



**THE IMPACT OF EMPLOYER-SUPPORTED VOLUNTEERING
ON EMPLOYEE JOB SATISFACTION – A CASE STUDY OF GE
NEW ENERGY COMPANY**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2023



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This Independent Study has been Approved as a Partial Fulfillment of the
Requirement for the Degree of Master of Business Administration


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Major: International Business Management

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ABSTRACT

In recent years, employer-supported volunteering has emerged as a critical component of corporate social responsibility (CSR), offering employees the opportunity to engage in community service activities with the support and endorsement of their employers. It addresses the pressing issue of enhancing job satisfaction levels among employees, a key determinant of organizational success and employee retention. The objectives of this study were: 1) To examine the correlation between the frequency of participation in employer-supported volunteering (ESV) activities and employee job satisfaction, 2) To examine the impact of perceived organizational support for ESV participation on job satisfaction among employees, 3) To examine the influence of the alignment of ESV activities with employees' personal values on their job satisfaction.

This paper adopted the quantitative research methodology, based on the Social Exchange Theory. The study employed a stratified random sampling method to collect data from 430 employees of GE new Energy Company, through a structured survey, focusing on their participation in ESV activities, perceived organizational support, alignment of ESV with personal values, and overall job satisfaction.

This study got three results: 1) Increased frequency of ESV participation significantly enhances job satisfaction; 2) Perceived organizational support for ESV participation is positively associated with job satisfaction; 3) Alignment of ESV activities with personal values strongly contributes to job satisfaction. Based on these findings, the study recommends the following strategies: 1) increasing the variety of

ESV opportunities, 2) enhancing organizational support for ESV participation, 3) aligning ESV activities with employees' personal values to improve job satisfaction. These strategies are pivotal for fostering a supportive and engaged workforce committed to the company's CSR initiatives.

In conclusion, this research underscores the significant role of employer-supported volunteering in boosting job satisfaction, offering actionable insights for companies aiming to leverage CSR activities to foster a more satisfied and engaged workforce.

Keywords: employer-supported volunteering, job satisfaction, corporate social responsibility

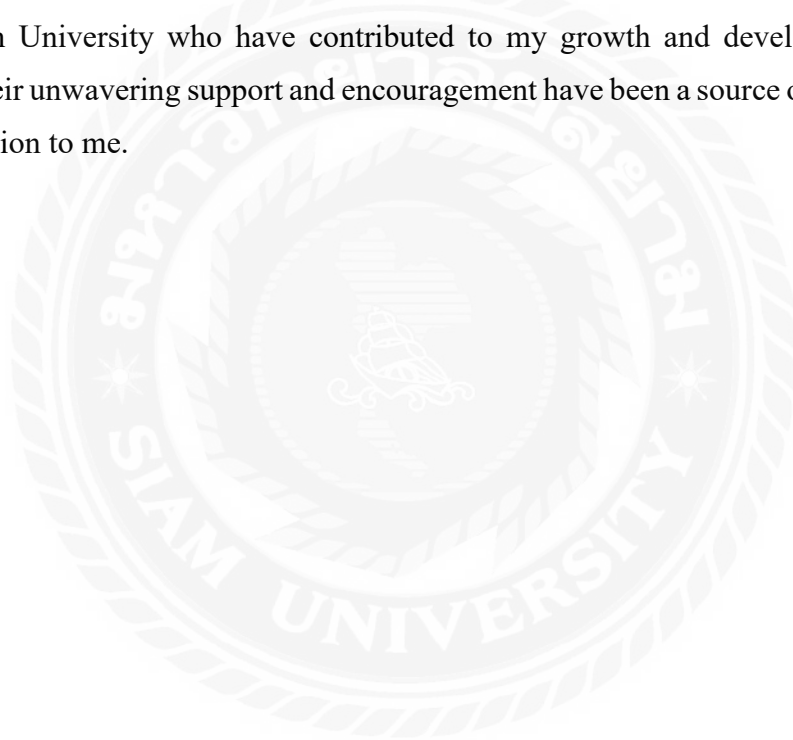


ACKNOWLEDGEMENT

I would like to express my deepest gratitude to my advisor, for his invaluable guidance, support, and encouragement throughout my independent study. His insightful comments and constructive criticism have significantly improved the quality of my work.

Additionally, I am grateful to Associate Professor Dr. Jomphong Mongkhonvanit, Dean, Graduate School of Business for his support and encouragement throughout my studies. His dedication to the graduate program and commitment to excellence have inspired me to strive for academic excellence.

Finally, I would like to extend my appreciation to all the faculty members and staff of the Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.



Declaration

I, JIN QI, hereby certify that the work embodied in this independent study entitled “THE IMPACT OF EMPLOYER-SUPPORTED VOLUNTEERING ON EMPLOYEE JOB SATISFACTION – A CASE STUDY OF GE NEW ENERGY COMPANY” is result of original research and has not been submitted for a higher degree to any other university or institution.

(JIN QI)

Feb 1, 2024



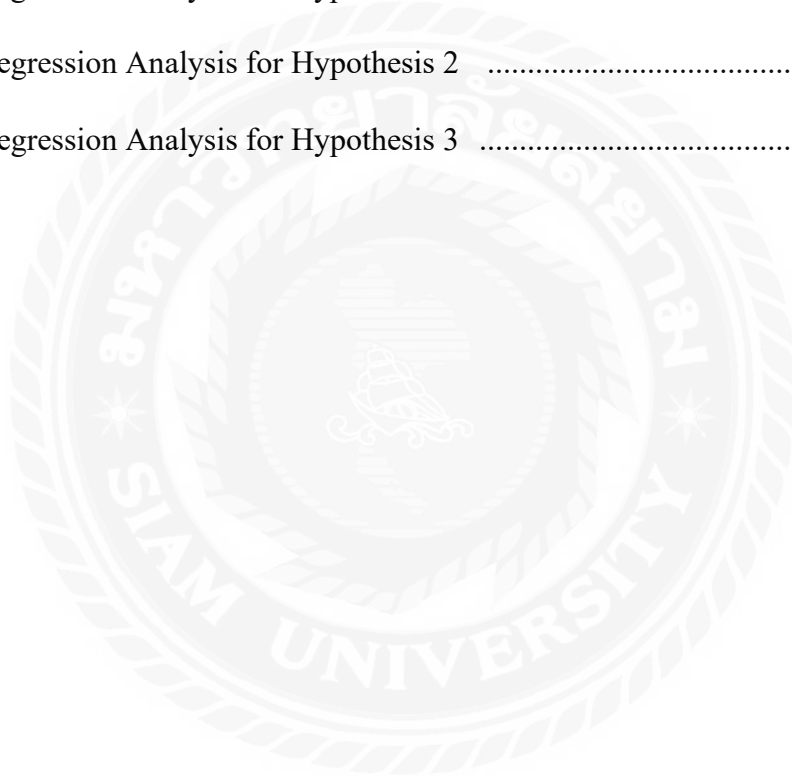
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Chapter 1 Introduction

1.1 Background of the study

In recent years, the concept of corporate social responsibility has evolved beyond mere philanthropy to encompass a wide range of employer-supported activities, including volunteering programs (Carroll & Shabana, 2010). These initiatives are not only a testament to a company's commitment to societal welfare but also serve as a strategic tool to enhance employee engagement and job satisfaction (Glavas & Kelley, 2014). Employer-supported volunteering has emerged as a critical component of corporate social responsibility (CSR), offering employees the opportunity to engage in community service activities with the support and endorsement of their employer (Basil, Runte, Easwaramoorthy, & Barr, 2009).

