

UNIVERSITY OF VICTORIA

Motivations and moderators of BC public servant philanthropy

Strategies for increasing participation in the BC
Provincial Employees Community Services Fund

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Executive Summary

Introduction

The British Columbia (BC) Public Service runs a workplace giving campaign (WGC), the Provincial Employees Community Services Fund (PECSF), which offers public servants the opportunity to support the community and local charities through financial donations. The Public Service Agency (The Agency) is currently tasked with managing the campaign and is interested in learning about public servants' experiences with the campaign, why some choose to participate and others do not, and how to increase participation. The central purpose of this study is to explore BC public servants' experiences with donating, volunteering, organizational citizenship behaviour (OCB) and PECSF in order to discover the internal motivations and external moderators (i.e. external factors such as social and organizational influences, incentives and barriers) that influence their philanthropic behaviour. These motivations and moderators are then used to form a framework for studying WGC participation and recommendations for increasing participation in the PECSF campaign.

Methodology

This research includes a literature review on WGCs, and the motivations and moderators that affect donating, volunteering and organizational citizenship behaviours. Semi-structured, open-ended behavioural interviews were conducted with 37 British Columbia public servants to explore the motivations and moderators of their philanthropic behaviour. Response frequencies and descriptions of each theme are reviewed, and the prevalent themes form the basis for the conclusions and recommendations. Functionalism, a conceptual framework that views behaviours as a result of a person's need to satisfy their motivations, guided the interview questions, analysis and recommendations.

Key Findings

Seven motivation themes emerged out of the analysis: value expression, social enhancement, emotional enhancement, career and organizational enhancement, personal knowledge or interest, emotional protection, and other personal gain. The first six themes are variations of Clary et al.'s (1998) list of six functions that motivate volunteer behaviour; the seventh theme emerged exclusively from the interviews. Public Service Motivation did not emerge as a distinct motivation, contrary to suggestions of Clerkin, Paynter and Taylor (2009).

The literature review proposed a variety of external factors that moderate a person's motivations to engage in philanthropic behaviour, most notably social and organizational factors. This report's analysis revealed five moderator themes: social factors, opportunity cost, information and access, organizational factors and personal connection.

Conclusions

The prevalence of the motivations for all four types of studied philanthropic activities is relatively similar, suggesting that BC public servants have similar motivations for participating in donating, volunteering, OCB and the PECSF campaign. The motivations that were the most frequently mentioned in the interviews include value expression and social enhancement.

The prevalence of moderators is more varied across the four activities, suggesting that these external factors are unique in regard to the type and environment of the philanthropic activity. The moderators that were the most frequently mentioned in regard to PECSF participation include social factors, opportunity cost, information and access, and organizational factors.

Recommendations

Recommendation 1: Conduct a quantitative survey on the ways BC public servants participate in the PECSF campaign.

The purpose of this survey is to provide data on the different ways public servants do or do not participate in PECSF (e.g. through payroll deduction, one-time cash donations, attending events, canvassing, providing gifts in kind), which would be used to develop a more comprehensive understanding of PECSF participation.

Recommendation 2: Conduct a quantitative survey on PECSF participation motivations and moderators.

This survey would supplement the research reviewed in this report by providing quantitative, generalizable data on the motivations and moderators of PECSF participation.

Recommendation 3: Emphasize a culture of giving.

This could be accomplished, in part, by highlighting the different ways public servants can participate in PECSF and support their colleagues who do the same. The benefits include contributing to a sense of community, spreading awareness about the campaign, and getting public servants involved who may not feel able or ready to provide financial donations.

Recommendation 4: Include PECSF as part of new employee orientation.

This strategy will help spread awareness of the campaign to new employees and reinforce PECSF participation as part of the BC Public Service culture.

Recommendation 5: Invite canvassers and staff to spotlight a local charity.

Spotlighting a charity could include inviting a member of the charity to give a presentation at the local office, learning about the specific projects the charity is doing, learning about how PECSF funds would be used, hearing about past success stories as a result of public donations, or sponsoring the charity as a team.

Recommendation 6: Reach out to public servants in rural work units.

Specific tactics could include solicitation communications targeted to rural regions, regionally spotlighted charities, and more emphatic involvement from leaders in rural areas.

Recommendation 7: Highlight public servants' participation stories.

Publishing individual participation stories provides opportunity to reinforce the culture of giving and can further spread awareness about the campaign.

Recommendation 8: Emphasize and personalize leader involvement.

Increased executive and management active involvement in the campaign helps inform public servants about PECSF and reinforces the culture of giving in the BC Public Service.

Recommendation 9: Pilot “15 Minutes for Philanthropy.”

Providing a designated time for public servants to sign up for payroll deduction embodies leader support of PECSF participation. Public servants who choose not to participate are encouraged to spend 15 minutes researching volunteer groups in the community, chatting with colleagues about how they have helped others, or engaging in any other philanthropic-related activity with which they feel comfortable.

Recommendation 10: Provide feedback from charities.

The barrier of having insufficient information and feedback on the ways funds are used can be addressed by providing information on how charities have used previous PECSF funds, and how they plan on using funds from the current or future campaign.

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Introduction

Identifying the Issue

The British Columbia (BC) Public Service offers BC public servants an opportunity to support the community and local charities through its workplace giving campaign (WGC), the Provincial Employees Community Services Fund (PECSF). While many public organizations, such as universities and hospitals, engage third party charity agencies like the United Way to facilitate their WGCs, PECSF is managed and operated internally, and relies on employee volunteers to execute the campaign. Large charity agencies deploy significant resources, both financial and human, to promote donating and volunteering (e.g. through large gala events or programs where employers match employee donations). Such strategies are not used by PECSF because of limited employee volunteer time and prudent fiscal responsibility to the taxpayer. PECSF's focus, therefore, is on finding alternate strategies for engaging campaign participation.

The campaign has seen great success in raising employee donations for local charities across the province. In 2013 PECSF raised \$1,789,600, yet with an approximate employee donation rate of 26% (F. A. Gorman, personal communication, March 12, 2014)¹, there is certainly potential to build on that success.

PECSF participation includes aspects of donating, volunteering and organizational citizenship behaviour (OCB) and activities common to WGCs, such as canvassing and attending campaign events. This report provides recommendations for increasing participation in the PECSF campaign based on public servant motivations for engaging in donating, volunteering, OCB and the PECSF campaign, and the moderators (i.e. external factors such as social and organizational influences, incentives and barriers) that affect those motivations.

¹ This figure was derived from dividing the total number of 6262 recorded donors by 24,288, the number of BC public servants as per the 2013 Work Environment Survey. Only cash donation participation rates are currently recorded so overall participation, such as purchasing items at bake sales and attending events, will be higher.

