The effects of CSR involvement on employees in the context of disaster relief:

The case of EDP´s response to wildfires in Portugal [2017]

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Dissertation written under the supervision of Professor Sérgio Moreira

Title: The effects of CSR involvement on employees in the context of disaster relief: the case of EDP response initiative in the sequence of the wildfire

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Abstract

The purpose of the current research is to study the impact on employees of corporate volunteering initiatives, in the context of a natural catastrophe aftermath. Following on research showing that the involvement on Corporate Social Responsibility (CSR) activities influences positively employee Job Satisfaction. It will also be explored employee's perceptions about the employer's CSR engagement and effort. It was developed a conceptual model for the effects of involvement on CSR initiatives. More specifically, the research's aim was to examine a conceptual model depicting employees' motivations to engage in the CSR initiative as volunteers, the participation effects on employee job satisfaction and well-being, as well as the employees' perceptions of firm's CSR. To study this conceptual model, we considered the case study of EDP emergency volunteering response in the sequence of the wildfire registered in Portugal in June 2017. The results of the research revealed that when employees perceive meaningfulness within the volunteering experience, there is an increase on satisfaction at work. Additionally, employees who felt that they belonged to an intrinsically CSR committed company remained more satisfied with their job and reported higher levels of well-being. Taken together these results indicated evidences of positive contributes of CSR emergency volunteering initiatives proposed by the company at an individual level and at an organizational level.

Keywords: CSR, CSR engagement, volunteerism, disaster relief, job satisfaction, employee well-being

Resumo

O objetivo da presente dissertação é estudar o impacto de ações de voluntariado corporativo nos trabalhadores, no contexto de estado de emergência pós catástrofe natural. Neste sentido, o estudo procura demonstrar a relação entre o envolvimento em atividades de Responsabilidade Social Corporativa e a satisfação no trabalho. Seguidamente, recorreu-se à análise da perceção dos trabalhadores sobre os motivos que levam a empresa a investir em iniciativas de responsabilidade social. De um modo particular, o estudo procura analisar o modelo conceptual representando as motivações dos trabalhadores que levaram à participação das iniciativas como voluntários, os efeitos da participação no bem-estar e satisfação do trabalhador, bem como a perceção do envolvimento da empresa. O Grupo EDP, Energias de Portugal, e a sua ação interventiva na sequência dos incêndios em Portugal no ano 2017, serviu como base para este estudo. Os resultados revelaram que quando as experiências de voluntariado em contexto de crise são avaliadas como significativas e individualmente gratificantes, dá-se um aumento no nível de satisfação no trabalho. Adicionalmente, foi possível verificar que existe um efeito positivo ao nível da satisfação bem como no bem-estar individual, nos trabalhadores que acreditam pertencer a uma empresa intrinsecamente consciente socialmente, que procura genuinamente estar comprometida com o bem comum. Em suma, os resultados revelaram evidencias do contributo de iniciativas de voluntariado corporativo a nível individual bem como a nível organizacional.

Palavras-chave: Responsabilidade Social, Voluntariado corporativo, contexto de crise, necessidades da sociedade, satisfação do trabalhador, bem-estar do trabalhador.

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List of Acronyms

CSR: Corporate Social Responsibility

EDP: Energias de Portugal, SA.

JS: Job Satisfaction

OJS: Overall Job Satisfaction

IJS: Intrinsic Job Satisfaction

RVI: Response volunteering initiative

MP: Meaningful Participation

BM: Behavioral Motivation

SD: Standard deviation

1. Introduction

Over the past years, the field of Corporate Social Responsibility (CSR) became a crucial topic on the Corporate Agenda. More than ever, organizations are pressured to strategically direct their value creation in two directions: economic and social (Aguinis & Glavas, 2012; Lindgreen & Swaen, 2010). Organizations are a constituent part of society thus, as a major commitment, business leaders are expected to redirect them, not only focusing on direct stakeholders (Clarkson,1995), but also on society as a whole. More than contributing for a healthier and balanced society, companies are convened for the imperative mission of integrating social demands and the needs of the community where they operate (Sethi, 1975). A highly important instance of replying to social needs is the case of a response to major crisis as in natural disasters, when the community welfare is in risk.

Over the last two decades, Portugal has suffered an increase of wildfire acute events which had significant economic, social and environmental repercussions (Oliveira et al., 2017). According to the European Commission, Portugal is one of the three countries with the highest level of wild fire risk in Europe. This level has been increasing over the last two decades and particularly in recent years. (Scotto et al., 2014)

In this context, the aim of this dissertation project is to study corporate response initiatives in aftermath of disaster relief. In particular, the effects of corporate response programs that promote employee volunteerism, acknowledged today as a key component of firm's CSR strategy. (Lindgreen & Swaen, 2010; Rodell, 2013)

The study is focused on the specific case of EDP, a global utility group, and its volunteering response strategy after a major wildfire in 2017. This wildfire deflagrated in Leiria, in the center of Portugal. Considered the most violent fire season ever registered, the number of casualties rose to 64, and more than 200 citizens were injured, with over 46 thousand hectares burned.

EDP was the target considered to conduct the study due to its integrated response contribution, which involved employee activation strategies in order to mitigate the severe fire consequences. EDP is known for its cohesive business models based on superior quality regarding social environment impact and also characterized by its commitment to employee welfare and skills development. The key question of the research is if the participation in this volunteering project had an impact on employees, specifically, on employees' well-being and satisfaction.

In addition, this research seeks to understand employee's perceptions over firm CSR engagement and consequential effects on the before mentioned critical psychological states.

According to scholars, the benefits and advantages of CSR engagement for firms and employees are innumerous, (Aguilera et al., 2007; Vlachos et al., 2013). For instance, external benefits as reputation, brand equity and firm profitability as a consequence of customer perceptions and loyalty, as well as internal benefits as employee motivation, employee satisfaction and increased productivity.

Despite the importance of CSR engagement, very few CSR studies were found on societal crisis response initiatives promoted by private sector organizations in Europe. This research's aim is to fill-in this gap in the literature.

The structure of this dissertation consists in five main chapters. First, a literature review, with the academic background for CSR, employee Job Satisfaction, employee volunteerism and disaster relief context as an opportunity for CSR. Second, the qualitative study, consisting in 10 interviews with participants in the wildfire's relief response. Third, the quantitative study which was based on questionnaires performed by EDP employees who participated in the Response Volunteering Initiative (RVI) and employees who did not participate. Forth, the conclusions of the studies. Fifth, the recommendations and limitations.

2. Literature Review

2.1 Corporate Social Responsibility

The concept of CSR has been emerging from ideology to a major business priority of the 21st century (Porter & Kramer, 2002). It is agreed by scholars that the concept of CSR is a decisive factor for organizations to define their fit in society (Lindgreen & Swaen, 2010). Since Friedman's (1962) approach, who strongly believed that firms had one and only social responsibility which was "to increase profits", the concept of CSR has moved towards a wider concept. The conviction that corporations' responsibilities towards society should not be constricted to shareholders expectations has been discussed for years. The established consensus is that "ethical situations in business are becoming increasingly more complex, involving issues such as societal expectations, fair competition, legal protection and rights, and social responsibilities." (Koh & Boo, 2001).

Watts and Holme (1990) define CSR as "a continuing commitment by an organization to behave ethically and contribute to economic development, while improving the quality of life of its employees, the local community and society at large." As Carroll (1991) pyramid of responsibilities recommends, firms must fulfil their legal, ethical and economic responsibilities before assuming their role regarding corporate philanthropy. Carroll's model had already revealed the interdependence of economic and social goals and giving special attention to corporate social performance. Few years later, emphasizing the importance of stakeholders management, Aguinis and Glavas (2012) have proposed CSR as the "context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social, and environmental performance."

Stakeholders or people who affect or are affected by a company's actions, objectives or policies (Garriga & Melé, 2004), can vary depending on the way firms view its obligation towards these internal and external agents (Berger et al., 2007). Based on stakeholder theory (Clarkson, 1995) companies must set their key stakeholders, within clear distinguished classes: *Primary stakeholders*, the agents who are significantly affected by firm's activities and *Secondary stakeholders* those who can also be affected but indirectly, since they are not as likely of being impacted by companies' activities. Therefore, identifying key stakeholders and addressing their expectations, sets the agenda of any corporate responsible business's leader.

Highly-valuable outcomes have been identified when organizational managers choose to engage in "supporting and rewarding ethical behavior"(Koh & Boo, 2001), Thus, CSR discussions moves from "whether" CSR is required or not, to "how" it should be appropriated, (Du et al., 2007), to define the fitting level of CSR investment (McWilliams, 2016) as well as "where to focus." (Porter & Kramer, 2002). The ultimate compromise within firms conduct is to integrate "business strategy as part of broader ethics"(Lindgreen & Swaen, 2010), in order to create value for stakeholder and social change (Peloza & Shang, 2011).

2.1.1 CSR internal and external initiatives

In accordance to Lindgreen and Swaen (2010, p.4) "effective CSR requires developing appropriate CSR strategies, and effective CSR activities which are those directed at improving both stakeholder relations and social welfare." CSR effective models congregates ethical terms and strategic terms. Authors as Brammer et al. (2007) distinguish CSR activities into external and internal. Activities as cause-related marketing, environmental and wildlife protection, volunteerism and corporate philanthropy, aim to attend community and environmental needs, and so, are considered external CSR activities. Activities that are designed to respond internally to employee and institutional ethical requirements are considered as CSR internal activities. Employee training, health insurance coverage, competitive wages are examples of this type of activities. (Bauman & Skitka, 2012). Companies are sometimes able to pursue integrated activities that respond to internal and external agents, "creating win-win situations through synergetic value creation" (Lindgreen & Swaen, 2010). Employee volunteering is an example of these unified initiatives, which firms are more predisposed to enroll despite the higher levels of investment it requires (Aguinis & Glavas, 2012). The increase of external stakeholder legitimacy and reputation, as well as promoting firm's competitive positioning in the market, are critical reasons for companies to engage in CSR (Porter & Kramer, 2002, 2006). Another example of internal initiative or employee psychological well-being as mentioned before is employee training as a way to motivate employees and a prime opportunity to increase skills and expertise. Regardless of the type of initiative, "the overall motivation is to improve employees' execution of work from an ethical standpoint." (Valentine & Fleischman, 2008, p.160).

2.1.2. Motivations and outcomes of CSR engagement

The discussion about organizational outcomes and reasons that justify the importance of CSR engagement, going from external to internal benefits (Cycyota, Ferrante, & Schroeder, 2016) has been studied and findings are innumerous. Valentine & Fleischman (2008, p.168) findings consider three main outcomes "(1) enhanced legitimacy at the institutional level, (2) improved organizational attentiveness to public responsibility, and (3) more satisfied employees at the individual level". However, what differentiates companies from achieving these three dimensions and succeeding, is the motivation behind and, necessarily, the stakeholders perception of that motivation (Aguilera et al., 2007).

CSR Firm's motivation

Starting with companies' motivation, Bendapudi, Neeli, and Singh (1996) propose the distinction between egoistic and altruistic motivation. Companies' actions that are egoistically motivated mostly focus on additional rewards and avoid punishments. In opposition, altruistic motivation seek genuinely to contribute to an external needed situation, "even at the expense of a person's own welfare." (Bendapudi et al,1996). Different authors prefer alternatively to distinguish between extrinsic and intrinsic motivations (Keaveney & Nelson, 1993). Deci (1971) defines intrinsically motivated behaviours as "those that are engaged in for their own sake", in other words, behaviours that are focused on the pleasure and satisfaction derived from performance. Extrinsic motivation or self-interested behaviours are seen as a means to accomplish the inherent reward as a recompense (Guay et al., 2000). Depending on the motivational origin, different CSR approaches are accepted within the CSR culture established in the company.

The transversal point is that firms are all pressured to engage in CSR by stakeholders' expectations which in turn are "driven by instrumental, relational, and moral motives." (Aguilera et al., 2007). Respectively, these motives are in turn driven by needs for control, belongingness and meaningful existence, which will be   addressed below.

Perceptions over firm's CSR engagement

Stakeholder's perception about firms' motivational drivers is considered a crucial factor in this context, knowing that corporate "actions that demonstrate corporate social responsibility represent a fairly rare opportunity to positively influence how individuals—especially employees and prospective employees-perceive firms." (Bauman & Skitka, 2012, p.64).

Previous studies, have showed that employees' perspective of firm CSR identity triggers emotional, "attitudinal, and behavioral responses."(Rupp, Ganapathi, Aguilera, & Williams, 2006, p.75). Thus, Ellen, Webb and Mohr (2006) proposed that a "brand's CSR actions can be attributed to both intrinsic and extrinsic motives" (Du et al., 2007). According to Du, Bhattacharya and Sen (2010), while implementing CSR initiatives, firms' leaders must take into consideration stakeholders skepticism. On the one hand, firms are pressured to invest in CSR engagement initiatives however, on the other hand, if these initiatives are not communicated properly the chances of falling into stakeholder skepticism and illegitimacy is high (Vlachos et al., 2013).

If consumers' perceptions of firms' motivational integrity can have serious economic impacts (Bhattacharya & Sen, 2004), again, employees' perceptions of firms prosocial actions can also have repercussions. Yet, "the employee interpretation of the motives (intrinsic or extrinsic), which they attribute to their organization's CSR initiatives, play an important role in implementing an organization's social program."(Vlachos et al., 2013, p.578). The key point is that unfavorable attributions to firm's social strategies and preconceived ideas over firm's commitment and attitude, limit the maximization of possible business outcomes. (Du et al., 2010) According to Lindgreen & Swaen (2010) an example of this negative consequence is when firms social initiatives are perceived as an attempt to make profit, creating a "backlash against CSR communication."

Understanding the motivation behind firm's CSR engagement and consequentially stakeholders CSR-induced attributions is therefore a priority (Vlachos et al., 2013).

Before going further, it is relevant to clearly define the concept of *attribution*, which according to Martinko et al. (2014) is "the individuals' explanations for the causes of their successes and failures". Based on the attribution theory, the author agrees "that attributions are an integral part of the motivation process and play an important role in explaining virtually all reward-oriented behavior in organizations." (Martinko, et al., 2006, p.148). One of the main objectives

of the attribution theory is to focus and understand *intrapersonal achievement-oriented behavior*. (Martinko, 2006). Vlachos et al. distinguishes between intrinsic CSR-induced attributions and extrinsic CSR-induced attributions which are linked respectively with intrinsic and extrinsic motives.

Du et al.(2007) define extrinsic/self-interested motives as drivers focused on the brand's own welfare, and intrinsic/selfless motives they explain it implies acting for the purpose of doing good and meeting society needs. Nevertheless, extrinsic motives are believed as legitimate and based on the attribution theory, Vlachos et al. (2013) proposes that intrinsic and extrinsic CSR-induced attributions can both be associated to employee job satisfaction. Considering as a key stakeholder*,* we will now focus on employees and their link with CSR.

2.2 Employee and CSR

2.2.1. The importance of CSR for employees

We will focus on the micro level of analysis and identify why employees give importance and engage in CSR behaviours, what are the implications, and which are the implicit benefits for themselves and for organizations. Employees' concerns are not just focused on the company's willingness to provide them what they need, but are also concerned with the firm's willingness to respond to others' needs (Rupp, 2011). This means that employees, as other groups in society, expect from their companies to act in a socially responsible way. Stephen Brammer and Millington (2003) offered evidence within their study in this sense explaining that employees attribute value and recognition to entities which are willing to provide socially responsible activities.

In the light of the Multiple Needs of Organizational Justice Model (Rupp et al., 2006), intrinsic CSR-induced motives are expected to please employee's needs, in relational and moral perspectives (Vlachos et al., 2013). For Aguilera et al., (2007) employee judgements of CSR is the bottom line of a contagious process, going from a *self-focused justice judgment* to generate a climate based on fairness, influencing overall organizational climate of trust. This way, as organizational climate boosts their prosocial identity, employees are likely to feel proximity with one another and aligned in being satisfied with their life and in their job (Vlachos et al., 2013).

From a firm's perspective, employees attitudes and reactions, in respect to CSR performance, are critical in quite a number of aspects such as employees' identification (Rupp et al., 2006), and organizational commitment. Social identity theory sustains the fact that, when employees associate themselves with firms that pursue socially responsible behaviours they feel better-off and demonstrate higher levels of organizational commitment (Ferrell & Maignan, 2001). Moreover, prosocial organizations allow employees to enhance their self-concept and to feel happier, which has positive implications on firm's performance (Brammer et al. 2007). Reinforcing this last idea, (Muller & Kraussl, 2011, p.204) mentioned that "employee involvement may indicate an organizational environment in which employees feel comfortable revealing their prosocial identities, which reinforces those identities and strengthens their sense of organizational commitment.".