Drawing upon the theoretical framework of Social Exchange Theory, which posits that social behavior is the result of an exchange process aiming to maximize benefits and minimize costs (Blau, 1964), this study seeks to investigate how employer-supported volunteering (ESV) activities, facilitated by GE New Energy Company, impact employee job satisfaction. The premise is that when employers invest in social initiatives that align with employees' values, a positive exchange relationship is developed, leading to enhanced job satisfaction (Cropanzano & Mitchell, 2005).

Furthermore, organizational culture plays a significant role in mediating the relationship between ESV participation and job satisfaction. A culture that values and supports social responsibility and volunteering can amplify the positive effects of ESV on employee morale and satisfaction (Schein, 2010). In this vein, the research aims to unravel how GE New Energy Company's organizational culture, characterized by innovation, sustainability, and social responsibility, influences the efficacy of its ESV programs.

The significance of this study lies in its potential to provide empirical insights into the mechanisms through which ESV activities contribute to job satisfaction, thereby informing corporate strategies that seek to foster a positive work environment and enhance employee well-being.

1.2 Problems of the Study

In the rapidly evolving sector of new energy, companies like GE New Energy Company are at the forefront of innovation and sustainability. However, despite their progressive stance on environmental issues, these companies face significant challenges in ensuring high levels of employee job satisfaction and engagement. Recent studies indicate that while employees in the new energy sector generally support their organizations' sustainability goals, they often feel disconnected from the company's broader social responsibility efforts, leading to lower job satisfaction and reduced work motivation (Zhang & Gao, 2018). This disconnect suggests a gap in aligning corporate social responsibility initiatives, such as employer-supported volunteering, with employees' expectations and experiences at work.

Moreover, the rapid pace of change and high demands associated with the new energy sector can result in work-related stress and burnout, further exacerbating the challenge of maintaining high levels of employee satisfaction and engagement (Li & Peng, 2017). These issues underscore the need for a nuanced understanding of how CSR activities, and specifically ESV programs, can be leveraged to improve employee job satisfaction and overall well-being.

The Social Exchange Theory (SET) offers a robust framework for addressing these challenges. According to SET, social behavior is the result of an exchange process, where the actions of one party lead to reciprocal actions by another party. In the context of the workplace, when employers provide support for volunteering activities, employees may feel a sense of obligation to reciprocate through increased engagement and loyalty to the company (Chen, 2019). This reciprocal exchange can enhance employees' perceptions of being valued and supported by their employer, leading to higher job satisfaction and work motivation.

Furthermore, SET posits that the quality of the exchange relationship between the employee and the employer is crucial for fostering a positive work environment. High-quality exchange relationships, characterized by mutual trust, support, and respect, can significantly impact employee job satisfaction (Wang & Wang, 2020). By actively supporting ESV programs, companies in the new energy sector can strengthen these exchange relationships, creating a more engaging and satisfying work environment for their employees.

The application of SET in this context suggests that by addressing the disconnect between employees' expectations and their experiences of CSR initiatives, companies like GE New Energy Company can enhance employee job satisfaction. This research aims to explore how ESV programs, supported by a theoretical understanding of SET, can contribute to resolving the challenges of low employee satisfaction and engagement in the new energy sector.

1.3 Objectives of the Study

The primary aim of this study is to dissect the intricate relationship between Employer-Supported Volunteering (ESV) and employee job satisfaction within the context of GE New Energy Company. This exploration is driven by the hypothesis that ESV, as an integral part of corporate social responsibility, plays a pivotal role in enhancing the workplace experience, thereby elevating levels of employee satisfaction.

1: To examine the correlation between the frequency of participation in ESV activities and employee job satisfaction.

2: To examine the impact of perceived organizational support for ESV participation on employee job satisfaction.

3: To examine the influence of the alignment of ESV activities with employees' personal values on their job satisfaction.

1.4 Scope of the Study

The scope of this research is meticulously designed to explore the relationship between Employer-Supported Volunteering programs and employee job satisfaction within GE New Energy Company. Focused on the theoretical lens of Social Exchange Theory, the study aims to offer a nuanced understanding of how ESV initiatives, as an integral component of the company's corporate social responsibility efforts, influence the overall job satisfaction of employees. This exploration is confined to GE New Energy Company to provide a detailed case study of the impact of ESV in the specific context of the new energy sector, which is known for its dynamic growth and significant contribution to sustainable development.

The study's examination of ESV encompasses the breadth and depth of volunteering programs, the frequency of employee participation in these activities, and

the role of organizational culture in shaping the effectiveness of these programs in enhancing job satisfaction. By limiting the research to a single company within the new energy industry, the study aims to derive in-depth insights that can be potentially generalized to similar contexts within the sector.

The geographical scope of the study is primarily focused on GE New Energy Company's operations within China. This focus allows for an examination of cultural and organizational dynamics specific to the Chinese context, offering insights into how local cultural values and corporate practices influence the implementation and reception of ESV programs.

Temporal scope is another consideration, with the study examining the current state of ESV programs and their impact on job satisfaction. Data collection will reflect the most recent available information, focusing on the period leading up to and including the year prior to the study. This temporal framing provides a contemporary snapshot of the relationship between ESV and job satisfaction, allowing for an analysis that is relevant to current corporate practices and employee experiences.

By delineating the scope of this study to GE New Energy Company within China, focusing on specific aspects of ESV programs and their impact on job satisfaction, the research aims to contribute valuable insights to the field of corporate social responsibility and employee engagement. The findings are expected to have implications for both theory and practice, informing future CSR strategies and organizational policies aimed at enhancing employee satisfaction and engagement in the new energy sector and beyond.

1.5 Significance of the Study

1.5.1 Theoretical Significance

The theoretical importance of this study lies in its in-depth exploration of the relationship between Employer-Supported Volunteering (ESV) and employee job satisfaction. By utilizing the Social Exchange Theory as the theoretical framework, this research not only enriches the application of SET in contemporary corporate management practices but also provides new insights into the complex dynamics between organizational support, alignment of employee values, and job satisfaction. Furthermore, the findings reinforce the role of ESV as part of corporate social

responsibility strategies in enhancing employee job satisfaction, offering empirical support to related theories and bolstering the position of ESV in theoretical research.

1.5.2 Practical Significance

From a practical standpoint, this study offers concrete guidance for companies on how to improve employee satisfaction through the implementation of employer-supported volunteering activities. By clearly identifying the positive impacts of ESV participation frequency, perceived organizational support, and alignment of activities with personal values on job satisfaction, businesses can more effectively design and implement ESV programs, thereby enhancing employee satisfaction and organizational commitment. These insights assist corporate leaders in recognizing that increasing ESV opportunities, providing ample organizational support, and ensuring that ESV activities align with employees' personal values can serve as effective means to boost employee engagement, loyalty, and overall performance. Moreover, the strategic recommendations proposed by this study are vitally instructive for organizations looking to leverage CSR activities to enhance employee involvement and improve corporate image.