Client Background

The BC Public Service Agency (The Agency) is a centralized agency responsible for human resource policies, programs and services for the BC Public Service and currently runs the BC Public Service WGC. PECSF was founded in 1965 with a mission “to coordinate a workplace fundraising campaign that helps BC Public Service employees support local charitable organizations that strengthen our communities” (Province of British Columbia, 2013, para. 2). Through the program, employees can donate a portion of their wages through payroll deduction (either one-time or bi-weekly), or make one-time cash or cheque donations. They have the option to donate to the PECSF-supported general pool which is distributed among predetermined charities, or to any one or combination of the 900 charities affiliated with PECSF. Although the campaign runs yearly from September to November, employees can sign up for payroll deduction and make donations year round. Employees also have the opportunity to participate in a variety of fundraising events, which commonly include raffles, lotteries, auctions, bake sales and potlucks. For charitable donation tax credits, payroll deductions are included on T4 slips, and tax receipts for cash donations of \$20 or more are mailed to donors.

The employer (the BC Government) is responsible for 100% of the administration costs, which includes three full-time employees: a campaign manager, a volunteer coordinator and a financial officer. Otherwise, PECSF fully relies on employee volunteers to execute the campaign. Volunteer roles include canvassers, event planners, ministry coordinators, ministry contacts, and a regional chair. Volunteers perform many of their duties during paid, work time, but some choose to put in additional personal time during lunch hours, or before or after work.

The campaign is coordinated locally by employees within their region, of which there are a total of 28 throughout BC. In denser populated regions in Victoria and the Lower Mainland, a representative is designated by each ministry, agency, board and commission to coordinate the

local campaign. A group of volunteers canvass their respective work areas and report directly to their PECSF representative. In lesser populated regions, the campaigns are coordinated across ministries and agencies by a small group of local employees who make up a regional committee.

The PECSF central office sends out email announcements to inform public servants about the campaign, and executives and volunteers are encouraged to promote the campaign within their work units. Volunteers attend campaign procedure training each year and have independence and autonomy in how they promote the campaign. Due to this flexible, grass-roots approach, the type and frequency of activities can vary from office to office, depending on the work schedules, personalities and interests of the volunteers.

PECSF is approaching its 50th year of service and will celebrate the over forty million dollars raised and donated to the BC community. The Agency is interested in learning about public servants' experiences with PECSF, why some choose to participate and others do not, and how to increase participation.

Relevance of Research

The answer to why some people choose to participate and other do not, according to Snyder (1993), "is one of motivation" (p. 235). Motivations and moderators of public servants' donating and volunteering outside of the workplace, as well as OCB and PECSF participation will be reviewed. Exploring donating and volunteering will provide insight on why some people choose to donate and volunteer with other agencies, and not through PECSF. OCB is explored to expand our understanding of philanthropy at work and the workplace factors that affect giving behaviour. The focus on motivations and moderators provides an opportunity to bridge some of the research on donating, volunteering, OCB and WGCs, and to adapt a theoretical framework for studying WGC participation.

Purpose and Organization

The central purpose of this study is to explore BC public servants' experiences with donating, volunteering, organizational citizenship behaviour (OCB) and PECSF in order to discover the internal motivations and external moderators that influence their philanthropic behaviour. The specific objectives are:

1. To determine what motivates BC public servants to participate in PECSF;
2. To understand what moderators affect their desire and ability to participate;
3. To incorporate those motivations and moderators into a theoretical framework that can be applied to the study of public WGCs; and
4. To offer recommendations and strategies to The Agency for increasing PECSF participation.

This report begins with a literature review of WGCs and a summary of research on motivations and moderators for engaging in donating, volunteering and OCB. The Conceptual Framework provides a basis for understanding and analyzing motivations and moderators as driving forces of behaviour. The Methodology section describes the methods used to conduct open-ended behavioural interviews with BC public servants. Interview results are presented and analyzed in the Findings, and the implications are reviewed in the Discussion. Conclusions are drawn based on the motivation and moderator themes developed from the interviews, which are used to inform the Recommendations.

Literature Review

A review of literature on participation in workplace giving was met with a unique challenge and opportunity: scarce research on WGCs, even more so in regard to motivation and the public service, juxtaposed with abundant research on motivations for other philanthropic activities. This literature review begins with a discussion of the defining characteristics of WGCs and WGC participation, and a review of the limited research on motivations and moderators of workplace and payroll giving. Following is a review of the literature on motivations and moderators of donating, volunteering and OCB. Finally, public service motivation (PSM) is discussed to shed light on the unique characteristics of philanthropy in the public service.

Workplace Giving Campaign Participation

WGCs are annual campaigns that take place within an organization and are characterized by employee financial contributions – often collected through payroll deduction – being passed on to local charities (Nesbit, Christensen, & Gossett, 2012, p. 450; Barman, 2008, p. 42). Barman (2008) further describes WGCs as involving professionals and volunteers, and a contracted federated third party, frequently the United Way, to advertise and manage the campaign, and to collect and distribute donations (p. 42). Although workplace giving through payroll deduction is gaining popularity in the United States (Nesbit, Christensen, & Gossett, 2012, p. 450), Europe (Romney-Alexander, 2002, p. 85), and Australia (Haski-Leventhal, 2012, p. 115), Nesbit, Christensen and Gossett (2012) have found that there is still relatively little empirical research on WGCs (p. 450).

There did not appear to be an acknowledgement of a distinction between third-party administered campaigns and internal campaigns such as PECSF. Nesbit, Christensen and Gossett (2012) explain that their research focuses on United Way campaigns because the United Way has had a “central, if not ubiquitous, role in workplace giving campaigns” (p. 457). In fact, there did

not appear to be any mention of the internal WGC model in the literature at all, suggesting that PECSF's model may be highly unusual even in the niche academic study of workplace philanthropy. Although WGCs seem to be characterized in the literature by payroll giving, there are other ways to participate, especially in an internal campaign like PECSF. Pelozo and Hassay (2007) created a typology of charitable support behaviours (CSB), which considers a variety of ways participants support or contribute to WGCs. Some of these behaviours include donating goods and services, purchasing lottery or raffle tickets, volunteering, recruiting donors, and purchasing charity event tickets. The benefit of acknowledging these types of CSB is that it provides a fuller picture of how people relate to the campaign and the outcomes with which to measure campaign success. A practical benefit is that participating in smaller ways such as attending charity events, can lead to future monetary donations (Pelozo & Hassay, 2007, p. 140). This is particularly important for strategies to recruit employees who have not previously participated in payroll giving.

A significant assumption that drove this research is that workplace giving (i.e. donating and volunteering for the PECSF campaign) differs from donating and volunteering outside of the workplace. Osili, Hirt, and Raghavan (2011) note that it is generally assumed in the literature that motivations for giving inside and outside the workplace are alike, but they assert that some determinants of workplace giving differ significantly (p. 394). One of their most significant distinctions is WGC donors feeling less connected to the target charity, which can reduce donor confidence. They also acknowledge the moderating effects of management within the organization, especially with regard to solicitation and campaign communication.

The distinction between workplace and private giving is particularly important to this study because the differences may have significant effects on a person's motivation to donate

(Agypt, Christense, & Nesbit, 2012, p. 817). For example, in Nesbit, Christensen and Gossett's (2012) study of employee donors at a large public university, they found the phenomenon of *reluctant* donors who explained that they were motivated to give only out of fear of negative professional consequences (p.464). They found that other workplace specific variables such as employee status within the organization, tenure, a sense of community, and relationships were also found to influence the choice to give in WGCs.