Employee´s desire of fairness in the work environment have implications at three different levels: instrumental, relational and morality-based motivations. This fact, according to (Rupp et al., 2006) and as above mentioned, drives employees in the direction of three main motives: to be in the control of something, the need for belongingness and to give meaning to their lives. Also, Aguinis and Glavas (2012) and Rodell (2013) defend that work meaningfulness is a positive correlate with CSR involvement and practices, which means that when employees feel truthfully engaged to their organization is for the reason that they feel their job is worthy. It works as a vicious cycle, as CSR engagement leads to high levels of firm reputation, employee CSR engagement is a result of firms' CSR engagement. With the emphasis that in this case, external stakeholder perceptions about firm philanthropy involvement is genuine which leads to favorable trust within society (Godfrey, 2005). This hypothesis is validated also by (Muller & Kraussl, 2011, p.204) who argue that "positive evaluation underlies the formation of reputational capital which enhances firm value because it fosters trust and legitimacy, thereby mitigating risk.".

One of Clarkson's (1995, p.110) propositions in respect to the prominent role of primary stakeholder: *"The survival and continuing profitability of the corporation depend upon its ability to fulfill its economic and social purpose, which is to create and distribute wealth or value sufficient to ensure that each primary stakeholder group continues as part of the corporation's stakeholder system."*

Summarizing, CSR has an imperative role in fulfilling employee's needs which have relevant implications on employee job satisfaction.

2.2.3 CSR and employee job satisfaction.

As a primary stakeholder, employees' well-being, satisfaction, and performance are real corporate concerns and business leaders have serious obligations when it comes to responding to their needs and expectations (Clarkson, 1995).

Locke (1976) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences'' and Spector (1985) refers to satisfaction in the workplace as a reactional effect to the effectiveness of performing a job.

In terms of specific job characteristics that influence employee satisfaction, according to Hackman and Oldham (1976) there are five main characteristics: skill variety, task identity, task significance, autonomy, and feedback. The model proposed by the authors explains that these characteristics are the ones that can benefit employees on meaningfulness.

How does employees CSR participation, leads to Job Satisfaction? And, how employees' needs fulfilled and satisfied while engaging in CSR initiatives?

There are multiple findings supporting the idea that business leaders can enhance and exploit employee satisfaction, investing and boosting firm ethical and moral culture. The authors Valentine & Fleischman (2008), explain that "organizational ethics is a company's adoption of desired ethical standards and business practices". Another explanatory reason for companies to act in a more responsible way and investing actual efforts in that sense, is the evident positive impact it can convey. More or less altruistically, companies know the beneficial effect it can have on employees.

Belonging to a "fair" and social responsible company (Rupp et al., 2006) leads employees to change behaviours (Lindgreen & Swaen, 2010). These behaviours in turn, remain associated with psychological attitudes, as employee well-being and satisfaction. (Rupp et al., 2006) When it comes to decisions, employees prefer organizations which show loyalty to the community, which promote internally an ethical climate of behaviours and are in a constant mode of acting in a social conscious way (Trevino & Nelson, 2004).

This relationship between ethics and job satisfaction has been studied with some variance on the effects and implications proposed. However, few authors claim that the link between the two is subjective and not so evident (Traynor, 1999). There are even recent study results showing that "some managers are skeptical as to whether organizations can successfully

institutionalize ethics since people's values are learned at home and these values might be difficult to change." (Jose & Thibodeaux, 2013, p.139).

In this research, the relationship between CSR organizational engagement and employee job satisfaction is explained in light of two theories: the multiple needs model of organizational justice theory (Cropanzano et al, 2001; Rupp et al., 2006). The model proposed by Rupp et al., (2006) concerns individuals fulfilment with fairness, which is, as it is for Vlachos et al.(2013) a fundamental pillar of its findings. Employees are strictly focused and concerned on how organizations remain fair, which comprehends how fairly they treat internal and external parties (Ambrose, 2002). On this basis, the model divides three primary motivations: "instrumental, relational, and morality" and defines three different crucial needs: "needs for control, belongingness and meaningful existence." (Rupp et al., 2006, p.540). In most cases these employee needs can be fulfilled throughout volunteering experiences promoted and incentivized by the organizations as will be elaborated below (Bauman & Skitka, 2012; Burke & Greenglass, 1987; Rodell, 2013).

Adding to the discussion two more needs, *safety or security* and *distinctiveness*, Bauman and Skitka (2012) studied the link between employees' psychological needs, the specific initiatives of CSR that can be exploited to address those needs and further outcomes.

If "employees' perceptions of CSR will trigger positive emotional, attitudinal, and behavioral responses" (Rupp et al., 2006) as discussed, employee CSR perceptions lead to organizational identification which, in turn, has been demonstrated by Meyer et al. (2002) and validated by Brammer et al. (2007) have positive correlations with "organizational commitment, labour retention, labour health, and staff performance."

Vlachos et al., (2013) went further on their study, highlighting the motives origin (intrinsic and extrinsic) and explained the influence of those motives in the overall employee job satisfaction. As Valentine & Fleischman, (2008, p.166) indicated "perceived CSR plays a mediating role in the relationship between ethics programs and job satisfaction." Hence employees are motivated by pro-social organizational culture, and consequentially, it can improve satisfaction and intrinsic motivation towards their job.

2.2.4 Employee volunteering

Employee volunteerism is a particular topic within CSR. On the one hand, it is an external initiative which, from a macro perspective, can influence firm reputation and attend to community needs. On the other hand, it simultaneously works at the core internal needs of employee needs and desires (Aguinis & Glavas, 2012). Here we follow Rodell's (2013, p.1274) definition of volunteerism: "Volunteering can be defined as giving time or skills during a planned activity for a volunteer group or organization (e.g., charitable groups, non-profit groups)." Rodell also suggested three key components that are crucial to determining whether a certain action or activity can be classified as volunteer:

a) "It is an active giving of time and/or skills rather than more passive support through monetary donations";

b) "It is a planned (proactive) activity as opposed to a spontaneous (reactive) act of helping";

c) "It occurs in the context of a volunteer or charitable organization".

The importance of employee volunteerism

The question *why people choose to do volunteer work* has been addressed by different studies revealing that "people volunteer because of an altruism–egoism mixture of motives such as a desire to help others or to satisfy important personal, social, and psychological goals" (Harrison, 1995, p.1196) or due to their individual dispositions, compassion to the cause or prosocial character (Clary, Snyder, & Stukas, 1996; Deci, Edward, Connell, 1989; Harrison, 1995).

The Volunteer Function Inventory designed by Clary et al (1998) categorizes 5 specific motives for volunteering engagement: *values; career; social motives; understanding and enhancement motives*. The *understanding* motives are explained by the need that people have to improve non-related-job skills as well as the need to enroll in a new experience that can benefit them as individuals. *Enhancing motives* are explained by the need for personal growth, self-esteem, and well-being. These two motives are important as means to job related well-being (Cycyota et al., 2016). According to Burke and Greenglass (1987) employees seek for meaningfulness at work but it is not sufficient, so they tend to experience external activities to compensate this deficiency, such as volunteer work. Consistently, considering volunteering a meaningful

experience is a common option to accomplish this desire. (Rodell, 2013) Also explained by this compensation theory, employees who feel their job provides meaning to their lives have less tendency to engage in volunteering initiatives. (Rodell, 2013) In accordance with Rodell, Grant (2012) and Cycyota, Ferrante, & Schroeder (2016) agree that "employee volunteer activities can be approached as a substitute for enriched jobs."

Furthermore, employees who participate in volunteering, have higher chances of acquiring new skills throughout the experience, which in turn are valued skills applicable in work environment situations (Booth et al., 2009). Peloza and Hassay, (2006) also identify the increase of competences, as team building abilities, beneficial not only to the employee but to the employer and to team development and progress. Corporate identification (Bartel, 2001) and job commitment, (Rodell, 2013) according to the studies are two outcomes of employee volunteering engagement, which in turn are also predictors of job satisfaction and job-related well-being (Warr et al., 1979) .This is clear for external stakeholders which makes them projecting firms' image and in the light of this fact, it is proved that this specific initiatives attract external qualified employees, specially recent graduates employees (Cycyota et al., 2016)**.**

Many studies prove that it is beneficial when employees are invited to work in different environment with colleagues of the same organization, since "the experience of working collectively as volunteers may be particularly memorable and helpful to reinforce employees' sense that they are like others in the company." (Bauman & Skitka, 2012, p.73). It helps generate healthier and more solid relationships within the company members and improve efficiency and team-building. (Peloza & Hassay, 2006) On their study, Cycyota et al. (2016) were able to consistently show that the "100 Best companies" include employee' volunteerism strategies and initiatives as part of their CSR approach. They mention the six primary areas that are part of the CSR efforts of these companies: "time allowances, community involvement, day of service events, skills-based volunteering or pro-bono service provisions, non-profit board services and focused philanthropic areas." (Cycyota et al., 2016, p.324)**.** Based on this evidence, the author formulated a framework explaining all the contributions of volunteerism for firms, going from internal outcomes to external outcomes. (Figure 1.)
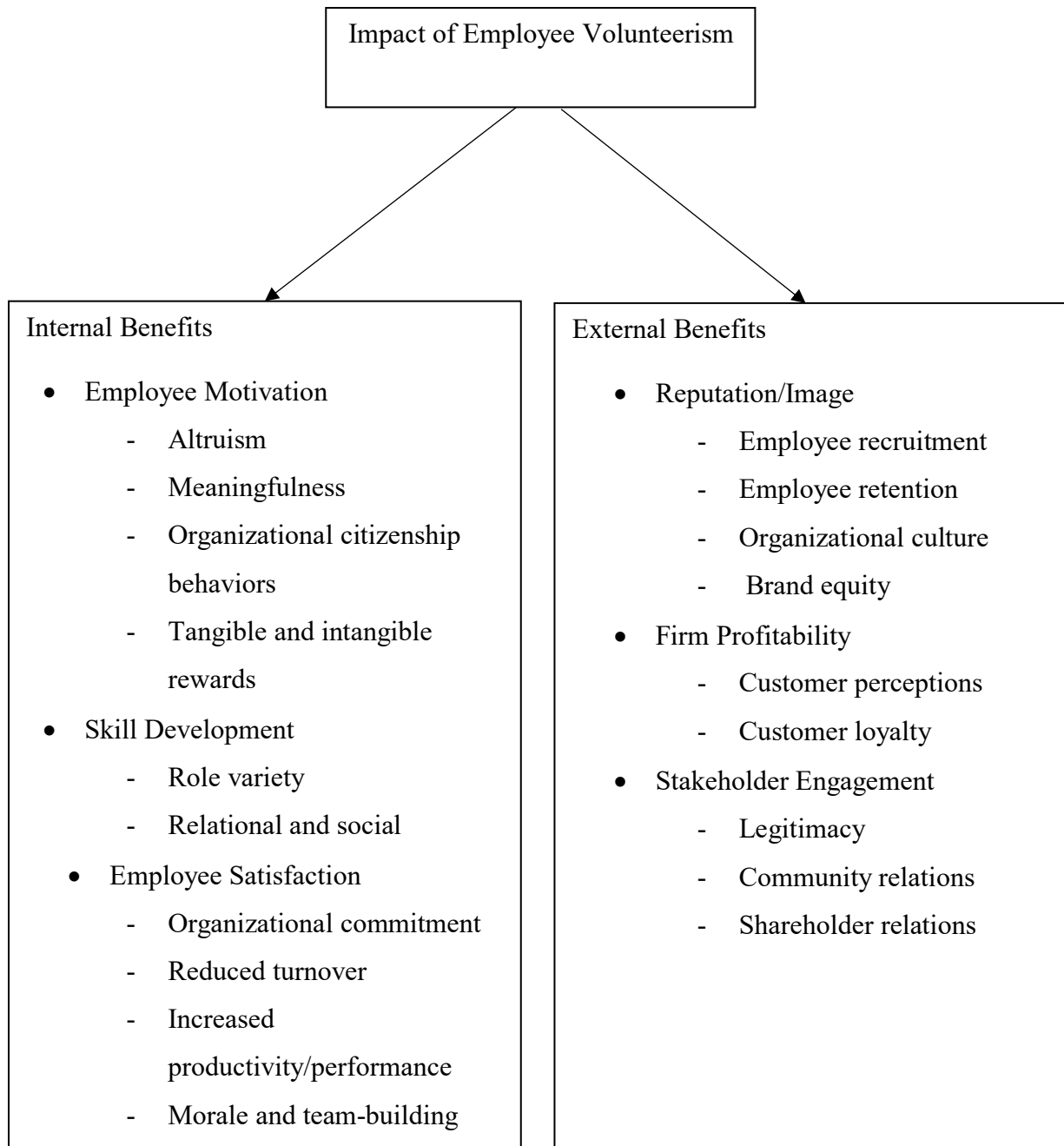
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│       - Altruism                 │   │       - Employee recruitment     │
│       - Meaningfulness           │   │       - Employee retention       │
│       - Organizational citizenship│  │       - Organizational culture   │
│         behaviors                │   │       -  Brand equity            │
│       - Tangible and intangible  │   │   • Firm Profitability           │
│         rewards                  │   │       - Customer perceptions     │
│   • Skill Development            │   │       - Customer loyalty         │
│       - Role variety             │   │   • Stakeholder Engagement       │
│       - Relational and social    │   │       - Legitimacy               │
│     • Employee Satisfaction      │   │       - Community relations      │
│       - Organizational commitment│   │       - Shareholder relations    │
│       - Reduced turnover         │   │                                  │
│       - Increased                │   │                                  │
│         productivity/performance │   │                                  │
│       - Morale and team-building │   │                                  │
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Figure 1. Framework of the contributions of volunteerism to a firm's CSR strategy**.**

Employee's motivation

As previously mentioned the importance of company's motivation when implementing CSR strategies, employees' motivations to participate in activities shape psychological outcomes. (Sheldon et al., 1996). Based on Self-determination theory (Deci & Ryan, 1985, 2000, 2009),

this inherent self-motivation is driven and reinforced by individual psychological needs and create conditions to boost positive outcomes as social development and personal well-being.

The above-mentioned authors identify three needs in particular: relatedness, autonomy and competence which relate to either intrinsic or extrinsic motivation. Again, the distinction between intrinsic and extrinsic motivations is proposed, referring intrinsic motivation "to performing an activity for itself, in order to experience pleasure and satisfaction inherent in the activity." (Guay et al., 2000, p.176). Extrinsic motivation applies to behaviors which underlying purpose goes beyond the action itself. In alignment with previous studies, we will consider the measurement of individual motivation to volunteer (Deci et al., 2001). Self-determination theory complements this characterization of individuals' motivations types by adding the concept of amotivation which is considered neither intrinsic nor extrinsic, but when people participate in activities with no expectations, determination or purpose (Deci et al., 1985). Lastly, extrinsic motivation is divided in two, external regulation "when behavior is regulated by rewards or in order to avoid consequences" and, in opposition, identified regulation when "behavior is valued and perceived as being chosen by oneself." (Guay et al., 2000).

According to Rupp et al. (in press), when the staff participated in volunteering initiatives strongly imposed by corporations (external regulation) the outcomes are not catalyzed, comparing with situations when people self-decide to volunteer (identified regulation).

2.3 Importance of addressing community needs

Disaster relief CSR initiatives using employee's volunteerism are based on the simple assumption that addressing community needs is an important investment.

Society as a whole, pressures companies on their "inherent" responsibility of acting ethically and on their duty of responding to critical needs of the community (Aguilera et al., 2007). Nevertheless, Carroll (1979) defends that philanthropic responsibilities "are purely voluntary, and the decision to assume them is guided only by a business's desire to engage in social roles not mandated, not required by law, and not even generally expected from businesses in an ethical sense.". Still, the idea that each firm owes to society prevails, since they are not isolated, but a piece that belongs to the social puzzle. In respect to legitimacy outcomes, "corporations that can demonstrate a significant impact on a social problem will gain more credibility than

those that are merely big givers." (Porter & Kramer, 2002, p.15). The concept of *convergence of interest* by Porter and Kramer (2002, p.6) suggests that firms address strategically "important social and economic goals simultaneously, targeting areas of competitive context where the company and society both benefit because the firm brings unique assets and expertise.".

