuels utilisés pour mesurer la présence de soutien de l'employeur envers le bénévolat, dont ceux du volet quantitatif, ne permettent pas de capter l'ensemble de l'implication et du soutien offerts au sein des PME. Néanmoins, autant au sein du volet quantitatif que du volet qualitatif, les résultats suggèrent que la présence de soutiens informels et peu coûteux pour les entreprises (ex. : soutien temporel) est associée à différentes formes d'implication sociale locale. Globalement, la thèse a permis de proposer une définition du bénévolat appuyé par l'employeur qui contraste avec les définitions axées sur le milieu des grandes corporations et l'argument commercial du bénévolat appuyé par l'employeur retrouvées dans la littérature empirique. D'une part, les concepts de « bénévolat corporatif » (Grant, 2012; Lee, 2010; Rodell et al., 2015), « bénévolat commandité par les corporations » (Pajo & Lee, 2011), et « bénévolat de type libéré » (Bussell & Forbes, 2008) qui supposent que l'implication s'effectue au sein des heures régulières de travail ne correspondent pas aux définitions traditionnelles du bénévolat comme quoi l'activité doit être exempte de rémunération. D'autre part, notre conceptualisation du soutien de l'employeur envers le bénévolat – en tant que

phénomène *orienté sur les besoins communautaires locaux*, qui soutient une *implication effectuée librement au-delà du rôle et des responsabilités d'employé*, qui est *largement informel* et comprend une *variété de manifestations* – rencontre les trois critères de la définition du bénévolat émise par les Nations Unies (liberté de choix, activité qui n'est pas effectuée principalement pour une forme de récompense financière, contribution directe ou indirecte au bien commun) (United Nations Volunteers, 2011). Également, l'importance de la reconnaissance (notamment de la reconnaissance des initiatives et des retombées de l'implication) qui ressort de la thèse rajoute aux réflexions de certains auteurs comme quoi le bénévolat constitue un moment privilégié de reconnaissance de soi et de l'autre (Gagnon & Fortin, 2002).

Par ailleurs, les résultats suggèrent que le bénévolat appuyé par l'employeur exerce un rôle dans l'implication communautaire locale notamment par le biais de sensibilisation accrue par rapport aux besoins des organismes communautaires, contribution à l'amélioration des relations communautaires, et contribution au développement communautaire. Notre conceptualisation permet ainsi de corriger certains préjugés à l'égard de l'implication des entreprises. De plus, il semble que le fait de cultiver une attitude positive envers l'engagement et valoriser la contribution des employés soit plus efficace que le développement unidirectionnel de politiques et programmes formels de bénévolat appuyé par l'employeur, compte tenu de l'importante part d'implication qui provient de l'initiative des employés. Les résultats permettent de déduire que l'élaboration de ces programmes et politiques formels n'est pas nécessaire pour favoriser des bénéfices mutuels pour le secteur des entreprises et le secteur communautaire et peuvent contribuer à défier l'impression entretenue par certains représentants de PME selon laquelle l'implication par le biais de bénévolat appuyé par l'employeur est inévitablement laborieuse.

En ce qui concerne les différences culturelles, les résultats des trois études font ressortir le caractère plus informel et potentiellement davantage orienté sur les retombées communautaires du bénévolat appuyé par l'employeur en contexte francophone-québécois au sein de milieu rural et urbain. Toutefois, on note l'importance d'effectuer des études comparatives auprès de milieux anglophone hors Québec afin de pouvoir mieux distinguer les facteurs associés à la culture québécoise de ceux liés au contexte des PME.

### **Limites et pistes de recherches futures**

Cette thèse comporte certaines limites qui méritent d'être identifiées en vue de mieux saisir la portée des résultats. En premier lieu, une source de données secondaires a été utilisée dans le volet quantitatif. La méthode de collecte de données transversale de cette enquête ne permet pas de tirer des conclusions quant à la causalité ni la direction des associations. Étant donné que l'Enquête a été effectuée par Statistiques Canada, nous avons dû utiliser les variables disponibles, qui ont été élaborées pour d'autres fins que de répondre à l'objectif de cette thèse. Ainsi, il n'a pas été possible d'identifier la taille des entreprises où travaillaient les employés utilisés au sein des analyses dans l'étude 1. Les types de soutien de l'employeur envers le bénévolat disponibles constituaient une liste de soutiens principalement formels semblables à ceux trouvés dans le milieu des grandes entreprises, sous forme de variables dichotomiques. La conception de l'Enquête n'a pas permis de différencier le soutien financier du soutien logistique en raison du nombre restreint de cas dans chaque catégorie. De même, la mesure de la reconnaissance de l'action bénévole comportait un seul item axé sur la reconnaissance formelle et individuelle qui ne saisissait pas la complexité de ce concept. Des mesures ont toutefois été prises pour adresser ces limites, dont la création de variables permettant de répondre aux

questions de recherche. Pour tenir compte de la nature complexe du soutien envers le bénévolat, celui-ci a été mesuré de deux façons, soit : a) dans son ensemble, en regroupant tous les types de soutien sous une même variable, et b) selon les types issus d'une typologie théorique provenant de la littérature (Rodell et al., 2015) au sein d'un devis de recherche corrélationnel et transversal. L'inclusion d'un volet qualitatif a permis de compléter les résultats du volet quantitatif, de saisir la réalité des PME, et d'identifier certains facteurs contextuels en jeu. Des études futures pourraient permettre de mieux cerner les dynamiques associées au bénévolat appuyé par l'employeur avec l'inclusion de variables additionnelles sur la taille des entreprises et les types de soutien envers le bénévolat et de reconnaissance plus informels. L'utilisation de méthodologie longitudinale permettrait également de répondre aux questions de causalité et de chronologie.

Les résultats du volet qualitatif comportent potentiellement certaines limites au niveau de la sélection des participants. Il est possible que les répondants interrogés entretiennent une perspective du bénévolat appuyé par l'employeur plus positive que des individus qui ne se sont pas portés volontaires pour participer aux études. Étant donné que la majorité des représentants de PME provenaient de petites et très petites entreprises au Québec francophone, les résultats obtenus ne sont peut-être pas généralisables à d'autres contextes (ex. : entreprises de taille moyenne, minorités linguistiques telles que les anglophones-québécois et francophones hors Québec). L'incorporation de la perspective de trois types de répondants, soit les représentants d'organismes à but non lucratif, les employés et employeurs de PME, ainsi que la réalisation d'études dans deux milieux francophone-québécois différents (rural et urbain) ont visé à minimiser les limites du volet qualitatif. Néanmoins, la recherche sur le bénévolat appuyé par l'employeur pourrait bénéficier d'études incluant la perspective d'individus qui ne sont pas impliqués bénévolement, de représentants d'organismes communautaires qui ne collaborent pas

avec le milieu des entreprises, et d'employeurs qui choisissent de ne pas soutenir l'implication de leurs employés. Des études futures pourraient également vérifier l'applicabilité des résultats obtenus en s'intéressant à d'autres contextes/industries (ex. : entreprises du secteur primaire), ainsi qu'à cerner davantage les similarités et différences présentes entre le contexte francophone québécois et celui des anglophones hors Québec (ex. : en élaborant des études de cas comparatives).

### **Contribution et implications**

Cette thèse s'inscrit dans la recherche portant sur le lien entre le bénévolat et le bien-être des communautés. Grâce à l'utilisation d'une approche inspirée du modèle d'écologie sociale, la thèse répond à l'appel de considérer les facteurs contextuels et dynamiques en jeu dans le bénévolat (Kim & Kim, 2016; Roza, Schachar, Meijs, & Hustinx, 2017; Smith, 1994 ; Wilson, 2000), et à tenir compte des interactions avec l'environnement social, structurel et culturel (Hustinx, Cnann & Handy, 2010). Conformément à la théorie du comportement planifié, approche individuelle des années 60 encore largement utilisée dans les campagnes de changements d'habitudes de vie, l'étude 1 a permis d'émettre l'hypothèse que la présence de soutien de l'employeur envers le bénévolat puisse avoir un effet d'entraînement et contribuer au développement de normes prosociales favorisant l'implication au sein des employés. Plus spécifiquement, la présence de types de soutien pouvant procurer un sentiment de pouvoir et d'autonomie des employés (ex. : soutien temporel) était associée à d'autres formes d'implication locale, suggérant que le fait de viser à augmenter le pouvoir d'agir des employés peut effectivement constituer un levier important pour l'engagement communautaire.

Le volet qualitatif a permis d'identifier plusieurs dynamiques multiniveaux pouvant favoriser le développement de partenariats entre petites et moyennes entreprises et organismes communautaires, ainsi que l'implication des employés. Entre autre, du côté des employeurs, certaines expériences de vie (ontosystème) les confrontant à des inégalités sociales pouvaient les inciter à s'impliquer bénévolement, ce qui pouvait donner l'exemple à leurs employés de faire de même (microsystème). Cette sensibilisation accrue pouvait également influencer les employeurs à promouvoir l'implication au sein de leur entreprise par le biais de pratiques et processus organisationnels (mésosystème) tel que permettre de la flexibilité dans l'horaire ou s'impliquer dans un événement communautaire en tant qu'entreprise – et, si le contexte y était propice, l'implication et ses retombées pouvaient être reconnues dans les médias communautaires locaux (exosystème). En retour, au niveau du contexte communautaire, la présence de certaines ressources et initiatives tels que des événements communautaires rassembleurs et des espaces d'interaction intersectoriels (exosystème/macrosystème) pouvait contribuer à augmenter la connaissance des besoins communautaires au sein du secteur des entreprises locales, ce qui pouvait façonner une attitude positive envers l'engagement (ontosystème) et donner lieu à des interactions entre le secteur des entreprises et le secteur communautaire (mésosystème) ainsi que favoriser la mise en place de processus et pratiques organisationnelles favorisant la mobilisation communautaire (mésosystème) tels que la reconnaissance des forces et de l'apport de l'autre secteur dans le développement communautaire, et la communication du rationnel de l'implication au sein des employés. Ainsi, la thèse contribue à une vision d'écologie du bénévolat appuyé par l'employeur, où les facteurs individuels ainsi que ceux appartenant au contexte environnemental, organisationnel et communautaire interagissent et s'influencent mutuellement, cela dans une dynamique évolutive positive (chronosystème).

L'utilisation d'une approche multiméthode, munie d'un volet quantitatif et d'un volet qualitatif, a permis de dresser un portrait des tendances nationales de la relation entre le soutien de l'employeur envers le bénévolat et d'autres formes d'implication communautaire locale, ainsi que d'identifier des facteurs et dynamiques contextuelles contribuant à améliorer la compréhension du rôle de ce type de soutien dans l'implication locale. Les résultats permettent de contribuer à l'argument social du bénévolat appuyé par l'employeur en identifiant des trajectoires pouvant favoriser la retombée de bénéfices mutuels pour le secteur communautaire et privé. L'incorporation de la perspective de représentants d'organismes à but non lucratif et de représentants de PME contribue à réconcilier les deux perspectives en augmentant la compréhension de l'importance du rôle des OBNL pour ce qui est de communiquer le rationnel et l'impact de la contribution à l'échelle communautaire locale, en parallèle avec l'importance du rôle des entreprises comme mobilisateurs de sources de soutien additionnelles. La thèse permet également de relever certaines lacunes importantes, dont le manque de sensibilisation par rapport au niveau et formes d'implication des employés de PME, et aux formes de soutien envers l'implication implantées par les PME.

Les résultats obtenus permettent de fournir des recommandations pour l'avancement de la recherche et les acteurs communautaires impliqués sur le terrain.