Their research also found that organizational identification affected how employees responded to the campaign, stating that "members who identify with the values and goals of their employing organization and care about its image in the community are more likely to willingly support these efforts" (Nesbit, Christensen, & Gossett, 2012, p. 455). They suggest that campaign strategies should consider frequency and content of promotional communications and focus on reinforcing positive relationships in the organization.

Perhaps one of the most intriguing discoveries was that Nesbit, Christensen and Gossett (2012) determined that, contrary to popular myth, private giving *does not* substitute or "crowd out" workplace giving. In fact, they determined that the two reinforce each other, stating that 93% of study participants that gave at work also gave privately (p. 468). This holds significant theoretical and practical implications, suggesting that we may be able to apply what we learn about what motivates people to donate privately to strategies for donating through WGCs. This could be further extended to examine situations where employees donate outside of work but chose not to participate in their WGC.

Barman (2008) looks at WGCs to explore how donor choice (the ability to direct donations to a particular charity) affected United Way campaign strategies. Traditionally the United Way had the ability to disperse the funds as they chose, but in light of demand for donor

control, they had to make changes so as to allow for more donor-directed gifts. She concludes that nonprofit and WGC success is contingent on responding to the pressures, preferences and demands of donors.

Romney-Alexander (2002) acknowledged the potential importance of the workplace environment on payroll giving in their survey of payroll givers who participated in three agency charities similar to the United Way. They suggest that promoting the campaign or matching donor contributions can be part of the organization's corporate social responsibility strategies (p. 89). Two significant motivating factors they found in their survey included tax incentives and donor control. Tax relief was considered important to many donors and in some cases, was the only reason reported as to why they give (p. 88). Similarly to Barman's (2008) findings, Romney-Alexander (2002) found that having the option of choosing which charity their donation went to was very important to them. In fact, more than half of respondents stated they would not have participated had they not been able to have some choice (p. 91). The authors conclude that research could benefit from learning more about what would further motivate employees to get involved in payroll giving.

Haski-Leventhal (2012) advocates for the importance of studying WGC participation, stating that understanding the motivations and barriers of employee payroll giving can help better target and enhance participation (p. 125). In a survey of over 4500 employees among 24 Australian companies, Haski-Leventhal (2012) determined that the most common reasons people give is because their organization matched their donation, payroll giving is convenient and tax-effective, and they could set-up payroll donations to a cause that was already important to them (pp. 119-120). Like Nesbit Christensen and Gossett (2012), and Barman (2007), Haski-Leventhal found that most payroll giving is facilitated through a third party like the United Way (p. 114).

Haski-Leventhal identifies three major barriers to WGC payroll giving: preferring to donate outside of the workplace, the employee's preferred charity not being listed as a recipient charity and employees not wanting to make a long term financial commitment (p.126). She notes that Potter and Scales (2008) identified additional barriers, including perceptions of bureaucratic and administrative inefficiency and lack of communication from the recipient charity (p. 116).

Donating

There is a general consensus in the donating literature that altruism is a key motivation in donating behaviour, although there is also agreement that altruism is unlikely to account on its own for motivating giving (Benabou & Tirole, 2010; Harbaugh, Mayr, & Burghart, 2007; Radley & Kennedy, 1995). In 1967, Schwartz addressed the prevalent theory that people donated to relieve guilt or to atone for sins. He explained that while guilt may contribute to donating, there are some less selfish reasons to give as well (p. 11). In 1989 and 1990, Andreoni popularized the "warm glow" or impure altruism theory, stating that people give, not only to better the public good, but because of the resulting satisfaction one gets from the act of giving (1990, p. 464). Benabout and Tirole (2010) define genuine altruism as a prosocial act that is done with no expectation of reward or incentive (p. 8). They found that donating behaviour was motivated by a combination of altruism, material incentives (tax reductions), and self-esteem (p. 15). Although there does not seem to be a clear understanding on how or how much altruism affects giving, Brown and Ferris (2007) summarize the general consensus well, stating that "selfless or not, individuals' acts of giving and volunteering involve a degree of compassion and commitment to others" (p.85).

In their 2007 survey, Statistics Canada found that compassion for those in need was one of the most commonly reported motivations for donating behaviour (Statistics Canada, 2009, p.

31). Other top reported motivations included wanting to help a cause in which the donor personally believes or that personally affected the donor, wanting to contribute to society, and wanting to fulfill religious obligations. Only one seemingly purely self-interested motive was reported in the top six: the tax reduction; however, it is important to note that this survey allowed respondents to select more than one reason for giving.

When it came to how much to give, the survey found that the relationship between the donor and their charity was a significant factor, finding that those who repeatedly gave to the same organization tended to give more (p. 30). The survey found that when subjects were asked why they did not give more, commonly reported barriers included not being able to afford it, being happy with what they give already, having given money directly to people (not through an organization), not being happy with the donation solicitation they received or not having been solicited at all, and finally, not trusting that their money would be used efficiently (p. 32). Trust and a belief in the system are acknowledged as important factors in a person's choice to give and are supported throughout the donating literature (Brown & Ferris, 2007 p. 86; Sargeant, Shang, & Shabbir, 2010, p. 643).

There has been a great deal of literature in the past several decades on other motivations and moderators that affect donating behaviour, but one of the most comprehensive is an article by Bekkers and Wiepking (2011a) that reviews over 500 studies of donating behaviour of adult individuals or households. In their follow-up article (2011b), they assert that a benefit of their synthesized data is that "philanthropy professionals can make more informed decisions about communication with donors and volunteers when they know which 'buttons' to push in order to influence giving and volunteering behaviour" (p. 292). Their initial results yielded eight of what they call mechanisms of donating behaviour: awareness of need; solicitation effectiveness;

personal costs and benefits; altruism; reputation; psychological benefits; values; and efficacy (a sense that the donation will make a difference). They found that donating behaviour is a result of multiple mechanisms and moderators. Moderators either strengthen (positive moderator), or weaken (negative moderator) the effect of a mechanism and can include situational context (2011a, p. 946).

The term “moderator” is not commonly used throughout the literature and no real framework or list of examples seem to exist for this concept, yet the literature does acknowledge external influences. Social influences, for example, is one of the most significant and commonly noted moderators of individual donating behaviour this author found (Apinunmahakul & Devlin, 2008; Brown & Ferris, 2007; Mathur, 1996; Smith, 2012). Reinstein and Riener (2012) found that the social norm established by the surrounding group can moderate donating and that a person may “seek to be known as altruistic relative to her reference group” (p. 225). Furthermore, in an organizational context, larger donations from known leaders were a positive moderator on giving behaviour.