Aguilera, Rupp, Williams and Ganapathi (2007) defend that corporations have the power to trigger positive social change. They may decide to invest in procedures as improving employees work conditions, but it can also respond to external societal issues in a progressive way. In 2006, Porter and Kramer stated, "an affirmative corporate social agenda moves from mitigating harm to reinforcing corporate strategy through social progress." Apparently, it is not enough to engage in CSR acting as ''insurance'' trying not be affected and related to a negative image (Peloza & Shang, 2011). It is different the impact of a "CSR brand" from a brand that engages in CSR initiatives occasionally. It is expected that a CSR brand accumulates mores consumer-specific benefits and higher levels of consumers' CSR awareness, since these brands have a more robust CSR initiatives communications (Du et al., 2007; Punj & Moon, 2002). Sethi (1975) brings the concept of social responsiveness which is "the ultimate stage of adapting corporate behaviour to social needs". Organizations are also required to act preventively and need to be equipped to address change. This change can be on legal and political matters, but also related with the emergence of social problems. Wartick and Cochran (1985) provided a model, built on Carroll's (1991) construction, involving two dimensions: corporate social responsibility and the processes of corporate social responsiveness (Clarkson, 1995). hence, Corporate Social responsiveness is also a crucial effective business strategy outcome.

2.3.1 Disaster relief: Opportunities and challenges for CSR

Apart from the government responsibility, which is irreplaceable , the private sector has started to embrace their responsibilities in circumstances of catastrophes once the public welfare is in danger (Jose et al., 2015). Notwithstanding, Lowe & Fothergill (2003) argue that since the early 1950s,the importance of organizations and community volunteers help in disaster relief context was recognized.

Private sector firms and organizations are those which aim to make profit, excluding the case of non-profit organizations, which have their particular mission in disaster scenarios. Thus, again "corporate altruism is not seen as a dependable substitute for an effective government-

led response to disaster." (Kuo & Means, 2012, p.977). Porter & Kramer (2002) have mentioned that "when corporations support the right causes in the right ways – when they get the *where* and the *how* right – they set in motion a virtuous cycle." In the case of major disaster, addressing "the right cause" is usually more evident, although to act in *the right way* is seldom not as clear from a company's perspective. As Ballesteros and Useem (2017, p.3) highlighted, "responding effectively to natural disasters is a grand and growing challenge worldwide."

Due to financial capacity, logistical and operational force, most companies are capable to invest and make a substantial difference (Ballesteros & Useem, 2017). These are called dynamic capabilities according to the researches and are key success features in a competitive market. The Wall-Mart example and its strategic performance during Hurricane Katrina is a recognized example of how businesses can create value while contributing to a major social cause. The importance of cooperation in this context is mentioned by Kuo and Means (2012, p.978) as a decisive factor: "In social networks characterized by high degrees of trust and reciprocity, individuals and groups are able to accomplish greater things than they could by their isolated efforts."

In the 21st century, the debate has been primarily focused on risk management and, secondly, on disaster relief management. It is clearer, as companies take significant economic and social advantage of investing in their communities, that they are motivated to exploit effective risk management models.   In small cities and communities, circumstances can create opportunities, foster people and some forms of altruism as volunteerism and community charity. This consists of an opportunity for companies as well (Ballesteros & Useem, 2017).

Summarizing, people' willingness to volunteer their time and effort is significantly higher in respect to causes they consider imperative and significant to them, when they believe it is possible to make a difference (Bauman & Skitka, 2012). According to authors that studied volunteer behavior in catastrophes in the United States, as was the case after September 11th, even though humans have a clear egoistic orientation, an altruistic orientation is also present (Lowe &Fothergill, 2003; Tierney et.al, 2001). It is this "altruistic orientation" that boosts volunteers' proactivity in situations such as natural catastrophes, when citizens almost spontaneously volunteer themselves to contribute to relieve others' pains.

2.4. Portugal wildfire catastrophe and EDP disater relief response initiative

The current paper focuses on one specific case of national disaster in Portugal and the sequentially strategic volunteering response by EDP. (For more information of EDP and the wildfire, consult Appendix I and II).

Group EDP

EDP is a global utilities group, present in 14 different countries, in 4 different continents, with 40 years of existence. EDP is a company "which integrates, in its culture, commitments with its customers, with people, with the environment and with results.". (Edp SA., 2018) Today, EDP is the largest Portuguese industrial group with 11,657 employees worldwide. EDP's strategy is focused on creating value for its stakeholders remaining committed to sustainability, social and environmental goals.

 "We believe that ethics is imperative for sustained business success and for truly exercising responsible corporate citizenship, two areas in which EDP seeks to excel."

The 5 key values which characterize the company are: Innovation, Trust, Sustainability, Excellent and Initiative. Besides generating economic value, EDP strives to *develop their people* – which means increasing employee levels of health, safety, motivation and satisfaction is a transversal priority, as well as to *invest on social programs* – thus integrating business goals and society demanding needs.

Wildfire in Portugal, 2017

In 2017, Portugal suffered a wildfire with the highest rate of deaths ever registered (in *Expresso,* 2017, December 29). On June 17[th,] in Leiria district, on the counties of Pedrógão Grande, Castanheira de Pêra and Figeiró dos Vinhos, 64 casualties were registered, more than 200 injured and 46 thousand hectares of land burned. The majority of the victims died in Pedrogão Grande in less than one hour and the fire was only controlled after 4 days. This event is considered a national catastrophe. According to *Journal Público (2018, December)* an increase of catastrophes' level during the next decades in Portugal is expected.

2.4.1 EDP Group and response initiative

In the sequence of the 2017 wildfire EDP activated strengths and expertise to build an integrated emergency response in the context of this disaster's relieve. EDP support encompassed crisis management, collection of material donations, and activation of partnerships and creation of an operative office of recovery.

EDP Corporate Volunteering program activated employees to contribute and be part of the volunteering response initiative. This initiative was divided in two levels of social impact. One, named Volunteerism of Emergency, deploying EDP resources fostering employee collaboration from all sector of the Group, resulted in 7,175 hours of service hours. The second level of activation, the Volunteerism of Competences, with the objective of 30 rehabilitation project with 25 volunteers dedicating 4,776 hours.

3. Hypotheses development and Conceptual Framework

The key question of the research is if the participation in this volunteering project had an impact on employees, more specifically, on employees' well-being and satisfaction. In addition, this research also addresses employee perceptions over firms' CSR engagement and consequential effects on the same two critical psychological states. The Hypothesis formulated are represented in Figure 2.

3.1. Effects of CSR Participation on Job Satisfaction and Well-being

As mentioned, many have studied the importance for employees to engage in CSR volunteering activities in order to satisfy their needs of meaningfulness, satisfaction, welfare and belonginess. Thus, job satisfaction and employee CSR engagement are two distinguish variables although correlated. Therefore, the aim of the current study is to understand the relationship between employee participation in a specific CSR project, in a specific company - EDP, in the sequence of the wildfire in 2017. More precisely, the response volunteering initiative (RVI) proposed by EDP to its employees. We will be testing the effects of employee participation on Job Satisfaction and Well-being. With this purpose, the following hypotheses are proposed:

- **Hypothesis 1a:** Employee participation in the RVI positively influences employee job satisfaction;
- **Hypothesis 1b:** Meaningful participation is positively correlated with intrinsic job satisfaction;
- **Hypothesis 1c:** Employee participation in the RVI positively influences employee well-being;
- **Hypothesis 1d:** Meaningful participation is positively correlated with employee well-being.

3.2. Moderation of Behavioural Motivation

Employee motivation to participate in the initiative is considered a moderated variable in the study. When employees decide to sign up and experience the RVI, and when this action is internally caused, it will lead to *Intrinsic Motivation* and *Identified Regulation.* (Guay et.al., 2000) In this case, the propensity to maximize the beneficial outcomes of the activity is high.

(Deci & Ryan, 1985) Contrary, employees who feel appealed to participate in the RVI by external reasons and not independently triggered, are most likely driven by behaviours associated with *Amotivation* and *External Regulation*. (Guay et.al., 2000) With the purpose of identifying the employee behavioral background, and for a better understanding of the relationship between the independent variable and the dependent variable, the following hypotheses are proposed:

- **Hypothesis 2a**: Behavioral motivation moderates the relationship between the meaningful participation and employee Job satisfaction;
- **Hypothesis 2b:** Behavioral motivation moderates the relationship between the meaningful participation and employee well-being.

3.3. Effects of CSR induced attributions

Although, it is considered that ethical activities lead to increase levels of employee's Job satisfaction "beliefs about company involvement in CSR activities should more directly influence individual responses to work." (Valentine & Fleischman, 2008)

Regarding the CSR field studies have proved that "employees' perceptions of CSR will trigger emotional, attitudinal, and behavioral responses."(Rupp et al., 2006) In the light of this, we will consider the variable CSR-induce attributions - "how employee attitudes can be influenced by the extent to which employee consider employing organization's actions (e.g., CSR actions) to be fair." (Vlachos et al. 2013) Thus we will test if EDP employees CSR perceptions was an effective trigger and if it influences employees to act in a more socially responsible way by deciding to participate in CSR initiatives.

It is expected that employees' subjective perception about the firm's CSR culture can influence their satisfaction towards their job. In other words, CSR-induced (intrinsic or extrinsic) motives can have a positive relationship with outcomes as satisfaction and employee well-being. With this purpose the following hypotheses are proposed:

- **Hypothesis 3a:** Employee CSR-induced intrinsic attributions positively influence employee job satisfaction.
- **Hypothesis 3b:** Employee CSR-induced extrinsic attributions positively influences employee job satisfaction.
- **Hypothesis 3c:** Employee CSR-induced intrinsic attributions positively influences employee well-being.

- **Hypothesis 3d:** Employee CSR-induced extrinsic attributions positively influences employee well-being.

Furthermore, as mentioned, we verify if this perception of CSR, is positively related to the participation in the RVI. With this purpose the following hypotheses are proposed:

- **Hypothesis 4a:** Employee CSR-induced attributions positively influences the participation on the RVI.
- **Hypothesis 4b:** Employee CSR-induced attributions positively influence participation meaningfulness.

3.4. The relationship between Job Satisfaction and Employee Well-Being

Lastly, there is one more variable which is considered to be a relevant psychological component of employee satisfaction in the work place. With this purpose the following hypotheses are proposed:

- **Hypothesis 5:** The relationship between subjective well-being and Job satisfaction is positively correlated.
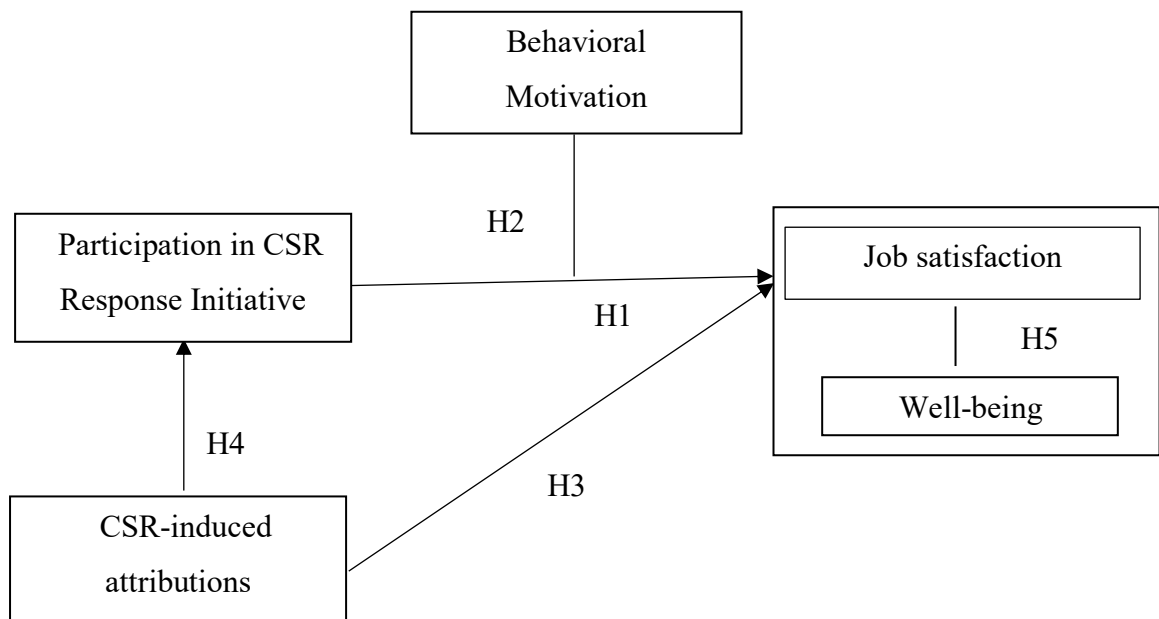

Figure 2: Conceptual framework and hypotheses

4. Research Methods

The purpose of this research is to study the effect of employee participation in the CSR disaster relief volunteering initiatives on job satisfaction and well-being. Additionally, the motivation that drove employees to participate in the Response Volunteering Initiative (RVI) is considered as a moderator variable and the employee interpretation of firms' motives to engage in CSR as a determinant of employee job satisfaction and well-being and employee's wiliness to participate in CSR initiatives.

Two different data collection techniques were selected. More precisely, a *Mixed method research* was applied, with qualitative and quantitative data collection procedures conducted sequentially**.** This method has important advantages to validate the research findings. Firstly, it allowed to explain the relationship between the main quantitative variables by using qualitative data. Secondly, both techniques were complementary, strategically addressing different issues with different meaning objectives. Lastly, allowed us to study different research aspects – "quantitative to look at macro aspects and qualitative to look at micro aspects." (Saunders, Lewis, & Thornhill, 2009).

This mixed-method research consisted of two main stages:

1. In-depth interviews were conducted with 10 EDP employees who have participated in the volunteering initiative and sequentially the qualitative content analysis;
2. A questionnaire was administered to 175 employee**s**, providing quantitative data further statistically analyzed.

In the qualitative method, an exploratory approach was carried out in order "to generate knowledge grounded in human experience" (Nowell et al., 2017) and a thematic analysis was done to analyze rigorously the data subtracted. The main goal was to identify interviewers' motivations, comprehend their behaviors in detail and individual perceptions.

In the quantitative method an online survey with validated scales was assembled and shared among EDP employees.

4.1 Study I: Interviews

4.1.1. Method

Sample

The sample within this stage of research was obtained internally through EDP employees who participated at least once in the volunteering response initiative after the wildfires in 2017. The interviews were conducted with 10 different employees, belonging to 4 different business units of the company: production, renewables, distribution and supply. The group was composed of six males and four females, with ages ranging from 23 to 58 years old.

Description of procedures and measures

The in-depth interviews were conducted following a prepared script. All questions were in line with the aim of the study and based on relevant information previously provided and debated with the head of Corporate Volunteering Department who was in charge of the response initiative following the wildfires. The participants of the initiative were invited by email, which was directed internally, to volunteer and participate in an interview for the study. The average duration of the interview was between 30 to 40 minutes. Face to face interviews were physically located at EDP's headquarters. However, four out of the ten interviews were not face-to-face due to physical distance, thus the online platform called Skype was used. All the interviews were audio recorded with the respective interviewee's agreement. The script of the interviews was comprehended 4 sections: (1) Detailed-oriented questions in order to understand the specifies of each participation and volunteer contribution; (2) Individual motivations that fostered the participation in the RVI; (2) perceptions over CSR impact at an organizational level; (4) Initiative assessment and feedback. The full script with the all questions of the different sections can be found on the appendix I.

4.1.2 Analysis

Content analysis it will be done in a deductive way, since the analysis' structure is moving from theory (general) to a specific case and context (Burns & Grove, 2005). As content analysis we

are referring to "the research method for making replicable and valid inferences from data to their context, with the purpose of providing knowledge, new insights, a representation of facts and a practical guide to action." (Elo and Kyngas, 2007).

As qualitative data aims to "give meaning expressed to words" (Dey, 1993), a data categorization is required. In light of Sunders et al. (2009) argument that "the interactive nature of data collection and analysis allows you to recognize important themes, patterns, and relationships as you collect data." In the light of this, the qualitative content analysis was based on the conceptualization of the main issues emerging from interviews. Despite being a complex task, "it is possible to distil words into fewer content categories." (Elo & Kyngas, 2007). From the ten interviews was possible to distinguish four categories – *Motivations (Call for action), Outcomes, EDP culture and attitudes, and Activity Assessment* – and a total of 10 subcategories. These categories are described below in *figure 3* and detailed analyzed in the appendix IV:

Main category	**Sub categories**
Call for action	• Prosocial identity
	• Disaster relief context
Outcomes of participation	• Meaningful experience
	• Employee interaction
	• Community involvement
EDP culture and attitude	• CSR engagement
	• Reputation
Activity assessment	• Positive aspects
	• Negative aspects
	• Future recommendations

Figure 3. Categories of qualitative data collection

4.1.3 Results and Discussions

The main objectives within the qualitative data analysis were, in the first place, to comprehend the volunteer's experience, probing individual attitudes and feelings towards it, i.e., to understand how meaningful the experience was felt by the employees, and what they gain from it. Secondly, to understand what drove them to the field and access main motivations behind the decision. Thirdly, to understand their perceptions over EDP's active role in the CSR sector.