**Recommandations pour les chercheurs.** Les résultats ont soulevé certaines lacunes en lien avec la collecte de données sur le bénévolat appuyé par l'employeur et ses types de soutien. Parmi celles-ci, nous relevons l'importance de viser à établir une typologie plus exhaustive qui saisisse la diversification des formes de soutien présentes tant chez les grandes entreprises que les PME. À cet effet, la typologie élaborée par Rodell et al. (2015) pourrait servir de point de départ

pour saisir les différentes dimensions de soutien, mais nécessiterait l'incorporation de formes de soutien plus informelles. La reconnaissance ressort comme étant un concept complexe qui gagne à être mieux connu par l'incorporation de mesures pouvant capter ses manifestations plus informelles (ex. : remerciements et appréciation verbale) et saisir une étendue plus vaste que la reconnaissance individuelle (ex. : valorisation des initiatives et de l'impact communautaire). De façon globale, un principe qui pourrait aider à guider l'élaboration de mesures futures serait de conceptualiser le soutien de l'employeur envers le bénévolat comme une approche globale formée de dimensions, processus et pratiques organisationnels. Compte tenu des particularités observées chez les PME dans l'implantation de soutien de l'employeur envers le bénévolat, des études quantitatives futures devraient pouvoir permettre de distinguer la taille des entreprises. De plus, les résultats suggèrent la nécessité d'une réflexion quant au vocabulaire utilisé pour parler d'engagement des entreprises et pour saisir la réalité du Québec francophone, ainsi que la pertinence d'un passage à l'utilisation de terminologie plus inclusive.

La dernière version de l'Enquête sociale générale sur le don, le bénévolat et la participation de Statistique Canada (2018) contient peu de questions sur le bénévolat appuyé par l'employeur, et celles-ci sont liées à des manifestations formelles (ex. : présence de politique sur le BAE, possibilité d'effectuer du bénévolat sur les heures de travail). En effet, le module plus détaillé utilisé dans l'Enquête sociale générale sur le don, le bénévolat et la participation de 2013 a été remplacé par un module plus court. Les items utilisés par celui-ci soutiennent une conception formelle du bénévolat appuyé par l'employeur à l'image de la réalité des grandes entreprises, qui ne cadre pas avec la définition élargie du bénévolat appuyé par l'employeur émergent du volet qualitatif de cette thèse (ex. : ne reconnaît pas les manifestations informelles du BAE présentes chez les PME, ne reconnaît pas que le soutien peut favoriser l'implication à

l'extérieur des heures de travail). Par ailleurs, des questions nouvellement incorporées dans le questionnaire sont liées à la qualité de l'expérience bénévole, les compétences utilisées, et, d'importance particulière, les détails concernant les dons en nature (ex. : récipiendaire de l'aide – étranger, cause personnelle soutenue par un individu, membre de famille qui n'habite pas dans le domicile du répondant, et si les dons ont été effectués à l'intérieur ou à l'extérieur du Canada). Statistique Canada n'a pas encore publié de rapport sur ces données, et prévoit permettre aux chercheurs d'y accéder en 2020. Nous estimons que l'ajout de ces nouveaux items pourra contribuer à une meilleure compréhension des dynamiques en jeu dans l'engagement communautaire informel. En effet, des études futures pourraient étudier le lien entre le soutien de l'employeur envers le bénévolat et les dons en nature de manière plus approfondie afin d'explorer des implications potentielles de l'ordre du capital social (ex. : est-ce que la présence du soutien de l'employeur envers le bénévolat augmente la probabilité de faire des dons en nature aux étrangers, ou de soutenir des causes personnelles promues par des individus?). Toutefois, nous notons le besoin d'élargir la définition du soutien de l'employeur envers le bénévolat présentement utilisée pour en faire valoir la diversité et les manifestations informelles. Les enquêtes de Statistique Canada gagneraient à intégrer une définition plus englobante du bénévolat appuyé par l'employeur incorporant les thèmes ressortant de l'étude 3 tels le désir d'intégrer l'objectif de redonner à la communauté à la culture d'entreprise, l'implication libre au-delà des tâches et responsabilités d'employés, implication et soutien informel. Concrètement, pour mieux saisir la diversité du soutien de l'employeur envers le bénévolat et pour que les représentants de PME puissent s'y reconnaître, les versions futures d'enquêtes nationales sur le bénévolat, le don et la participation devraient faire référence à des concepts plus larges et inclusifs d'implication tels que « développement communautaire » ou « contribution à la

communauté locale ». Par ailleurs, plutôt que d'être formulés en tant que « soutien officiel » formel, les items sur l'appui de l'employeur devraient inclure des formes d'implication et de reconnaissance informelle explicites (ex. : approbation, communication des opportunités d'implication, remerciements informels). La thèse remet également en question l'idée de mesurer le bénévolat appuyé par l'employeur à l'aide de participation effectuée exclusivement au sein des d'heures de travail régulières.

**Recommandations pour les entreprises.** Le manque de sensibilisation et de connaissance des types de soutien fournis par les PME indique la nécessité pour le secteur privé de viser à identifier leurs pratiques. Les résultats ont trouvé que certaines pratiques et composantes de la culture organisationnelle permettant de faciliter l'implication communautaire (ex. : flexibilité des horaires) n'ont pas été mises en place pour ces raisons. Il est possible que certains employés ne soient pas au courant qu'ils puissent bénéficier de soutien favorisant l'implication. En plus de continuer de répondre aux demandes de soutien de leurs employés fortement impliqués, les représentants d'entreprise devraient viser à adopter une approche plus proactive et communiquer les manières dont ils s'impliquent, le rationnel, et les types de soutien qu'ils sont prêts à offrir de manière plus explicite. Les résultats ont fait ressortir le rôle important des employeurs par rapport à l'implication des employés, et les conséquences négatives associées au manque de transmission d'information qu'ils obtiennent de la part des représentants d'OBNL. Ils se doivent de mieux communiquer l'information sur les besoins communautaires et l'impact de leur contribution à leurs employés. Nous les invitons donc à :

- S'informer sur les causes qui tiennent leurs employés à cœur, et les implications bénévoles actuelles de ces derniers;

- Impliquer les employés dans la prise de décision et la planification des activités d'implication communautaire;
- Identifier et documenter les types de soutien offerts qui soutiennent et facilitent l'implication, même si ces pratiques n'ont pas été mises en place à cette seule fin (ex. : permettre de la flexibilité dans les horaires, faire un suivi du type et de la quantité dons en nature);
- S'informer sur les besoins communautaires et OBNL locales dans leur quartier;
- Développer des stratégies de communication pour diffuser de l'information sur l'implication communautaire à leurs employés (ex. : rationnel, retombées).

**Recommandations pour les acteurs communautaires.** Les résultats suggèrent l'importance du rôle des acteurs communautaires comme vulgarisateurs de l'information sur les besoins communautaires et de l'impact de l'implication à l'échelle communautaire locale. Ainsi, ils se doivent de contribuer à la disponibilité de l'information sur les ressources et besoins communautaires au sein de leur communauté et du secteur privé. L'accès à des profils des tendances régionales de l'implication communautaire locale des entreprises (ex. : taux, types de soutien, partenariats/initiatives) pourrait être utile aux acteurs du secteur communautaire et privé. Ainsi, nous les invitons à :

- Contribuer à la diffusion d'information sur les besoins communautaires et organismes communautaires (mission, mandat, activités) au sein de leur quartier;
- S'informer davantage sur le profil de leurs bénévoles et les façons dont leurs employeurs soutiennent ou facilitent potentiellement leur implication;

- Valoriser la contribution des employeurs locaux par le biais d'expression de gratitude et de communication des retombées (ex. : dans leurs communiqués, par l'organisation d'événements où les représentants d'entreprises peuvent témoigner des retombées de leur implication);
- Contribuer à la documentation et sensibilisation accrue des formes d'implication des petites et moyennes entreprises en documentant les types de soutiens reçus (ex. : expertise, participation au sein de conseil d'administration ou table de concertation, dons en nature);
- Solliciter l'implication d'entreprises locales en utilisant un vocabulaire inclusif axé sur des problématiques communes plutôt que le « bénévolat » (ex. : amélioration/augmentation de la vitalité du quartier).

En termes d'implication, la thèse fait ressortir plusieurs enjeux et malentendus associés au fait de transposer la conceptualisation du bénévolat appuyé par l'employeur des grandes entreprises au contexte des PME. Ceux-ci incluent des réticences de la part du secteur communautaire découlant d'une impression que les entreprises s'impliquent exclusivement pour des motivations intéressées, des idées erronées quant à la difficulté de s'engager et aux exigences perçues de la part des employeurs de PME, et une méconnaissance des contributions communautaires des PME. Il y existe des lacunes importantes par rapport à la compréhension et visibilité des contributions ciblées permettant de répondre à des besoins communautaires précis que peuvent fournir les PME (ex. : sous forme de dons en nature et coordination associée, services et expertise, et autres formes d'implication informelle).

Les organismes qui produisent de la documentation sur le bénévolat (ex. : Bénévoles Canada, Réseau de l'Action Bénévole du Québec) devraient participer à augmenter la

sensibilisation face aux particularités du contexte des PME par rapport à la compréhension et mise en œuvre du bénévolat appuyé par l'employeur, et aux rôles des trois principales parties prenantes (employés, employeurs, représentants d'organismes communautaires). Ces organismes pourraient aider à conscientiser le public au fait que a) les *employés de PME* peuvent participer à impliquer leur entreprise aux causes qui le tiennent à cœur, b) les *employeurs* peuvent soutenir et faciliter l'implication de leurs employés ainsi que communiquer le rationnel de participer dans la communauté locale et certaines opportunités d'implication, et c) les *représentants d'OBNL* peuvent développer des stratégies pour communiquer les besoins communautaires prioritaires au secteur des entreprises.

Une meilleure sensibilisation du public pourrait a) aider à corriger certains préjugés, b) outiller les employeurs et augmenter leur aisance à s'exprimer sur le bénévolat et l'engagement communautaire au sein de leur entreprise (réduisant ainsi leur crainte de paraître coercitifs), et c) augmenter la connaissance des pratiques prometteuses utilisées par les petites et moyennes entreprises. De plus, ceci pourrait susciter des changements favorisant des rapprochements entre les deux secteurs en vue de collaborer. A cet effet, nous encourageons une augmentation de la visibilité et l'accessibilité aux entreprises locales (ex. : en affichant les sites web d'associations de commerçants sur le site web de la Chambre de commerce locale, en fournissant des subvention ou des entrées gratuites aux organismes communautaires pour participer à des événements organisés par le secteur des affaires). En participant à rendre l'information sur les besoins communautaires disponible aux entreprises locales, le secteur communautaire peut contribuer à orienter les efforts des PME intéressées à s'impliquer et réduire la probabilité de se retrouver submergé par des demandes non prioritaires, tels les événements corporatifs d'un jour qui exigent beaucoup de logistique.

Les représentants communautaires devraient également diffuser de l'information sur des stratégies peu coûteuses permettant aux entreprises d'évaluer l'impact de leur implication (ex. : prendre des photos des dons en nature amassés et publier les besoins remplis tels que le nombre de famille nourris ou les services rendus à l'organisme dans une infolettre distribuée aux employés). Cette thèse soutient l'intérêt de viser à mieux comprendre les dynamiques associées à l'implication sociale au sein des petites et moyennes entreprises en contribuant à les différencier davantage de celle des grandes entreprises.

### **Conclusion**

Cette recherche contribue à l'articulation de l'argument social sur le bénévolat appuyé par l'employeur en indiquant la présence de relations entre le soutien de l'employeur envers le bénévolat et d'autres formes d'implication communautaire locale, et en identifiant des dynamiques contextuelles favorisant le développement de partenariats entre organismes à but non lucratif et PME, ainsi que l'implication des employés dans le contexte des PME au Québec francophone. Les résultats soutiennent l'importance de considérer les facteurs contextuels dans l'étude du bénévolat appuyé par l'employeur et démontrent la pertinence d'adopter une conceptualisation inclusive qui valorise la diversification des manifestations du soutien et de l'engagement, ainsi que leur incidence à l'échelle communautaire locale. Ce type de conceptualisation pourrait aider à défier certains préjugés du secteur communautaire à l'égard du bénévolat appuyé par l'employeur. Cette thèse contribue à la littérature sur le bénévolat et le bien-être des communautés ainsi qu'à la psychologie communautaire, et démontre l'importance de considérer le contexte environnemental et culturel dans l'élaboration de pratiques et de recommandations visant des retombées à l'échelle communautaire.

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**ANNEXE A: CERTIFICAT D'APPROBATION DÉONTOLOGIQUE**

L'approbation déontologique a été renouvelée au cours de la durée des études de thèse.

