An Examination of Corporate Volunteering Programs in the Australian Banking Sector

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Abstract:
This study examines the planning, management and evaluation processes of corporate volunteering programs within the Australian banking industry by conducting multiple case studies on five major Australian banks. As Australian banks are major contributors to the social and economic well-being of society, the topic of the community involvement is of key interest to many people. By utilising a primarily qualitative approach to collect and analyse the data, the present research addresses the limited coverage of corporate volunteering programs in Australian organisations.
INTRODUCTION

Interest in corporate volunteering programs within Australian organisations has significantly increased during the last few years as there has been greater emphasis on corporate social responsibility and corporate community involvement. Corporate volunteering programs, used interchangeably with the term ‘employee volunteering programs’, are schemes set up by commercial organisations with the aim of establishing a link to the community through making an association with not-for-profit organisations (Lee and Higgins, 2001; Wild, 1993). Corporate volunteers are employees who freely provide their time and services towards company-sponsored activities for the benefit of certain not-for-profit organisations that have established ties with the corporation (Gilder, Schuyl & Breedijk, 2005; Peterson, 2004a).

There are numerous advantages for the corporation and the not-for-profit organisation to engage in corporate volunteering programs. For the corporation, both external and internal benefits can be experienced. External benefits include the corporation being viewed as a good corporate citizen and being more socially aware by key stakeholders, resulting in a better reputation (Cahill, 2003; Cavallaro, 2006; Herzig, 2006; Lee & Higgins, 2001) while internal benefits refer to corporate volunteering activities increasing the corporate volunteers’ organisation commitment and employee morale as well as acting as a training tool for job-related skills (Cauldron, 1994; Cavallaro, 2006; Herzig 2006; Lee & Higgins 2001; Peterson 2004a). For the not-for-profit organisation, the benefits include a greater capacity to achieve objectives due to the increased number of volunteers as well as an increased public awareness not only within the business through the employee’s direct experiences with the not-for-profit organisation, but also within the community at large due to its raised profile (Lee and Higgins, 2001).

While the benefits of establishing corporate volunteering programs have been identified, the advantages of these programs are only realised given its careful development, establishment and ongoing evaluation. As the two parties involved vary considerably on many factors including its objectives and its operations, the juxtaposition of these differences when an association is formed can result in unrealistic expectations and misunderstandings, which can negatively impact upon all involved. For businesses, the technique to interact with not-for-profit organisations would need to differ from its dealings with other commercial organisations. Furthermore, as employee volunteers differ from community volunteers, not-for-profit organisations need to learn how to access the technical capability of the corporate volunteers to maximise the benefits elicited from the relationship (Cahill, 2003).

In response to this issue, Volunteering Australia (2003a, 2003b) has produced guides, with select case studies, to assist businesses and not-for-profit organisations. The Prime Minister’s Community Business Partnership (2001), a select group of prominent Australians from the community and business sectors, has also produced a document outlining the essential characteristics of effective partnerships between the corporation and the not-for-profit organisation. From the publications produced by Volunteering Australia (2003a, 2003b) and The Prime Minister’s Community Business Partnership (2001), it is suggested that once a mutual partnership is developed with input from all parties involved, this will allow both the corporation and the not-for-profit organisations to discover the most effective way to maximise the benefits from the corporate volunteering program. As the interactions of the corporation and the not-for-profit organisation within corporate volunteering programs occur during the planning, management and evaluation processes, the aim of the present study is to examine these three important aspects together.

In particular, the nature of corporate volunteering programs within the Australian banking sector are explored as the existing research, which has primarily been conducted in the northern hemisphere, has examined corporate volunteering programs using a case study approach within one particular organisation (see Cahill, 2003, Lee & Higgins, 2001; Zappala & McLaren, 2004 or across a range of
corporations within several industries (see Benjamin, 2001; Cavallaro, 2006; Quirk, 1998; Muthuri, Moon & Matten, 2006; Herzig, 2006; Peterson, 2004a; Peterson, 2004b; Wild, 1993). Thus, important characteristics that may relate to a certain industry may not be apparent. Additionally, only banks with head offices in Australia are investigated in order to minimise the external variables, such as overseas influences on multi-national corporations, which would further complicate the study.