Four themes were extracted from the interviews. The primary unexpected finding, which contradicts the literature, was that volunteers did not find a causal effect on their job by participating in the wildfire response. Even though they assess the experience as significant to them, there are no perceptions from the interviewees about any association between job engagement and job satisfaction with the experience they performed. One possibility for this unexpected result is that people are unaware of the effect of participating in the wildfire response on job related issues. In this sense, the quantitative study will further explore this topic.

After having exploited the main reasons behind the decision of volunteering, the perspectives were multiple. On the one hand, it was possible to identify "prosocial identities", with a natural propensity to volunteer. These are typically associated with behaviours based on intrinsic motivations, since it was not a one-time step but one action in concordance with an altruistic attitude towards life. According to Clary et al., (1998) when intrinsically motivated "the individual may find fulfilment in volunteer work itself." On the other hand, few have clearly mentioned the context of catastrophe, as the main reason that drove them to volunteer. According to the literature, although legitime, this characterizes extrinsic motivational behaviours "because the activity is not performed for itself but as a means to an end (Guay and Vallerand, 2000)". Moreover, since the "altruistic orientation is amplified in disasters" (Tierney et al., 2001) this motivational variance can lead to different expectations and further diverse outcomes. Prior research findings indicate "one's current motivation is related to psychological outcomes such as positive affect (...)" (Guay et al., 2000). This way it will be measured the situational motivation of the volunteers, formulated by Guay, Vallerand, Robert in 2000, in order to understand the person self-regulatory process and to distinguish between intrinsically and extrinsically motivated behaviors. The behavioral motivation in respect to the volunteer activity, undertakes the role of a moderator in the study leading to the hypothesis 2. Intrinsic motivation refers to performing an activity for itself, in order to experience pleasure and

satisfaction inherent in the activity. On the other hand, extrinsic motivation pertains to a wide variety of behaviors where the goals of action extend beyond those inherent in the activity itself (Deci & Ryan, 1985).

Throughout the interviews, even before been questioned about this specify topic, EDP commitment to CSR was vastly mentioned. Not only as an influencing factor for employees to engage in volunteering work, but also as a reputational advantage making employees gratified and proud, considering as pillar responsibility for a leader company with the size and magnitude as EDP. Although with some contradictory perspectives, it was in line with the literature theories, as a key factor in the equation. (Vlachos et al., 2013) In order to fill the gaps of the data extracted from the interviews and verify the actual effect on job-related issues, employee CSR-induced attributions represent an important variable in the quantitative analysis. Already mentioned in the literature section, there are CSR-induced intrinsic attributions and extrinsic attributions (Vlachos et al., 2013). Consequentially, the third and fourth hypotheses were formulated, to analyze the effect this CSR perception on employee well-being and satisfaction as well as to determine if it influenced the predisposition of the employees to actual participated in the RVI.

To sum up, using quantitative analysis will allow to compare the different attitudes of the volunteers and to fill the gaps in the first analysis in respect to motivations disparity, and perception on EDP's socially responsible identity. As well as unexplained and insufficient results about the participation outcomes, particularly in respect to non-perceived increased on job satisfaction.

4.2. Study II: Survey

4.2.1. Method

Sample

The method in this section of the study was based on data collected via an online questionnaire (survey template in appendix VI). The sample was selected from EDP and it is composed of 175 responses, of which 148 are valid responses to the complete survey. The sample population is dived in two categories: I) employees who participated in the RVI and ii) employees who did not participate.

General Sample Characteristics. The sample is composed of a total of 146 participants, of which 56% are male and 43% are female. There were 69 participants on the RVI, representing 46.6% of the total, and there were 79 non-participants, representing 53% of the total. Additionally, 19 respondents, representing 13% of the total, have never participated in any volunteer activity. The average age of the sample is 47.71 with a SD of 12.29 with a maximum of 65 and minimum of 22 years. In respect to employee tenure in EDP, 24% of the total of respondents work for less than a year for the EDP, 42% work between one and three years, 21% work between three and six years and 14% work for more than six years. In respect to employee tenure with current supervisor 24% have the same supervisor for less than a year, 41% between one and three years, 21% between three and six years and 14% for more than six years (see table 1).

Participants in the initiative. The sample of participants is composed of a total of 69, representing 47% of the general sample, of which 66% are male and 44% are female. The average age is 43.23 with a SD of 11.61 with a maximum of 60 and minimum of 23 years. The mean employee volunteering days in the initiative was 2.5 days, with a maximum of 31 days and minimum of 1 day. In respect to employee tenure in EDP, 0% work for less than a year for the EDP, 12% work between one and three years, 15% work between three and six years and 73% work for more than six years. In respect to employee tenure with current supervisor 23% have the same supervisor for less than a year, 45% between one and three years, 22% between three and six years and 10% for more than six years (see table 1).

Non-participants. The sample of non-participants is composed of a total of 79, representing 53% of the general sample, which 55% are male and 44% are female. The average age is 51.71 with a SD of 11.54 with a maximum of 65 and minimum of 22 years. 27% of non-participants, never had participated in any volunteer activity. In respect to employee tenure in EDP, 6% work for less than a year for the EDP, 1% work between one and three years, 5% work between three and six years and 87% work for more than six years. In respect to employee tenure with current supervisor 24% have the same supervisor for less than a year, 38% between one and three years, 20% between three and six years and 19% for more than six years.

Sample Comparation. In the table 1 we can see the comparation between the groups. The groups are similar in terms of gender, Fisher test ($p = 1.000$) and in terms of time which have been working with the same superiors, $\chi^2 (3) = 1.972, p = .578$. There is a significant proportion of non-participants employees with less than 1 year and with more than 6 years of work

experience in EDP, χ^2 (3) = 15.524, p = .001. The average age of the participants is inferior than the non-participants, t(146) = - 4.446, p = .001.

Table 1 – Sample Characterization (N= 148)

	Participants		Non-participants		Total	
	N	%	N	%	N	%
Gender						
Male	39	56.5%	44	55.7%	83	56.1%
Female	30	43.5%	35	44.3%	65	43.9%
Experience at EDP						
< 1 year	0	0,0%	5	6.3%	5	3.4%
Between 1 and 3 years	8	11.9%	1	1.3%	9	6.2%
Between 3 and 6 years	10	14.9%	4	5.1%	14	9.6%
> 6 years	49	73.1%	69	87.3%	118	80.8%
Time with current manager						
< 1 year	16	23.2%	19	24.1%	35	23.6%
Between 1 and 3 years	31	44.9%	30	38,0%	61	41.2%
Between 3 and 6 years	15	21.7%	16	20.3%	31	20.9%
> 6 years	7	10.1%	14	17.7%	21	14.2%
Age M (SD)	43.2	(11.6)	51.7	(11.5)	47.7	(12.3)

Description of Instruments and Procedures

Survey performance. The questionnaire was produced in the Qualtrics platform and distributed between the November 26th and December 3rd 2018. The questionnaire was distributed via the head of the Corporate Volunteering Program, who disseminated internally via email to all the employees who participated in the initiative, to employees that are a member of the Corporate Volunteering program but that have not participated in this specific initiative, and to the general EDP employee population. The survey was also posted internally in the EDP Facebook forum.

The specific questions of the questionnaire were based on scales taken from previous validated research. It was used multiple-item measure, with Likert-type scale for the most important variables in the study. The survey was designed in Portuguese, since the target sample were only Portuguese EDP employees. There were four main sections in the survey:

- First, four demographic questions and two questions about volunteerism participation;

- Second, the meaningfulness of participation scale (Spreitzer, 1995) and the Participation situational Motivational scale (Gay et al., 2000);

- Third, Job related scale, Satisfaction scale (Warr et al., 1979) and Subjective Well-being scale (Diener et al., 1985);

- Forth, the two scales about CSR firm perceptions, *CSR-induced* attribution scales (Vlachos et al., 2013).

Reliability and Validation. The validation of the scales was done by using Exploratory Factorial Analysis (EFA) with the set of items of each theme of the instrument scales. The Principal Axis Factoring (PAF) method was used to extract the factors (Brown, 2006). In respect to the EFA interpretation, the primary objective was to replicate the number of factors in the original study. Additionally, to test reliability of the measures it is used the Cronbach's alpha coefficients which is appropriate for Likert-type scales. (Gliem & Gliem, 2003). The Cronbach Alpha values are considered reliable above .65 with scales with more than 13 items (Cortina, 1993). The Cronbach Alpha of all the measures applied are summarized on Table 2.

Table 2 - Descriptive Statistics and Reliability

	Mean	SD	Cronbach's alpha	No. of items
1. Well-being	8.11	1.24	.931	2
2. Amotivation	1.87	1.10	.672	3
3. Identified Regulation	4.54	1.07	.650	4
4. Intrinsic Satisfaction	4.45	1.29	.887	7
5. Extrinsic Satisfaction	4.94	1.04	.873	8
6. Meaningful Participation	3.60	0.53	.744	3
7. Job Satisfaction	4.81	1.07	.930	14
8. CSR Intrinsic	5.79	1.11	.615	3
9. CSR Extrinsic	3.91	1.49	.786	3
10. Overall Job Satisfaction	5.13	1.22	-	1

Measures. We based our quantitative analysis on five different core conceptual constructs: Employee Job Satisfaction, Employee Subjective Well-being, Participation in RVI, Employee CSR-induced attributions and Participation Behavioral Motivation. The measures applied for

each variable will be presented and for detailed information, the Variable Dictionary can be consulted in Appendix V.

*Meaningfulness of participation (MP)*was measured with 3 items developed from the validated by (Spreitzer, 1995) This measure evaluates the extent to which employees consider their participation in the initiative meaningful to them. The respondents were asked to use a five-point Likert scale from 1 (*not at all meaningful*) to 5 (*extremely meaningful*). An example of items is: *This activity was very important to me.* The MP is computed using the arithmetic average of the three items and the higher the value, the higher the MP The Cronbach's alpha for the aggregate measures provided support for using this measure .74.

Behavioral Motivation (BM) was measured with 17 items developed from the validated *Situational Motivational Scale* by Guay et al. (2000). Respondents were asked if the following items corresponded or not to the reasons why they engaged in this activity. An example of the items is: *Because I think this activity is interesting.* This measure uses a seven-point Likert scale from 1 (does not correspond) to 7 (corresponds exactly). In line with the author, we conducted an exploratory factorial analysis and partially replicated the results of the author. We consider the extraction of factors by the method of principal components followed by Varimax rotation. The factorial solution explains 57% of the original variance in the items, still the factorial structure is different from what the author proposes. The saturation of the items is > .30 in each of the principal components. The configuration of the items in each of the components extracted is different from the proposed by the author so the future statically analyses the variables were based in his solution. The variables *Identified Regulation* and *Amotivation* have levels of internal consistency higher than .65. For this solution it was necessary to subtract one item of the Amotivation variable (Q13_16). The variables Intrinsic motivation and External Regulation have values lower than .60 so we will not consider for further analysis.

Job Satisfaction (JS) was measured with 16 items developed from the validated scale designed by Warr et al. (1979). Respondents were asked *Indicate how satisfied or dissatisfied you are the following job features*. This measure uses a seven-point Likert scale from 1 (I'm extremely dissatisfied) to 7 (I'm extremely satisfied). An example of the items is "*Your fellow workers*" and "*Your rate of pay*". In line with the authors we conducted a cluster analysis and replicated the results of the author. The Warr´s method allowed us to reach the solution of two main components which essential reproduced the first solution presented by the author. The two

factors are designated Intrinsic job satisfaction (IJS) and Extrinsic job satisfaction. The Cronbach's alpha for the aggregate measures provided support for using these measures respectively .89 and .87.

CSR-induced attribution was measured with 3 items developed from the validated scale by Vlachos, Panagopoulos, & Rapp, (2013) based on the original scales of (Ellen et al., 2006) and (Du et al., 2007). Respondents were asked to *indicate the extent to which they agree/disagree with each item.* This measure was scored on a seven-point Likert scale from 1 (Strongly Disagree) to 7 (Strongly Agree). An example of the items is "*EDP is genuinely concerned about being socially responsible.*" In line with the authors we conducted an exploratory factor analysis and replicated the results of the author. Specifically, we found 2 factors *Intrinsic CSR-induced attribution* and *Extrinsic CSR-induced attribution*. The Cronbach's alpha for the aggregate measures provided support for using these measures respectively .70 and .79.

Subjective Well-being (SWB) was measured with 2 items developed from the validated scale by Diener et al. (1985) Respondents were first asked to *indicate the extent to which they feel happy/unhappy with their lives, considering all the aspects in life.* This measure was scored on a ten-point Likert scale from 1 (Extremely happy) to 7 (Extremely unhappy). Secondly, respondents were asked to *indicate the extent to which they feel satisfied/unsatisfied with their lives, considering all the aspects in life.* This measure was scored on a ten-point Likert scale from 1 (Extremely unsatisfied) to 7 (Extremely unsatisfied). The Correlation value between the two items is .872.

Descriptive and multivariate data analysis. Statistical data analysis was preformed to test the research hypothesis. These results are presented in the next section and were held in SPSS (*Statistical Package for the Social Sciences*) 24.0 version for Window. The analysis involved statistical descriptive measures (absolute and relative frequency, means and respective Standard Deviation) and multivariate inferential statistics. Here the level of significance was fixed in (α) ≤ .05 and it was used the Person Correlations, t tests for independent samples, and stepwise regression analysis.

4.2.2 Data Analysis

Effects of participating in RVI

We tested the effects of participating in RVI in two different ways. First, we expected that employee participation in the RVI (participants versus non-participants) to positively influence employee JS (Hypothesis 1a) and well-being (Hypothesis 1c). Second, we expected that a MP (only for participants) would be positively correlated with intrinsic JS (Hypothesis 1b) and well-being (Hypothesis 1d). The results are only partially consistent with our hypothesis.

The test of the effect of participation on JS shows that the differences between the satisfaction level between the participants and non-participants is statistically significant, t(122) = 1.740, *p* = .04 (unilateral), not consistently with our Hypothesis 1a.

The differences in the level of well-being between participants and non-participants is not statistically significant, t(145) = -0.675, *p* = .445, although, it is possible to note that the level of participant well-being is higher than non-participants.

Table 3 - RVI participation, Job Satisfaction and Well-being

	No		Yes		
	M	SD	M	SD	Sig.
Job Satisfaction	4.96	1.03	4.63	1.09	.084*
Well-being	8.03	1.22	8.19	1.26	.445

Note: M – Mean; SD – Standard Deviation
p < .05   ** *p* < .01 *** *p* < .001

The correlation between MP and JS is not statistically significant (*r* = .232, *p* = .080), neither the correlation between MP with IJS (*r* = .184, *p* = .134). Thus, since the mean tendency are in line with the expected with the scale, the author decided to explore the more adequate item denominated by Overall Job satisfaction (OJS) - "how satisfied with job in general". Then the correlation between MP and OJS is significant (*r* = .260 *p* = .032). Since the coefficient is

positive when there is an increase in MP, OJS will also increase. The correlations between MP and well-being is still not statistically significant, ($r = .149$, $p = .224$).

Table 4 - Outputs of correlation analysis

		JS	IJS	OJS	Well-Being
Meaningful Participation		.232	.184	.260*	.149
	Sig.	.080	.134	.032	.224

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

Moderation effect of Behavioral Motivation

According to the hypotheses, a moderating effect of BM was expected. To test the impacts of BM (Identified Regulation and Amotivation) in the relationship between MP and JS (Hypothesis 2a and 2b) and MP and Well-being (Hypothesis 2c and 2d), two models were tested in separate hierarchical multiple regression. Results are presented below. The results are not consistent with our hypothesis, indicating that BM do not moderate the relation between MP and JS. The tables of the moderation analysis can be consulted in Appendix VII.

Impact of Amotivation and Meaningful Participation on Job Satisfaction. In the first model of the multiple regression, only MP is used as a predictor. Here the correlation between MP and JS is weak (R= .282). MP explain 8% of the variability in JS ($R2 = .080$) This model is not appropriate to explain JS from MP since is not significant, $F(2, 55) = 2.377$, $p = .102$. Although the model is not significant, MP reveled to be a significant predictor of JS, having a negative and significant effect on Job Satisfaction ($\beta = -.278$, p = .038).