However, not all social influences result in increased giving behaviour (Smith, 2012, p. 456). Radley and Kennedy (1995) found that people have a sense of personal identity, and if they are pushed too much, they may feel that choosing not to give was not necessarily a conflict with the social norm, but an assertion of individuality and an “exercise of one’s right as a private citizen” (p. 691). Additionally, they found some people felt that socializing as a part of donating takes away from its altruistic nature. Still, Apinunmahakul and Devlin’s (2008) more recent work, which studied the results of the 1997 Canadian National Survey of Giving, Volunteering and Participating, supports the idea that social networks can promote private philanthropy. They suggest that investing in public network infrastructures that encourage communal activities will

increase donations and volunteering (p. 324).

Apinunmahakul and Devlin (2008) also determined that people who donate are more likely to volunteer as well (p. 320). This author notes that this proposition is generally well accepted in philanthropic literature, and may partially explain why donating and volunteer behaviour is often studied together. Brown and Lankford (1992) concur that volunteer time and donations are complementary activities (p. 323), as do Bryant, Jeon-Slaughter, Kang and Tax (2003), who believe that motivations for donating and volunteering “spring from the same forces” (p. 44). Liu and Aaker (2008) take it one step further and posit that people will be more likely to donate money if they are asked to donate their time first (p. 547). This all provides support for not limiting this study to cash donations and payroll-giving, but for studying all forms of participation in PECSF, including canvassing, and helping with and attending events.

Volunteering

Criticism regarding the significance researchers place on motivations exists in the volunteer literature. Coursey, Brudney, Littlepage, and Perry (2011), for example, acknowledge that motivations are important, but question how powerful they really are. Coursey et al. (2011, p. 58) and Wilson (2000, p. 219), consider that a person’s values may also influence their decision to volunteer. While the criticism is valid, it must be acknowledged that there is a great deal of support for motivational studies within the philanthropy literature (e.g. Dolnicar & Randle, 2007; Grant, 2012; Penner, 2002; Schuyt, Bekkers, & Smit, 2010; Statistics Canada, 2009).

Additionally, from an applied perspective, motivational studies have many practical implications. For example, Peterson (2004, p. 382), and Houle, Sagarin and Kaplan (2005, p. 343) advocate that a successful solicitation strategy will target employees’ primary motivations,

and Akintola (2011) suggests that organizations can use their knowledge of motivations to plan recruitment messaging for potential volunteers and create an environment that caters to and satisfies volunteers' motivations (p. 54). Snyder (1993) asserts that this in turn can contribute to longer terms of volunteer service (p. 258). Omoto and Snyder (1995) then suggest that volunteer campaigns not only explain how a volunteer's work will help others (appealing to an altruistic motivation), but also how the experience will benefit the volunteer (appealing to other motivations such as, career, knowledge, skills and social relationships) (p. 683).

Akintola's 2011 study on volunteer AIDS caregivers in South Africa created a list of ten motivations served by volunteering: 1) Values: a sense of empathy for and need to help others; 2) Community: concern for the community; 3) Career: a desire for career-related benefits such as skills, experience and networks; 4) Protective: a need to lessen self-directed negative feelings such as guilt; 5) Understanding: an interest in building knowledge and skills (not career-related); 6) Enhancement: a need to feel needed and/or better about oneself; 7) Reciprocity: a belief in good karma and that doing good will attract good things to oneself; 8) Recognition: a desire for recognition; 9) Reactivity: a need to address personal issues; and 10) Social: a desire to meet social expectations or seek other's approval. This list appears comprehensive, yet is more bulky than Clary et al.'s (1998) set of six, which is prominent in the donating and volunteerism literature, and appears to be the basis for Akintola's (2011) list of ten.

Clary et al.'s (1998) six motivations (or what they refer to as "functions") are value expression (related to altruism and concern for others), understanding (related to gaining personal knowledge and skills); social (related to being with others, building relationships and seeking other's approval); career (related to building career skills and experience); protective (related to reducing negative self-image or guilt), and enhancement (related to increasing or

maintaining positive emotions). This list, although not as exhaustive as Akintola's, is more concise and covers the common themes in the philanthropic literature.

Within the philanthropy literature, there is a variation in how researchers define and characterize volunteering. Generally speaking, volunteering involves giving one's time and energy to benefit another person, society or community, without an expectation of financial reward (Akintola, 2011, p. 54). Snyder (1993) is more specific, and explains that volunteering is characterized by planned, longer periods of service and considerable personal cost (p. 253). Wilson (2000) acknowledges that there are many different ways to volunteer and that the term *volunteering* "embraces a vast array of quite disparate activities" (p. 233).

The apparent flexibility in the conceptualization of volunteering lends itself well to the study of participation in the PECSF campaign. Some employees choose to spend some personal time planning, organizing and hosting campaign events, while others canvass and give time to the campaign during work hours. In the latter case, participants do not meet the traditional definition of "volunteer" as they are essentially receiving monetary compensation for the service. It appears that in the case of the PECSF campaign, the line between volunteering and giving more of one's energy for a cause is blurred. For this reason, we turn to some of the literature on OCB.

Organizational Citizenship Behaviour

The term OCB appeared in the early 1980s but the concept has been around since Katz's 1964 article, *A Motivational Basis of Organizational Behaviour*, which is the basis for current OCB research (Podsakoff, MacKenzie, Paine, & Bachrach, 2000, p. 526). Katz (1964) discusses "innovative and spontaneous behaviours" that consist of "actions not specified by role prescriptions which nevertheless facilitate the accomplishment of organizational goals" (p. 132).

His influence is seen in that the definition of OCB has changed little over the years. Finkelstein and Brannick, (2007) for example define OCB as “employee activities that exceed the formal job requirements and contribute to the effective functioning of the organization” (p. 604) and Lavelle (2010) describes OCB as “voluntary employee behaviors that go above and beyond the call of duty and in aggregate, may contribute to organizational effectiveness” (p. 918).

Katz (1964) categorized these behaviours into co-operation (being a team player, helping others), protection (keeping the work place safe, helping avoid disaster), constructive ideas (offering creative suggestions for improvement), self-training (taking on more responsibilities and seeking development opportunities to improve one’s performance), and favorable attitudes (actively trying to contribute or improve morale and the organization’s image). His influence is again seen in the similar current conceptualization of OCB. In a review of OCB literature, Podsakoff, MacKenzie, Paine and Bachrach (2000) identify 30 forms of OCB and distill them into seven common themes: helping behavior (helping others with work-related problems), sportsmanship (tolerating work-related inconveniences and impositions without complaint), organizational loyalty (remaining committed to the organization, and protecting and promoting its image), organizational compliance (internalizing, accepting and adhering to the organization’s rules, regulations and procedures), individual initiative (offering innovative and creative solutions and taking on extra responsibilities), civic virtue (participating in organizational governance, and monitoring for environmental threats and opportunities), and self-development (improving one’s knowledge, skills and abilities).