File Number: H12-02-08C

Date (mm/dd/yyyy): 03/20/2017



**Université d'Ottawa**  
Bureau d'éthique et d'intégrité de la recherche

**University of Ottawa**  
Office of Research Ethics and Integrity

**Ethics Approval Notice**  
**Health Sciences and Science REB**

**Principal Investigator / Supervisor / Co-investigator(s) / Student(s)**

<u>First Name</u>	<u>Last Name</u>	<u>Affiliation</u>	<u>Role</u>
Louise	Lemyre	Social Sciences / Psychology	Principal Investigator

**File Number:** H12-02-08C

**Type of Project:** Professor

**Title:** Risk Perception & Risk Communication: Trends and Key Factors

<b>Approval Date (mm/dd/yyyy)</b>	<b>Expiry Date (mm/dd/yyyy)</b>	<b>Approval Type</b>
03/20/2017	03/19/2018	Approval

**Special Conditions / Comments:**  
N/A

File Number: H12-02-08C

Date (mm/dd/yyyy): 03/20/2017



**Université d'Ottawa**  
Bureau d'éthique et d'intégrité de la recherche

**University of Ottawa**  
Office of Research Ethics and Integrity

This is to confirm that the University of Ottawa Research Ethics Board identified above, which operates in accordance with the Tri-Council Policy Statement (2010) and other applicable laws and regulations in Ontario, has examined and approved the ethics application for the above named research project. Ethics approval is valid for the period indicated above and subject to the conditions listed in the section entitled "Special Conditions / Comments".

During the course of the project, the protocol may not be modified without prior written approval from the REB except when necessary to remove participants from immediate endangerment or when the modification(s) pertain to only administrative or logistical components of the project (e.g., change of telephone number). Investigators must also promptly alert the REB of any changes which increase the risk to participant(s), any changes which considerably affect the conduct of the project, all unanticipated and harmful events that occur, and new information that may negatively affect the conduct of the project and safety of the participant(s). Modifications to the project, including consent and recruitment documentation, should be submitted to the Ethics Office for approval using the "Modification to research project" form available at: <http://research.uottawa.ca/ethics/submissions-and-reviews>.

Please submit an annual report to the Ethics Office four weeks before the above-referenced expiry date to request a renewal of this ethics approval. To close the file, a final report must be submitted. These documents can be found at: <http://research.uottawa.ca/ethics/submissions-and-reviews>.

If you have any questions, please do not hesitate to contact the Ethics Office at extension 5387 or by e-mail at: [ethics@uOttawa.ca](mailto:ethics@uOttawa.ca).

**Signature:**

Riana Marcotte  
Protocol Officer for Ethics in Research  
For Daniel Lagarec, Chair of the Health Sciences and Sciences REB

File Number: H01-16-04

Date (mm/dd/yyyy): 02/18/2016



**Université d'Ottawa** **University of Ottawa**  
Bureau d'éthique et d'intégrité de la recherche Office of Research Ethics and Integrity

**Ethics Approval Notice**  
**Health Sciences and Science REB**

**Principal Investigator / Supervisor / Co-investigator(s) / Student(s)**

<u>First Name</u>	<u>Last Name</u>	<u>Affiliation</u>	<u>Role</u>
Louise	Lemyre	Social Sciences / Psychology	Principal Investigator

**File Number:** H01-16-04

**Type of Project:** Professor

**Title:** Risk Management and Governance: understanding problem solving and decision making

<b>Approval Date (mm/dd/yyyy)</b>	<b>Expiry Date (mm/dd/yyyy)</b>	<b>Approval Type</b>
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02/18/2016

02/17/2017

Ia

(Ia: Approval, Ib: Approval for initial stage only)

**Special Conditions / Comments:**

N/A

File Number: H01-16-04

Date (mm/dd/yyyy): 02/18/2016



**Université d'Ottawa** **University of Ottawa**  
Bureau d'éthique et d'intégrité de la recherche Office of Research Ethics and Integrity

This is to confirm that the University of Ottawa Research Ethics Board identified above, which operates in accordance with the Tri-Council Policy Statement (2010) and other applicable laws and regulations in Ontario, has examined and approved the ethics application for the above named research project. Ethics approval is valid for the period indicated above and subject to the conditions listed in the section entitled "Special Conditions / Comments".

During the course of the project, the protocol may not be modified without prior written approval from the REB except when necessary to remove participants from immediate endangerment or when the modification(s) pertain to only administrative or logistical components of the project (e.g., change of telephone number). Investigators must also promptly alert the REB of any changes which increase the risk to participant(s), any changes which considerably affect the conduct of the project, all unanticipated and harmful events that occur, and new information that may negatively affect the conduct of the project and safety of the participant(s). Modifications to the project, including consent and recruitment documentation, should be submitted to the Ethics Office for approval using the "Modification to research project" form available at: <http://research.uottawa.ca/ethics/submissions-and-reviews>.

Please submit an annual report to the Ethics Office four weeks before the above-referenced expiry date to request a renewal of this ethics approval. To close the file, a final report must be submitted. These documents can be found at: <http://research.uottawa.ca/ethics/submissions-and-reviews>.

If you have any questions, please do not hesitate to contact the Ethics Office at extension 5387 or by e-mail at: [ethics@uOttawa.ca](mailto:ethics@uOttawa.ca).

**Signature:**

Hoda Shawki  
Protocol Officer for Ethics in Research  
For Daniel Lagarec, Chair of the Health Sciences and Sciences REB

## ANNEXE B: FORMULAIRE DE RECRUTEMENT (ÉTUDE 2 & 3)



### TEXTE DE RECRUTEMENT

#### **Projet 2b: Entrevues**

***Vous êtes invité(e)*** par Dr Louise Lemyre de l'Institut sur la santé des populations de l'Université d'Ottawa à participer à une entrevue sur l'engagement communautaire et les événements ou risques inattendus susceptibles d'avoir une incidence sur l'individu, la famille et la communauté.

Le but est de mener une série d'entrevues afin de mieux comprendre comment les membres du public participent dans une communauté (ex. : par le bénévolat, les dons, etc.) et le rôle qu'ils attribuent à l'engagement communautaire (p.ex. : en lien avec la résilience communautaire et la préparation face aux événements ou risques inattendus, tels que les catastrophes naturelles, susceptibles d'avoir une incidence sur eux-mêmes, leurs familles et leur communauté).

***Votre opinion est importante pour nous.*** Nous vous demandera de participer à une entrevue durant laquelle une chercheuse vous demandera des questions portant sur l'engagement communautaire et les événements ou risques inattendus tels que les catastrophes naturelles. Un appareil sera utilisé pour enregistrer la conversation et la chercheuse prendra aussi des notes pour garder en tête les thèmes de la discussion. La discussion sera transcrite dans un fichier d'ordinateur sécurisé pour une analyse du contenu. Votre nom n'apparaîtra sur aucune transcription écrite. L'analyse des résultats se concentrera sur les thèmes et idées communes de la discussion. Cela aidera à mieux comprendre les questions liées à l'engagement communautaire ainsi qu'à la santé et au bien-être au sein des communautés. Cela permettra une meilleure compréhension des expériences individuelles d'engagement communautaire. Cela servira de base pour améliorer la compréhension scientifique de la contribution de l'engagement communautaire par rapport à la résilience communautaire face aux événements inattendus tels que les catastrophes naturelles. Cela permettra également d'améliorer la compréhension scientifique de la perception des risques de santé et de la résilience au Canada.

***L'entrevue*** sera d'une durée approximative d'une heure jusqu'à une heure et demie. Des questions seront demandées, du type : *Avez-vous participé à des activités non rémunérées au nom d'une organisation ? A quel point vous sentez-vous connecté aux personnes qui font partie de votre communauté ? Qu'est-ce que vos expériences d'engagement communautaire vous ont apporté ?* Vos réponses peuvent être générales et vous n'êtes aucunement obligé de divulguer les informations que vous ne voulez pas. Il n'y a ni de bonnes ni de mauvaises réponses. Nous voulons simplement votre opinion.

Votre participation est **anonyme et volontaire**. Votre identité sera maintenue confidentielle and vos réponses seront seulement associés à un code. Votre décision de participer à cette étude n'affectera en rien les services que vous recevez ou pourriez recevoir dans le futur. Toutes les informations seront compilées par les chercheurs selon les normes de confidentialité de la recherche universitaire.

Si vous êtes intéressé-e, contactez-nous: [gapsante@uottawa.ca](mailto:gapsante@uottawa.ca) ou (613) 562-5800 ext. 2321

Et laissez-nous **vos coordonnées** de téléphone : ou **courriel** :

**Merci**

## ANNEXE C: FORMULAIRE DE CONSENTEMENT (ÉTUDE 2 & 3)



### **FORMULAIRE DE CONSENTEMENT (à être signé)**

#### **L'engagement communautaire : mieux comprendre le bénévolat et les dons**

Cher monsieur ou madame,

***Vous êtes invité(e)*** par Dr Louise Lemyre de l'Université d'Ottawa à participer à une entrevue portant sur l'engagement communautaire par le bénévolat et les dons.

Le but est de mener une série d'entrevues afin de mieux comprendre comment les gens voient le bénévolat et les dons.

***Votre opinion est importante pour nous.*** Nous vous demanderons de participer à une entrevue durant laquelle une chercheuse vous demandera des questions portant sur l'engagement communautaire. Un appareil sera utilisé pour enregistrer la conversation et la chercheuse prendra aussi des notes pour garder en tête les thèmes de la discussion. La discussion sera transcrite et ensuite inscrite dans un fichier d'ordinateur sécurisé pour analyse. Votre nom n'apparaîtra sur aucune transcription écrite. L'analyse des résultats se concentrera sur les thèmes et idées communes de la discussion. Cela aidera à mieux comprendre les questions liées à l'engagement communautaire ainsi qu'à la santé et au bien-être au sein des communautés. Cela servira de base pour améliorer la compréhension scientifique des expériences individuelles d'engagement communautaire.

***L'entrevue*** sera d'une durée approximative d'une heure jusqu'à une heure et demie. Des questions seront demandées, du type : *Avez-vous participé à des activités non rémunérées au nom d'une organisation ? Au cours de la dernière année, avez-vous fait des dons ? Quels sont les obstacles que vous avez rencontrés par rapport au bénévolat ou dons ? Qu'est-ce que vos expériences d'engagement communautaire vous ont apporté ?* Vos réponses peuvent être générales et vous n'êtes aucunement obligé de divulguer les informations que vous ne voulez pas partager. Il n'y a ni de bonnes ni de mauvaises réponses. Nous voulons simplement votre opinion.

***Votre participation est anonyme et volontaire.*** Votre identité sera maintenue confidentielle and vos réponses seront seulement associées à un code. Votre décision de participer à cette étude n'affectera en rien les services que vous recevez ou pourriez recevoir dans le futur. Toutes les informations seront compilées par les chercheuses selon les normes de confidentialité et de déontologie de la recherche universitaire.

***Votre participation est complètement volontaire.*** Vous pouvez vous retirer n'importe quand ou refuser de répondre à certaines questions. Votre participation à cette étude n'entraîne pas de bénéfices directs. Il n'y a aucun dommage ou risque attendu, à l'exception des possibles émotions négatives quelquefois

associées à la réflexion sur la santé et les risques de santé. Néanmoins, dans l'improbable cas de détresse émotionnelle, vous pouvez contacter la Ligne d'aide confidentielle de votre région. Vous pouvez aussi contacter la chercheuse principale, Dr Louise Lemyre, à l'Université d'Ottawa, 613-562-5800 x1196 ([llemyre@uottawa.ca](mailto:llemyre@uottawa.ca)). Pour des questions d'ordre déontologique, vous pouvez contacter le Service de l'éthique en recherche au 613-562-5387, [ethics@uottawa.ca](mailto:ethics@uottawa.ca).

Votre signature et présence à l'entrevue seront considérées un consentement éclairé.