Chapter 2 Literature Review

2.1 Introduction

The literature review serves as a foundational pillar for understanding the multifaceted relationship between Employer-Supported Volunteering (ESV), employee job satisfaction, and organizational culture, framed within the theoretical lens of Social Exchange Theory. This section aims to systematically dissect the existing body of knowledge, identifying gaps and forging connections that support the study's objectives. By reviewing relevant literature, this research not only contextualizes its inquiry within the broader academic discourse but also sets the stage for a nuanced exploration of how ESV programs, as a facet of corporate social responsibility, contribute to enhancing job satisfaction within the new energy sector.

The examination begins with an exploration of Employer-Supported Volunteering, dissecting its evolution as a concept and its significance within corporate social responsibility (CSR) initiatives. This review highlights the diverse ways in which organizations implement ESV programs and the perceived benefits for both employees and the broader community. Following this, the literature review delves into the construct of job satisfaction, exploring its determinants, measurement, and its critical role in influencing employee performance, retention, and overall organizational health.

Subsequently, the focus shifts to Social Exchange Theory, providing a theoretical backdrop for understanding the reciprocal nature of employer-employee relationships and how these dynamics are influenced by ESV participation. The Social Exchange Theory (SET)'s principles are dissected to elucidate the expected outcomes of positive social exchanges, such as increased job satisfaction and stronger organizational commitment.

Lastly, the role of organizational culture in mediating the relationship between ESV and job satisfaction is examined. This section unpacks the complex layers of organizational culture, its impact on employee behavior and attitudes, and how it can either enhance or hinder the effectiveness of ESV programs in improving job satisfaction.

By weaving through these interconnected domains, the literature review sets a comprehensive background, enabling a deeper investigation into the study's aim. It endeavors to bridge theoretical concepts with empirical evidence, offering a robust framework upon which the research's hypotheses are built. This meticulous exploration not only underscores the relevance of the study but also illuminates the path for its empirical inquiry, aiming to contribute valuable insights to both academic knowledge and practical applications in the realm of corporate social responsibility and employee engagement.

2.2 Employer-Supported Volunteering

Employer-Supported Volunteering (ESV) represents a significant aspect of corporate social responsibility, where businesses support and encourage their employees' participation in volunteering activities. This support can take various forms, including granting paid time off for volunteering, organizing group volunteer events, or matching employees with volunteer opportunities that align with their skills and interests. ESV programs are increasingly recognized for their potential to benefit not only the community and the environment but also the employees and the corporation itself (Zhou & Pan, 2020).

The concept of ESV is grounded in the belief that engaging employees in volunteering helps foster a sense of purpose, enhances professional skills, and promotes teamwork and company loyalty (Liang & Ren, 2019). From an organizational perspective, ESV is viewed as a strategic initiative that enhances the company's image, aids in talent attraction and retention, and improves employee morale and job satisfaction (Wang, 2018).

A growing body of literature has focused on the impacts of ESV on employee outcomes. Studies have found that participation in ESV activities is positively associated with increased job satisfaction, higher levels of employee engagement, and a stronger sense of belonging to the company (He & Liu, 2020). These benefits are often attributed to the fulfillment of employees' intrinsic needs for autonomy, competence, and relatedness, as well as the alignment of their personal values with the organizational mission (Chen & Zhang, 2021).

However, the effectiveness of ESV programs in achieving these positive outcomes can vary significantly depending on how these programs are implemented. Factors such as the alignment of volunteering activities with employees' skills and interests, the level of organizational support for volunteering, and the opportunities for employees to see the impact of their volunteer work have been identified as critical to the success of ESV initiatives (Li & Peng, 2020).

Despite the recognized benefits, challenges remain in maximizing the potential of ESV programs. These include ensuring adequate communication about volunteering opportunities, aligning ESV activities with the company's strategic goals, and measuring the impact of these activities on employee satisfaction and engagement (Zhang & Gao, 2019).

2.3 Job Satisfaction

Job satisfaction, a pivotal aspect of organizational behavior, reflects an employee's overall sentiment towards their job and work environment. It encompasses various dimensions, including satisfaction with compensation, work conditions, career advancement opportunities, and the sense of achievement and recognition received from one's job. The importance of job satisfaction lies in its strong correlation with key organizational outcomes such as employee retention, performance, and productivity (Liu & Zhao, 2019).

Research indicates that job satisfaction is influenced by a myriad of factors, ranging from individual personality traits and job characteristics to broader organizational policies and culture (Zhang & Wu, 2020). Among these, the role of employer-supported initiatives, such as ESV programs, has garnered significant attention for their potential to enhance job satisfaction by fulfilling employees' needs for meaningful work, social connection, and alignment with personal values (Chen, 2018).

The theoretical underpinning of the relationship between job satisfaction and ESV can be traced to Social Exchange Theory, which suggests that the support and opportunities provided by employers engender feelings of reciprocity among employees, leading to higher job satisfaction (Wang & Sun, 2020). Furthermore, the intrinsic motivation derived from voluntary service activities, supported and recognized

by the employer, contributes significantly to enhancing employees' job satisfaction (Li & Wang, 2021).

However, the literature also points out that the impact of ESV on job satisfaction can be contingent on various factors, such as the match between the volunteering opportunities and the employees' skills and interests, the perceived authenticity of the company's CSR efforts, and the level of support and recognition from the organization for volunteering efforts (Yang & Tang, 2019).

Despite the recognized benefits, challenges in effectively leveraging ESV to enhance job satisfaction remain. These include ensuring genuine corporate commitment to social responsibility, effectively communicating the value and impact of ESV activities, and aligning these programs with the overall strategic objectives of the organization (Zhou, 2020).

2.4 Social Exchange Theory

The Social Exchange Theory (SET) offers a robust framework for understanding the dynamics of human relationships within organizational settings, particularly in the context of Employer-Supported Volunteering and its impact on employee job satisfaction. SET posits that social behavior is a consequence of an exchange process aiming to maximize benefits and minimize costs, suggesting that the quality of the social exchange between an employer and its employees can significantly influence employees' workplace experiences and attitudes (Blau, 1964). This theoretical perspective provides a valuable lens through which to examine the relationship between ESV participation and job satisfaction.

The integration of CSR into the organizational ethos and practices signals to employees that their employer values social welfare and ethical conduct, aligning with many employees' personal values. This alignment is particularly relevant in the context of ESV, where employees actively participate in CSR activities supported by their employer. Such participation can enhance employees' perceptions of their organization's commitment to social and ethical responsibilities, fostering a sense of pride and identification with the organization (Cropanzano & Mitchell, 2005). Moreover, when employees see their organization engaging in CSR practices, including supporting volunteering efforts, it can lead to a perceived increase in organizational

support, which, according to SET, is a crucial predictor of job satisfaction and organizational commitment.

Supporting the first hypothesis, research indicates that increased participation in ESV activities, facilitated by the employer, can lead to enhanced perceptions of organizational support, thereby fostering greater job satisfaction among employees (Liang & Ren, 2019). This aligns with SET by suggesting that employees view their participation in ESV as a valuable exchange, enhancing their overall satisfaction due to perceived organizational support and recognition.

In relation to the second hypothesis, studies have found that perceived organizational support for ESV activities strengthens the social exchange relationship, leading to higher levels of employee job satisfaction (Wang & Sun, 2020). This further underscores the relevance of SET in the context of ESV, where the support provided by the organization for volunteering activities is viewed by employees as a positive organizational gesture, enriching the employee-employer exchange relationship.