It is easy to see how OCB and volunteering are similar, and in some cases overlap. They are both voluntary, proactive behaviours that benefit others and require the giving of one’s time and energy. A difference appears to be in the spontaneity often involved with OCB as opposed to

the longer terms of service involved with volunteering. Additionally, the major characterization of volunteering is the absence of material reward, whereas for OCB, it is the extra-role behaviour; the fact that an employee may be compensated for the time in which they are participating in OCBs does change the meaning of the act. In an applied setting, the distinction between volunteering and OCB is not necessarily as clear. With regard to the PECSF campaign, employees may participate for a few hours, days, weeks or even months. Additionally, the giving of one's time to the PECSF differs from pure OCB in that it does not just facilitate the accomplishment of organizational goals and contribute to organizational effectiveness; it also directly contributes to the goals and success of charities and the community. As there is no set period of time that distinguishes a short-term or spontaneous behaviour from a long-term, planned one, and as the organization, charities and community benefit from the giving behaviour, it may be nearly impossible to distinguish between acts of volunteering and OCB in this context.

Similarly, in the volunteerism literature, researchers have perpetually found support for the argument that motivation plays a significant role in OCB (e.g. Lavelle, 2010; Omoto & Snyder, 1990; Rioux & Penner, 2001). Rioux and Penner (2001) found that individuals consciously choose to engage in OCB to satisfy their needs and motivations (p. 1313). They looked at three sets of motivations: concern for the organization, prosocial values and self-image. Considering the similarities between OCB and volunteerism, it is perhaps not surprising that these motivations are similar to Clary, et al.'s (1998) career, value expression, and protective and enhancement motivations. Lavelle (2010) noted this as well and applied Clary et al.'s set of motivations to his work, finding that each motivation relates to one or more of his seven forms of OCB. He suggests that employers can promote OCB through communicating how OCB will fulfill the employee's needs and goals in the workplace (p. 922).

Public Service Motivation

The review of literature on motivations and moderators for donating, volunteering and engaging in OCB provide a substantial basis for analyzing participation in WGCs. What has not been addressed, however, are the potential effects of the public sector context and how PSM affects workplace giving motivations and moderators.

PSM consists of a sense of civic duty, compassion, and a “belief that involvement in public service is the best way to pursue a particular policy objective” (Clerkin, Paynter, & Taylor, 2009, p. 677). Houston (2006) explains that PSM assumes that government employees have a need to serve the public and are “committed to the public good and characterized by an ethic built on benevolence, a life in service of others, and a desire to affect the community” p.68). A basic principle of PSM is that public service employees are motivated differently than those in the private sector (Clerkin, Paynter, & Taylor, 2009, p. 678). It is believed that this is because people choose their area of work based on how they perceive the work will satisfy their needs, and that people who choose to work in the public sector have a relatively higher need for altruistic opportunities (Coursey, Brudney, Littlepage, & Perry, 2011, p. 49).

Support for this theory is seen in research based on the premise that those in the public sector are more likely to volunteer and/or donate, than their private sector counterparts (Clerkin, Paynter, & Taylor, 2009; Nesbit, Christensen, & Gossett, 2012; Rotolo & Wilson, 2006). In addition to having more PSM, Rotolo and Wilson (2006) explain that two other reasons public service employees are more likely to volunteer is because they have a stronger vested interest in the community, especially where related to their field of work (e.g. schools and welfare agencies), and because of the perpetuating social influence of encountering relatively more volunteers in the public sector workplace (p. 23). Clerkin Paynter and Taylor (2009) propose that

PSM be added to Clary et al.'s set of six motivations to the study of volunteering and donating behaviour in the public service (p. 677).

Conclusions and Gaps

The research discussed in the literature review proposes that internal motivations are key drivers of behaviours. Commonly cited motivations within the review include helping others or the community, obtaining material rewards, improving self-image, building relationships, and gaining skills and experience. There is skepticism; however, that motivations alone elicit behaviour. Although examples and lists of moderators did not emerge as neatly in the literature as they did for motivations, it is clear that external influences can either strengthen or weaken a person's desire and ability to meet their motivations. Commonly acknowledged moderators include social relationships, management influences, donor confidence in the organization or charity, donor choice and control, convenience, connection to the organization or charity, tax incentives and matching programs.

These motivations and moderators are scattered throughout the donating, volunteering, OCB and WGC literature, and there does not appear to be a single, cohesive framework for studying motivations and moderating factors that affect WGC participation. Additionally, although WGC participation includes acts of donating, volunteering and OCB, it is unclear which motivations and moderators found within the literature in these areas apply to WGCs.

The literature review reveals that there is a lack of research on public WGCs that collectively considers the motivations and moderators affecting participation. Furthermore, all of the WGC research addresses campaigns that employ a third-party charity agency. Interviews from BC public servants will help to fill these gaps by exploring the motivations and moderators specific to participation in PECSF, a public, internally run WGC.

Conceptual Framework

Functionalism was developed in the field of psychology in the late 19th and early 20th centuries in an attempt to understand how people adapt to their environments (Snyder, 1993, pp. 253-254). It was not until roughly 100 years later that it was first applied to the study of volunteerism by Snyder, Clary, Omoto and their collaborators (see Clary & Snyder, 1991; Omoto & Snyder, 1990; Snyder, 1993). The most basic and consistent principle of functionalism seen throughout the literature is the conceptualization of behaviours as products of individuals' motivations and opportunities presented within the environment (see Lavelle 2007; Omoto & Snyder 1990; Penner 1997; Snyder 1993). However, as exemplified in Clary et al. (1998), the focus of the traditional functionalist framework is on motivations.

Figure 1 illustrates an adapted functionalist framework that guides the research within this report. Behaviour is conceived as a product of internal motivations to satisfy goals and needs, and the external moderators that positively and negatively influence one's ability or desire to satisfy their motivations. This adapted framework differs slightly from basic functionalism in two ways. First, it modifies the concept of opportunities to the concept of external moderators. Second, it gives equal weight to the roles of motivations and moderators in eliciting behaviour. This adaptation was made in consideration of the emphasis on moderating factors in the literature review, and provides an opportunity to study and identify external factors that affect behaviour.

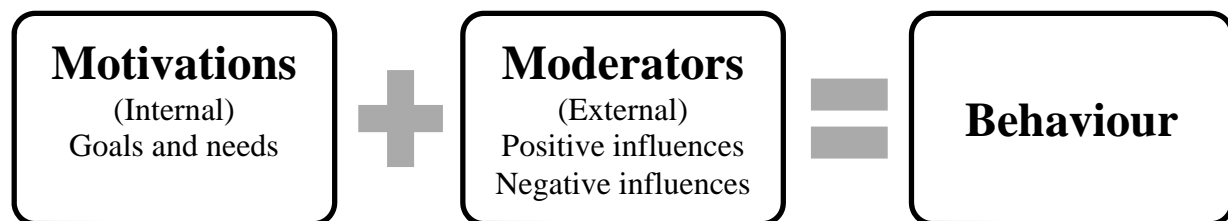


Figure 1. Adapted functionalist framework

A second guiding principle of functionalism is that similar behaviours can be a result of different motivations both across populations and time (Omoto & Snyder, 1990, p. 160). As Omoto and Snyder (1995) explain, “different people can and do engage in the same behaviours for different reasons, in pursuit of different ends, and to serve different psychological functions” (p. 673). This is significant in that it helps frame behaviours as the product of potentially multiple motivations, and would suggest that solicitation strategies will be most successful when appealing to more than one motivation at a time.