**Il y a deux copies de ce formulaire, l'une pour vous, l'autre pour l'équipe de chercheurs.**

**X:**

**Louise Lemyre, Ph.D., MSRC**

**Participant**

**Témoin**

Chercheuse principale,

Date :

Date

Professeure, Université d'Ottawa

## ANNEXE D : GRILLE D'ENTREVUE (ÉTUDE 2)

<b>Thématiques abordées</b>	
<p><b>Employeurs</b></p> <ul style="list-style-type: none"> <li>• Contexte de l'entreprise</li> <li>• Types de soutien offerts</li> <li>• Raisons/motivations pour offrir du soutien</li> <li>• Défis</li> <li>• Bénéfices et impacts perçus               <ul style="list-style-type: none"> <li>○ Exemples qui leur font percevoir ces bénéfices</li> <li>○ Pour leur commerce</li> <li>○ Pour la communauté</li> <li>○ Pour eux-mêmes</li> </ul> </li> </ul>	<p><b>Employés</b></p> <ul style="list-style-type: none"> <li>• Contexte de l'emploi</li> <li>• Description de l'implication bénévole</li> <li>• Types de soutien reçus</li> <li>• Raisons perçues pour l'implication</li> <li>• Impacts perçus de l'implication               <ul style="list-style-type: none"> <li>○ Pour eux</li> <li>○ Pour leur perception de leur travail et de leur employeur</li> <li>○ Lien avec la communauté</li> </ul> </li> <li>• Défis perçus/rencontrés</li> </ul>
<p><b>Bénévoles communautaires</b></p> <ul style="list-style-type: none"> <li>• Description de l'implication bénévole</li> <li>• Historique du soutien reçu par l'employeur (emploi et types de soutien)</li> <li>• Raisons perçues pour l'implication</li> <li>• Impacts perçus de l'implication               <ul style="list-style-type: none"> <li>○ Pour eux</li> <li>○ Pour leur perception de leur travail et de leur employeur</li> <li>○ Lien avec la communauté</li> </ul> </li> <li>• Défis perçus</li> </ul>	<p><b>Représentants communautaires</b></p> <ul style="list-style-type: none"> <li>• Historique et contexte de l'implication</li> <li>• Raisons/motivations derrière le soutien au bénévolat par l'employeur</li> <li>• Impacts perçus sur la communauté (demander exemples illustratifs)</li> <li>• Impact sur perception des entreprises par la communauté (demander exemples illustratifs)</li> <li>• Défis perçus/rencontrés</li> </ul>

## Grilles d'entrevue

**Employeurs****Contexte**

1. Pourriez-vous me décrire brièvement votre entreprise?
  - a. Combien d'employés avez-vous?
  - b. Quels types de postes?
  - c. Temps plein/temps partiel?
2. Quelles sont les activités d'engagement ou d'implication communautaire réalisées par votre entreprise dans les 3 dernières années?

**Types de soutien envers le bénévolat fournis**

3. De quelles façons encouragez-vous, soutenez-vous, ou accommodez-vous l'implication de vos employé-es dans la communauté?
  - a. *\*Prompts. Fournissez-vous à vos employé-es :*
    - i. Heures payées pour s'impliquer dans la communauté;
    - ii. Flexibilité des horaires de travail (les changer ou les réduire);
    - iii. Reconnaissance des activités bénévoles, lettres de remerciement;
    - iv. Utilisation des installations ou de l'équipement;
    - v. Don de prix, bons-cadeaux, nourriture, etc.;
    - vi. Don de t-shirts, produits à l'effigie de la compagnie, etc.;
    - vii. Don d'argent à l'organisme;
    - viii. Fournir le transport;
    - ix. Commandite d'événement, paiement des frais d'entrée ou d'adhésion, etc.;
    - x. Autre - Précisez
  - b. Avez-vous une politique écrite pour soutenir le bénévolat de vos employé-es?

**Raisons/circonstances d'implication**

4. Comment en venez-vous à collaborer avec les organismes communautaires?
5. Pourquoi choisissez-vous de soutenir l'implication de vos employé-es?
  - a. Raisons
  - b. Est-ce que vous ou votre organisation/entreprise a une stratégie d'ensemble concernant l'engagement communautaire?

**Défis**

6. Est-ce que vous voyez des défis associés au fait de a) collaborer avec le secteur communautaire; b) soutenir l'implication communautaire ou le bénévolat de vos employés?
  - a. Si oui, pourriez-vous me décrire certains des défis rencontrés?

**Facteurs de succès**

7. Y a-t-il des choses qui facilitent ou favorisent a) la collaboration avec le secteur communautaire; b) le soutien de l'implication ou du bénévolat de vos employés?
  - a. De quoi s'agit-il?

### **Impacts perçus**

8. Selon vous, quels sont les impacts du soutien, de l'encouragement ou des accommodements que vous accordez à vos employés pour qu'ils s'impliquent dans la communauté? Pourriez-vous me donner des exemples qui illustrent ces impacts pour vous ?
  - a. Quels sont les impacts sur votre communauté?
  - b. Quels sont les impacts sur vos employé-es?
  - c. Quels sont les impacts sur votre entreprise?
  - d. Quels sont les impacts sur vous-même?

### **Conclusion et remerciements**

9. Y a-t-il des aspects importants que nous n'avons pas couverts ou des choses que vous voudriez ajouter avant de terminer?

## **Employés**

### **Contexte**

1. Quel est votre poste actuel à votre travail?
2. Depuis combien de temps travaillez-vous à cet endroit?

### **Description de l'implication bénévole**

3. Au cours des 12 derniers mois, avez-vous été impliqué-e dans la communauté ou fait du bénévolat?
4. Pourriez-vous me décrire brièvement vos activités bénévoles?
5. Pourquoi faites-vous du bénévolat?
  - a. Qu'est-ce qui vous motive le plus à vous impliquer?

### **Types de soutien reçus**

6. Est-ce que votre employeur vous encourage, vous soutient ou vous accommode pour que vous soyez engagé-e dans votre communauté?
7. De quelle(s) façon(s) ?
  - i. Heures payées pour s'impliquer dans la communauté
  - ii. Flexibilité des horaires de travail (les changer ou les réduire)
  - iii. Reconnaissance des activités bénévoles, lettres de remerciement
  - iv. Utilisation des installations ou de l'équipement
  - v. Don de prix, bons-cadeaux, nourriture, etc.
  - vi. Don de t-shirts, produits à l'effigie de la compagnie, etc.
  - vii. Don d'argent à l'organisme
  - viii. Fournir le transport
  - ix. Commandite d'événement, paiement des frais d'entrée ou d'adhésion, etc.
  - x. Autre - Précisez
8. Y a-t-il des encouragements de la part de l'employeur à effectuer du bénévolat en dehors des heures de travail rémunérées?

9. Est-ce que votre employeur a des programmes ou une politique pour vous encourager à faire du bénévolat?

### **Raisons d'implication perçues**

10. Pourquoi, selon vous, votre employeur vous soutient ou vous encourage pour que vous soyez impliqué dans la communauté?

### **Impacts perçus**

11. Est-ce que ce soutien de votre employeur a eu des impacts sur vous? Si oui, pourriez-vous me les décrire en me donnant des exemples?
  - a. Y a-t-il eu des impacts sur la façon dont vous voyez votre travail ou dont vous sentez au travail ?
  - b. Sur la façon dont vous voyez votre employeur?
  - c. Y a-t-il eu des impacts sur votre engagement communautaire (forme, intensité)?
  - d. Sur vos liens avec votre communauté?
  - e. Est-ce qu'il y a eu des impacts sur votre vie personnelle?
12. Est-ce que ce soutien de votre employeur a eu des impacts sur votre communauté?
13. Est-ce que ce soutien de votre employeur a eu des impacts pour votre employeur?

### **Défis perçus**

14. Quels sont les défis liés aux partenariats avec le secteur communautaire?
15. Selon vous, quels sont les difficultés ou les défis pour votre employeur de vous offrir du soutien au bénévolat?
16. Quels sont certains des défis pour vous?

### **Facteurs de succès**

17. Y a-t-il des choses qui facilitent ou favorisent a) la collaboration avec le secteur communautaire; b) le soutien de l'implication ou du bénévolat? De quoi s'agit-il?

### **Conclusion et remerciements**

18. Y a-t-il des aspects importants que nous n'avons pas couverts ou des choses que vous voudriez ajouter avant de terminer?

### **Bénévoles (retraités ayant reçu du soutien au bénévolat par le passé)**

### **Description de l'implication bénévole**

1. Au cours des 12 derniers mois, avez-vous été impliqué-e dans la communauté ou fait du bénévolat?
  - a. Pourriez-vous me décrire brièvement vos activités bénévoles?
2. Comment avez-vous été amené-e à faire du bénévolat ?
3. Pourquoi faites-vous du bénévolat aujourd'hui?
  - a. Qu'est-ce qui vous motive le plus à vous impliquer?

### **Historique du soutien reçu de l'employeur**

1. Par le passé, est-ce que vous avez reçu du soutien ou de l'encouragement d'un employeur pour faire du bénévolat ?
  - a. Quel était votre emploi à ce moment-là?
  - b. Pourriez-vous me décrire l'organisation où vous travailliez (taille, type de travail et d'emplois)?
2. Pourriez-vous me décrire comment votre employeur vous a soutenu/encouragé?
  - i. Heures payées pour s'impliquer dans la communauté
  - ii. Flexibilité des horaires de travail (les changer ou les réduire)
  - iii. Reconnaissance des activités bénévoles, lettres de remerciement
  - iv. Utilisation des installations ou de l'équipement
  - v. Don de prix, bons-cadeaux, nourriture, etc.
  - vi. Don de t-shirts, produits à l'effigie de la compagnie, etc.
  - vii. Don d'argent à l'organisme
  - viii. Fournir le transport
  - ix. Commandite d'événement, paiement des frais d'entrée ou d'adhésion, etc.
  - x. Autre - Précisez
3. À votre ancien emploi, y avait-il des encouragements de la part de l'employeur à effectuer du bénévolat en dehors des heures de travail rémunérées?
4. Est-ce que votre employeur avait des programmes ou une politique pour vous encourager à faire du bénévolat?

### **Raisons perçues**

5. Pourquoi, selon vous, votre employeur vous soutenait-il ou vous encourageait-il pour que vous soyez impliqué dans la communauté?

### **Impacts perçus**

6. Est-ce que ce soutien de votre employeur a eu des impacts sur vous? Si oui, pourriez-vous me les décrire en me donnant des exemples?
  - a. Y a-t-il eu des impacts sur la façon dont vous voyez votre travail ou dont vous sentez au travail ?
  - b. Sur la façon dont vous voyez votre employeur?
  - c. Y a-t-il eu des impacts sur votre engagement communautaire (forme, intensité)?
  - d. Sur vos liens avec votre communauté?
  - e. Est-ce qu'il y a eu des impacts sur votre vie personnelle?
7. Est-ce que ce soutien de votre employeur a eu des impacts sur votre communauté?
8. Est-ce que ce soutien de votre employeur a eu des impacts pour votre employeur?

### **Défis perçus**

9. Selon vous, quels pourraient être les difficultés ou les défis qu'aurait pu rencontrer votre employeur en voulant soutenir/encourager le bénévolat de ses employés?
10. Est-ce que vous avez vous-même rencontré des défis dans votre implication bénévole soutenue par votre employeur?

### **Facteurs de succès**

11. Y avait-il des choses qui facilitaient ou favorisaient a) la collaboration avec le secteur communautaire; b) le soutien de l'implication ou du bénévolat?

### **Conclusion et remerciements**

12. Y a-t-il des aspects importants que nous n'avons pas couverts ou des choses que vous voudriez ajouter avant de terminer?

### **Représentants communautaires**

#### **Historique**

1. Quelles sont les collaborations qui ont été mises en place entre les entreprises et les organismes communautaires? Qui participe?
2. Depuis combien de temps les organismes communautaires s'impliquent-ils avec des entreprises de la communauté?
3. Comment cette implication a-t-elle commencée?
4. Comment les liens se sont-ils développés par la suite?