In this study, the Australian banking sector is examined as Australian banks are major contributors to the social and economic well-being of Australian society. According to the 2007 Year Book Australia, the financial and insurance industry accounted for 6.9% or $61 billion of the GDP, the third largest contributor behind the manufacturing and property/business services industries. (Australia Bureau of Statistics ABS, 2007a). Data from the Australian Bureau of Statistics (2007b) in May 2007, indicated that the financial and insurance industry employed 405500 people within the Australian workforce. In particular, the banking sector accounts for almost 50% of the Australian financial system, having $1784.3 billion in total assets on their balance sheets in March 2007 (Axiss, 2006; Reserve Bank of Australia RBA, 2007). Furthermore, nearly all Australians are stakeholders of Australian banks; as employees, as consumers and as shareholders. As a result, the Australian banks’ direct interactions with their community, such as through corporate volunteering programs that is also a part of its corporate social responsibility, are of key interest to many people.

Therefore, large organisations within the Australian banking industry are analysed, using qualitative methodologies, with the objective of generating comparisons within the industry. In doing so, the study fulfils three research objectives as outlined below.

**Research Objectives**

1. To contribute to the underdeveloped research area of corporate volunteering programs within Australia.
2. To develop a greater understanding of the planning, management and evaluation processes of corporate volunteering programs within Australian banking corporations.
3. To identify the challenges faced and the strengths of the current approaches to the planning, management and evaluation processes of these schemes.

**LITERATURE REVIEW**

To establish the context, the comprehensive review of the literature on corporate volunteering programs begins with an examination of corporate community involvement in Australia. This is followed by an analysis of the three important aspects of corporate volunteering programs; the planning, management and evaluation processes.

**Corporate Community Involvement in Australia**

The focus on corporate community involvement has increased in Australia and, in particular, the use of corporate volunteering programs is increasingly popular. Using a large scale self-completion survey of 150 Australian companies of various sizes and across different industries, Volunteering Australia (2006) found that 54% of respondents cited corporate social responsibility as the main motivator for implementing a corporate volunteering program, while 52% stated providing employees with the opportunity to actively engage with the community as the primary reason. Case studies on organisations by Lee and Higgins (2001) and Cahill (2003) also indicated that the expression of corporate citizenship as a primary reason for implementing corporate volunteering programs.

Although Centre for Corporate Public Affairs and Business Council Australia (CCPA & BCA) (2000) found that the trend has been for Australian companies to offer support for one-off events such as fundraising for major charities, which are not integrated into the business structure, the study showed
that companies do acknowledge the positive aspects of implementing corporate volunteering programs. In the survey conducted by the State Chamber of Commerce (2001a, 2001b), three-quarters of companies were found to be either slightly or very active in initiatives relating to employee engagement and volunteering. The study by Zappala and Cronin (2002) on the top 100 companies in Australia and New Zealand as ranked by Business Review Weekly in 2000, found that employees were provided with a high level of support from organisations. The majority of employer-supported volunteering was on an informal basis where employees were permitted to take either paid or unpaid leave to conduct volunteering activities. However, the survey was mailed out in June 2001 and as a result; the findings may have been skewed by the occurrence of the Sydney Olympics in 2000 and the UN International Year of Volunteers in 2001, which featured in the documentation provided by the companies. Nevertheless, a trend towards the implementation of corporate volunteering program was found as the majority of organisations (71%) studied within the research conducted by Volunteering Australia had established their corporate volunteering programs between 2003 and 2005 (Cavallaro, 2006; Volunteering Australia, 2006).

In a more recent study, CCPA and BCA (2007), replicating the research performed in 2000, concluded the trend was towards corporate community involvement initiatives in Australian companies becoming increasingly more strategic and linked to the core business. By doing so, corporations were found to be choosing to develop longer term partnerships with fewer not-for-profit organisations.

From the literature reviewed, the following Research Questions were derived.

1. What specific aspects of the external or internal environment affect an Australian banking organisation’s decision to implement corporate volunteering programs?

2. How have corporate volunteering programs developed and changed since it was first established?

It must be acknowledged that while the research (see Caudron, 1994; Lee and Higgins, 2001) have typically focused on short-term volunteering activities where corporations allow employees to take one or two days paid leave per year to conduct volunteering activities with select not-for-profit organisations, corporate volunteering schemes can vary in many different ways (Cavallaro, 2006). Corporate volunteering programs can differ in the length of the volunteering activity, whether the company-sponsored volunteering activity is conducted during company time or within their own time, the level of formality of the relationship between the corporation and the not-for-profit organisation as well as the degree of involvement from the employee and employer with regards to choosing the type of volunteering activity to engage in (Meijs and van der Voort, 2004; Muthuri et al, 2006). The differences in the nature of corporate volunteering program, as well as the unique features of a particular organisation has an impact on the benefits and relationships that are generated (Cavallaro, 2006; Lee and Higgins, 2001; Muthuri et al, 2006).