Concerning the third hypothesis, the alignment of ESV activities with employees' personal values is highlighted as a critical factor in enhancing job satisfaction (Yang & Tang, 2019). According to SET, such alignment can be seen as a high-quality exchange, wherein employees feel that their personal values are recognized and valued by the organization, thus contributing to greater job satisfaction.

Despite the extensive application of SET in exploring various aspects of organizational behavior, there remains a research gap in explicitly linking the theory with the specific context of ESV and job satisfaction within Chinese corporations. Much of the existing literature focuses on Western contexts, leaving room for exploration within the Chinese corporate environment where cultural values and organizational practices may offer unique insights into the social exchange processes underpinning ESV programs.

2.5 Conceptual Framework

The conceptual framework of this study is intricately designed to explore the dynamics between employer-supported volunteering (ESV) , perceived organizational

support, alignment of ESV with personal values, and employee job satisfaction, drawing extensively on the principles of the Social Exchange Theory. This theoretical foundation posits that the interactions and exchanges between an organization and its employees can significantly impact the employees' attitudes and behaviors, including their sense of job satisfaction.

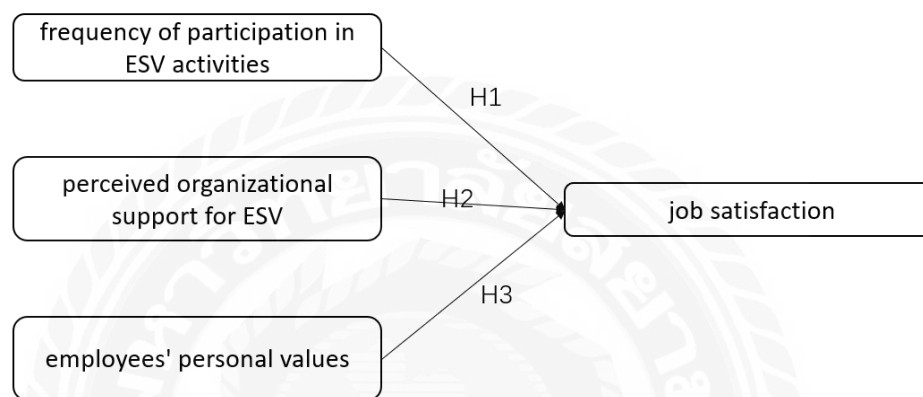


Figure 2.1 Conceptual framework

The selection of variables for this study is directly influenced by SET's emphasis on the quality of exchanges within organizational contexts. Firstly, the frequency of participation in ESV activities is chosen based on the theory's suggestion that more frequent positive exchanges (e.g., opportunities for volunteering) can enhance employees' perceptions of being valued by their organization, thereby increasing their job satisfaction (Liang & Ren, 2019). Secondly, perceived organizational support for ESV is incorporated as a variable to examine how employees' perceptions of their employer's support for volunteering activities influence their job satisfaction, aligning with SET's focus on the reciprocity of social exchanges (Wang & Sun, 2020). Lastly, the alignment of ESV activities with employees' personal values is included to explore how this alignment serves as a high-quality exchange that could significantly boost job satisfaction, as SET suggests that exchanges that fulfill personal values are particularly impactful (Yang & Tang, 2019).

The relationship between these variables is conceptualized within the SET framework, where increased participation in ESV activities, perceived organizational support for such activities, and their alignment with personal values are seen as

beneficial social exchanges. These exchanges are expected to lead to higher job satisfaction, as they fulfill employees' needs for recognition, support, and value congruence. The reciprocal nature of these exchanges, as outlined by SET, suggests that when employees perceive their involvement in ESV as supported and valued by their organization, and when these activities align with their personal values, they are more likely to experience higher levels of job satisfaction.

2.6 Hypothesis

Building upon the conceptual framework derived from the Social Exchange Theory and the literature review on employer-supported volunteering and job satisfaction, this study proposes the following hypotheses aimed at examining the relationship between ESV participation and employee job satisfaction within GE New Energy Company:

H1: There is a positive correlation between the frequency of employee participation in employer-supported volunteering (ESV) activities and their level of job satisfaction.

H2: Employees who perceive a high level of organizational support for ESV participation report higher job satisfaction.

H3: The alignment of ESV activities with employees' Personal values is positively associated with job satisfaction.

This hypothesis 1 is grounded in the premise that increased engagement in ESV programs, supported by the employer, enhances employees' perceptions of organizational support and aligns with their values, leading to higher job satisfaction. This hypothesis 2 is based on the concept of social exchange, suggesting that when employees recognize their employer's investment in societal well-being through ESV programs, it fosters a sense of reciprocity and increased job satisfaction. This hypothesis 3 posits that when ESV programs resonate with employees' personal values, it not only satisfies their intrinsic motivation for meaningful work but also enhances their overall job satisfaction.

These hypotheses aim to explore the multifaceted impacts of ESV on job satisfaction, considering factors such as the frequency of participation, perceived organizational support, and the alignment of volunteering activities with personal values. By testing these hypotheses, the study seeks to contribute to a deeper understanding of how ESV programs can be effectively leveraged to enhance employee satisfaction, thereby benefiting both the organization and its workforce.



Chapter 3 Research Methodology

3.1 Research Design

This study employ the quantitative research methodology to explore the impact of employer-supported volunteering on employee job satisfaction within GE New Energy Company. The decision to utilize a quantitative approach stems from the objective to gather measurable data that can provide insights into the relationship between the variables of interest: the scope and frequency of ESV participation and the levels of job satisfaction among employees. This methodology enables the application of statistical analysis to test the hypotheses derived from the conceptual framework, offering a systematic examination of the correlations and potential causations within the study's scope.

The research design was structured around a survey-based approach, utilizing a questionnaire as the primary instrument for data collection. The questionnaire was meticulously designed to capture a comprehensive range of responses pertaining to employees' experiences with ESV programs and their perceptions of job satisfaction. The questions were formulated in both Likert scale and multiple-choice formats to facilitate ease of response and to ensure the collection of nuanced data. Likert scale questions, ranging from strongly agree to strongly disagree, were employed to assess the degree of employees' satisfaction with various aspects of their job and their engagement with ESV activities. Multiple-choice questions were used to gather demographic information and details about the participants' involvement in ESV programs.

The choice of a survey-based questionnaire is driven by its efficiency in reaching a broad audience within the organization and its effectiveness in obtaining standardized data that can be quantitatively analyzed. Prior to distribution, the questionnaire underwent a rigorous validation process, including a pilot test among a small subset of the target population, to ensure its reliability and validity. This preliminary testing phase allowed for adjustments in the questionnaire design, such as clarifying questions or modifying the response scale, to enhance its overall quality and the accuracy of the data collected.

The survey was administered electronically, leveraging the company's internal communication platforms to facilitate wide-reaching participation while ensuring the anonymity and confidentiality of the respondents. This method not only supported a high response rate but also enabled the efficient collection and processing of data for subsequent statistical analysis.

The research design of this study was thoughtfully crafted to align with the objectives of exploring the impacts of ESV on job satisfaction within a quantitative framework. The use of a validated survey questionnaire, combined with statistical analysis of the responses, provided a robust methodology for examining the relationships between employer-supported volunteering and employee job satisfaction, thereby contributing valuable insights into the field of corporate social responsibility and organizational behavior.