The interviews in this report focus on the motivations and moderators that affected BC public servants participation in donating, volunteering, OCB and PECSF. Clary et al.’s (1998) six motivations of value expression, understanding, social, protective, enhancement and career are used as a guide for developing motivations from the interviews because they have had success in motivational studies in donating, volunteering and OCB literature, and because they have been applied to both private and workplace giving. PSM is tested as a seventh motivation in consideration of the public sector context. Social and organizational factors are used as a guide for moderators because they appear to be the most established and consistent within the literature.

The prevalence of the motivations and moderators gathered from the interviews is compared across the four types of philanthropic activities: donating, volunteering, OCB and PECSF participation. This will help distinguish which themes are common among the four activities and which are unique to PECSF participation. The themes are then incorporated into the adapted functionalist framework to provide a fuller conceptual framework for understanding WGC participation behaviour.

Methodology

Methods

The literature review helped conceptualize participation in public WGCs and delivered common motivations and moderators for donating, volunteering and engaging in OCB. It also lent support for an appreciation of the public sector context. This collectively provided a basis for understanding motivations and moderators of philanthropy, which in turn informed the development of the interviews.

Semi-structured, open-ended interviews were selected as a method of data collection for three reasons. First, the public does not commonly recognize some of the concepts within this research, such as WGC participation and OCB; interviews allow the researcher to clarify terms and answer interviewees' questions as required. Second, as previously explained, participation in public WGC is a relatively unexplored topic and Rapley (2001) purports that interviews are an efficient means to study issues that "are not routinely available for analysis" (p. 317). Third, semi-structured interviews enable the researcher to adapt the inquiry to the particular responses and experiences of the respondents during the interview, thus using time more efficiently and procuring deeper and richer responses than those that would be found through fully-structured interviews or surveys.

After selecting this interview method, additional advantages became apparent. Interviews allow the ability to log direct quotes that describe experiences more holistically. This method also provides an opportunity for interviewees to reflect on and explore their experiences, and "think-out-loud" about certain topics" (Rapley, 2001, p. 317). Although large samples and standardized quantitative methods would provide more representative data, the focus of qualitative research is not on generalizability, but on data saturation and adequacy, and striking a balance between depth and breadth (Bowen, 2008, p. 141; O'Reilly & Parker, 2013, p. 192).

Sample

The target population for the interviews included staff of all levels within the BC Public Service. Six ministries were targeted based on their donation participation rates in the 2012 PECSF campaign. The Agency advised the researcher of three ministries (or agencies) identified as having a relatively high percentage of staff who donated, and three ministries identified as having a relatively lower donation rate. Accessing these ministries and agencies provided a greater opportunity to obtain data on more varied experiences as indicated through lower and higher ministry participation rates.

The Agency provided the researcher with a 2012 list of employees from the targeted ministries. The researcher selected fifty names at random from each ministry to invite to participate in the study. The researcher had access to the employees' workplace email addresses and was able to ascertain whether or not they still worked for the same ministry. In cases where an employee had moved to another ministry or no longer worked for the public service, their name was replaced by another random selection. This selection method ensured that the interviewees had been working with their ministry for at least two years and had the opportunity to participate in the PECSF campaign. However, as the respondents had the choice of participating or not, they were self-selected rather than randomly- or interviewer-selected.

The initial anticipated number of interviewees was 40, with the goal of seeking a balance between data saturation, practicality, and an opportunity for rich data and individual experiences to be collected. Guest, Bunce and Johnson (2006) explain saturation as the "point in data collection and analysis when new information produces little or no change to the codebook" or "theme identification" (p. 65). They further state that "saturation has, in fact, become the gold standard by which purposive sample sizes are determined in health science research" (p. 60), yet there is no real consensus among researchers about the number of interviews that need to be

completed to obtain saturation. Their literature review revealed that qualitative data saturation occurred after anywhere from six to two hundred participants (p. 61), and their own experiment and analysis found that data saturation occurred after twelve interviews (p.74). However, they note that this number works well among a relatively homogenous sample and suggest that a larger sample may be needed when dealing with two or more variables (p. 79).

The invitations to participate in the interviews yielded 37 self-selected interviewees, constituting an approximate 12% response rate. It was determined that data saturation had been met by the conclusion of these interviews. Although common motivation themes may have been evident among half as many respondents, more interviews provided more opportunity to learn about different variables, including different ways the campaign was communicated and executed across the province, and how this may have affected employees' choices to participate.

Interview Design

Interviews were conducted over the telephone from the interviewer's home. Telephone interviews were conducted for two reasons. First, it was the most economical and time efficient option. Second, it allowed the interviewer to conduct the interviews in a consistent manner with all respondents across the province. The interviewer read out questions as a guideline for the interview but maintained the discretion to skip questions that did not seem relevant to the interviewee based on their prior responses, and to probe or follow up with additional questions to obtain further details.

The questions in the interviews focused on interviewees' past and current experiences with donating, volunteering, OCB and the PECSF campaign, and factors that influenced the interviewees' behaviour. The intent of behavioural, semi-structured open-ended interview questions was to allow the interviewee to reflect upon actual action (or inaction) as opposed to

synthetic responses based on hypothetical situations. To learn about interviewees' motivations, interviewees were simply asked to share their motivations for engaging in each of the four types of activities. To learn about moderators, interviewees were asked to share their positive and negative experiences with the activities, to identify any perceived barriers, and to articulate how friends, family and their workplace influenced their decision to participate. The full list of interview questions is in the Appendix.

Limitations

This research design does come with some limitations. First, there is the potential for reporting inaccuracy or personal memory bias from interviewees. Interviewees may be unable to accurately report their motivations for participating (or not participating) in the PECSF campaign, as well as how they were influenced by moderators. Second, there is the inherent subjectivity of the researcher and the influence of the themes revealed in the literature review. To offset this limitation, themes were modified to best fit the results of the interviews. Third, although the sample is intended to obtain data from employees across the BC public service who have varying experiences, the relatively low number of interviewees and self-selected, non-stratified sample means that the data may not be representative of the population of interest. Those who participated in this study may potentially skew the frequency of participation in the philanthropic activities because self-selection may result in a higher number of interviewees who participate in philanthropic activities. This may affect replicability of the data as the results may be different with a more stratified sample. However, it should be noted that the intent of this research is not necessarily to be generalized, but to be descriptive and exploratory. Finally, although the research will be able to note the frequency of reported motivations, frequency alone will not address how strong a particular motivation is to each interviewee, and will not

distinguish the primary from secondary motivations or moderators. Akintola suggests that it is only through quantitative data that one would be able to assess motivation strength (p. 60).

Method of Analysis

Interview responses were recorded (typed) by hand. Trochim (2006) suggests that respondents may feel uncomfortable and reserved when they know their statements are being recorded verbatim, and therefore their responses become distorted as a result (Recording the Response section, para. 1). The downside of recording by hand is that the researcher did not detail all responses verbatim; some responses were paraphrased and condensed; however, numerous quotes were recorded. In fact, the interviewer found that taking time to type in between questions allowed the interviewees time to reflect and elaborate on their experiences, and in many cases, resulted in more detailed responses.