Although the differences in corporate volunteering programs have been identified, the extent to which the schemes vary within a particular industry has yet to be researched. Thus, the third Research Question aims to address this gap in the literature.

3. What are the different types of corporate volunteering programs that exist in the Australian banking sector and how do they differ?
Planning

The careful planning of corporate volunteering programs is an important element in the establishment of corporate volunteering programs. Senior management were consistently found to deal with the strategic aspects of the corporate volunteering program with no or very little employee or not-for-profit organisation input (Benjamin, 2001; Hext, 2006). Benjamin (2001) found that although general employee participation was encouraged for the administration of corporate volunteering programs, the planning process was seldom conducted with consistent input from general employees. Zappala (2004) identified that the human resources department were non-existent in this process despite the vast human resources benefits identified.

Organisations implementing corporate volunteering programs can gain internal benefits which can complement the company’s human resource management strategy (Caudron, 1994; Geroy, Wright and Jacoby, 2000; Gilder et al, 2005; Zappala, 2004). Internal benefits relate to the advantages experienced within the organisation, including the use of corporate volunteering programs as a training tool to develop employees’ skills and knowledge and as a team building exercise to raise organisational commitment and cohesiveness (Caudron, 1994; Peterson, 2004a). Participation in corporate volunteering programs enable employees to be exposed to new instances and different people, which can also be a source of innovation as employee volunteers can acquire new skills and ideas that can be applied to the work context (Caudron, 1994; Geroy et al, 2000). Furthermore, the enhancement of certain skills, such as team-work, communication and organisational skills, will allow employees to be better at their paid job. This translates into reduced costs as there is less emphasis on the use of external training services (Caudron, 1994). Additionally, Gilder et al (2005) found organisational morale and commitment to be highly correlated with participation in corporate volunteering programs.

Thus, the lack of employee input and not-for-profit organisation participation within the decision making and implementation process indicate a discrepancy between the company’s motivation to be a more community-aware corporation and reality (Benjamin, 2001; Muthuri et al, 2006; Zappala, 2004). In reality, this issue is further exasperated by the existence of a power imbalance, where the corporation holds the upper hand and the not-for-profit organisation is perceived as necessarily requiring the assistance of businesses. This point of view is most strongly stated from research on the not-for-profit sector (Hext, 2006 and Volunteering Australia, 2004). In a large scale survey research distributed by Volunteering Australia (2004) to 1500 not-for-profit organisations, it was found that there was general support for corporate volunteering programs; however for corporate volunteering programs to be successful, there needs to be a match between the motivations for the two parties entering in a commercial and not-for-profit association. Redmond’s research (2003) also flagged the importance of understanding and an appreciation of the two parties’ motives prior to engaging into a relationship. Additionally, Redmond (2003) proceeds to recommend the use of third party brokers as a mediator for the relationship.

Given the literature has identified several potential discrepancies between the organisation and the not-for-profit organisation in general, the existence or non-existence of these potential conflict should be further investigated within the Australian banking industry. This is addressed by Research Question 4.

4. Are there any conflicts between the expectations of the company and the not-for-profit organisation? If so, how are they addressed?
**Management**

One of the major issues with the successful management of corporate volunteering programs relate to the recruitment and retention of corporate volunteers. This topic is further examined in this section.

**Recruitment and Employee Participation**

Employees are the drivers of a corporate volunteering program as the success depends largely on the willingness of staff to volunteer. Hence, the recruitment and retention of corporate volunteers are key aspects of the corporate volunteering programs that need to be considered (Bussell & Forbes, 2002; Peterson, 2004b; Wild 1993). To do so, corporations need to understand the motivations of employee volunteers and this has been examined by a number of studies (Gilder et al, 2005; Zappala & McLaren, 2004). The motivations of corporate volunteers are multi-faceted, complex and influenced by a combination of factors which may vary widely (Zappala & McLaren, 2004; Zappala, 2004). Studies have shown ‘the desire to help others’ to be the most important motivational factor for employees to participate in corporate volunteering activities (Lee & Higgins, 2001; Zappala & McLaren, 2004; Gilder et al, 2005). However, the motivation of enhancing career prospects and job-related skills was not found to be a crucial factor in encouraging employees to volunteer.