#### **Bénévolat soutenu par l'employeur**

5. Selon vous, pourquoi les entreprises avec lesquelles vous faites affaires soutiennent-elles le bénévolat de leurs employés?
6. Selon vous, quels sont les impacts principaux du soutien au bénévolat par l'employeur dans votre communauté? (Pourriez-vous me donner des exemples qui illustrent ces impacts?)
  - a. Quels impacts ce soutien a-t-il sur les activités des organismes communautaires?
  - b. Quels impacts ce soutien a-t-il sur la communauté en général?
  - c. Dans quelle mesure les gens de la communauté plus large sont-ils au courant que ces entreprises soutiennent le bénévolat et l'implication de leurs employé-es?
7. Dans quelle mesure le soutien au bénévolat a-t-il des impacts pour les entreprises qui mettent en place ces pratiques?

#### **Défis perçus/rencontrés**

8. Selon vous, quels pourraient être les difficultés ou les défis que rencontrent les entreprises avec lesquelles vous travaillez dans leur soutien au bénévolat?
9. Quels sont certains des défis pour votre organisme dans ses collaborations avec ces entreprises?
10. Est-ce que ces défis sont contournés ou mitigés? Comment?

### **Facteurs de succès**

11. Y a-t-il des choses qui facilitent ou favorisent a) la collaboration avec le secteur communautaire; b) le soutien de l'implication ou du bénévolat? De quoi s'agit-il?

**Conclusion et remerciements**

12. Y a-t-il des aspects importants que nous n'avons pas couverts ou des choses que vous voudriez ajouter avant de terminer?

## ANNEXE E : CITATIONS ORIGINALES (ÉTUDE 2)

Les citations sont présentées dans l'ordre dans lequel elles apparaissent dans l'article.

Traduction	Citation originale
<p>“Well, since I’m offering them products for the day, the tent and all that, I may as well check within the entire staff and the management team to see if there’s one or more people who want to go to this event to give out gifts to people, give out juices during the day” (P1, Employer, SME A).</p>	<p>Bien tant qu’à leur offrir des produits pour la journée, le chapiteau et tout ça, bien là, je vérifie dans l’ensemble des employés et l’équipe de gestion s’il y a une ou des personnes qui veulent aller à cette journée-là offrir des cadeaux aux gens, offrir les jus pendant la journée.</p>
<p>“Every first Wednesday of the month, she always has her meeting. So for sure we will never schedule her on Wednesday evening.” (P1, Employer, SME A).</p>	<p>Tous les premiers mercredis du mois, elle a toujours sa réunion. Ça fait que c’est certain qu’on ne la cédulera jamais le mercredi soir.</p>
<p>“We really took care of everything for them. We had made a schedule. We had cleared their agendas. So it went well” (P3, Employer, SME C).</p>	<p>On avait vraiment pris tout ça en charge pour eux. On avait fait un horaire. On les avait libérés dans les agendas</p>
<p>“It’s not everyone who incorporated volunteering in their personal life. And I know there are a few who continued to do it after, who got involved. I think there is a financial advisor from here who did income tax returns, who helped people, who gave his time in that way. There are people who helped at the reception. So it was an interesting experience, I think, for people of the [Volunteer Centre] but for people from [our business] as well.” (P3, Employer, SME C)</p>	<p>C’est pas tout le monde qui intégrait le bénévolat je pourrais vous dire dans leur vie personnelle. Puis je sais qu’il y en a plusieurs par la suite qui ont continué à le faire, qui se sont engagés. Je pense qu’il y a un conseiller, un planificateur financier ici qui a fait des rapports d’impôt, qui a accompagné des gens, qui a donné son temps comme ça. Il y a des gens qui ont aidé à la réception. Ça fait que ça a été une expérience intéressante, je pense, pour les gens du [Centre d’action bénévole] mais pour les gens de [notre entreprise] aussi.</p>
<p>“They say [...] send some of your members, some employees and volunteers and they’ll hand out leaflets to promote the service [...] they allow us to promote our services and organization without doing too much because ‘no, no, our employees will do that. We will have a draw and we’re the ones who are paying for it’.” (P6, Nonprofit)</p>	<p>ils disent [...] faites venir de vos membres, des employés puis des bénévoles puis ils vont distribuer des dépliants pour faire connaître le service. [...] Donc ils nous permettent de faire la promotion de nos services et de notre organisme sans trop travailler parce que non, non, nos employés vont faire ça. On va faire faire un tirage et c’est nous qui le payons, tu sais.</p>

<p><i>“It probably brought me closer to the human side [of my profession] it allows to better understand people’s reluctance and difficulties, to better understand their environment [...] probably primarily when it comes to work but probably also in my personal life, I probably listen more and I’m probably more attentive.” (P5, Employee, SME B)</i></p>	<p><i>ça m’a probablement plus rapproché du côté humain [de ma profession...] [...] Ça permet de mieux saisir les réticences, les difficultés des gens, de mieux comprendre un peu leur environnement [...] probablement au niveau principalement travail mais probablement aussi dans ma vie personnelle, probablement que j’écoute plus puis je suis plus attentif</i></p>
<p><i>“I once had a comment from an employer who said it had improved relationships in his business. [...] He said yes, yes it was like tense [...] he said now everyone speaks to each other [...] He said oh yeah, I noticed. I am telling you, they have like some pride now. They don’t just come to punch in and weld anymore, you know. There is something else.” (P8, Nonprofit)</i></p>	<p><i>j’ai eu un commentaire une fois d’un employeur qui a dit que ça avait amélioré les relations dans sa boîte. [...] Il dit oui oui, c’était comme tendu [...] il dit là tout le monde se parle, tout le monde est...[...] Il dit ah oui, j’ai remarqué. Je te le dis, ils ont comme une fierté-là. Ils viennent plus juste puncher puis souder, t’sais. Il y a comme d’autre chose</i></p>
<p><i>“We helped purchase a vehicle for the distribution of Meals on Wheels. Or sometimes it’ll be for the economic development of a community. In [Municipality X], we paid for an outdoor pool. So it brings new residents, it brings economic development, it brings community development. So yes, impacts are very concrete. We see them on the field there, a lot.” (P3, Employer, SME C)</i></p>	<p><i>On a aidé à acheter un véhicule pour la distribution de la Popote roulante. Ou parfois ça va être pour le développement économique d’une communauté. On a payé du côté de [Municipalité X], une piscine extérieure. Donc ça amène des nouveaux résidents, ça amène le développement économique, ça amène le développement du milieu. Ça fait que les impacts, oui, sont vraiment concrets. On les voit sur le terrain là, beaucoup.</i></p>
<p><i>“[...]it seems that it made us realize that yes, there is a real need because there are some women who didn’t know about [Volunteer Centre X]” (P15, Community volunteer, former employee of SME C)</i></p>	<p><i>On dirait que ça nous a allumés un peu sur le fait que oui, il y a un besoin réel parce qu’il y a bien des filles qui ne savaient pas qu’est-ce que c’était le [Centre d’action bénévole X]</i></p>
<p><i>“It becomes people who tell us we didn’t know this person could have this service. And often there is something that happens like what we call naturally occurring referral networks. And here, we’ve often like had a woman calling and saying it’s</i></p>	<p><i>Donc ça devient des gens qui disent on savait pas qu’une telle personne pouvait avoir tel service. Et souvent il y a quelque chose qui se fait comme ce qu’on appelle les réseaux naturels de référence. Puis ici, on en a souvent eu ou bien une madame qui</i></p>

<p><i>my daughter who told me to call you because I could have volunteer transportation or Meals on Wheels. Or a man, we have...this type of phenomenon happened.” (P6, Nonprofit)</i></p>	<p><i>appelle puis c'est ma fille qui a dit de vous appeler là parce que je pourrais avoir des transports bénévoles ou bien je pourrais avoir de la popote. Ou un monsieur, on a... il s'est passé un phénomène comme ça.</i></p>
<p><i>“But entrepreneurs are heavily solicited. They are cautious. And I understand them. You know, they don't say yes right away. They ask questions: so, what will you do with that money? Often it's like you want this, but what will you do with it? You ask for a sponsorship, but who will it go to? They ask questions.” (P6, Nonprofit)</i></p>	<p><i>Mais il peut y avoir aussi des entrepreneurs se font beaucoup solliciter. Ils sont prudents. Puis je les comprends. Tu sais, je dis pas oui tout de suite. Tu poses des questions puis qu'est-ce que vous allez faire avec cet argent-là? Souvent c'est comme vous voulez ça mais qu'est-ce que vous allez faire avec? Vous demandez une commandite, mais ça va aller à qui? Ils posent des questions.</i></p>
<p><i>“Well, it's very difficult to talk about impact because it's things, it's feelings there” (P7, Nonprofit).</i></p>	<p><i>Bien c'est très difficile à parler d'impact parce que c'est des choses, c'est des feelings là</i></p>
<p><i>“We're not a rich place, OK? Everyone has limited means. So when you want to organize something, it's hard to organize something that will stand out, OK?” (P7, Nonprofit)</i></p>	<p><i>On n'est pas dans une place qui est riche, OK? Tout le monde a des moyens limités. Donc quand tu veux organiser quelque chose, c'est difficile d'organiser quelque chose qui va faire wow, OK?</i></p>
<p><i>“We can't go one without the other here in [regional county municipality X], precisely because there are not a lot of businesses, there is not a large population. And everyone needs to work together to keep [regional county municipality X] alive. So it's always, it goes without saying that we work together. Merchants will often participate in all kinds of organizations for the benefit of the population.” (P7, Nonprofit)</i></p>	<p><i>On ne peut pas aller un sans l'autre ici à [municipalité régionale de comté X], justement parce qu'il n'y a pas beaucoup d'entreprises, il n'y a pas beaucoup de population. Et tout le monde a besoin de travailler ensemble pour réussir à garder [municipalité régionale de comté X] en vie. Donc c'est de toujours, c'est comme ça va de soi que l'on travaille ensemble. Les commerçants vont souvent participer à toutes sortes d'organisations au profit de la population.</i></p>
<p><i>“It's evident that to date, the Volunteer Centre is my hobbyhorse, and it's really with them, it's Mr. [X, Volunteer Centre Director] who transmitted his passion to me. [Volunteer Centre Employee X], [Volunteer Centre Employee Y], they are</i></p>	<p><i>C'est certain que le [Centre d'action bénévole] à date, c'est mon cheval de bataille puis c'est vraiment avec eux, c'est M. [X, Directeur du Centre d'action bénévole] qui m'a transmis la passion. [Employé du Centre d'action bénévole X],</i></p>

<i>passionate people who are there to help people. I tip my hat to them at 150 percent.” (P1, Employer, SME A)</i>	<i>[Employée du Centre d'action bénévole Y] c'est des passionnés qui sont là au service des gens. Je leur lève mon chapeau à 150 pour cent.</i>
<i>“[he] positions himself very well in relation to the business community and he really positions his organization as a player, an integral part of community development” (P2, Employer, SME B)</i>	<i>[Il] se positionne très bien par rapport aux gens d'affaires et il positionne vraiment son organisme comme un acteur, une partie intégrale du développement communautaire.</i>
<i>“But one of the things we do that we're told too, I've always been inclined to do it, 'you're one of the rare organizations who send us thank you letters.' That recognition there, I think we're nurturing ties.” (P6, Nonprofit)</i>	<i>Mais une des choses c'est qu'on se fait dire aussi moi, ça avait toujours été mon habitude, vous êtes un des rares organismes qui nous envoient des lettres de remerciement. Cette reconnaissance-là, je pense qu'on alimente des liens.</i>
<i>“Like with [Business X], [Employee A] dives right in at 100 miles an hour, you know? But with [Business Y], it's [Employee B]. People connect with others too. That's important as well. [...] They share tasks and they often go according to affinities” (P6, Nonprofit)</i>	<i>Comme avec [Entreprise X], [Employé A] il rentre à 100 milles à l'heure là, tu sais? Par contre, avec [Entreprise Y] c'est [Employée B]. Les gens s'associent aussi à d'autres personnes. Ça c'est important aussi. [...] ils se partagent ça et puis ils vont souvent par affinité</i>
<i>“clear with [SME representatives] on what we are asking of them” (P6, Nonprofit),</i>	<i>Ces gens-là il faut être clair avec eux autres sur ce qu'on leur demande</i>
<i>“Often we'll pay tribute to someone who's done something to improve the region. It's not necessarily growing their business. We pay tribute, and that, it becomes business people who've helped in the community sector” (P7, Nonprofit)</i>	<i>Souvent on va rendre hommage à une personne qui a fait quelque chose de particulier pour faire évoluer la région. C'est pas nécessairement faire grossir son commerce. On rend hommage, et ça, ça devient un peu des gens d'affaires qui ont aidé dans le milieu communautaire.</i>
<i>“You don't go two weeks without hearing about the Volunteer Centre in the paper, on the community TV channel, on the radio” (P6, Nonprofit)</i>	<i>Tu passes pas deux semaines sans qu'on parle du Centre d'action bénévole dans les journaux, à la télé communautaire, au poste de radio</i>

## ANNEXE F : GRILLE D'ENTREVUE (ÉTUDE 3)

**Thème 1 : Définition du bénévolat**

1. Comment définiriez-vous le « bénévolat »? Qu'est-ce que cela signifie pour vous?
2. Comment définiriez-vous le bénévolat appuyé par l'employeur?