The second model the author predicts the JS with two predictors already (Amotivation and MP). The correction between the two predictors is weak (R= .287) and the full model explains 8.2% of the variability of Job Satisfaction ($R2 = .082$). The results show that we cannot predict satisfaction from these predictors because there is no significant effect on satisfaction $F(1, 54) = ,158$ $p = .197$ and the effect of the interaction is not significant ($\beta = .053$, $p = .693$). In this case the hypothesis 2a was not supported (see table 8.1)

Impact of Identified Regulation and Meaningful Participation on Job Satisfaction. In the first model of the multiple regression, only MP is used as a predictor. Here the correlation between MP and JS is weak (R= .283). MP explain 4.7% of the variability in JS (R2 = .047) This model is not appropriate to explain JS from MP since is not significant, $F(2, 55) = 2.394$,, $p = .101$ and the effect of the interaction is not significant (β = -,229, p = .102).

The second model the author predicts the JS with two predictors already (Identified Regulation and MP). Here the correlation between the two predictors is weak (R= .283). This model explains 2.9% of the variability of Job Satisfaction (R2 = .029). The results show that we cannot predict satisfaction from these predictors because there is no significant effect on satisfaction $F(1, 54) = ,002$ $p = 208$ and the effect of the interaction is not significant ($\beta = .006$, $p = .969$). In this case the hypothesis 2a was not supported (see table 8.2).

Impact of Amotivation and Meaningful Participation on Well-being. In the first model of the multiple regression, the first stage in the hierarchy, only MP is used as a predictor. This model has a weak quality because the correction between MP and Well-being is weak (R= .160). MP explain 0.4% of the variability in Well-being (R2 = .004) This model is not appropriate to explain Well Being from MP since is not significant, $F(2, 65) = .853$, $p = .431$. Meaningful Participation is not a significant predictor of the Well-being (β = -.057, p = .644).

The second model the author predicts Well-being with two predictors already (Amotivation and MP). This model has a weak quality because the correction between the two predictors is weak (R= .160). This model explains 2% of the variability of Job Satisfaction (R2 = .020). The results show that we cannot predict Well-being from these predictors because there is no significant effect on Well-being $F(1, 64) = ,001$ $p = 643$ and the effect of the interaction is not significant ($\beta = .006$, $p = .969$). In this case the hypothesis 2b was not supported (see table 8.3).

Impact of Identified Regulation and Meaningful Participation on Well-being. In the first model of the multiple regression, only MP is used as a predictor. This model has a weak quality because the correction between MP and Well-being is weak (R= .189). MP explain 0.6% of the variability in Well-being (R2 = .006) This model is not appropriate to explain Well Being from MP since is not significant, $F(2, 65) = 1.207$, $p = .306$. MP is not a significant predictor of the Well-being (β = -.124, p = .644).

The second model the author predicts Well-being with two predictors already (Amotivation and MP). This model has a weak quality because the correction between the two predictors is weak (R= .160). This model explains 2% of the variability of JS (R2 = .020). The results show that we cannot predict Well-being from these predictors because there is no significant effect on Well-being F(1, 66) = ,331 p = .443 and the effect of the interaction is not significant (β = -.078, p = .566). In this case the hypothesis 2b was not supported (Table 8.4).

Effects of CSR-induced attributions

We tested the effects of CSR perceptions (intrinsic and extrinsic) in two different ways. First, we expected that employee CSR-induced intrinsic attributions (Hypothesis 3a and 3c) and CSR-induced extrinsic attributions (Hypothesis 3b and 3d) to positively influence employee JS and well-being. Second, we expected that employee CSR induced attributions positively influence the participation in the RVI (Hypothesis 4a) and then to influence participation meaningfulness for the participants only. (Hypothesis 4b) The results are only partially consistent with our hypothesis and show that there is a significant effect of induced intrinsic attributions on employee JS and Well-being.

First, we conducted a simple linear regression analysis with the variable JS as the dependent variable and CSR-induced intrinsic attribution and CSR-induced extrinsic attributions as independent variables. The two predictors explain 7.1 % of the variability in JS (R2=.071). This model is appropriate to predict JS from at least one predictor, F(2, 120) = 5.938, p = .004.

CSR-induced intrinsic attributions reveal a significant predictor of employee JS (β = .295, p = .001). The regression coefficient is positive and significant which mean an increase in Employee CSR-induced intrinsic attributions will lead to an increase of JS. Contrary, CSR-induced extrinsic attributions is not a significant predictor of JS (β = -.016, p = .856). In this case the hypothesis 3a is supported and 3b not supported (see table 5).

Table 5 - Coefficients (CSR attributions and JS)

Model 1	Unstandardized Coefficients		Standardized Coefficients		
	B	SD	Beta	t	Sig.
(Constant)	3.050	.573		5.320	.000
CSR_Intrinsic	.305	.090	.295	3.372	-.001
CSR_Extrinsic	.011	.062	.016	.182	.856

Dependent variable: Job Satisfaction

Note: SD – Standard Deviation

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

It was also conducted the same linear regression analysis with the variable OJS as the dependent variable and employee CSR-induced intrinsic attributions and employee CSR-induced extrinsic attributions as independent variables which explains 6.5% of the variance of OJS, (R=.065).

This model is appropriate to predict OJS from at least one predictor, $F_{(2, 120)} = 5.235$, $p = .007$. Employee CSR-induced intrinsic attributions reveals a significant predictor of OJS (β = .281, p = .002). The regression coefficient is positive and significant which mean an increase in employee CSR-induced intrinsic attributions will lead to an increase of OJS. Contrary, CSR-induced extrinsic attributions is not a significant predictor of OJS (β = .018, p = .834).

Table 6 - Coefficients (CSR attributions and OJS)

Model 1	Unstandardized Coefficients		Standardized Coefficients		
	B	SD	Beta	t	Sig.
(Constant)	3.403	.603		5.644	.000
CSR_Intrinsic	.305	.095	.281	3.206	.002
CSR_Extrinsic	.014	.065	.018	.210	.834

Dependent variable: Overall Job Satisfaction

Note: SD – Standard Deviation

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

Secondly, it was conducted a simple linear regression analysis with the variable Well-being as the dependent variable and employee CSR-induced intrinsic attributions and employee CSR-

induced extrinsic as independent variables. The two predictors explain 9 % of the variability in JS. This model is appropriate to predict Well-being from at least one predictor, $F_{(2, 143)} = 11.443$, $p = .000$. Employee CSR-induced intrinsic attributions reveals a significant predictor of employee well-being ($\beta = .319$, $p = .000$). The regression coefficient is significant, which mean an increase in CSR-induced intrinsic attributions will lead to an increase on well-being. Contrary, CSR-induced extrinsic attributions is not a significant predictor of Well-being ($\beta = .008$, $p = .924$). In this case the hypothesis 3c is supported and 3d not supported.

Table 7 - Coefficients (CSR attributions and Well-being)

Model 1	Unstandardized Coefficients		Standardized Coefficients		
	B	SD	Beta	t	Sig.
(Constant)	6.044	.557		10.854	.000
CSR_Intrinsic	.355	.089	.319	4.001	.000
CSR_Extrinsic	.006	.066	.008	.096	.924

Dependent variable: Well-being

Note: SD – Standard Deviation

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

Lastly, it was conducted a simple linear regression analysis with the variable MP as dependent variable and Employee CSR-induced intrinsic attributions and Employee CSR-induced extrinsic as independent variables. CSR-induced intrinsic attribution explains 2.2% of the variability in MP. This model is not appropriate to predict MP, $F_{(2, 64)} = 0.281$, $p = .486$. In this case the Hypothesis 4b is not supported.

Table 8 - Coefficients (CSR attributions and Meaningful Participation)

Model 1	Unstandardized Coefficients		Standardized Coefficients		
	B	SD	Beta	t	Sig.
(Constant)	3.195	.395		8.091	.000
CSR_Intrinsic	.081	.064	.157	1.272	.208
CSR_Extrinsic	-.017	.042	-.051	-.415	.680

Dependent variable: Meaningful Participation

Note: SD – Standard Deviation

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

In the same line the test of the effect of CSR-induced attribution on the participation in the RVI shows that the difference between the participants and non-participants is not statistically significant. Thus, the hypothesis 4a is not supported.

Table 9 – T-test RVI participation and CSR

	No		Yes		
	M	SD	M	SD	Sig.
CSR_Intrinsic	5.71	1.18	5.86	1.02	.197
CSR_Extrinsic	3.76	1.42	4.07	1.56	.104

Correlation between Well-being and Job satisfaction

The correlation coefficient between employee Well-being and OJS is statistically significant, positive and moderated ($r = .552$, $p = .000$). Since the coefficient is positive as the level of JS increases, the levels of Well-being increases. In this case the hypothesis 5 is supported as expected.

Table 10 – Correlation (OJS and Well-being)

	Well -Being
Overall Job Satisfaction	.552***

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

4.2.3 Discussion of Results

The survey results revealed interesting findings. As one of the main objectives, it was possible to verify disparities between the two groups, volunteers and non-volunteers in the RVI. Therefore, based on the literature it was expected the volunteers have higher levels of Job Satisfaction and lower levels in the case of the non-participants (e.g. Lindgreen & Swaen, 2010; Rupp et al., 2006) . As we can see in table 1 non-participants (Mean=4.96) have a slightly higher level of Satisfaction than participants (Mean=4.63). On the other hand, when we analyzed

meaningfulness of participation, we show that the volunteers who feel the experience has provided meaning to their lives, feel more satisfied at work overall. In the light of Clary et al. (1998) arguments, individuals crave for finding meaningfulness in life. Hence, one possibility for the first unexpected result, is the fact that employees who fill their life at work become less significant, filling that the opportunity to find meaning become stagnated, they look for alternatives outside of the workplace (Rodell, 2013). As volunteering work considered by many as meaningful experience, Clary et al. (1998) emphasis "the desire for meaningful experiences is one of the most highly cited reasons for volunteering, particularly among working individuals." In the basis of this theory, we are able to explain out first obtained result. Since, participants in the RVI are less satisfied to their job it is likely they remain in this process of achieving meaningfulness outside their job. Also, according to Rodell (2013) it is predictable that volunteering interferes with employee's ability to do their job since their psychological resources were absorbed by highly emotional volunteerism.

Second, it was analyzed the motivation to participate in the RVI as a moderator within the relationship between the two main variables, participation and job-related issues (satisfaction and well-being). Although the theory relies on individual motivations as determinant to comprehend activities participation outcomes (Deci et al., 2001), the results go against our predictions and show that the moderation effect of situational motivation has no significance.

The third phase of the analysis was focus on the employee's perspective over firm's CSR commitment. In regard to this subject, it was observed interesting and significant results which reassured the literature. Employee who have confidence on the company they work and associate intrinsic motives to firm CSR strategic initiatives, are significantly more satisfied at work and reveal higher levels of well-being. These evidences retrieved from the analysis, are supported by authors as Valentine and Fleischman (2008), who relate "perceived CSR" as a intervening agent "between ethics programs and job satisfaction."

These results also reassured the literature of Brammer and Millington (2003) indicating that employees attribute value to trusty organizations, which they identify as socially responsible. In line with the multiple needs of organizational justice's model (Rupp et al., 2006) intrinsic CSR-induced motivations are linked to relational and moral needs fulfilment (Vlachos et al., 2013). Meaning that, the higher levels of job satisfaction and well-being obtained in the study, can be explained by the fulfilment of needs as justice and fairness which in turn lead to a climate of organizational trust. Although intrinsic induced attribution revealed a significant predictor of job-related issues, extrinsic-induced attribution has not relevance in the study.

5. Conclusions

The aim of this research project was to understand the effect of CSR employee volunteering participation on individual job satisfaction and well-being, in a disaster relief context. The methodology applied qualitative study based on in-depth interviews and a quantitative study method supported by questionnaires distributed to the EDP employees. EDP group's response in the sequence of the wildfires in Portugal was the case analyzed.

We have found evidence of positive contributes to employees at an individual level and also to companies at an organizational level. In the first section of the analysis, supported by data collected in-depth interviews, we validated the reasoning behind employee participation in the RVI. In most cases, the main motivations were linked to the context and the social cause served, in other words, the origin of the cause of the initiative to help citizens who were in great need due to the wildfire impacts. Hence, the disaster relief context fosters employee's predisposition to volunteer. However, there were employees who sustained acting independently of the context or the underlying social cause; such employees would participate in any volunteering project proposed by EDP regardless of the circumstances and the specific project.

Despite the two perceptions, all attributed significant importance to the specificity of this initiative. The environmental involvement and the magnitude crisis fostered a general attitude and maximized the feelings of self-development and individual enrichment. This was due to the perception of increasing truly needy citizens' welfare. The critical community context and the mission proposed by the company to employees enhanced the participation but more importantly, employees perceived significant benefits to themselves as individuals (Bauman & Skitka, 2012).

In the second phase of the research, we demonstrate that volunteers who experienced meaningfulness throughout the volunteering involvement are increasingly more satisfied with their jobs. As Porter & Kramer (2002) propose, the crucial strategic factor is to choose the right cause and the tight timing. In this case, EDP's immediate response to the natural catastrophe met the two factors, it was the *right cause at the right time*. Therefore, it enabled employees to fulfil their own needs of meaningful existence, fairness, belongingness and self-esteem. This specific nature and type of CSR initiative (emergency volunteering response)can represent the key success factor: allowing employees to please these psychological needs (Bauman & Skitka,

2012; Rupp et al., 2006) or, in another Author´s words, (the opportunity to fulfill their instrumental, relational and moral needs (Aguilera et al., 2007).

The fulfilment of such personal needs, in turn, undertakes positive benefits to the company, particularly in companies such as EDP that declares as one of its pillars [to] *Develop our People*, emphasizing the will to promote employee health, safety, motivation and satisfaction.

Lastly, employees' perceptions of the company's commitment to ethical and social behaviors is confirmed, based on the study findings, to play an important role in employee satisfaction and well-being. This will permit to draw the alignment proposed by the literature: the right motives to invest in the right cause and in the right timing, leads to the maximization of employee's benefits and, consequentially, company's outcomes.

As the analysis before demonstrates, there were two unexpected results which did not support the literature and the hypothesis formulated initially. The first was the lack of significant correlation between participation in the RVI with employee job satisfaction and well-being. Secondly, the results of study II did not show a significant effect of situational individual motivation as a moderator between the two job related issues studied (satisfaction and well-being).

6. Limitations and Future Research

Regardless of the conclusion's alignment with previous researches, there are limitations associated with this research which must be considered.

First, in respect to the quantitative research sample, there is some disparity between the two groups, participants and non-participants in the RVI relating to the age and organizational tenure, which can lead to bias results.

Second, due to measurement inadequacy, in certain cases, data inhibited the analysis of results. It was not possible to have significant results throughout the moderation analysis and consequentially, the motivational behavioral scale (Guay et al. 2000) was consider inconsistent to support the hypothesis 2. The Job Satisfaction scale also restricted the analysis. Therefore, it was decided to adopt the one-single item, denominated by *Overall Job Satisfaction.* The lack of available and reliable quantitative data and time constrains, limited and restricted the scope of the analysis performed.

Third, in regard to academic literature, there were gaps concerning research studies on two topics: disaster relief CSR response initiatives and corporate volunteering effects.

As a future research recommendations, firstly in regard to the moderator variable behavioral motivation which limited the analysis, it is strongly suggested the adaption of this parameter and consideration of a different scale within the theme of situational motivation. Moreover, it is proposed to consider employees perceptions of firm CSR engagement, as a moderator of the relationship between participation in CSR initiatives and job-related outcomes.

According to Du et al. (2010) one of the key arguments is that "stakeholders' low awareness and unfavorable attributions to corporate CSR activities impede efforts to maximize business benefits from those activities" (Du et al., 2010) In other words, the impact of CSR activities also depend on the employee conceived idea about CSR firm's commitment and attitude.

In addition, the theory on employee necessity of achieving meaning in life - which can boost motivation to participate in volunteering initiatives - is a possibility for a new path. These findings detailed in the previous section, constitute a suggestive hint for further development and a longitudinal study which could help clarify these results further.

As practical recommendations, in regard to the adoption of disaster relief CSR response programs, it is encouraged the integration of employee participation as a vehicle to attend community urgent need. Promoting volunteering programs in this context is highly suggested, since it can foster multiple beneficial effects, especially when aligned with ethical business long-term goals.