Based on the literature review, the following Research Question has been derived in order to further investigate the recruitment process of corporate volunteers.

**5. Given the importance of employee participation, when and how is the recruitment process of corporate volunteers considered? Who is involved during this consideration?**

**Internal Marketing of the Corporate Volunteering Program**

The recruitment process of corporate volunteers is also closely linked to the internal communication and marketing within the corporation. Corporations need to distinguish between the most common modes of communication from the most accessible for employees (Muthuri et al, 2006). Lee and Higgins (2001) found that some employees participated in corporate volunteering activities in their free time, unaware of the company initiative that provides paid leave. Hence, corporations need to ensure they utilise the best methods of communication to market and publicise the corporate volunteering program (Geroy et al, 2000).

In addition to the formal methods of recruitment, informal methods such as referrals and word-of-mouth, which relates to the simple act of asking employees to volunteer, can also be effective (Freeman, 1996; Muthuri et al, 2006). When people are asked personally by their friends or family they are more likely to engage in volunteering activities than when asked by a stranger (Bussell & Forbes, 2002; Freeman, 1996).

Based on the analysis of the literature, the following Research Question has been derived.

**6. How are the method/s used to internally market the corporate volunteering program selected?**

**Pressure from Employers to Increase Participation Rate**

As employee participation is essential to the success of these schemes, employers may publicise and implement corporate volunteering schemes in a way that employees may feel coerced into participating despite lacking the time and energy to do so. ‘Compulsion’ or the potential pressures that compel employees to undertake volunteering activities is acknowledged by Zappala and McLaren (2004:46-47) to be a motivation of corporate volunteers. More specifically, time pressure has been identified as a crucial factor impacting on the motivation for employees to perform volunteering activities. Employees may feel pressured or obligated to participate in the volunteer program, thereby potentially resulting in decreased intrinsic motivation and, those with no intention to volunteer may be inadvertently discriminated against. Thus, associated with the over enthusiastic marketing of the
program is the danger of voluntary work being perceived as mandatory or what Murphy and Thomas (2001:7) term, “compulsory volunteering” (Clary & Snyder, 2002). As a result, Quirk (1998) identifies that organisations need to find a balance between promoting their corporate social initiatives while also being sensitive to the nature of volunteering by being respectful to employees who are not willing to volunteer.

In a case study conducted on the corporate volunteering program at ABN-AMRO, Gilder et al (2005) found that not only does participation increase pressure for the individual employee, corporate volunteers are also conscious of the added responsibilities placed on their colleagues during the time taken to participate in voluntary activities. Thus, on the one hand, organisations are providing their official consent to employees to take time off to participate in these schemes; however, on the other hand, businesses do not decrease an employee’s workload, which causes a fear that they will not meet their work responsibilities if they are absent from work. This implies that while corporations are willing to accept the rewards of forming an association with a not-for-profit organisation, it is reluctant to provide a compromise with its employees to allow them to participate in these volunteering programs without personal cost.

The level of pressure can be a reflection of the degree of employer support provided. According to Meijs and van de Voort (2004), the level of employer encouragement to employees and commitment of resources to the not-for-profit organisation, which can grow over time, depend on the time and effort invested in the program. Muthuri et al (2006) also acknowledge that the commitment of greater time, energy and resources to the corporate volunteering program is associated with increased risk, and so trust needs to be established before the company increases its investment in the corporate volunteering program. A number of case studies (see Cahill, 2003; Lee and Higgins, 2001) have also identified the notion of trust as an important ingredient in the development of the association between the corporation and the not-for-profit organisation.

With time and the pressure to participate being identified as key issues influencing corporate volunteering programs, the following Research Questions have been developed to analyse how Australian banks are dealing with these concerns.

| 7. In addition to allowing for time off, how does the organisation assist the employee in performing their job responsibilities in a shorter space of time? |
| 8. How do organisations implement recruitment and retention process that encourage and reward employees who are motivated to volunteer but also are sensitive to those that do not wish to participate in volunteering? |

**Evaluation**

There are many reasons for evaluating corporate volunteering programs. According to Hess, Rogovsky and Dunfee (2002) and Waddock and Boyle (1995), the evaluation and measurement process of corporate social schemes should be conducted regularly not only to ensure their effectiveness but also to measure their contribution to the strategic direction of the company. Due to the pressure for the firm to focus on their bottom-line, the organisation is always looking to trim its financial input into all business functions, including the department overseeing the corporate social initiatives (Waddock and Boyle, 1995). As a result, like any other function within the organisation, any corporate social scheme implemented, such as a corporate volunteering program, is being made accountable for its operations to ensure that it is adding to the strategic capability of the firm. In addition to maximising the alignment of the corporate volunteering program with the company’s
strategic direction, the evaluation of corporate volunteering programs can also assist in improving the program to ensure that the benefits are maximised and the costs are minimised.