After the interviews were complete, responses were copied into raw data tables. Reported motivations for each of the four activities were coded and then organized into themes. Themes were initially guided by the seven motivations but modified to best fit the responses from the interviews. Grounded codes were used to organize reported motivations and moderators that that did not clearly fit into one of the guiding themes motivations. Grounded coding was applied because it allows for inductive analysis and for a variety of variables to be considered. Quotes from the responses were documented to further illustrate thematic concepts.

Frequencies of responses and descriptions of each theme for motivations and moderators are reviewed in the Findings. The frequencies of the responses were calculated to determine the extent of support given for each theme. Guest, Bunce and Johnson (2006) caution that when calculating frequencies, the researcher should be recording the number of individuals who express the same idea, rather than the absolute number of times the idea is stated overall (p. 72).

They explain “after all, one talkative participant could express the same idea in twenty of her responses and increase the overall absolute frequency of a code application significantly” (p. 72). Accordingly, each number in the analysis represents one interviewee; however, in cases where an interviewee specified the same motivation or moderator for different activities, that interviewee’s response was recorded once for each of the applicable activities.

A legend for the frequency and extent of support for each theme is set out below in Table 1. To increase validity, the percentages are based on the number of responses in support of a theme out of the number of interviewees who identified as participating in the philanthropic activity (as opposed to out of the number of total interviewees).

Amount of Support	“Weak”	“Moderate”	“Strong”	“Substantial”
Percentage of interviewees who support theme	Less than 20%	20% - 34%	35% - 50%	51% or more

Table 1: Frequency and extent of theme support

The “weak” and “moderate” categories indicate a relatively few responses supporting a particular theme, specifically, less than one quarter, and between one quarter and one third respectively. “Strong” signifies a greater amount of support that may indicate a trend, representing between one third and half of interviewees. “Substantial” refers to instances where a majority (i.e. more than half) of interviewees responded in a similar fashion, suggesting that the theme is significant. The percentage categories were determined with the goal of providing a consistent set of wording to use throughout the Findings and Discussion.

Findings

Interviewees were asked to recall specific times they had participated in donating, volunteering, OCB, and the PECSF campaign. As illustrated below in *Table 2*, of the 37 interviewees, 30 donated outside of PECSF, 30 volunteered in the community, 35 participated in OCB and 26 participated in the PECSF campaign. The fact that all interviewees identified participating in at least one of the four activities may simply be a result of interviewee self-selection, and is therefore not further addressed in the analysis. Although these numbers are not generalizable, it may be worth noting that PECSF had the lowest reported participation rate.

Type of Activity	Number of Participants out of 37 Interviewees	Percentage of Participants
Donating	30	81%
Volunteering	30	81%
OCB	35	95%
PECSF	26	70%
None of the above	0	0%

Table 2: Number of interviewees who participate in the four activities

The analysis describes the motivation and moderator themes that emerged from the interviews and examines the extent of the support for each theme. PECSF participation data is also reviewed.

Motivations

In total, seven motivation themes and 16 sub-themes emerged from the interviews. Six of the themes were guided by Clary et al.'s six functions: value expression, social enhancement, emotional enhancement, career and organizational enhancement, personal knowledge or interest and emotional protection. PSM did not emerge as a theme. Personal gain emerged as a new theme through grounded theory. *Table 3* illustrates the seven themes and sub-themes, and the extent of the support given for each motivation across the four types of activities.

	Donating	Volunteering	OCB	PECSF
Value Expression To fulfill a sense of duty or moral self-actualization To fill a gap in services or products To help others or the community To role model for one's children	Substantial	Substantial	Substantial	Substantial
Social Enhancement To have fun and engage with, or support others; To increase workplace morale To be a part of the team or community	Moderate	Strong	Strong	Strong
Emotional Enhancement To feel good or satisfied To increase self-esteem	Moderate	Moderate	Moderate	Moderate
Career and Organizational Enhancement To gain work experience, skills and knowledge To network and gain recognition To contribute to the organization	None	Moderate	Moderate	Weak
Personal Knowledge or Interest To try something new, fun or interesting To gain knowledge	None	Moderate	Moderate	None
Emotional Protection To stop solicitations or reduce a sense of guilt	Moderate	None	None	Weak
Other Personal Gain To receive a tangible good or service in return	None	None	Weak	Weak

Table 3: Support of motivation themes

Value expression.

Value expression has substantial support across all four types of activities, clearly having the most support of all motivation themes. The interviews reveal four value expression sub-themes: a desire to fulfill a sense of duty or moral self-actualization (articulated by interviewees as “someone had to do it,” “it’s the right thing to do,” “I want to do the best that I can”), to fill a perceived gap in services or products, to help others or the community (e.g. “pay it forward” or “make a difference”), and to role model values and behaviour for one’s children. One interviewee explained his need to express his values when talking about what motivated him to volunteer for a charity that built schools in a third world country:

It aligned with my values and my need to make a contribution and make a difference in the world. I actually think that, I’m a single guy and I don’t have kids so that’s sort of a piece that’s missing in my life. I’m not preoccupied with a family, so I’m able to make a contribution. I feel a need, like, to help those kids.

This theme corresponds directly with Clary et al.’s (1998) value expression function which relates to altruistic and humanitarian concerns for others.

Social enhancement.

Social enhancement has strong support from responses regarding volunteering, OCB and PECSF, and moderate support for donating. This variance may be because volunteering, OCB and PECSF are inherently somewhat social. Overall, social enhancement has the second greatest support of the seven themes. The three sub-themes that emerged include a desire to have fun and engage with, or support others; to increase workplace morale; and to be a part of the team or community (e.g. to feel a sense of belonging or to reduce peer pressure). An interviewee

explained how social enhancement was a significant part of her motivation to participate in the PECSF campaign:

For me it's about supporting the team. We support it as a team as a whole. I want to be a part of that team. That's a lot of my motivation. There's an altruistic piece of it as well, but at work, a lot of it is to support my team and my organization.

Social enhancement corresponds with Clary et al.'s (1998) social function, relating to being with others, building relationships and seeking other's approval.

Emotional enhancement.

Emotional enhancement has moderate support across all four types of activities, having the third greatest support of the seven themes. Interviewees described motivations driven by desires to “feel good,” “feel satisfied,” or “increase self-esteem.” In explaining why she participates in OCB, one interviewee simply stated,

It increases my self-esteem and self-worth that I've done a good job. It makes me feel good inside.

Another interviewee discussed her motivation for volunteering:

In all the things that I do when I volunteer my time, it's always got to make me feel fulfilled somehow. I found when I'm not feeling fulfilled in other areas of my life, I put more time into my volunteer work.

Emotional enhancement (i.e. satisfaction with the act of giving) parallels Clary et al.'s enhancement function, as well as Andreoni's (1989, 1990) “warm glow” or impure altruism theory.