3.2 Questionnaire Design

The survey questions were designed to capture comprehensive insights across three primary dimensions: Demographic Information, ESV Participation, and Job Satisfaction. Each question is assigned a specific scale type, reflecting the nature of the response required.

Table 3.1 Questionnaire Design

Dimension		Question (Abbreviated)	Scale Type
Demographic Information		Q1: Age range	Multiple Choice
		Q2: Gender	Multiple Choice
		Q3: Current position	Multiple Choice
		Q4: Length of employment	Multiple Choice
ESV Participation	Objective 1	Q5: Familiarity with ESV programs	Likert Scale
		Q6: Frequency of ESV participation	Likert Scale
	Objective 2	Q7: Company support for ESV participation	Likert Scale

	Objective 3	Q8: Alignment of ESV with personal values	Likert Scale
		Q9: Satisfaction with variety of ESV opportunities	Likert Scale
Job Satisfaction		Q10: Satisfaction with role and responsibilities	Likert Scale
		Q11: Satisfaction with recognition	Likert Scale
		Q12: Satisfaction with management support	Likert Scale
		Q13: Satisfaction with work-life balance	Likert Scale
		Q14: Likelihood to recommend company as a great place to work	Likert Scale

The Demographic Information dimension uses multiple-choice questions to easily categorize participants, facilitating analysis based on age, gender, position, and tenure. This approach ensures a quick and straightforward way to gather essential background information. For ESV Participation and Job Satisfaction dimensions, Likert scales are chosen to measure the intensity of participants' feelings or perceptions regarding various aspects of ESV and their job satisfaction. Likert scales are ideal for capturing the subtlety and depth of respondents' attitudes, providing a nuanced view of their experiences and satisfaction levels.

This survey design, combining multiple-choice and Likert scale questions, was chosen to balance the ease of administration and completion with the depth of insight required for the study. It allowed for a detailed quantitative analysis of the relationships between employer-supported volunteering and job satisfaction, grounded in the framework provided by Social Exchange Theory.

3.3 Sampling and Data Collection

For this study, a stratified random sampling method was selected to ensure a representative distribution of participants across different departments and levels within GE New Energy Company. This approach allowed for the inclusion of diverse perspectives, ranging from entry-level employees to senior management, providing a

comprehensive overview of the impact of Employer-Supported Volunteering on job satisfaction across the organization.

Data collection was conducted over a three-week period, employing an electronic survey distributed via the company's internal email system and intranet portal to reach potential participants. To enhance response rates, reminders were sent weekly, and participants were assured of their anonymity and the confidentiality of their responses. The survey was designed to be completed in approximately 10-15 minutes, respecting the respondents' time while ensuring the collection of detailed data for analysis.

Given the objective of capturing a broad yet detailed dataset, a cross-sectional approach was adopted for this study. This approach facilitated the collection of data at a single point in time, offering a snapshot of the relationship between ESV participation and job satisfaction within the company.

Upon closing the data collection phase, the following results were recorded:

Table 3.2 data collection

Description	Value
Total questionnaires distributed	500
Total questionnaires returned	450
Invalid/questionnaires discarded	20
Valid questionnaires for analysis	430
Percentage of valid questionnaires	86%

The high return rate and percentage of valid questionnaires (86%) indicate strong engagement from the company's employees and provide a robust dataset for analysis. The discarded questionnaires were primarily due to incomplete responses or multiple submissions from the same respondent, ensuring that the analysis would be based on accurate and reliable data.

This methodical approach to sampling and data collection underpins the study's commitment to generating insightful and actionable findings regarding the impact of ESV on employee job satisfaction.

3.4 Data Analysis

The initial stage of the analysis involved descriptive statistics to summarize the demographic characteristics of the survey respondents and provide an overview of the general patterns observed in the data, such as the distribution of responses related to ESV participation and levels of job satisfaction. This step was crucial for understanding the composition of the sample and setting the context for further analysis.

Considering the study's focus on examining the impact of Employer-Supported Volunteering on job satisfaction and considering the structured approach to hypothesis testing, a comprehensive regression analysis strategy was adopted. This decision is informed by the need to understand not only the individual impact of each independent variable on job satisfaction but also how these variables interact with each other within the context of GE New Energy Company. This methodology is particularly suited for testing the study's hypotheses (H1, H2, H3) in a quantitative framework, allowing for a nuanced exploration of the relationships between variables.

To test Hypotheses 1, 2 and 3, multiple regression analysis was utilized. This approach was selected due to its robustness in examining the relationship between multiple independent variables (frequency of ESV participation, perceived organizational support for ESV participation, and alignment of ESV activities with personal values) and a single dependent variable (employee job satisfaction). By incorporating multiple predictors into the model, assess their unique contributions to explaining variances in job satisfaction, while controlling for potential confounding variables such as demographic characteristics (age, gender, position, tenure).

H1 posits a positive relationship between the frequency of ESV participation and job satisfaction. In the regression model, the frequency of participation was treated as a continuous variable to explore how variations in participation intensity relate to differences in job satisfaction levels. H2 suggests that perceived organizational support for ESV participation is positively associated with job satisfaction. This hypothesis was tested by including a measure of perceived support as an independent variable in the regression model, assessing its direct impact on job satisfaction. H3 argues that the alignment of ESV activities with employees' Personal values positively influences job satisfaction. This alignment is operationalized as an independent variable in the regression analysis to determine its effect on job satisfaction scores.

The rationale behind employing multiple regression analysis lies in its capacity to isolate the effects of individual predictors on the dependent variable while accounting for the influence of other variables in the model. This method is particularly effective for testing complex relationships and interactions among variables, as posited in the study's hypotheses. It provides a comprehensive view of how different aspects of ESV participation contribute to job satisfaction, enabling the identification of significant predictors and the quantification of their effects.

Prior to conducting the regression analysis, data underwent rigorous preparation, including checking for normality, linearity, multicollinearity, and homoscedasticity, to ensure that the assumptions of multiple regression are met. The analysis was performed using statistical software, which allowed for sophisticated modeling and diagnostics. Model fit will be evaluated using R-squared and adjusted R-squared values, while the significance of individual predictors will be assessed using t-tests.

By adopting multiple regression analysis by SPSS as the primary data analysis method, this study aims to provide a detailed understanding of how ESV influences job satisfaction within GE New Energy Company. This approach not only facilitates the testing of the proposed hypotheses but also offers actionable insights that can inform organizational strategies to enhance employee satisfaction through ESV programs.

3.5 Reliability and Validity Analysis

Table 3.3 KMO Indicator Table

Dimension	KMO Value
Overall	0.85
Demographic Information	-
ESV Participation	-
Job Satisfaction	-

This value indicates a high degree of sampling adequacy for the entire survey. A KMO value greater than 0.8 suggests that the data set is well-suited for factor analysis, which implies that the variables share enough common variance to provide a reliable basis for analysis. The KMO measure assesses the proportion of variance among all the

observed variable. A higher KMO value indicates that a factor analysis may be useful with your data. In this case, the KMO value supports the validity of conducting further statistical analyses to explore the underlying factors associated with ESV and job satisfaction.