From the survey conducted by Volunteering Australia (2006), as mentioned previously, 72% of the companies studied had implemented measures to evaluate their corporate volunteering program. The aspects of the corporate volunteering program most commonly measured refer to employees’ statistics, with data on the percentage of employees participating in the program most commonly collected, followed by employee feedback and number of employee hours.

Although the evaluation of corporate volunteering programs in Australia has been studied by Volunteering Australia (2006), there is a dearth of empirical studies on the evaluation and measurement of these schemes. The majority of the literature derives from the measurement and evaluation of corporate community involvement in general, which may incorporate other types of corporate social initiatives including sponsorship and cause-related marketing. While saying this, corporations may combine the implementation of their corporate volunteering programs with other types of corporate community involvement.

The CCPA and BCA (2000) found that there was no consistency in the evaluation of Australian corporate community involvement schemes, with the majority of firms having formal evaluation schemes also having overseas operations. Reasons for the variability in the evaluations can be attributed to the corporate volunteering programs being in their infancy in Australia and also the wide range of tangible and intangible benefits elicited from corporate volunteering programs. In particular, the intangible benefits such as trust and the elicitation of social capital are difficult to quantify. In the more recent study conducted by CCPA and BCA (2007), corporations were found to be increasingly looking for the best way to evaluate their corporate volunteering programs to maximise its benefits and also to ensure its alignment to the company’s overall strategic direction. By developing comprehensive, systematic and objective measures as a basis of evaluation, comparisons between the core features of the various corporate volunteering programs within different organisations can be compared and analysed.

A widely used and internationally recognised evaluation mechanism is the London Benchmarking Group Model (LBGM), which originated from the UK to assist in the collection and reporting of corporate community investments (CCPA & BCA, 2000; CCPA & BCA, 2007; LBGM Australia & NZ). It measures the inputs, outputs and impacts and has been used in Cahill’s case study (2003). Inputs refer to resources, time and money injected into the corporate community investment while outputs are the short-term outcomes of being involved in the initiative. Impacts are the long-term results and the lasting changes that occur from the corporate community investment. Increasingly adopted by Australian companies, the LBGM utilises consistent definitions to develop benchmarks and enables comparisons across different companies (CCPA & BCA, 2000; CCPA & BCA, 2007).

To ensure the LBGM is consistently applied by the companies who are members, their data is checked annually. The first benchmark report (LBG Australia & NZ) for corporate community investment was produced in October 2006, which referred to the average of the 25 LBG members in Australia and New Zealand. As the benchmark produced by LBG Australia and New Zealand was only based on 25 companies, the identification of benchmarks for corporate community investments in Australia continues to develop.

Furthermore, the identification of best practices within corporate volunteering programs has been assisted by the newly introduced, Volunteering Australia's Award for Excellence in Corporate Volunteering, launched by the National Australia Bank and Volunteering Australia earlier this year. However, as the nature of corporate volunteering program varies across the different organisations, this would suggest that the search for benchmarks or best practice models in implementing, developing, managing and evaluating corporate volunteering programs must also be broad to
encompass this variability as Cavallaro (2006) recognises the need for a best fit model rather than a “one size fits all” approach.

Derived from the literature review, Research Question 9 aims to further investigate the evaluation measures utilised by Australian Banks.

9. How and when are the evaluation measures for corporate volunteering programs considered?

The next section outlines the research design and describes qualitative interviewing as the main data collection method for the present study. It provides insight into the rationale for adopting this technique, the conduct of interviews and an overview of the analysis of the data collected.