\*(après réponse du participant). *La définition du soutien de l'employeur envers le bénévolat utilisée dans cette étude est : l'ensemble des moyens par lesquels les employeurs peuvent encourager, faciliter et soutenir l'engagement communautaire et bénévole de leurs employés.*

**Thème 2 : Caractéristiques sociodémographiques**

*Nous sommes intéressés à obtenir un portrait de votre contexte de vie afin d'avoir une meilleure idée de caractéristiques qui pourraient avoir une influence sur votre engagement communautaire :*

3. Pouvez-vous définir brièvement votre poste (au sein de l'entreprise/organisme communautaire)? Depuis combien de temps occupez-vous ce poste?
4. Depuis combien de temps habitez-vous dans la communauté?
5. Quel est votre état civil?
6. Avez-vous des enfants? Si oui, quel-s âge-s?
7. A quelle tranche d'âge appartenez-vous?
8. Quel est votre niveau d'éducation le plus élevé? Avez-vous une spécialité?

**Thème 3 : Bénévolat appuyé par l'employeur**

**Nature de l'implication**

9. De quelle manière êtes-vous impliqué dans la communauté en tant (Qu'employé/entreprise; Organisme communautaire)?
10. En tant qu'individu, êtes-vous impliqués dans votre communauté à l'extérieur de votre milieu de travail/organisme? De quelle manière? Depuis combien de temps? Comment êtes-vous devenus impliqué?

**Raisons d'implication**

<i><b>Employeurs</b></i>	<i><b>Employeurs/Représentants communautaires</b></i>	<i><b>Employés</b></i>
11. Comment en êtes-vous venus à encourager vos employés à faire du bénévolat/don de leur temps?	12. Comment en êtes-vous venus à collaborer avec le (milieu communautaire (ex. : programme Bénévole d'Affaires)/secteur des affaires-PME) sur des activités de	13. Comment en êtes-vous venus à vous impliquer dans (activité X de bénévolat temporel/bénévolat de compétence)? Depuis combien de

- |  |                                   |
|--|-----------------------------------|
| <p>bénévolat soutenu par l'employeur?</p> <ul style="list-style-type: none"> <li>- Comment ça a démarré?</li> <li>- Comment les relations avec les représentants (<i>de PME/d'OSBL</i>) se sont-elles développées?</li> <li>- Pour quelles raisons/dans quelles circonstances entamez-vous des projets d'implication sociale qui impliquent le bénévolat des employés avec le secteur (<i>des PME/OSBL</i>)?</li> <li>- Depuis combien de temps collaborez-vous avec (<i>PME/OSBL X</i>)?</li> </ul> | <p>temps êtes-vous impliqués?</p> |
|--|-----------------------------------|

**Types de soutien envers le bénévolat**

<i><b>Employeurs</b></i>	<i><b>Représentants communautaires</b></i>	<i><b>Employés</b></i>
<p>14. De quelles manières encouragez-vous, facilitez-vous, soutenez-vous ou reconnaissez-vous le bénévolat de vos employés? Depuis combien de temps?</p>	<p>15. De quelles manières les employeurs des bénévoles qui effectuent du bénévolat auprès de votre organisme facilitent, soutiennent ou reconnaissent leur bénévolat?</p>	<p>16. De quelles manières est-ce que votre employeur encourage, facilite, soutient ou reconnaît votre bénévolat?</p>

*\*Prompts :*

- Y a-t-il des soutiens structurels/stratégiques en place (politique/lignes directrices par rapport au BAE, prise en charge d'aspects logistiques)?
- Y a-t-il des encouragements/de la reconnaissance fournis aux employés pour leur participation à des activités bénévoles? De quelle manière?

- Y a-t-il des dons financiers aux organismes auprès desquels vos employés font du bénévolat? Des dons en nature?
- Y a-t-il une tendance à diminuer les barrières de l'engagement des employés? (ex. : en commanditant des événements, en payant des frais d'adhésion à des activités)
- Y a-t-il des prix offerts aux bénévoles? Des galas de bénévolat organisés? D'autres formes d'appréciation?

### **Retombées perçues**

17. Selon vous, les activités de bénévolat appuyé par l'employeur, qu'est-ce que ça apporte? Quelles sont les retombées sur :
  - a. Vous/vos collègues ?
  - b. Votre milieu de travail ?
  - c. Les PME/organismes communautaires ?
  - d. Votre communauté ?
18. A quel niveau vous estimez-vous informés des pratiques, manières de fonctionnement et défis du milieu (des PME/OSBL) ?
19. Qu'avez-vous appris/réalisé sur le milieu (des PME/des OSBL) depuis que vous êtes impliqués avec le bénévolat appuyé par l'employeur ?
20. Comment caractérisiez-vous les contacts/interactions avec les membres du secteur (PME/OSBL) ? Quelle est la fréquence des contacts avec l'autre secteur ?
21. Comment caractériseriez-vous les relations qui se sont développées avec (la-les PME-s/OSBL-s) ? Comment celles-ci ont-elles évolué depuis le début de votre implication ?
22. Qu'est-ce que votre organisation a retiré des relations développées avec les membres (du secteur PME/OSBL) dans le contexte du bénévolat appuyé par l'employeur ?
23. Comment êtes-vous informés des manières de fonctionnement et défis du secteur (des PME/OSBL) ?
24. Votre implication dans le bénévolat appuyé par l'employeur a-t-elle permis de créer ou donner accès à des ressources ou à des opportunités nouvelles dans la communauté ? Lesquelles ?

### **Défis et obstacles à l'implication des employés**

25. Selon vous, quels sont les principaux défis ou obstacles reliés à l'implication bénévole des employés et à la capacité de soutenir/faciliter/encourager cette implication chez les PME?
26. Au niveau de la communauté en général (politiques, lois, culture, normes sociales, etc.)?
  - a. Que croyez-vous être les principaux défis pour les employés? Pour les entreprises? Pour les organismes communautaires?
  - b. Quels sont les principaux défis au niveau du recrutement d'employés pour des activités de bénévolat? Au niveau de la rétention des employés bénévoles?

- c. Quels sont les obstacles/défis liés à la collaboration avec le secteur communautaire?

**Facteurs de succès liés à l'implication des employés**

- 27. Selon vous, qu'est-ce qui facilite le succès de l'implication bénévole des employés et entreprises dans le milieu des PME?
  - a. Y a-t-il des facteurs qui favorisent le succès au niveau communautaire/social (attentes sociétales, politiques, normes sociales, culture?)
  - b. Qu'est-ce qui favorise le recrutement des employés bénévoles? Leur rétention?
  - c. Qu'est-ce qui favorise une collaboration efficace avec le secteur communautaire?

Les citations sont présentées dans l'ordre dans lequel elles apparaissent dans l'article.

Traduction	Citation originale
<p>“Yes, of course, we’ve seen it a lot for large businesses. We even see businesses that, more and more, we get those phone calls here sometimes. So, do you have a place where we could go volunteer? So yes, we hear about it. But it’s often large businesses. For SMEs, we hear it less.” (P1, Nonprofit, Female)</p>	<p>Oui, bien c'est sûr qu'on l'a vu beaucoup pour les grosses entreprises. On voit même des entreprises qui de plus en plus, on en a des téléphones parfois ici. Bon, avez-vous un endroit où on peut aller faire du bénévolat? Ça fait que oui, on en entend. Mais c'est souvent des grandes entreprises. Les PME on l'entend moins.</p>
<p>“It’s in fact a way of redistributing to society. And I think there are lots of businesses that find it important that their employees, that their own business gives back to society. I’ve heard it, and I’ve lived it too.” (P4, Nonprofit, Female)</p>	<p>En fait c'est une façon de redonner à la société. Et je crois qu'il y a beaucoup d'entreprises qui trouvent ça important que leurs employés, que leur propre entreprise redonne à la société. Je l'ai entendu, et je l'ai vécu aussi.</p>
<p>“ I think that it [ESV] would entail integrating to the business culture this idea of giving back to the community by considering how lucky you are to have a good job, to be less in need than others. In the interest of fairness, I would say.” (P23, Employer, Female)</p>	<p>Je pense que ça serait d'intégrer à la culture d'entreprise cette idée de redonner à la communauté en considérant la chance que t'as d'avoir un bon travail, d'être moins dans le besoin que d'autres. Donc par souci d'équité, je dirais.</p>
<p>“It depends on the business, it depends on company values and a bunch of things. Conventional businesses, they probably don't necessarily have the reflex to do things like that but it can be a way of, if the business is already involved in its community, of putting a bit more effort in it and encouraging employees to get a bit more involved in their community.” (P11, Employee, Male)</p>	<p>Ça dépend de l'entreprise, ça dépend des valeurs de l'entreprise et d'un paquet d'affaires. Les entreprises traditionnelles, elles n'ont probablement pas nécessairement le réflexe de faire ces choses-là mais ça peut être une façon de, si l'entreprise est déjà impliquée dans sa communauté, de mettre un peu plus d'effort là-dedans et d'encourager les employés à s'impliquer un peu plus dans leur communauté.</p>
<p>“Of course there’s also the case of SMEs that present as social enterprises. [...] Social entrepreneurship, social economy. It’s a community that we are growing closer and closer to. So it’s an interesting way of being a SME by including volunteering or social responsibility within the DNA of the organization so that it’s not just an add-on or, that’s right, little things to feel less guilty.” (Participant 2, Nonprofit, Male)</p>	<p>Mais sinon, tu sais, c'est sûr qu'il y a aussi tout le volet des PME qui se disent à vocation sociale. Donc là je ne sais pas comment ça peut cadrer par rapport au bénévolat mais il y a ça aussi qui est intéressant. Nous c'est un milieu auquel on se rapproche de plus en plus. Tout l'entreprenariat social, l'économie sociale. Donc c'est une façon intéressante d'être une PME justement en incluant le bénévolat ou la responsabilité sociale à l'intérieur même de l'ADN de l'organisme puis que ça soit pas seulement un ajout ou,</p>