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Appendix I - Wildfires in Portugal, 2017

In 2017, Portugal suffered the most violent wildfire season in its territory since ever. According to the source, *Jornal Expresso[1]*, more than 500 thousand hectares were burned across the country and, 111 people died. On June 17th, only in Leiria district, on the counties of Pedrógão Grande, Castanheira de Pêra and Figeiró dos Vinhos, 64 casualties were registered and more than 200 injured. Additionally, 46 thousand hectares of land (of which 20 thousand hectares were forest) burned. Other districts were also affected, such as Coimbra and Castelo Branco in the municipalities of Góis, Penela, Pampilhosa da Serra, Sertã, Arganil and Oleiros.

The majority of the victims died in Pedrogão Grande, in less than one hour in only 400 meters of the national route. The victims comprehended children, elderly couples and entire families trying to escape away from the wildfire. According to the Nacional Authorities of Civil Protection, the fire begun in Escalos Fundeiros and Regadas, both in Pedrogão Grande county, on the 16th of June 2017 at 2:42pm (in VISÃO, 2017, June 29[2]). The fire was only controlled after 4 days since it started, on the afternoon of 21st June 2017, with the highest rate of deaths in Portugal ever registered[3]. It was a national catastrophe and the Portuguese population united, was joint in a solidarity atmosphere for many weeks after. The Portuguese Government decided to activate the European Civil Protection Mechanism one day after the fire began.

The national debate today is focused on the capacity to react and respond to imminent crisis identical to this one, which must be a priority to the country, to the government and transversally, to all organizations and institutions. [4]The forecast for this type of national and regional meteorological hazards scenarios is not so bright and it is expected an increase of the catastrophes' level during the next decades in Portugal.

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[1] Martins, C. (2017, December 29). Um fogo que não se apaga: incêndios, o acontecimento nacional de 2017. Retrieved from https://expresso.sapo.pt/multimedia-expresso/2017-12-29-Um-fogo-que-nao-se-apaga-incendios-o-acontecimento-nacional-de-2017

[2] Rapazote, I. (2017, June 29). Explicações, contra-explicações e confusões sobre os incêndios. Retrieved from http://visao.sapo.pt/actualidade/portugal/2017-06-29-Explicacoes-contra-explicacoes-e-confusoes-sobre-os-incendios

[3] Fernandes, A. (2017, June 18). O que é que falhou neste sábado? Tudo, tal como falha há décadas. Retrieved from https://www.publico.pt/2017/06/18/sociedade/noticia/o-que-e-que-falhou-no-sabado-tudo-como-falha-ha-decadas-1776101

[4] Pimenta, P. (2018, December 14). Pedrógão Grande: vítimas temem que proliferação do eucalipto origine novas tragédias. Retrieved from: https://www.publico.pt/2018/12/14/sociedade/noticia/pedrogao-vitimas-temem-proliferacao-eucalipto-origine-novas-traíedias1854783

Appendix II – EDP Overview

Energias de Portugal is a global energy Group, present in 14 different countries as Brazil, United States, Belgium and France, in 4 different continents with 40 years of existence. Currently, EDP is a leading company in the energy sector, with two central focuses, the electricity value chain and the gas commercialization activity. Assuming themselves as a company "which integrates, in its culture, commitments with its customers, with people, with the environment and with results" today, EDP is the largest Portuguese industrial group with 11,657 employees worldwide.

As part of the strategy of the company, EDP strives to create value for its stakeholders always committed to sustainability goals, from a social and environmental perspective, preserving their ecological footprint all times. EDP integrates the *Dow Jones Sustainability Indexes,* one of the world's challenging rankings. This ranking differentiates world top performing companies concerning their sustainability and superior quality regarding social environment impact and economic management.

 "We believe that ethics is imperative for sustained business success and for truly exercising responsible corporate citizenship, two areas in which EDP seeks to excel."

With solid ethical management standards and objectives, EDP guarantees ethical practices based on transparency, trust and responsibility of own's actions and decisions throughout EDP five main areas of activity:

Production   Renewables   Transport   Distribution   Supply
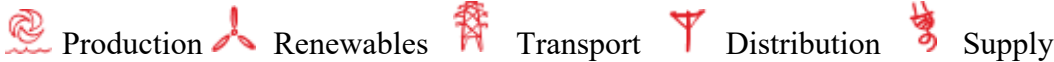
EDP success and vision is based on five principles which allows the company to make the difference spreading value across different cultures of the market and keep committed to its stakeholders and enhance balanced growth models.

Initiative   Excellence   Innovation

Trust   Sustainability

In respect to the commitment to sustainable growth, EDP Group adopts a strategy focused on integrated models, in both directions - social and environmental. EDP also proposes its sustainable objectives in line with the United Nations Sustainable Development Goals (SDGs). First, the Group states as a major priority, *generating economic value* with promising renewable production targets, based on innovation investments at all stages of the digital area transformation. Second, *develop their People,* emphasizing the desire to increase engagement levels and the importance for the Group to promote employee health, safety, motivation and satisfaction. Third, *manage climate and environment* issues with the key goal of reducing CO2 emissions and, lastly the fourth objective, *improve trust.*

In line with the ethical standardized efforts to respect Ethics, Human and Labour Rights engaging in programs to promote citizenship and volunteering, EDP also strives to build trust relationship and establish direct dialog with its communities and customers.

EDP is recognized for its investments on social programmes, which intentionally integrates maximization of key business goals and society value creation, attending to social demanding needs. EDP investments projects go from Foundations in Portugal, Spain and Brazil, to voluntary work with multiple initiatives all year long. The Group exploits culture and art promotion, social inclusion, natural heritage protection, energy access support and efficiency. In Portugal, in respect to the investment in fine arts, music and performing arts, the Museum of Art, Architecture and Technology (MAAT) enabled EDP in 2017 to reach thousands of persons. In regard to the volunteering projects, building a fairer and sustainable society, the group involves its employees on this culture and path of building a better world together.

"We believe that volunteering develops our people and their talents and skills, it multiplies the purpose and meaning of what we do and actively contributes to the development and transformation of the communities where we are present."[5]

The global investment in 2017, in 286 volunteer initiatives was 28,403 euros and today 20% of employee are part of the volunteerism EDP projects. In 2017 worldwide, EDP accounted for 2,918 volunteers, 2,294 employees and 624 divided by retired employees, friends, family and

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[5] EDP, SA., Energias De Portugal, Portugal (2018). The living Energy Book: Annual Report 2017. Retrieved from: https://annualreport.edp.com/

partners. These numbers led to a total of 40,647 volunteer hours, 24,932 hours of employees during work schedule and 9,416 hours of employee extra schedule. Only in Portugal, the same year, it promoted 84 initiatives all over the territory with 1,095 volunteers who offered more than 10,000 hours to help others.

EDP Volunteer Program set four key success factors:

- Alignment between company expertise, employee skills and community necessities
- Effective communication of projects – volunteer testimonies
- Setting clear goals and indicators to measure the impact
- Involving and recognizing EDP volunteers.

EDP Response Initiative - "Our energy for who needs the most"

In the sequence of the wildfire in 2017, in the District of Leiria, EDP activated strengths and expertise and managed to build an integrated emergency response in the context of the disaster relief. The integrated response involved areas such as EDP Distribution, EDP Foundation, EDP Production, EDP Commercial and Human Resources in order to yield people and teams to be in the field donating their time to the cause. EDP support went from crisis management, to collection of material donations, to activate partnerships and creating an operative office of recovery and reconstruction to relieve the municipal council.

On June 17th EDP Distribution re-established energy in the affected region, on the 28th the first group was sent to the field to map needs and on the 3rd of July EDP registered the customers who were affected in order to provide further support. On July 6th, EDP launched the first internally the volunteering initiative which took place between the 10th and the 12th of July. On August 7th, the first specialized and technical work-force was sent to the field to start the reconstruction projects in the area. Throughout December, the Corporate Volunteering program in partnership with *Médicos do Mundo*, activated EDP employees to start the reforestation project, also in line with the Christmas campaign. Already in 2018, on March 24th, another reforestation initiative in Castanheira de Pêra took place.

The emergency volunteering response was divided in two levels of social impact. One which it is called Volunteerism of Emergency which deployed EDP resources fostering employee collaboration from all sector of the Group, resulted in 7,175 hours of service hours. The second level of activation, the Volunteerism of Competences, with the objective of 30 rehabilitation

project with 25 volunteers who served the cause with 4,776 hours. This last team was formed by architects, engineers and topographers, who apart from labor time – 3,122 hours – also offered 653 hours of post-labour time and 1001 external hours. From a total of 30 projects, 7 projects were in Castanheira de Pêra, 23 in Pedrogão Grande, and 29 benefited families overall. In regard to the Volunteerism of Emergency, EDP mobilised more than 400 employee to help and use their skills in tasks as, reforestation, logistics with donated clothing and cleaning of household's ruins, all sum up to over 7,175 hours.

Appendix III - Script of the interview

Entrevista (versão Portuguesa)

I. Apresentação Institucional / Objetivo de estudo.

O objetivo deste estudo é compreender as motivações e efeitos de iniciativas de emergência no contexto da responsabilidade social corporativa. A resposta organizada pelo programa de voluntariado da EDP, na sequência dos incêndios em 2017 em Portugal é a base do estudo.

II. Perguntas

A. Caraterísticas da participação

1. Em que departamento trabalha na EDP?
2. Quando é que participou e onde nesta iniciativa de resposta aos Incêndios?
3. Quantas vezes e por quanto tempo participou?
4. Quem mais participou nesta iniciativa seu conhecido? Colegas de departamento, família, o seu chefe?
5. Qual o seu papel/tarefa em "Pedrogão"? Fale-me da sua experiência.
6. Foi a primeira vez em que participou numa iniciativa de Voluntariado da Empresa?

B. Motivações para participar

6a. Se sim – O que é que o motivou desta vez? Porque decidiu participar?

6b. Se Não – Comparando com outras iniciativas que participou, qual é a sua opinião relativamente a esta resposta de emergência? O que o motivou a participar nesta resposta especificamente?

7. Relativamente à experiência nesta iniciativa tem a percepção do impacto que pode ter tido em si? Impacto positivo? E impacto negativo?
8. A participação nesta iniciativa pode ter concedido algum benefício para a sua vida? E no trabalho?

C. Nível Organizacional

9. Esta iniciativa poderá ter tido impacto a nível organizacional? Se sim, porquê?
10. Na sua opinião, quais as principais motivações que levaram a EDP a investir nesta iniciativa

D. Perceção da Organização e estruturação da Iniciativa

11. Qual a sua opinião relativamente à organização da iniciativa? E a nível de eficiência, integração dos participantes e suporte da chefia/coordenação?
12. Sente que desenvolveu ou adquiriu capacidades pessoais e profissionais que sem este projecto não teria tido oportunidade de desenvolver?

III. Comentários finais e agradecimento

Interview (English version)

I. Introduction (Objectives of the study, confidentiality and anonymity and duration and procedure.)

II. Questions

A. Detailed-oriented questions

1. Can you tell in which EDP department you currently work?
2. When and where did you participate in this emergency response activity?
3. For how long did you participate in this project or how many times?
4. Who else was involved and join this initiative (in your department, family members, close coworkers)?
5. What was your role/task in "Pedrogão"?
6. Was this volunteering program, the first time you participated in one of the EDP volunteering projects?

B. Individual motivations

6a. If yes – What has motivated, you to join this time? What was different that made you decide?

6b. If no – Comparing to other initiatives that you had participated, what can you say about this emergency response project? What has motivated you to join this specific initiative?

7. Could you tell me positive and negative impacts your participation in "Pedrogão" has had in your life?
8. Looking back to these last few months after your participation, how do you feel today? Has anything changed?
9. Can you perceive any change regarding your work at EDP? Do you feel this

C. Organizational level

10. Do you think this initiative had impact at an organizational level? If yes, explain.
11. In your opinion, what were the main EDP internal drivers to invest in this initiative?

D. Perception of the initiative itself (quality and coordination)

12. Can you express your opinion about the way it was organized? In terms of efficiency and productivity, what do you think?
13. What relevant personal and professional skills (if any) do you think you had the opportunity to develop or/and acquire? Explain

III. Closing remarks

Category	Subcategory	Information
Call for action	**Prosocial identity**	On one hand there are those who clearly identify the need and the desire of helping others: "*What happened due to the fire touched me, so I decided to help, I felt that was possible to make a difference*"; "*Whatever the cause, my will is always to help others where it's needed. Volunteering is part of my skeleton*". On the other hand, there were more rational perspectives arose, agreeing with the fact that participating in the initiative was a responsibility and an obligation as citizens: "*It is our duty as a citizen, and we do not live alone. It's the least we can do*"; "*We have tools and resources to help, so let's use them for a meaningful cause*" or even those who have no doubt of what needs to be done, "*Because it was necessary, there was a lot work to do and we had to go in order to minimize their suffering*".

Category	Subcategory	Information
Call for action	**The context of the initiative**	Disaster relief context: There were three interviewees who have never participated in any EDP Volunteering initiatives before this one. Thus, when asked about the motivations, the opinions were common, recalling for the importance of their presence after a tragedy like that: "*It was a cause that had to be answered in that moment and couldn't be left for later.*" "*We needed to be side by side with the community, also with the fireworks and institutions that were in local. We had to help in what was necessary.*" The other interviewees who have participated in more initiatives before, who identified themselves as volunteers in any situation no matter, independently of the cause or situation. They all agree on the fact that the number of volunteers compared to other initiatives was much higher because it was a national catastrophe. "*The number speak for themselves, people felt called to help looking at the disaster through the television. It is different from those initiatives that can wait like cleaning a beach.*"

Category	Subcategory	Information
Outcomes of participation	**Meaningful experience**	In the end the experiences were highly positive and emotionally intense for most of the respondents who said: "*it was touching for me, when I remember those days, I get goose bumps all of the suddenly.*" The feeling was of mission accomplished: "*I got home tired, but I felt so well and useful. It is always worth helping and I felt I had added value to the mission.*" Another interviewee said*, "we are effectively helping people who felt better at the end of the day.*"; "*I had the opportunity to cook for all the volunteers, was incredible. That was my mission there.*". For others despite the incredible work which has been done, it was not enough: "Our help is really appreciated and acknowledged but much remains to be done."; "The hope that everything would be better was present in all the volunteers who were seeking strength where it often seemed impossible to have more. Part of me wants to return because there is a lot of work that has to be done.".

Category	Subcategory	Information
Outcomes of participation	**Employee interaction**	When asked about how this experience contributed to their relationship with their co-workers, there were unexpected feedbacks. Firstly, we could see that new friendships were established, and many became better known: "*The environment between volunteers was very positive, we gained affinities with several co-workers.*"; "*I had the privilege of meeting extraordinary people. I made great friends.*" One of the interviewees came to share that "*It's special moments like this that we get to know better each other, for the better or for the worse, people reveal the best that they have to give to others.*". Secondly, it was easy to identify the advantages in terms of teamwork: "Everybody shared their experience after returning from the field"; "It was present the strong union and bond that we all had. Almost all the decisions were decided together, as a team. We knew that we had a lot more to win if we stand together rather than each one for themselves.".

Category	Subcategory	Information
Outcomes of participation	**Cause engagement.**	The perception of the impact of their presence was a constant. Not only on the ground but also in the way employees felt by working in a company that reacted instantaneously to such events and that encourages them to go beyond their comfort zone. Many recalled the need to deal with helpless people, and they felt it was in the simplicity of their actions that their assistance became useful: "*I had contact with very fragile people, who lived terrible and dramatic situations during the fire, things that we cannot even imagine. In some cases they lost the work and the inheritance of a life. Our presence was enough to cheer them up.*"

Category	Subcategory	Information
Outcomes of participation	**Job Impact**	Very few interviewees perceived any kind of impact on their engagement and life at work. Only when asked specifically about motivation effects, two of them agreed saying: "*Yes, in the days after we were obviously more motivated. It was positive to leave the environment of the office, the stress, the meetings etc...*"; "*Every company in the world must gain in having their employees motivated. I think EDP won a lot with these projects.*"

Category	Subcategory	Information
EDP culture and attitude	**CSR Engagement**	It was present in all the interviews the idea that EDP has meet its obligations towards society with merit for many years now, and has had an unquestionable role as a social responsible company. It was transversal the belief that these initiatives are in line with the culture and values of EDP: "*I assume that EDP acted naturally when decided to create this initiative.*"; "*EDP has a very strong volunteer culture, it promotes this kind of projects and initiatives frequently. I have been in the company for almost 40 years and I feel this atmosphere that characterizes EDP and its employees, grow due to these projects. People have so much to give, we must continue this path, both in my generation and in future ones.*" It was as well mentioned that EDP is shaping mentalities and influencing employees: "*EDP contributes to the change of the mentality of their employees in this social sense, a general aid movement that internally grows the dynamics and the importance of each one.*"; "*It is always motivational to be part of a company that gives you time and tools to get out of the office and make a difference for a cause, adding value in another way.*".