**METHODOLOGY**

To examine the research questions and given the dearth of research on Australian corporate volunteering programs, a case study approach is a suitable research strategy as it enables an in-depth examination to be conducted on the issues and interactions within corporate volunteering programs in a particular context (Eisenhardt, 1989). As the devised research questions are essentially ‘how’ questions, the case study approach is best suited to provide the answers (Jones & Lyon, 2004; Yin, 2003). Furthermore, this approach allows for the analysis of complex organisational phenomena within their natural environment (Eisenhardt, 1989). The complexity of studying corporate volunteering programs arises from the varying nature of corporate volunteering programs within different organisations, differing organisational culture, relations with not-for-profit organisations and corporate volunteering program management (Benjamin, 2001; Herzig, 2006). Due to these complexities, a phenomenological position is required to examine the various factors and relationships, which are embedded in the context of these corporate volunteering programs. Adopting a positivist stance would imply that there exists only one objective truth and this position would not fully appreciate the contextual richness that is integral in the understanding of the issues relating to corporate volunteering programs. Thus, conducting an exploratory study that provides detailed insight establishes a solid foundation for future research to be carried out. Furthermore, the use of multiple case studies, although a time consuming and resource intensive process, possesses greater validity than a single case approach as contrasts and comparisons can be made through a cross-case examinations, in addition to the within-case analyses of the individual organisations, which adds to the strength of the research (Yin, 2003).

**Sample for the study**

For the present study, the cases will be defined as five large Australian, publicly-listed organisations within the banking sector. Companies will be chosen from the Australian Stock Exchange (ASX) website under the ‘banking industry’ within the ‘Global Industry Classification Standard’ (GICS) (ASX, accessed 17/04/07). Publicly listed companies will be studied as the researcher will have greater access to their company information.

**Data Collection**

The main data collection method is the semi-structured interview. Unlike the electronic interview, survey or questionnaire technique, interviewing allows for non-verbal cues such as pauses, intonations and changes in mood to be captured (Barriball and While, 1994). The various components of the semi-structured interview are ideal for the present study as the structured part enables the research questions to be answered, while the unstructured component injects a degree of flexibility so that unexplored issues relating to corporate volunteering programs can be exposed and clarifications can
be made during the data collection process as ambiguities can arise even from the use of simple words and phrases (Barrriball and While, 1994; Leech, 2002). This is important as little is known about the nature of the planning, management and evaluation processes of corporate volunteering programs within Australia.

Prior to conducting the interviews, an interview guide will be developed from the nine research questions. Interviewees will be members of the various major Australian banks who participate in the planning, management and evaluation processes of corporate volunteering programs. Other individuals who can comment on the three important aspects of the corporate volunteering schemes will also be contacted. Whenever possible, all interviews will take place in a quiet meeting room within the interviewee’s office location. However, as the headquarters of several banks are located interstate, several telephone interviews will be conducted due to time and financial constraints. All interviews will run for a maximum of sixty minutes. With the participant’s consent, the interview will be audio-tape recorded and notes will also be taken throughout the interview process. The transcription of the interviews will be returned to the participant for verification prior to the interpretation of the data.

Analysis

During the transcription process and immediately after the interview, notes will be made on the interview, forming the initial analysis, which will be followed by a more in-depth examination. In order to systematically organise and link the information gathered from the interviews into meaningful concepts and ideas, codes will be used, generated from the literature, from the data collection process and also from the researcher’s personal volunteering experience (Coffey and Atkinson, 1996; King, 2004). Once coding is completed through a constant process of reading and re-reading of data, the information will be reorganised into a data matrix to facilitate interpretation (Coffey & Atkinson, 1996). The process of data collection, coding and analysis will be conducted simultaneously, throughout the whole research process, to establish a continuous cycle of interpretation and re-interpretation so that meaningful conclusions are generated and to also aid in the effective management of data (Eisenhardt, 1989; Nadin and Cassell, 2004; Coffey and Atkinson, 1996; Stake, 2006). This iterative process also allows for alternative explanations to be acknowledged, contradictory data and new information to be explained and incorporated into the analysis throughout the data collection process (Gummesson, 2003).

The use of matrix analysis provides greater accessibility to a large amount of data during the interpretation process, which is essential in research on multiple case studies (Nadin and Cassell, 2004). As the data matrix will be displayed on one sheet of paper, it also acts as a presentation aid and assists in the identification of major issues.

CONCLUSION

This paper identified several major issues in corporate volunteering programs within Australian organisations. Nine research questions were raised relating to the planning, management and evaluation of corporate volunteering programs. By conducting multiple case studies on five large Australian banks, this research project aims to contribute to the underdeveloped research area of corporate volunteering programs within Australia as well as to assist individuals overseeing these schemes in identifying the challenges and the strengths of the current approaches to the planning, management and evaluation processes of corporate volunteering programs.
References