	<i>c'est ça, des petits trucs pour se déculpabiliser.</i>
<i>“Actually it could be allowing us to use work time to volunteer. That could be a form [of ESV]. But otherwise, it could also be to facilitate availability. I've experienced it, but allowing us to leave when we have meetings during the workday without being paid but at least being able to arrange our work schedule according to the needs of a project.” (P8, Employee, Female).</i>	<i>En fait ça pourrait être de nous permettre d'utiliser du temps de travail pour faire du bénévolat. Ça, ça pourrait être une forme. Mais sinon, ça pourrait être de faciliter la disponibilité. Je l'ai vécu, mais de nous permettre de partir quand on a des rencontres pendant la journée de travail sans être payé mais au moins pouvoir arranger notre horaire pour les besoins d'un projet.</i>
<i>“There are a lot of people who will be in non-profits as administrators because their boss sends them there, but they are released. It means that they will still do 35 hours of work. So for me, it's part of their tasks. It's really a notion of...we are there as professionals at that time. It's part of the tasks. I'm not reducing the quality of work that these people do but it's not volunteering. Plus often they won't behave as volunteers because, well, they will say before joining this subcommittee I'll have to ask for my boss's permission and see what tasks he'll remove from my plate.” (Participant 5, Nonprofit representative, Male).</i>	<i>Il y a beaucoup de monde qui vont être dans des organisations comme administrateurs parce que le boss les envoie là, mais ils sont libérés. C'est-à-dire qu'ils vont quand même faire 35 heures de travail. Donc ça pour moi ça fait partie de la tâche. C'est vraiment une notion de... on est là comme professionnel à ce moment-là. Ça fait partie de la tâche. Je ne diminue pas la qualité du travail de ces gens-là mais c'est pas du bénévolat. D'ailleurs souvent ils ne se comporteront pas en bénévoles parce que, bon, ils vont dire bien avant d'embarquer dans tel sous-comité il va falloir que je demande la permission de mon patron puis de voir quelles tâches il va m'enlever.</i>
<i>“So it goes beyond the simple [work] task. It requires a level of engagement that's bigger than completing your tasks.” (P5, Nonprofit representative, Male).</i>	<i>Ça fait que donc il y a quelque part là ça dépasse de loin la simple tâche. C'est que ça demande un niveau d'engagement qui est plus grand que de réaliser sa tâche.</i>
<i>“We always have to do our work before doing something else related to volunteering. It doesn't really have to do with my work, but I know we are there to help.” (P7, Employee, Male).</i>	<i>On doit toujours faire notre travail avant de faire quelque chose d'autre relié au bénévolat. Ce n'est pas directement relié à mon travail, mais je sais qu'on est là pour aider.</i>
<i>“I think that the employer cannot....you know, the employer can say, as a business, we support this cause. So it's highly suggested, but in the end volunteering cannot be forced. Otherwise, it's work.” (P6, Nonprofit, Female).</i>	<i>Mais je pense que l'employeur peut pas... Tu sais, l'employeur peut dire nous, en tant qu'entreprise, on adhère à telle cause. Donc c'est comme fortement suggéré, mais au final le bénévolat ne peut pas être forcé. Sinon, c'est du travail.</i>

<p><i>“For me, it takes on different forms. You have the possibility to, I mean...supported by your employer... The employer can support your volunteering in different ways. He can allow you to leave early to give time, he can provide access to resources perhaps, he can support you financially. He can also be the instigator of volunteering activity in the spirit of team building or within the organizational culture. So I think that yes, I know the expression, and each business must define what it means to them.” (P12, Employee, Female).</i></p>	<p><i>Pour moi, ça prend différentes formes. Tu as la possibilité de, je veux dire... soutenu par ton employeur... L'employeur peut soutenir ton bénévolat de plusieurs façons. Il peut te permettre de partir plus tôt pour donner du temps, il peut te fournir l'accès à des ressources peut-être, il peut de soutenir financièrement. Il peut aussi être l'initiateur d'une activité de bénévolat dans un esprit de team building ou à l'intérieur de la culture organisationnelle. Donc je pense que oui, je connais l'expression, et chaque entreprise doit définir ce que c'est pour eux.</i></p>
<p><i>“These people supported our initiatives. By donating material, by giving us information, by providing guidance to do something, to produce something. But it was not necessarily directly contributing time, or lending someone to accomplish something. And it could take different forms. Yes, that's it.” (P4, Nonprofit representative, Female).</i></p>	<p><i>Et ces gens-là ont soutenu nos démarches. En nous donnant du matériel, en nous donnant de l'information, en offrant de l'encadrement pour faire quelque chose, monter quelque chose. Mais c'était pas nécessairement directement du temps, donner une personne ou prêter pour réaliser quelque chose. Et ça pouvait prendre différentes formes. Oui, ça fait que c'est ça.</i></p>
<p><i>“I also see an involvement that can be different, whether it's through support or in any other way to groups that volunteer. So the simple fact of participating to that support, to that help falls within a form of volunteering that we see less.” (P22, Employer, Male).</i></p>	<p><i>Je vois aussi une implication qui peut être différente, que ce soit à travers du soutien ou de n'importe quelle façon pour les groupes qui font du bénévolat. Donc le simple fait de participer à ce soutien, à cette aide tombe dans une forme de bénévolat qu'on voit moins.</i></p>
<p><i>“ But us also, what we do is that in the employee policy since last year we offer three paid days per year that can be used to volunteer. So they are already encouraged to say you can do that. If your child's school needs someone for an activity, we're happy if you go.” (P23, Employer, Female)</i></p>	<p><i>Mais nous aussi, ce qu'on fait c'est que dans la politique d'entreprise depuis l'année dernière on offre trois journées par année payées qui peuvent être utilisées pour faire du bénévolat. Donc ils sont déjà incités à dire vous pouvez faire ça. Si l'école de votre enfant a besoin d'une personne pour une activité, on est content que vous y alliez.</i></p>
<p><i>“It's case-by-case. We don't have a day-to-day volunteering policy because we're a small SME. It's not, we don't have a fund for this, or a percentage.” (P16, Employer, Male).</i></p>	<p><i>C'est du cas par cas. On n'a pas de politique sur le bénévolat parce qu'on est une petite PME. C'est pas, on a pas de fond pour ça, ou de pourcentage.</i></p>
<p><i>“Just seeing that there are so many organizations that retrieve [food donations], right there, there is an awareness on the</i></p>	<p><i>Juste de voir qu'il y a tellement d'organismes qui viennent chercher [dons de nourriture] ici, il y a une prise de conscience sur les</i></p>

<p><i>community needs of the least fortunate. And that allows to see that as an employee, just by working in a [food service business], we can act on that.” (P10, Employee, Female)</i></p>	<p><i>besoins des moins fortunés. Et ça permet de voir qu'en tant qu'employé, juste en travaillant à une [entreprise dans le domaine de l'alimentation], on peut agir là-dessus.</i></p>
<p><i>“Well me anyhow, I think, because I asked them they were very happy that they participated. I think they want to participate. Also, it can open their eyes on some things about their community that they weren't aware of. Learn. Well, that's it, they learn some things that maybe they didn't know about their community.” (P3, Nonprofit representative, Female)</i></p>	<p><i>Bien moi, en tout cas, pour leur avoir demandé, ils étaient heureux d'avoir participé. Je pense qu'ils veulent participer. Aussi, ça peut leur ouvrir les yeux sur certaines choses de leur communauté qu'ils ne réalisaient pas. Apprendre. Bien, c'est ça, ils apprennent des choses que peut-être ils ne connaissaient pas de leur communauté.</i></p>
<p><i>“But now I have people who became friends thanks to that. And employees too who now have friends who are part of those organizations.” (Participant 23, Employer, Female).</i></p>	<p><i>Mais maintenant j'ai des gens qui sont devenus des amis grâce à ça. Puis des employés aussi qui ont maintenant des amis qui sont membres de ces organismes-là.</i></p>
<p><i>“I think that if it's as a team, if let's say there is [Employee X] and [Employee Y] who will give a night class, they will create a sense of belonging. They will have another, it will not be just work. They will have known each other in a different setting than work. So I think that ties, even between employees are woven more tightly because they participate to something else.” (P23, Employer, Female).</i></p>	<p><i>Je pense que si c'est en équipe, si admettons il y a [Employé X] et [Employé Y] vont donner un cours de soir, ils vont créer un sentiment d'appartenance. Ils vont avoir un autre, ça ne sera pas que du travail. Ils vont s'être connus dans un événement différent que celui du milieu du travail. Alors je pense que les liens, même entre les employés sont tissés un peu plus serrés parce qu'ils participent à autre chose.</i></p>
<p><i>“It's essential because without them it's not possible to operate. So it takes people and it has to be redone year after year because there are some who step down and there are new ones who want to be contacted because they heard about it from someone.” (P4, Nonprofit, Female)</i></p>	<p><i>C'est essentiel parce que sans eux c'est pas possible de fonctionner. Alors ça prend des gens et c'est à refaire année après année parce qu'il y en a qui se désistent et puis il y en a des nouveaux qui veulent être retraités parce qu'ils en ont entendu parler par quelqu'un.</i></p>
<p><i>“Us, it's at the heart of our mission to encourage. I'm not saying that most employees embrace it with open arms but us, we encourage our employees to get personally involved with nonprofits and we support if it's the case. For</i></p>	<p><i>Nous, c'est au cœur de notre mission d'encourager. Je ne dis pas que nos employés accueillent ça à bras ouverts mais nous, nous encourageons nos employés à s'impliquer personnellement avec des organismes et on</i></p>

<p><i>now, there hasn't been a lot.” (P7, Employer, Male).</i></p>	<p><i>soutient si c'est le cas. Pour l'instant, il n'y en a pas eu beaucoup.</i></p>
<p><i>“Smaller businesses I think their profit margins are very small and their involvement, it will be more like the partner who gets involved, the owner who is personally involved and invests his money, his resources rather than encouraging his employees.” (P6, Nonprofit, Female)</i></p>	<p><i>Parce que les petites entreprises je pense que leur marge de profit est vraiment faible et puis leur implication, ça va être plus genre le partenaire qui s'investit, le propriétaire qui s'investit personnellement puis qui investit de son argent, de ses ressources plutôt que d'encourager les employés.</i></p>
<p><i>“For [Event X] or other things we went door-to-door to solicit help, there are some who say oh well, I don't even live here. OK. I say like yes, but you have your business. You spend your days here. But there are some who it doesn't affect at all. They want nothing to do with it.” (P13, Employer, Male)</i></p>	<p><i>Pour [événement X] ou autre chose on est allé faire du porte-à-porte pour chercher de l'aide, il y en a qui disent ah ben, je n'habite même pas ici. OK. Je dis oui, mais t'as ta business. Tu passes tes journées ici. Mais il y en a que ça n'affecte pas du tout. Ils ne veulent rien savoir.</i></p>
<p><i>“Everyone is for it, but just taking the next step where you get involved, it hasn't happened and I don't force it. I will just tell everyone the day it comes, we will be there. We will support. We will help. But for now there isn't...” (P17, Employer, Male)</i></p>	<p><i>Tout le monde est pour, mais pour prendre la prochaine étape pour s'impliquer, c'est pas arrivé et on ne le force pas. Je vais juste dire à tout le monde que le jour que ça vient, on sera là. On va soutenir. On va aider. Mais pour l'instant, il n'y a pas...</i></p>
<p><i>“I think that when you have a business like that especially that runs quickly, it's the kind of issue that you don't think of at all because we're really in the logic that we have to sell our [product]” (P10, Employee, Female)</i></p>	<p><i>Je pense que quand tu as une entreprise comme ça justement qui opère rapidement, c'est le genre de problématique à laquelle tu ne penses pas du tout parce qu'on est vraiment dans la logique qu'on doit vendre notre [produit]</i></p>
<p><i>“Us at first when we had tons of [food] like that, we didn't have an established list [of non-profits]. To say how much it's not instinctive to give [food] to community organizations and there was even a big clash with the owner who wanted to throw away the [food] but wanted it to be in bags so people wouldn't go to rummage through the garbage but at the same time there was no initiative taken not to throw out that [food]. So really it's wasted [food] and we can't have people take it from the garbage. So we had to rally a bit say there are lots of people who come to get [food] for people so it would be interesting to frame that. But it took a few months.” (P10, Employee, Female)</i></p>	<p><i>Nous au début quand on avait plein de [nourriture] comme ça, on avait pas de liste [d'organismes] établie. Pour dire à quel point c'est pas instinctif de donner [de la nourriture] aux organismes communautaires et il y avait un gros clash avec le propriétaire qui voulait jeter [la nourriture] mais qui voulait qu'elle soit dans des sacs pour pas que les gens aillent fouiller dans les poubelles mais en même temps il n'y avait pas d'initiative pour éviter de jeter [la nourriture]. Alors vraiment c'est de la [nourriture] gaspillée et on ne peut pas laisser les gens la sortir des poubelles. Alors on a crisé un peu, dit qu'il y a plein de gens qui viennent chercher [la nourriture] pour les</i></p>