Category	Subcategory	Information
EDP culture and attitude	**Firm social reputation**	As a global energy company, leader in the utilities sector, EDP is generally felt to have the duty to associate itself with this type of projects. EDP meets with its obligation and goes further with a moral sense of serving: "*I see EDP as a responsible, conscious and active company in terms of sustainability and CSR*". When asked about the main drivers which led EDP on investing on this cause, the majority expressed an optimistic view regarding firm reputation. Apart from the areas where it normally operates, the volunteers say: "*We value companies that beyond financial profit, know that there are the social, economic, environmental and cultural profits that must be, also work out to better serve the communities. Because, the richer the community where I act and the better-off, I am involved, the more purchase power I will get, more services will be available and I'll be able to sell more. Basically, we all win. The conditions are there for us to have our best network and the community evolvement*." It was briefly mentioned by two people that EDP could have done more to prevent this type of accidents, which could have emphasized the necessity to operate on this field and help this cause.

Category	Subcategory	Information
Activity Assessment	**Positive and negative aspects**	At this time of the interview the goal was to understand the overall perceptions of the volunteering experience. Starting with the positive aspects: "*The organization team was outstanding. Excellent communication and relationship among all. At the logistic level, in terms of materials, meals and clothing, the EDP field team was prepared to welcome us at all levels.*"; "*The collaboration and the cooperation with the local NGO was an advantage. Each one of the volunteers could give their best skills in different areas depending on the needs.*". There were as well less optimistic issues noted by three of the interviewees. On the one hand, we have those who talked about this experience in terms of the vision of their managers and team members, "*I would have participated in the initiative more than once, but my manager did not allow me. Indeed, my manager never participated in any activity and the example should start from above*"; "*Few of my co-workers would like to participate but is not as easy due to his superiors*"; "*These activities are not standardized at EDP.*" and also "*I'm able to recognize that are managers who are so focused on the KPI's, with a short-term vision, that do not see the importance of these projects. We need goals and long-term vision.*" On the other hand, a more critical perspective: "*There were many hours of travel for just a few hours of work*" and "*We should have stayed longer.*".

Category	Subcategory	Information
Activity Assessment	**Future recommendations**	As for the future, most interviewees felt the need to express some recommendations. Firstly, "The structure is well built but the culture is not sufficiently incorporated into EDP to really make a difference.". Secondly, "If on one hand EDP, internally, was well succeed in their communications, on the other hand could have been better capitalizes in terms of external communication."; Thirdly, "Unfortunately, there are strong chances of happen more catastrophes and EDP, as a large and very important company with the support of the State and Civil Protection must prevent these events to the maximum.".

Appendix V – Variable Dictionary

Name	**Demographic variables**
Description	Demographic variables are the control variables which will describe each respondent regarding basic characteristics as individuals as Age and Gender. It will also be considered as important control variable - Organizational Tenure, in order to characterize the duration of employment with EDP.
Relevance for the project	As control variables are relevant in quantitative studies to "control" the interdependency of correlation between other variables. Regarding the tenure items, "a complete understanding of the volunteer experience also must consider characteristics of the organization and the interaction of the individual with the organization." (Finkelstien, 2009).
Measurement Scale	ESS Round 7: European Social Survey Round 7 Data (2014).
Items	- Age - Gender - Current organizational tenure (Vlachos et al., 2013): • How long have you been with EDP? • How long have you been working with your current manager?
Scale	No scale
References	Finkelstein, M. A. (2009). Intrinsic vs. extrinsic motivational orientations and the volunteer process. Personality and Individual Differences, 46, pp. 653–658

Name	**Characteristics of the participation**
Description	In order to characterize the participation of each respondent it will be considered: the frequency of participation, and the degree of meaningfulness perceived by the volunteer in respect to the RVI participation.
Relevance for the project	The aim of the current research project is to study the effect on employee satisfaction and well-being when participating in a volunteering initiative associated with disaster relief. EDP emergency response initiative in the sequence of the Forest fires represents the case study of the research project. It is relevant to take into consideration the concrete duration of each participation as well as the frequency that each employee has volunteered since the beginning of the project. This way it will lead to a concrete understanding of the possible correlation between volunteering participation and employee satisfaction.

	The perceived meaningfulness is proposed by the literature an important attribute to analyze the effects of the participation on individual well-being.
Measurement Scale	An adaptation of Spritzer's (1995) Meaningfulness three item scale.
Items	- How many days have you participated in the initiative.
	- How meaningful the activity was to you. In other words, how much it was personally fulfilling for you:
	• This activity was meaningful to me.
	• The tasks I performed were personally meaningful to me.
	• This activity was very important to me.
Scale	1- not at all meaningful; 4- extremely meaningful.
References	Rodell, J. B. (2013). Finding Meaning through volunteering: Why do employees volunteer and what does it mean for their jobs? Academy of Management Journal, 56(5), pp. 1274–1294.
	Spreitzer, G. M. 1995. Psychological empowerment in the workplace: Dimensions, measurement, and validation. Academy of Management Journal, 38: 1442–1465.

Name	**Behavioral motivation**
Description	Intrinsically motivated behaviors have been characterized as a form of self-expression by Amabile (1993) and extrinsically motivated behaviors is interpreted by Finkelstien (2009) to obtain an outcome. As Ryan and Deci (2000) explain, "individuals who are extrinsically motivated tend to enroll in activities which can bring some instrumental value apart from the participation itself." Clary et al (1998) agrees that when intrinsically motivated "the individual may find fulfillment in volunteer work itself."
	Based on the Self-determination theory (Deci and Ryan, 1985), there are more than one type of motivation lead to individual behavior. Self-determination theory which is based on freedom of choice, (Guay et al., 2000) which in turn is the theoretical basis for the Situational Motivational Scale constructed by Clary at al. (2000). This Scale is based on the distinguish between Intrinsic Motivation, Extrinsic Motivation and Amotivation. The authors also divided external motivation in two: external regulation an Identified regulation.
Relevance for the project	According to the author above mentioned, the situational motivation can lead to different participation outcomes. If the participation in same cases was based on extrinsic factors or amotivation it may explain lower effect on Job satisfaction overall. Therefore, behavioral employee motivation to participate in the RVI is assumed as a moderator, moderating the effect of the participation on Job satisfaction and well-being.

Measurement Instrument	Adaptation of the Situational Behavioral Motivation Scale by Guay et al. (2000).
Items	- What were the reasons that motivated to engaged in the activity? • Because I think this activity is interesting • Because I am doing it for my own good • Because I am supposed to do it. • There may be good reasons to do this activity, but personally I don't see any. • Because I think that this activity is pleasant • Because I think that this activity is good for me • Because it is something that I have to do • I do this activity, but I am not sure if it is worth it • Because this activity is fun • By personal decision • Because I don't have any choice • I don't know; • I don't see what this activity brings me • Because I feel good when doing this activity • Because I believe that this activity is important for me • Because I feel that I have to do it • I do this activity, but I am not sure it is a good thing to pursue it
Scale	1-does not correspond; 6- corresponds exactly. Codification key: Intrinsic motivation: Items 1, 5, 9, 13; Identified regulation: Items 2, 6, 10, 14; External regulation: Items 3,7, 11, 15; Amotivation: Items 4, 8, 12, 16.
References	Amabile, T. M. (1993). Motivational synergy: Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. Human Resource Management Review, 3, 185-201. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. Psychological Inquiry, 11, 227–268. https://doi.org/10.1207/s15327965pli1104_01. Grant, A. M. (2008). Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. Journal of Applied Psychology, 93, 48–58. https://doi.org/10.1037/0021-9010.93.1.48. Finkelstein, M. A. (2009). Intrinsic vs. extrinsic motivational orientations and the volunteer process. Personality and Individual Differences, 46, 653–658.

Guay, F., Vallerand R. J, and Blanchard C. (2000). On the Assessment of Situational Intrinsic and Extrinsic Motivation: The Situational Motivation Scale (SIMS). Motivation and Emotion, 24. https://doi.org/10.1016/j.foot.2009.01.002

Name	**Employee job Satisfaction**
Description	It will be considered Job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences.'' (Locke, 1976). According to Spector (1985) represents an "effective attitudinal reaction to a job". Regarding the link between participation in volunteering activities, it is also "positively associated with certain workplace attitudes, such as organizational identification and commitment" (Rodell, 2013).
	In order to measure Job Satisfaction, The Warr, Cook and Wall's (1979) Job Satisfaction Scale will be applied. This scale will consider the perceive employee satisfaction as well as the attributes which are perceive as relevant regarding workplace attributes
Relevance for the project	This is the dependent variable whose value will depend on the frequency and intensity of participation in the EDP initiative that is being studied (independent variable). Volunteering activities have been associated with workplace attributes as organizational identification and commitment (Rodell, 2013), which are predictors of job satisfaction and well-being (Warr et. al., 1979). According to Spector (1997) "the assessment of job satisfaction is a common activity in many organizations where management feels that employee well-being is important."
Measurement Instrument Items	Adaptation of Warr, Cook and Wall's (1979) job satisfaction scale.
	These items are related to different aspects of your job. Please indicate how satisfied or dissatisfied you feel with each of these features of your present job.
	Indicate how satisfied or dissatisfied you are with it by using this scale:

- The physical work conditions
- The freedom to choose your own method of working
- Your colleagues
- The recognition you get for your work
- Your immediate boss
- The amount of responsibility you are given
- Your rate of pay
- Your opportunity to use your abilities
- Industrial relations between management and workers
- Your chance of promotion

	- The way your firm is managed - The attention paid to suggestions you make - Your hours of work - The amount of variety in your job - Your job security - Now, taking everything into consideration, how do you feel about your job as a whole?
Scale	1- I'm extremely dissatisfied; 7 - I'm extremely satisfied
References	Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. Psychological Bulletin, 127(3), 376. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), Handbook of industrial and organizational psychology (pp. 1297–1349). Chicago: Rand McNally. Warr, P., Cook, J., & Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. Journal of Occupational Psychology, 52(2), 129-148.

Name	**Subjective well-being**
Description	Subjective well-being refers to the perception that people have about their emotional status and how they feel in general regarding life satisfaction.
Relevance for the project	Employee well-being will be analyzed along with job satisfaction in order to understand completely how employees are feeling.
Measurement instrument	Diener et al. (1985) created a scale of subjective well-being and distinguishes between two dimensions: emotional and cognitive dimensions.
Items	- Considering your life how happy do you feel? - Considering all the aspects of your life, how are you satisfied in general?
Scale	*1 – Extremely Sad; 10 – Extremely Happy;* *1 – Extremely unsatisfied; 10- Extremely satisfied.*
References	Diener, E. D., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. Journal of personality assessment, 49(1) Warr, P. (1990). Decision latitude, job demands, and employee well-being. Work & Stress, 4(4), 285-294. Warr, P., Cook, J., & Wall, T. (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. Journal of Occupational Psychology, 52(2), pp. 129-148.

Name	**Firm perceived motivation to engage in CSR**
Description	Firm perceive motivation to engage in CSR refers to the employee CSR – induced attribution regarding firm's intrinsic or extrinsic motives. (Du et al. 2007) According to previous research "the employee interpretation of the motives (intrinsic or extrinsic), which they attribute to their organization's CSR initiatives, play an important role in implementing an organization's social program." (Vlachos et al., 2013)
Relevance for the project	Authors as Vlachos (2013) defend the relation between intrinsic and extrinsic CSR-induced firm attributions and job satisfaction. This variable can explain and moderate the variance of the causal relationship between Participation in the initiative (independent variable) and Job Satisfaction (dependent variable). It also can have impact and influence employee's decision on participating or not in the initiative itself in the first place.
Measurement instrument	Adaptation of Vlachos, Panagopoulos, and Rapp 's (2013) CSR induced attributions scale. The Scale is divided in two dimensions: CSR-induced intrinsic attributions and CSR-induced extrinsic attributions.
Items	Please indicate the extent to which you agree/disagree with each of the following statements: • The firm I work for is genuinely concerned about being socially responsible. • The firm I work for engages in socially responsible initiatives because it feels morally obligated to help. • The firm I work for engages in socially responsible initiatives in order to give back something to the community. • The firm I work for engages in socially responsible initiatives in order to get more customers. • The firm I work for engages in socially responsible initiatives because it feels competitive pressures to engage in such activities. • The firm I work for hopes to increase its profits by engaging in socially responsible initiatives.
Scale	*1 – Totally agree; 7- Totally disagree;*
References	Du, S., Bhattacharya, C. B., & Sen, S. (2007). Reaping relational rewards from corporate social responsibility: The role of competitive positioning. International Journal of Research in Marketing, 24(3), 224–241. https://doi.org/10.1109/ICICIP.2013.6568088 Vlachos, P. A., Panagopoulos, N. G., & Rapp, A. A. (2013). Feeling Good by Doing Good: Employee CSR-Induced Attributions, Job Satisfaction, and the Role of Charismatic Leadership. *Journal of Business Ethics*, *118*(3), 577–588. https://doi.org/10.1007/s10551-012-1590-1

Appendix VI - Survey template

Versão Portuguesa

Introdução:

O presente questionário enquadra-se num estudo realizado pela Universidade Católica Portuguesa no âmbito da Responsabilidade Social Corporativa em colaboração com a EDP. O objetivo do estudo é compreender as motivações e o impacto de iniciativas de resposta a emergências e catástrofes, num contexto de voluntariado. O questionário é anónimo e tem a duração média de 10 minutos. Solicitamos que responda de forma espontânea e sincera a todas as questões que se seguem. Todas as questões serão breves, apenas é necessário assinalar a sua opção de resposta. Obrigado pela sua colaboração.

Q1 - Indique a sua idade.

Q2 - Indique o seu Género: (1) Masculino; (2) Feminino

Q3 - Indique há quanto tempo trabalha no Grupo EDP?

- Há menos de 1 ano
- Entre 1 a 3 anos
- Entre 3 a 6 anos
- Há mais de 6 anos

Q4 - Há quanto tempo trabalha com a atual chefia?

- Há menos de 1 ano
- Entre 1 a 3 anos
- Entre 3 a 6 anos
- Há mais de 6 anos

Descrição do Projecto:

A 27 de Julho de 2017, Portugal sofreu um incêndio de grande escala que incidiu sobretudo nos municípios de Pedrogão Grande, Castanheira de Pera e Figueiró dos Vinhos, no distrito de Leiria. Um incêndio que causou 64 mortos, mais de 200 feridos, cerca de 53 mil hectares de território ardido e mais de 500 habitações afetadas. A EDP desde o primeiro momento mobilizou força voluntária para dar resposta às necessidades de algumas regiões afetadas. Pela primeira vez a EDP decide ativar os colaboradores no sentido de responder a uma catástrofe em Portugal, criando um programa de Voluntariado Corporativo "A nossa energia por quem mais precisa".

Q5 - Indique se participou em alguma iniciativa deste projeto como voluntário até hoje?

- Sim, participei
- Não, não participei

Q6 - Indique quantos dias colaborou ativamente neste projeto?

Q7 - Como avalia o impacto da sua participação nesta ação de voluntariado de resposta aos incêndios:

Escala: 1 - Totalmente falso; 4 - Totalmente verdadeiro

- Esta iniciativa teve muito significado para mim
- As tarefas que executei foram especialmente marcantes para mim
- Esta iniciativa foi especialmente importante para mim

Q8 - Como descreve as razões que o levaram a participar nesta ação

Escala: 1 - Não corresponde; 6 - Corresponde muito

- Senti que era uma iniciativa interessante
- Senti que iria fazer algo para o meu próprio bem
- Senti que era suposto participar
- Pessoalmente não houve nenhuma razão em especial
- Senti que me iria satisfazer
- Senti que seria positivo para mim
- Senti que tinha a obrigação de participar
- Não tinha a certeza se iria valer a pena, mas participei
- Percebi que me ia divertir certamente
- Por motivos pessoais
- Não tinha outra opção
- Não sei bem
- Não sei, não estava certo do que me poderia beneficiar
- Porque me sinto sempre bem, quando me envolvo nestas iniciativas
- Porque acreditei que seria importante para mim
- Sabia que tinha de avançar
- Participei mas na dúvida se seria algo que fosse prosseguir no futuro

Q9 - Indique se participou em alguma iniciativa do Programa de Voluntariado da EDP até hoje. (1) Sim; (2) Não

Agora vamos abordar aspetos relacionados com sua atual situação profissional.