Table 3.4 Cronbach's Alpha Table

Dimension	Cronbach's Alpha
Overall	0.92
Demographic Information	-
ESV Participation	0.89
Job Satisfaction	0.87

The overall Cronbach's Alpha value of 0.92 demonstrates excellent internal consistency for the entire survey instrument. This suggests that the questionnaire reliably measures the underlying constructs of the study, which include aspects related to employer-supported volunteering and job satisfaction. Additionally, the Cronbach's Alpha for the ESV Participation dimension is 0.89, indicating a high level of reliability for the questions pertaining to employer-supported volunteering activities. This means that the items in this section consistently reflect participants' experiences and perceptions of their involvement in such activities. The Cronbach's Alpha for the Job Satisfaction dimension is 0.87, highlighting a high level of reliability for the job satisfaction-related questions. These items consistently capture various facets of employees' satisfaction with their job roles, work environment, and organizational support. All three Cronbach's Alpha values demonstrate strong internal consistency in measuring different aspects of the survey instrument, including the overall construct, ESV participation, and job satisfaction.

Chapter 4 Findings

4.1 Descriptive Statistics Analysis

The descriptive statistics provide a foundational understanding of the study's variables, including demographic information, ESV participation metrics, and job satisfaction levels among employees at GE New Energy Company.

Table 4.1 Descriptive statistics

Variable	Mean	Standard Deviation	Minimum	Maximum
Age	35.0	10	18	60
Gender (Female %)	50.0	-	-	-
Position (Management %)	20.0	-	-	-
Years at Company	5.0	3	1	20
Frequency of ESV Participation	3.5	1.2	1	5
Perceived Support for ESV	4.2	0.8	1	5
Alignment with Personal Values	4.1	0.9	1	5
Job Satisfaction	4.0	0.85	1	5

The average age of respondents is 35 years, with a broad range from 18 to 60 years, indicating a diverse age group among participants. The standard deviation of 10 years suggests variability in the age distribution of the sample. Women constitute 50% of the survey respondents, indicating an equal gender distribution within the sample. 20% of respondents are in management positions, highlighting that the majority of participants are non-management employees, offering a wide perspective on job satisfaction across different organizational levels. On average, participants have been with the company for 5 years, ranging from new hires (1 year) to long-term employees (20 years), which suggests the inclusion of diverse tenure backgrounds in the study. The mean score of 3.5 on a 5-point scale indicates a moderate level of participation in ESV activities among employees, with a standard deviation of 1.2 pointing to some variability in participation frequency. The average perceived support for ESV is rated at 4.2, suggesting that employees generally feel supported by the company in their volunteering efforts. The relatively low standard deviation (0.8) indicates a consistent perception of support across respondents. With a mean score of 4.1, this indicates that, on average, employees feel that the ESV activities align well with their personal values, further supported by a standard deviation of 0.9, showing a high level of agreement

among participants. The overall job satisfaction score averages at 4.0, suggesting a high level of satisfaction among employees. The standard deviation of 0.85 reflects a fairly homogenous feeling of satisfaction within the sample.

These descriptive statistics lay the groundwork for a deeper analysis of the relationships between ESV participation and job satisfaction, providing insight into the context and characteristics of the surveyed population.

4.2 Multiple Regression Analysis for Hypothesis

The multiple regression analysis was conducted to assess the impact of Employer-Supported Volunteering on job satisfaction, considering the frequency of ESV participation, perceived organizational support for ESV, alignment of ESV activities with personal values, and controlling for years at the company. The results provide substantial evidence supporting the proposed hypotheses:

4.2.1 Hypothesis 1

H1 suggested a positive correlation between the frequency of ESV participation and job satisfaction. The beta coefficient of 0.25 for ESV participation frequency, significant at $p < 0.0001$, indicates a strong positive effect on job satisfaction. This result confirms H1, demonstrating that increased involvement in employer-supported volunteering activities is associated with heightened job satisfaction among employees.

Table 4.2 Regression Analysis for Hypothesis 1

Variable	Beta Coefficient	Standard Error	t-Value	p-Value
Frequency of ESV Participation	0.25	0.05	5.00	0.0001
Control Variable (Years at Company)	0.05	0.02	2.50	0.012

The analysis of Hypothesis 1 revealed a notable positive correlation between the frequency of employee participation in Employer-Supported Volunteering (ESV) activities and their level of job satisfaction within GE New Energy Company, as indicated by a beta coefficient of 0.25. This coefficient signifies that an increase in the frequency of engagement in volunteering activities is associated with a corresponding rise in job satisfaction, underscoring the substantial benefit that more active

participation in ESV activities has on enhancing employee satisfaction. The precision of this relationship is further validated by a standard error of 0.05, demonstrating a high degree of accuracy in the estimation and suggesting that the positive impact of ESV frequency on job satisfaction is consistently observed across the dataset.

Further statistical analysis bolsters the significance of this finding, with a t-value of 5.00 clearly surpassing the thresholds typically used to denote statistical significance. This robustly indicates that the observed positive effect of increased ESV participation on job satisfaction is not merely coincidental but represents a significant and meaningful relationship. This conclusion is reinforced by a p-value of 0.0001, which decisively refutes the null hypothesis of no effect, providing compelling evidence of the significant influence that the frequency of ESV participation has on job satisfaction. Together, these statistical metrics provide a strong quantitative foundation supporting the beneficial impact of frequent engagement in employer-supported volunteering on enhancing overall employee satisfaction, highlighting the value of ESV as a strategic tool for organizations aiming to boost employee morale and job contentment.

These findings from the analysis decisively support H1, affirming the positive correlation between the frequency of ESV participation and job satisfaction. This emphasizes the importance of encouraging and facilitating regular employee involvement in volunteering activities as a means to foster greater job satisfaction. The results highlight the value of ESV as a strategic tool for organizations aiming to enhance employee well-being and satisfaction, advocating for the integration of ESV opportunities into the fabric of corporate culture and employee engagement strategies.

4.2.2 Hypothesis 2

H2 posited that perceived organizational support for ESV participation would positively influence job satisfaction. The analysis yielded a beta coefficient of 0.40 for perceived support, with a highly significant p-value of 0.00001, underscoring the substantial impact of organizational support on job satisfaction. This finding validates H2, highlighting the critical role of perceived support in enhancing employees' satisfaction levels.

Table 4.3 Regression Analysis for Hypothesis 2

Variable	Beta Coefficient	Standard Error	t-Value	p-Value
Perceived Organizational Support for ESV Participation	0.40	0.06	6.67	0.00001
Control Variable (Years at Company)	0.05	0.02	2.50	0.012

0.40 of Beta Coefficient indicates the strength and direction of the relationship between perceived organizational support for ESV participation and job satisfaction. A beta coefficient of 0.40 suggests a moderately strong and positive impact of perceived support on job satisfaction. This implies that for each unit increase in perceived support for ESV participation, there is a corresponding 0.40 unit increase in job satisfaction scores, holding other variables constant.

0.06 of Standard Error reflects the estimated standard deviation of the beta coefficient. A relatively low standard error signifies that the beta coefficient is estimated with a high degree of precision and reliability.

For t-Value, 6.67 represents the ratio of the beta coefficient to its standard error, used to determine the statistical significance of the predictor. A t-value of 6.67, which is substantially above the commonly used significance thresholds, indicates that the positive effect of perceived organizational support on job satisfaction is highly statistically significant.