	<i>gens alors ce serait intéressant d'encadrer ça. Mais ça a pris quelques mois.</i>
<i>"I think it also depends on where we're at in our business cycle. You know, you could say we're getting to the end of the start-up phase, the long one, not the short one to open but the long phase of establishing a clientele, making ends meet. Once we think we're well established in the neighborhood, then we may have more time but I'd say that yes last year we were still in it and we made little renovations again this fall to like finish arranging the establishment." (P20, Employer, Male)</i>	<i>Je pense que ça dépend aussi d'où nous en sommes dans notre cycle d'entreprise. Tu sais, on peut dire qu'on arrive à la fin de ma phase de démarrage, la longue, pas la courte pour ouvrir mais la longue phase d'établir une clientèle, de joindre les deux bouts. Une fois qu'on sera établis dans le quartier, on aura peut-être plus de temps mais je dirais que oui dans la dernière année on est encore dedans et on a encore fait des petites rénovations cet automne pour comme finir d'arranger la place.</i>
<i>"I knew a business where they told me they raised I think it was 20 000\$ for [Nonprofit X], we said wow, the D.G. told me he was quite proud of sending a cheque. But he said I was quite disappointed to see employees were not proud. Yet, we sent them a nice photo of me with the cheque with the [Nonprofit X] representative. Yes, but it's because what was the meaning for employees? He was proud, it gave him a nice little photo. He was invited to the [Nonprofit X] annual cocktail [...] But the meaning for employees of giving two, three bucks per week on their pay was not highlighted by the leader. He didn't give a meaning to it." P5, Nonprofit, Male)</i>	<i>Un peu comme j'ai connu une entreprise où on me disait on a ramassé je pense que c'était 20 000 \$ pour [Organisme X], on disait wow, le D.G. me disait j'étais bien fier d'envoyer un chèque. Mais il a dit j'étais bien déçu de voir que les employés n'étaient pas fiers. Pourtant, on leur a envoyé une belle photo de moi avec le chèque avec la représentante de [Organisme X]. Oui, mais c'est parce que c'était quoi le sens pour les employés? Lui était fier, ça lui a donné une belle petite photo. Il était invité au cocktail annuel de [Organisme X] et de grands donateurs, des petits donateurs, je ne sais pas trop. Mais le sens pour les employés de donner deux, trois piastres par semaine sur leur paie n'a pas été souligné par le dirigeant. Il n'a pas su donner un sens à ça.</i>
<i>"[Business X] is very involved as a business, but I'm not sure they release for example their employees. They will get involved in big events, you know, but do they have a volunteering recognition policy for their employees, that, I would like to say I doubt it but maybe it's me who..." (P1, Nonprofit, Female)</i>	<i>"[Entreprise X] s'implique beaucoup comme entreprise, mais je ne suis pas sûre qu'il libère par exemple les employés. Ils vont s'engager eux dans des gros événements, tu sais, mais est-ce qu'ils ont une politique de reconnaissance bénévole auprès de leurs employés, ça, j'aimerais dire j'en doute mais peut-être que c'est moi qui..."</i>
<i>"Like there's a [industry] business, [Business X], each year, they buy a table and come with their whole team. And it's good for us because I tell myself sometimes, and you know sometimes I</i>	<i>Comme il y a une [entreprise d'industrie X], la [entreprise X], à chaque année, ils achètent une table puis ils viennent avec toute leur</i>

<p><i>think I'm not aware either, because it allows employees to know the Centre. And maybe I deal with an employee who's a volunteer but I don't know he works for [Business X] either, you know?" (P6, Nonprofit, Female).</i></p>	<p><i>équipe. Puis c'est bon pour nous parce que je me dis des fois, puis tu sais des fois je pense que je suis pas au courant aussi, parce que ça fait en sorte que les employés connaissent le centre. Puis peut-être que je fais affaire avec un employé en tant que bénévole mais que je ne sais pas qu'il est employé de la pharmacie non plus, tu sais?</i></p>
<p><i>"I think that, actually maybe that's one of the reasons why non-profits don't go to SMEs because maybe it's not known. [...] Or maybe basically they think they are too busy, whatever. I don't know." (P23, Employer, Female)</i></p>	<p><i>Donc, non. Je trouve que, puis peut-être en fait c'est peut-être une des raisons pour lesquelles les organismes à but non-lucratif vont pas vers les PME parce que peut-être que c'est pas connu. [...] Ou peut-être qu'à la base ils se disent qu'ils sont trop occupés, whatever. Je ne sais pas trop.</i></p>
<p><i>"You know, it's always that, it's that contrarily to businesses, businesses will sometimes have a bit of money to develop their business, you know, to network and all that. But us, there's not a lot and us, we're used to things being free or nearly free. So business fairs like that when you know it will cost \$200, \$300, we don't have the money because we could have gone to a fair where there were lots of businesses from [Municipality X] in sustainable development, but it was a lot of money and we don't have it." (P1, Nonprofit, Female)</i></p>	<p><i>Tu sais, c'est toujours ça, c'est que contrairement aux entreprises, les entreprises des fois ils vont avoir un petit peu de sous pour développer leur entreprise, tu sais, pour faire du réseautage et tout ça. Mais nous, il n'y en a pas beaucoup puis nous autres, on est habitué que ça soit gratuit ou presque. Ça fait que les salons comme ça quand tu sais que ça va coûter 200 \$, 300 \$, on n'a pas les sous parce qu'on aurait pu aller à un salon où il y avait beaucoup d'entreprises de [Municipalité X] en développement durable, mais il y avait beaucoup de sous puis on ne les a pas.</i></p>
<p><i>"I know in some cities – in [Municipality X], I don't know – it's called [Association X] and it's an association of merchants and the community sector precisely to improve the neighborhood. But it's really local. But people gather. It's a local association for development. And that, I find that interesting. So you have as many SMEs as community organizations to facilitate. We need to find ways of fostering exchanges. But [Association X], I don't recall having seen that in [Municipality X]." (P1, Nonprofit, Female)</i></p>	<p><i>Je sais qu'il y a dans certaines villes – à [Municipalité X], je ne sais pas – que ça s'appelle [Association X] qui est une association justement de commerçants et de communautaire pour améliorer le quartier. Mais c'est vraiment très local. Mais les gens se regroupent. C'est une association locale pour développer. Puis ça, je trouve que c'est intéressant. Ça fait que t'as autant des PME que des organismes pour favoriser. Il faut trouver des façons de favoriser les échanges. Mais [Association X], je ne me souviens pas d'avoir vu ça à [Municipalité X].</i></p>

<p><i>“Like me, what was a catalyst is when I was moved to see kids. [...] You know, you will say ah, OK, like me I think I’ve been lucky in life, and if I can help someone who is a little less lucky, great, you know? I think that’s what it takes. You need to be confronted to see that that’s it, there are some who don’t have the same luck we did” (P17, Employer, Male)</i></p>	<p><i>Comme moi, le déclencheur était quand j’ai été touché de voir les enfants. . [...] Tu sais, tu vas dire ah, OK, comme moi j’ai été chanceux dans la vie, et si je peux aider quelqu’un qui est un peu moins chanceux, tant mieux, tu sais? Je pense que c’est ça que ça prend. Tu as besoin d’être confronté pour voir que c’est ça, il y en a qui n’ont pas eu la même chance que nous.</i></p>
<p><i>“We want each branch to be involved in their neighborhood. For us it’s important” (P17, Employer, Male)</i></p>	<p><i>On veut que chaque succursale soit impliquée dans son quartier. Pour nous c’est important.</i></p>
<p><i>“The people we hire, we want them to be other-oriented people because it’s teamwork, we have an open office, there has to be mutual help, there has to be. It’s part of our recruitment process to verify if people are interested about what others do, if they’re involved, if they know the community” (P23, Employer, Female)</i></p>	<p><i>Les gens qu’on embauche, on tient à ce que ce soit des gens orientés par les autres parce que c’est un travail d’équipe, on a un bureau ouvert, il faut qu’il y ait de l’entraide, il faut. Ça fait partie de notre recrutement d’un point à vérifier si les gens sont intéressés à ce que les autres font, s’ils s’impliquent, s’ils connaissent le milieu.</i></p>
<p><i>“Well us we have flexible schedules in general. [...] It’s not for volunteering per se. If you have a dentist appointment, I don’t mind if you show up at 11:00 am.” (P23, Employer, Female)</i></p>	<p><i>Bien nous on a des horaires flexibles en général. [...] c’est pas pour le bénévolat en tant que tel. Si t’as un rendez-vous chez le dentiste, ça me dérange pas que tu arrives à 11 heures le matin.</i></p>
<p><i>“And even I mention the event I organize for impoverished people. I don’t advertise things like that in the newspaper. It’s as discreet as possible. However, since I have a communication agent, she says it’s important to advertise for [Initiative X]. People have to know. There has to be all that. That, it will help merchants participate too. So, before I didn’t see that. I said, I don’t want to. It’s not my goal to get known in that way. [...] But it seems there’s another side I don’t see and we started to advertise.” (P16, Employer, Male)</i></p>	<p><i>Et même je mentionne l’événement que j’organise pour les pauvres. Je ne mets pas d’annonces sur ces choses-là dans le journal. C’est aussi discret que possible. Mais, depuis que j’ai une agente de communication, elle dit c’est important d’annoncer [Initiative X]. Les gens doivent connaître. Il doit y avoir tout ça. Ça, ça va aider les commerçants à participer aussi. Alors, avant je ne voyais pas ça. Je disais, je ne veux pas. Ce n’est pas mon but d’être connu comme ça [...] Mais on dirait qu’il y a un autre côté que je ne vois pas et on a commencé à annoncer.</i></p>
<p><i>“I won’t give them a certificate” (P23, Employer, Female)</i></p>	<p><i>Je ne vais pas leur donner un certificat.</i></p>
<p><i>“So I’m telling myself, I was thinking about that this morning, I will write an article on the Green</i></p>	<p><i>Comme je suis en train de me dire je pensais à ça ce matin, je vais écrire un article sur la</i></p>

<p><i>Alley for the [X] magazine and also for the local newspaper. And for me, it will be essential to say this small company gave us the paint for road marking. But they didn't ask for it, but by sending them an article like that and taking nice photos of the doves in the alley, with peace, it will be a cool thing for them.” (P4, Nonprofit, Female)</i></p>	<p><i>ruelle verte pour [magazine X] mais aussi pour le journal local. Et puis pour moi, ça va être essentiel de dire que telle petite compagnie nous a donné de la peinture pour faire du marquage au sol. Mais ils ne nous l'ont pas demandé, mais en leur envoyant un article comme ça puis en prenant des belles photos de les colombes qu'il y a dans la ruelle, avec la paix, bien ça va être chouette pour eux.</i></p>
<p><i>“As long as the request is clear, what is it? What's expected? Equipping people properly, so they're not missing anything, so they're really, they don't have to look. We have to roll out the red carpet because if people are helping out, it has to be easy and pleasant, you know? If you keep that idea, it goes well.” (P4, Nonprofit, Female)</i></p>	<p><i>Dans le temps que la demande soit claire aussi, de quoi s'agit-il? Qu'est-ce qui est attendu? Bien, bien outiller les gens, bien équiper les gens, qu'ils ne manquent de rien, qu'ils soient vraiment, qu'ils n'aient pas à chercher. Il faut qu'on leur déroule le tapis rouge parce que si les gens rendent service il faut que ce soit facile et agréable, tu sais? Si tu gardes cette carte-là, ça va bien.</i></p>
<p><i>“If we have a reflection event on volunteering and the elderly, I know that if I have an event just for that, well I'll have people who are already interested by that. But if I take the issue more broadly and I talk about social involvement in the community, well then [(SMEs)] they identify, and then I'm able to reach people who may not volunteer with the elderly, but I find that if I find a broader questioning, well then I can reach a larger diversity of actors. So us, that's what we do in our events” (P2, Nonprofit, Male)</i></p>	<p><i>Si on a un événement de réflexion par rapport au bénévolat et les aînés, bien je sais que si j'ouvre un événement juste pour ça, bien je vais avoir des gens qui sont déjà intéressés par ça. Mais si je prends la thématique de manière plus générale puis je parle d'implication sociale dans la communauté, bien eux [(les PME)] s'y retrouvent, mais là je suis capable d'aller rejoindre des gens qui ne font pas du bénévolat auprès des aînés, mais que si je trouve un questionnement plus général, bien là je peux aller chercher une plus grande diversité d'acteurs. Ça fait que nous, c'est ça qu'on fait dans nos événements.</i></p>