Q10 - Indique o nível de satisfação ou insatisfação que sente no seu trabalho, usando a seguinte escala:

1- Estou extremamente insatisfeito; 7 - Estou extremamente satisfeito

- Condições físicas de trabalho
- Liberdade de escolher o próprio método de trabalho

- Colegas de trabalho
- Reconhecimento pelo trabalho
- A sua Chefia
- Responsabilidades a seu cargo
- Remuneração
- Oportunidade de pôr as capacidades em prática
- Relação colaboradora e chefia
- Oportunidade de promoção na carreira
- Gestão organizacional
- Valorização/atenção às sugestões individuais
- Horário de trabalho
- Diversidade no trabalho
- Segurança no trabalho

Q11 - De um modo geral quão satisfeito(a) ou insatisfeito(a) se sente no trabalho?

Escala: 1- Estou extremamente insatisfeito; 7 - Estou extremamente satisfeito

As questões que se seguem pretendem compreender o seu Bem-Estar Geral.

Q12 - Considerando todos os aspetos da sua vida, qual o grau de felicidade que sente?

Escala: 1 – Extremamente Infeliz; 10 – Extremamente Feliz

Q13 - Tudo somado, qual é o grau de satisfação com a vida em geral?

Escala: 1 – Extremamente Infeliz; 10 – Extremamente Feliz

Por último, as questões seguintes são no âmbito da Responsabilidade Social Corporativa.

Q14- Indique em que medida concorda ou discorda as seguintes afirmações:

Escala: 1 – Discordo totalmente; 7- Concordo totalmente

- A empresa onde trabalho está genuinamente interessada em ser uma empresa socialmente responsável
- A empresa onde trabalho promove iniciativas no âmbito da responsabilidade Social porque se sente moralmente obrigada a agir.
- A empresa onde trabalho tem a preocupação de promover iniciativas que respondem a necessidade da comunidade onde está inserida.

Q15 - Indique em que medida concorda ou discorda das seguintes afirmações:

Escala: 1 – Discordo totalmente; 7- Concordo totalmente

- A empresa onde trabalho promove ações no âmbito da responsabilidade social, no sentido também da autopromoção.
- A empresa onde trabalho promove iniciativas no âmbito da responsabilidade social visto que existe uma pressão competitiva nesse sentido
- A empresa onde trabalho promove iniciativas no âmbito da responsabilidade social meramente por questões de rentabilidade.

Obrigada pela sua colaboração.

Caso esteja interessado em receber os resultados do presente estudo, solicitamos que envie um e-mail para mteresa.cardigos@gmail.com.

Survey - English version

Introduction

Q1 - Age

Q2 - Gender

Q3 - How long have you been with EDP?

Q4 - How long have you been working with your current manager?

Description of the project

Q5 - Have you participated in any initiative of this specific project? (1) Yes; (2) No

Q6 - How many days?

Q7 - Describe the impact of the participation

Scale: 0 - not at all meaningful; 4- extremely meaningful.

- This activity was meaningful to me.
- The tasks I performed were personally meaningful to me.
- This activity was very important to me.

Q8 - Have you participated in any activity promoted by the EDP Corporate Volunteering Program? (1) Yes; (2) No

Q9 - Please circle the number that best describes the reason why you engaged in this activity.

Scale: 1 - does not correspond; 7 - corresponds exactly.

- Because I think this activity is interesting
- Because I am doing it for my own good

- Because I am supposed to do it.

- There may be good reasons to do this activity, but personally I don't see any.

- Because I think that this activity is pleasant

- Because I think that this activity is good for me

- Because it is something that I have to do

- I do this activity, but I am not sure if it is worth it

- Because this activity is fun

- By personal decision

- Because I don't have any choice

- I don't know;

- I don't see what this activity brings me

- Because I feel good when doing this activity

- Because I believe that this activity is important for me

- Because I feel that I have to do it

- I do this activity, but I am not sure it is a good thing to pursue it

Aspects of your Professional current Situation

Q10 - Indicate how satisfied or dissatisfied you are with it by using the following scale.

Scale: 1- I'm extremely dissatisfied; 7 - I'm extremely satisfied

- The physical work conditions

- The freedom to choose your own method of working

- Your colleagues

- The recognition you get for your work

- Your immediate boss

- The amount of responsibility you are given

- Your rate of pay

- Your opportunity to use your abilities

- Industrial relations between management and workers

- Your chance of promotion

- The way your firm is managed

- The attention paid to suggestions you make

- Your hours of work

- The amount of variety in your job

Your job security

Q11 - Now, taking everything into consideration, how do you feel about your job as a whole?

Scale: 1- I'm extremely dissatisfied; 7 - I'm extremely satisfied

Question about Subjective Well being

Q12 - Considering your life how happy do you feel?

Scale: 1 – Extremely Sad; 10 – Extremely Happy

Q13 - Regarding all the aspects of your life, how are you satisfied in general?

Scale: 1 – Extremely unsatisfied; 10- Extremely satisfied

Questions about perceptions of Firm CSR

Q14 - Please indicate the extent to which you agree/disagree with each of the following statements.

Scale: 1 – Totally agree; 7- Totally disagree

- The firm I work for is genuinely concerned about being socially responsible.

- The firm I work for engages in socially responsible initiatives because it feels morally obligated to help.

- The firm I work for engages in socially responsible initiatives in order to give back something to the community.

Q15 - Please indicate the extent to which you agree/disagree with each of the following statements.

- The firm I work for engages in socially responsible initiatives in order to get more customers.

- The firm I work for engages in socially responsible initiatives because it feels competitive pressures to engage in such activities.

- The firm I work for hopes to increase its profits by engaging in socially responsible initiatives.

End of questionnaire

Thank you for your collaboration. If you are interested in receiving the results of this study, please send an e-mail to mteresa.cardigos@gmail.com.

Appendix VII - Quantitative analysis

A. Correlation of variables

Table 1 - Mean, Standard Deviation and Correlation of all the variables

	Mean	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1. Well-being	8.11	1.24	1									
2. Amotivation	1.87	1.10	.044	1								
3. Identified Regulation	4.54	1.07	.161	0.128	1							
4. Intrinsic Satisfaction	4.45	1.29	.290**	0	.234	1						
5. Extrinsic Satisfaction	4.94	1.04	.348**	-.041	.242*	.844**	1					
6. Meaningful Participation	3.60	0.53	.151	-.084	.337**	.182	.162	1				
7. Job Satisfaction	4.81	1.07	.271**	-.108	.164	.969**	.955**	.232	1			
8. CSR Intrinsic	5.79	1.11	.311**	-.171	.266*	.295**	.357**	.161	.306**	1		
9. CSR Extrinsic	3.91	1.49	.043	.357**	.290*	-.013	.005	-.032	.005	.111	1	
10. Overall JobSatisfaction	5.13	1.22	.552**	-.162	-.284*	.682**	.765**	-.260*	.745**	.336**	.058	1

*p<0.05,**p<0.01.

B. Description of Variables

Table 2 - Meaningful participation

	1	2	3	4	M	DP
Esta iniciativa teve muito significado para mim	0,00%	2,90%	14,70%	82,40%	3,79	0,47
As tarefas que executei foram especialmente marcantes pai	2,90%	10,30%	35,30%	51,50%	3,35	0,78
Esta iniciativa foi especialmente importante para mim	1,40%	4,30%	21,70%	72,50%	3,65	0,63

Legenda: 1 - Totalmente falso; 2 - Nem falso nem verdadeiro; 3 - Provavelmente verdadeiro; 4 - Totalmente verdadeiro

Table 3 – Well-being

	1	2	3	4	5	6	7	8	9	10	M	DP
Considerando todos os aspetos da sua vida, qual o grau de felicidade que sente.				2,00%	4,10%	4,80%	16,30%	32,70	31,30	8,08	8,03	1,31
Tudo somado, qual é o grau de satisfação com a vida em geral.		0%		1,40%	2,70%	5,40%	14,30%	27,90	38,10	10,20	8,20	1,26

Table 4 - Behavioral Motivation

	1	2	3	4	5	6	M	DP
Senti que era uma iniciativa interessante	2,90%	1,50%	0,00%	1,50%	23,50%	70,60%	5,53	1,03
Senti que iria fazer algo para o meu próprio bem	13,20%	4,40%	10,30%	16,20%	29,40%	26,50%	4,24	1,68
Senti que era suposto participar	10,40%	10,40%	7,50%	7,50%	25,40%	38,80%	4,43	1,76
Pessoalmente não houve nenhuma razão em especial	53,70%	13,40%	7,50%	4,50%	14,90%	6,00%	2,31	1,74
Senti que me iria satisfazer	10,30%	5,90%	4,40%	17,60%	30,90%	30,90%	4,46	1,61
Senti que seria positivo para mim	5,90%	4,40%	5,90%	8,80%	32,40%	42,60%	4,85	1,45
Senti que tinha a obrigação de participar	8,80%	7,40%	4,40%	2,90%	17,60%	58,80%	4,90	1,70
Não tinha a certeza se iria valer a pena, mas participei	58,80%	16,20%	5,90%	7,40%	10,30%	1,50%	1,99	1,46
Percebi que me ia divertir certamente	22,10%	11,80%	13,20%	13,20%	23,50%	16,20%	3,53	1,82
Por motivos pessoais	23,90%	9,00%	10,40%	20,90%	22,40%	13,40%	3,49	1,78
Não tinha outra opção	91,20%	5,90%	1,50%	0,00%	1,50%	0,00%	1,15	0,58
Não sei bem	83,80%	8,80%	1,50%	1,50%	4,40%	0,00%	1,34	0,94
Não sei, não estava certo do que me poderia beneficiar	83,80%	5,90%	2,90%	5,90%	1,50%	0,00%	1,35	0,91
Porque me sinto sempre bem, quando me envolvo nestas iniciat	1,40%	1,40%	1,40%	10,10%	15,90%	69,60%	5,46	1,01
Porque acreditei que seria importante para mim	8,80%	5,90%	5,90%	14,70%	23,50%	41,20%	4,62	1,62
Sabia que tinha de avançar	4,50%	1,50%	6,00%	9,00%	19,40%	59,70%	5,16	1,33
Participei mas na dúvida se seria algo que fosse prosseguir no f	62,10%	7,60%	7,60%	7,60%	12,10%	3,00%	2,09	1,61

Legenda: 1- Não corresponde; 2 - Corresponde muito pouco; 3 - Corresponde pouco; 4 - Corresponde moderadamente; 5 - Corresponde o suficiente;
6 - Corresponde muito

Table 5 –Job satisfaction

	1	2	3	4	5	6	7	M	SD
Condições físicas de trabalho	0,70%	2,70%	6,10%	11,50%	35,80%	23,60%	19,60%	5,28	1,28
Liberdade de escolher o próprio método de tra	2,10%	3,50%	9,20%	14,10%	33,10%	28,20%	9,90%	4,96	1,36
Colegas de trabalho	1,40%	2,10%	4,80%	11,00%	33,80%	30,30%	16,60%	5,31	1,26
Reconhecimento pelo trabalho	4,80%	17,10%	11,00%	16,40%	26,70%	11,60%	12,30%	4,27	1,73
Chefia	2,80%	6,30%	10,50%	15,40%	19,60%	23,80%	21,70%	5,01	1,64
Responsabilidades a seu cargo	0,70%	5,50%	12,40%	12,40%	32,40%	24,10%	12,40%	4,92	1,40
Remuneração	3,50%	9,70%	15,30%	24,30%	27,10%	16,70%	3,50%	4,26	1,43
Oportunidade de pôr as capacidades em prática	5,50%	6,20%	10,30%	20,70%	21,40%	23,40%	12,40%	4,66	1,64
Relação colaboradores e chefia	4,80%	4,10%	12,20%	9,50%	21,80%	22,40%	25,20%	5,07	1,72
Oportunidade de promoção na carreira	21,00%	21,00%	10,50%	20,30%	16,80%	9,10%	1,40%	3,24	1,71
Gestão organizacional	9,00%	8,30%	14,60%	27,80%	20,10%	15,30%	4,90%	4,07	1,59
Valorização/atenção às sugestões individuais	7,00%	9,90%	11,30%	22,50%	21,10%	16,90%	11,30%	4,37	1,71
Horário de trabalho	0,70%	0,70%	6,10%	12,20%	29,30%	32,00%	19,00%	5,41	1,20
Diversidade no trabalho	1,40%	2,80%	9,00%	24,10%	23,40%	23,40%	15,90%	4,99	1,39

Table 6 - Intrinsic CSR - induced attribution

	1	2	3	4	5	6	7	M	DP
A empresa onde trabalho está genuinamente interessada em ser uma empresa socialmente responsável.	0,70%	0,70%	3,40%	6,10%	17,00%	27,20%	44,90%	5,99	1,20
A empresa onde trabalho promove iniciativas no âmbito da responsabilidade Social porque se sente moralmente obrigada a agir.	4,80%	6,80%	6,80%	6,10%	17,70%	25,90%	32,00%	5,31	1,78
A empresa onde trabalho tem a preocupação de promover iniciativas que respondem a necessidades da comunidade onde está inserida.	0,00%	0,70%	4,10%	4,10%	18,90%	26,40%	45,90%	6,04	1,13

Table 7 - Extrinsic CSR-induced attribution

	1	2	3	4	5	6	7	M	DP
A empresa onde trabalho promove ações no âmbito da responsabilidade social, no sentido também da autopromoção.	6,10%	6,80%	9,50%	14,30%	23,10%	21,80%	18,40%	4,80	1,74
A empresa onde trabalho promove iniciativas no âmbito da responsabilidade social visto que existe uma pressão competitiva nesse sentido.	8,80%	15,00%	11,60%	16,30%	23,80%	15,00%	9,50%	4,14	1,79
A empresa onde trabalho promove iniciativas no âmbito da responsabilidade social meramente por questões de rentabilidade.	30,60%	25,90%	10,90%	14,30%	7,50%	6,80%	4,10%	2,79	1,78

C. Regression Analysis

a) Dependent variable: Job satisfaction

Table 8.1 - Regression Analysis: Amotivation and Participation

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
	(Constant)	5.097	0.154		32.996	0
Model 1	Meaningful Participation	-0.626	0.294	-0.278	-2.131	.038*
	Amotivation	-0.106	0.143	-0.096	-0.737	0.464
	(Constant)	5.106	0.157		32.445	0
Model 2	Meaningful Participation	-0.608	0.300	-0.270	-2.031	.047*
	Amotivation	-0.110	0.145	-0.100	-0.760	0.451
	Meaningful Participation X Amotivation	0.122	0.308	0.053	0.397	0.693

Dependent variable: Well-being

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

Table 8.2 - Regression Analysis: Identified Regulation and Participation

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
	(Constant)	5,094	0,154		33,004	0
Model 1	Meaningful Participation	-0,516	0,310	-0,229	-1,662	0,102
	Identified Regulation	-0,127	0,168	-0,105	-0,759	0,451
	(Constant)	5,092	0,162		31,339	0
Model 2	Meaningful Participation	-0,523	0,363	-0,232	-1,442	0,155
	Identified Regulation	-0,128	0,170	-0,105	-0,753	0,455
	Meaningful Participation X Identified Regulation	0,011	0,269	0,006	0,039	0,969

Dependent variable: Well-being

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

b) Dependent variable: Well-being

Table 8.3 - Regression Analysis: Amotivation and Participation

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
Model 1	(Constant)	8,191	0,155		52,837	0
	Meaningful Participation	-0,374	0,298	-0,154	-1,255	0,214
	Amotivation	-0,066	0,142	-0,057	-0,464	0,644
Model 2	(Constant)	8,191	0,157		52,188	0,000
	Meaningful Participation	-0,375	0,303	-0,155	-1,239	0,220
	Amotivation	-0,066	0,143	-0,057	-0,461	0,646
	Meaningful Participation X Amotivation	-0,011	0,312	-0,005	-0,036	0,971

Dependent variable: Well-being

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

Table 8.4 - Regression Analysis: Identified Regulation and Participation

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
Model 1	(Constant)	8,191	0,152		53,903	0
	Meaningful Participation	-0,265	0,310	-0,11	-0,855	0,396
	Identified Regulation	-0,147	0,152	-0,124	-0,968	0,336
Model 2	(Constant)	8,22	0,161		51,182	0,000
	Meaningful Participation	-0,183	0,342	-0,076	-0,535	0,595
	Identified Regulation	-0,144	0,153	-0,121	-0,941	0,350
	Meaningful Participation X Identified Regulation	-0,151	0,261	-0,078	-0,576	0,566

Dependent variable: Well-being

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