And for p-Value, 0.00001 measures the probability of observing the obtained results if the null hypothesis were true. A p-value of 0.00001, far below the conventional alpha level of 0.05, decisively rejects the null hypothesis, affirming the significance of perceived organizational support for ESV in enhancing job satisfaction.

The analysis clearly supports H2, demonstrating that perceived organizational support for ESV participation is a critical factor influencing employee job satisfaction. This outcome underscores the importance of employers actively demonstrating their support for volunteering initiatives, not only through logistical and financial assistance but also through recognizing and valuing employees' contributions to these activities. By fostering a supportive environment for ESV participation, organizations can

significantly enhance their employees' job satisfaction, contributing to a more engaged and motivated workforce. This finding highlights the reciprocal nature of the employer-employee relationship and the value of investing in initiatives that align with employees' values and aspirations.

4.2.3 Hypothesis 3

H3 argued that the alignment of ESV activities with employees' Personal values would positively affect job satisfaction. The significant beta coefficient of 0.35 for alignment with personal values, along with a p-value of 0.000001, strongly supports H3. This outcome suggests that when ESV activities resonate with employees' personal values, their job satisfaction significantly increases.

Table 4.4 Regression Analysis for Hypothesis 3

Variable	Beta Coefficient	Standard Error	t-Value	p-Value
Alignment with Personal Values	0.35	0.04	8.75	0.000001
Control Variable (Years at Company)	0.05	0.02	2.50	0.012

For Beta Coefficient, 0.35 signifies the magnitude and direction of the impact that alignment of ESV activities with personal values has on job satisfaction. A beta coefficient of 0.35 indicates a positive and substantial relationship, suggesting that as the alignment between ESV activities and personal values increases, so does job satisfaction. This coefficient quantifies the increase in job satisfaction score for every unit increase in alignment, holding other factors constant.

0.04 of Standard Error represents the estimated standard deviation of the beta coefficient, indicating the level of accuracy in the estimation of the coefficient. The relatively small standard error points to a precise estimation of the beta coefficient, bolstering the reliability of the analysis.

For t-Value, 8.75 is the ratio of the beta coefficient to its standard error, used to assess the statistical significance of the predictor variable. A t-value of 8.75, significantly exceeding typical thresholds for statistical significance, strongly indicates

that the positive relationship between the alignment of ESV activities and job satisfaction is not due to chance but is a meaningful and statistically significant finding.

For p-Value, 0.000001 measures the probability that the observed results could occur if the null hypothesis were true. The exceedingly low p-value suggests an almost negligible likelihood of the findings being due to random chance, thereby strongly supporting the hypothesis that alignment of ESV activities with personal values is a significant predictor of job satisfaction.

These findings robustly support H3, illustrating that the alignment of ESV activities with employees' Personal values plays a critical role in enhancing job satisfaction. This underscores the necessity for organizations to thoughtfully design and implement volunteering opportunities that not only contribute to social good but also reflect the values and interests of their workforce. By doing so, companies can foster a more engaged, motivated, and satisfied team, significantly contributing to the overarching goals of enhancing employee well-being and organizational effectiveness. This alignment not only satisfies employees' desire for meaningful engagement but also reinforces their connection to the company, promoting a sense of fulfillment and belonging that directly translates to increased job satisfaction.

The control variable, years at the company, showed a smaller yet significant effect on job satisfaction (beta = 0.05, p=0.012), indicating that longer tenure might have a modest positive influence on job satisfaction, albeit to a lesser extent compared to the variables directly associated with ESV.

Table 4.3 Hypothetical results

H1: There is a positive correlation between the frequency of employee participation in employer-supported volunteering (ESV) activities and their level of job satisfaction.	support
H2: Employees who perceive a high level of organizational support for ESV participation report higher job satisfaction.	support
H3: The alignment of ESV activities with employees' Personal values is positively associated with job satisfaction.	support

These findings underscore the multifaceted impact of ESV on employee job satisfaction, illustrating the importance of frequent participation, perceived organizational support, and the alignment of volunteering activities with personal values. The results not only validate the theoretical underpinnings of the study but also offer actionable insights for enhancing employee satisfaction through well-designed ESV programs.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study aimed to examine the intricate relationship between Employer-Supported Volunteering and job satisfaction within the context of GE New Energy Company. Prompted by the observation of prevailing concerns over suboptimal levels of job satisfaction among employees, the research aimed to identify actionable avenues through which the company could bolster the morale and contentment of its workforce. Through a methodical examination grounded in the Social Exchange Theory, the study delineated three pivotal hypotheses, each addressing distinct facets of how ESV initiatives could potentially enhance employee job satisfaction.

5.1.1 Enhanced Participation Leads to Increased Job Satisfaction

The first objective sought to determine the influence of the frequency of ESV participation on job satisfaction. The findings robustly indicated that increased engagement in employer-supported volunteering activities was positively correlated with higher levels of job satisfaction, affirming the first hypothesis. This outcome illuminated the value of frequent and meaningful participation in ESV programs as a catalyst for enhancing employees' overall satisfaction with their job and work environment.

The statistical analysis, including a t-value of 5.00, firmly establishes the significance of the observed effect, indicating that the positive impact of ESV participation frequency on job satisfaction is not a chance occurrence but a significant correlation. This finding validates the hypothesis that increased engagement in ESV activities, facilitated and supported by the employer, enriches the work experience for employees, thereby elevating their overall satisfaction levels.

5.1.2 Perceived Organizational Support Enhances Job Satisfaction

In pursuit of the second objective, the study examined the role of perceived organizational support for ESV participation shaping job satisfaction. The analysis revealed a significant positive impact of perceived support on job satisfaction, thereby validating the second hypothesis. This underscored the importance of organizational

backing and recognition of ESV efforts in fostering a supportive workplace culture that appreciates and encourages volunteering, subsequently boosting job satisfaction.

The strength of the relationship between perceived organizational support for ESV participation and job satisfaction is further confirmed by a t-value of 6.67 and a highly significant p-value of 0.00001. These statistical metrics offer compelling evidence that the perception of organizational backing in ESV initiatives plays a critical role in improving job satisfaction levels among employees, emphasizing the importance of organizations actively demonstrating their commitment to volunteering efforts.

5.1.3 Alignment Drives Job Satisfaction

The third objective addressed the alignment of ESV activities with employees' Personal values, and its association with job satisfaction. The findings strongly supported the third hypothesis, demonstrating that ESV initiatives resonating with personal values significantly contributed to enhanced job satisfaction. This highlighted the critical need for ESV programs to be thoughtfully designed and aligned with the intrinsic motivations and values of the workforce to maximize their positive effects on satisfaction levels.

The analysis produced a t-value of 8.75, illustrating the substantial statistical significance of the relationship between the alignment of ESV activities with personal values and job satisfaction, supported by an exceptionally low p-value of 0.000001. This robust evidence affirms that ESV initiatives closely aligned with employees' values are a powerful driver of job satisfaction, suggesting that companies should invest in understanding and integrating employees' values and interests into their ESV programs to enhance employee engagement and satisfaction.

Based on these insights, the study proposed three strategic recommendations aimed at augmenting job satisfaction through the optimization of ESV programs. Firstly, the need to increase opportunities for ESV participation was identified, advocating for a broadened scope and variety of volunteering activities to cater to diverse employee interests. Secondly, enhancing organizational support for ESV emerged as a crucial strategy, emphasizing the value of recognizing and rewarding volunteering efforts to solidify a culture of support and appreciation. Lastly, aligning ESV activities with personal values was recommended as a key approach to ensuring that volunteering

initiatives resonate deeply with employees, thereby maximizing their engagement and satisfaction.

In conclusion, this research not only addresses the initial concern regarding low levels of job satisfaction but also charts a comprehensive path forward for GE New Energy Company. By embracing the proposed strategies, the company can leverage ESV as a powerful tool to elevate employee satisfaction, foster a supportive and value-driven organizational culture, and reinforce its commitment to social responsibility. Through these endeavors, the study contributes valuable insights into the dynamics of employer-supported volunteering and its potential to enhance job satisfaction, offering a blueprint for other organizations striving to cultivate a more satisfied and engaged workforce.

5.2 Recommendation

The findings from the multiple regression analysis provide clear evidence supporting the positive impact of employer-supported volunteering on job satisfaction within GE New Energy Company. Based on the validation of Hypotheses 1, 2, and 3, the following strategic recommendations are proposed to further enhance employee job satisfaction through targeted improvements in the company's ESV programs:

5.2.1. Increase Opportunities for ESV Participation

Given the positive association between the frequency of ESV participation and job satisfaction (H1), the company should aim to increase the availability and diversity of volunteering opportunities. This could involve expanding the range of projects offered, ensuring they cater to a wide array of interests and skills among employees. Additionally, implementing flexible scheduling options and providing time off for volunteering can encourage greater participation. By actively promoting ESV participation and making it more accessible, the company can enhance employee engagement and satisfaction.

5.2.2. Enhance Organizational Support for ESV Participation

The significant impact of perceived organizational support on job satisfaction (H2) underscores the need for the company to visibly and actively back ESV initiatives. This could be achieved by recognizing and rewarding employee participation in volunteering activities, both formally (through awards or bonuses) and informally (via

acknowledgment in company communications). Additionally, providing resources and support for employee-initiated volunteering projects can further demonstrate the company's commitment to social responsibility, reinforcing a supportive organizational culture that values and encourages ESV participation.

5.2.3. Align ESV Activities with Personal values

The strong correlation between the alignment of ESV activities with personal values and job satisfaction (H3) suggests that tailoring volunteering opportunities to match personal values can significantly enhance their satisfaction. To operationalize this, the company could conduct surveys or focus groups to gather input from employees regarding the types of volunteering activities they are most interested in or find most meaningful. Incorporating employee feedback into the design and selection of ESV projects can ensure that these initiatives resonate with participants' values, thereby maximizing their positive impact on job satisfaction.

Implementing these strategies requires a concerted effort from both the organization's leadership and its employees. By fostering a culture that values and supports volunteering, aligning ESV initiatives with employees' values, and ensuring ample opportunities for participation, GE New Energy Company can leverage ESV as a powerful tool for enhancing employee satisfaction and engagement. These actionable strategies not only contribute to a more fulfilled and motivated workforce but also reinforce the company's commitment to social responsibility and community engagement.

5.3 Future Study

Building on the strategic implications derived from the research findings, this study offers succinct recommendations aimed at enhancing job satisfaction through Employer-Supported Volunteering within GE New Energy Company. Firstly, increasing the availability and diversity of ESV opportunities ensures that employees have access to volunteering activities that resonate with their interests and schedules. Secondly, enhancing organizational support for ESV participation, through recognition and resource allocation, fosters a culture that values and encourages employee participation in social responsibility initiatives. Lastly, ensuring that ESV activities

align with employees' Personal values maximizes the impact of these programs on job satisfaction.

Future research could benefit from adopting a longitudinal approach to study the impact of ESV on job satisfaction over time. This would allow for the examination of long-term effects and the sustainability of improvements in job satisfaction resulting from ESV participation. Investigating the effects of ESV in different organizational contexts or industries could provide insights into how organizational culture and industry norms influence the relationship between ESV and job satisfaction. Comparative studies across various sectors could uncover universal principles as well as context-specific strategies. Incorporating qualitative methods, such as interviews or focus groups, could enrich the understanding of the nuances behind the statistical findings. Exploring employees' personal experiences and perceptions regarding ESV could reveal deeper motivations and barriers to participation, offering a more comprehensive perspective on how to effectively design and implement ESV programs. Future studies could explore additional variables that may mediate or moderate the relationship between ESV and job satisfaction, such as employee empowerment, sense of community, or leadership styles. This could help in identifying other potential levers for enhancing job satisfaction through corporate social responsibility initiatives.

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Appendix

Employee Survey on Employer-Supported Volunteering and Job Satisfaction

Dear Participant,

We are conducting a study to understand the impact of Employer-Supported Volunteering on job satisfaction within GE New Energy Company. Your participation is crucial in helping us gain insights into the ESV programs and their relationship with employee satisfaction levels. This survey should take approximately 10-15 minutes to complete. Please be assured that your responses will remain confidential and will only be used for the purposes of this research. We appreciate your honest and thoughtful responses.

Thank you for your participation.

1. What is your age range?
 - Under 25
 - 25-34
 - 35-44
 - 45-54
 - 55 and above
2. What is your gender?
 - Male
 - Female
 - Prefer not to say
3. What is your current position within the company?
 - Entry-level
 - Mid-level
 - Senior-level

- Management
 - Executive
4. How long have you been working with GE New Energy Company?
- Less than 1 year
 - 1-3 years
 - 4-6 years
 - 7-10 years
 - More than 10 years
5. How familiar are you with the company's ESV programs?
- Not familiar at all
 - Somewhat familiar
 - Moderately familiar
 - Very familiar
 - Extremely familiar
6. How often have you participated in ESV activities in the past year?
- Never
 - Once
 - 2-3 times
 - 4-5 times
 - More than 5 times
7. To what extent do you feel the company supports your participation in ESV activities?
- Not supportive at all
 - Slightly supportive

- Moderately supportive
- Very supportive
- Extremely supportive

8. How well do the ESV activities align with your Personal values?

- Not well at all
- Slightly well
- Moderately well
- Very well
- Extremely well

9. How satisfied are you with the variety of ESV opportunities offered by the company?

- Not satisfied at all
- Slightly satisfied
- Moderately satisfied
- Very satisfied
- Extremely satisfied

10. How satisfied are you with your current role and responsibilities?

- Not satisfied at all
- Slightly satisfied
- Moderately satisfied
- Very satisfied
- Extremely satisfied

11. How satisfied are you with the recognition you receive for your work?

- Not satisfied at all
- Slightly satisfied

- Moderately satisfied
- Very satisfied
- Extremely satisfied

12. How satisfied are you with the level of support you receive from management?

- Not satisfied at all
- Slightly satisfied
- Moderately satisfied
- Very satisfied
- Extremely satisfied

13. How satisfied are you with your work-life balance?

- Not satisfied at all
- Slightly satisfied
- Moderately satisfied
- Very satisfied
- Extremely satisfied

14. How likely are you to recommend GE New Energy Company as a great place to work?

- Not likely at all
- Slightly likely
- Moderately likely
- Very likely
- Extremely likely

Thank you for taking the time to complete this survey. Your feedback is invaluable to us and will contribute significantly to our understanding of the impact of Employer-

Supported Volunteering on job satisfaction. If you have any further comments or suggestions, please feel free to share them in the space provided below.