Career and organizational enhancement.

Career and organizational enhancement has moderate support for volunteering and OCB, weak support for PECSF and no support for donating. The sub-themes include motivations to gain work experience, skills and knowledge; to network and gain recognition from superiors; and to contribute to the organization as a whole. A younger interviewee recounted a time when she was new to her branch and wanted to make a good impression. She offered to take on additional responsibilities at work, and expanded on a project during her own personal time.

It was one of those things where I was 23 years old, I had no kids. I was looking to climb the ladder. I was a keener and I was very enthusiastic about that. I wanted the brownie points and the reference.

This theme corresponds with Clary et al.'s (1998) career function, which relates to building career skills and experience. It does differ slightly, however, with the addition of organizational support or enhancement, which is a fundamental aspect of OCB (Finkelstein and Brannick, 2007).

Personal knowledge or interest.

Similar to career and organizational enhancement, personal knowledge or interest has moderate support for both volunteering and OCB; however, it has no support from responses regarding donating or PECSF, giving it somewhat weak support overall. Two sub-themes arose: a desire to try something new, fun or interesting, and to gain knowledge. One interviewee was particularly involved with a variety of OCB activities, including being on the social committee, coaching new staff, helping out with computer issues and being involved with the emergency response team. In addition to wanting to add these activities to her resume, she explained that she was personally interested:

Sometimes I find my job is a little bit boring, so that's one of the ways I make it more interesting, to better my experience. To extend my knowledge. Personal interest, especially anything creative, I'm an artist.

This theme is similar to Clary et al.'s (1998) understanding function, which is described as gaining experience, knowledge, and skills; however, this theme also distills an aspect of pure personal interest.

Emotional protection.

Emotional protection has moderate support for donating, weak support for PECSF, and no support for volunteering or OCB; again, having weak support overall. Some interviewees explained that they were motivated by a desire to stop distressing solicitations, or to reduce a sense of guilt. As one interviewee put it,

The donation is sometimes the better option than carrying the guilt of not donating. That is, sometimes the motivation may be more about preventing guilt than promoting a sense of contribution.

Emotional protection corresponds with Clary et al.'s protective function of reducing negative self-image or guilt.

Other personal gain.

Other personal gain is a new motivation that emerged that was not part of the guiding themes; however, there was only weak support for OCB and PECSF, and no support for donating and volunteering, giving it the weakest support of all the themes. This theme could be perceived as a variation of impure altruism or a step beyond that of "warm-glow"; other personal gain is a motivation that involves someone getting a direct tangible benefit in return for their philanthropic activity such as a tax receipt, a purchased good, or access to a service. One

interviewee expressed that he would be motivated to participate in the PECSF campaign if he were to have a return benefit. Specifically, if he were going to be giving something to the ministry, he would have liked to have something in return, such as time off. Another interviewee participated in OCB by hosting a yoga class once a week during lunch hours. She participated in the PECSF campaign by purchasing items from the bake sale. She explained her motivation as follows:

I'm not doing these things to be purely altruistic. I get something in return. For the bake sales, I get baking. Everyone has access to yoga once a week and I have access which is great.

Nevertheless, this motivation theme still has some philanthropic aspects to it. For example, a person who receives a tax benefit for a donation will not receive the same amount of return as they give. The interviewee mentioned above could have practiced yoga on her own without sharing her experience with others, and she could have purchased a cupcake from a local shop, or not have purchased anything at all.

Moderators

In total, five moderator themes and 16 sub-themes emerged from the data analysis. The five themes include social factors, opportunity cost, information and access, organizational factors and personal connection. *Table 4* illustrates the themes and sub-themes, and the extent of the support given for each moderator across the four types of activities.

	Donating	Volunteering	OCB	PECSF
Social Factors				
Personal solicitation				
Connection to people involved with the cause	Substantial	Substantial	Moderate	Substantial
Role models				
Sense of community				
Negative solicitation experiences with peers				
Opportunity Cost				
Time	Moderate	Substantial	Substantial	Substantial
Money				
Information and Access				
Ease and access				
Insufficient information and feedback	Moderate	None	Weak	Substantial
Lack of awareness or understanding				
Choice and variety				
Organizational Factors				
Support and recognition from leaders				
Organization solicitation	Weak	Weak	Strong	Substantial
Perceived bureaucracy				
Trust				
Personal Connection				
Personal connection to cause	Moderate	Moderate	Weak	Weak

Table 4: Support for moderator themes

Social factors.

This moderator has substantial support from donating, volunteering and PECSF, and moderate support from OCB. Six social factor sub-themes were present: personal solicitation, a connection to people involved with the cause, role models, a sense of community or opportunity for socialization, personality conflicts, and negative solicitation experiences from peers.

Personal solicitation is important to many interviewees and many expressed that they either had a positive experience with a solicitor, which helped convince them to give, or they generally prefer personal solicitation (i.e. rather than solicitation via email, mail or phone calls). One interviewee explained that she likes having someone in the building come up and tap her on the shoulder instead of an email that she “would probably just delete anyway”. Another interviewee shared a story about a community member who came to her office to ask her group to consider contributing to the city’s 100 year celebration. She explained the effect of the personal touch as follows:

She definitely got us motivated for sure. The way she spoke, she wasn’t looking for money, was asking if there was a way we’d like to leave our mark.

One interviewee explains how she has seen social influences have a positive effect on increasing participation:

I think peer influences are a really big part. In government we say “success breeds success.” People get motivated when they see themselves make a difference; they are more likely to bring other people into it. Just from their excitement they bring in other people.

A second sub-theme is feeling a connection to the people involved with or affected by a cause. For example, some interviewees explained that they became involved with a cause after a friend or family member started volunteering with or donating to a cause, or because a friend or family member was benefiting from the services provided by a charity. Their friend’s involvement raised their awareness about the cause and made contributing to it seem more appealing and rewarding because they were able to help someone to whom they felt close. One

interviewee made personal donations, but did not participate in the PECSF campaign. When asked why he chose to donate to these other organizations he stated,

Basically there are a couple of causes that I donate to that involved family and friends. If there's something that's near and dear to them or affects them then I get involved.

In some cases, it was not a specific person the interviewee felt connected to, but a community, as explained by one interviewee who participates in the PECSF campaign every year:

I think it's just that this is locally funded, sourced and used. I want my money to go to the people in the area where I live. I think you gotta take care of your own first and this campaign does that.

The third sub-theme is feeling inspired by a role model (e.g. a friend, family member, colleague, mentor, culture or community). In these cases, interviewees did not necessarily want to help a particular person or group, but had felt inspired observing others participate in philanthropic activities. One person expressed that she felt inspired by a particular parent who was actively involved in their community. This role model helped her see the benefits of being involved with her child's school and of the different ways she could get involved. Another interviewee was inspired to get involved with the PECSF campaign by various people in her workplace:

I think that everyone has a role in creating a culture in which giving back to the community is a part of what we do. I've had mentors and peer influences all the way along. There was this buzz about PECSF.

Enjoying a sense of community or opportunity for social interaction is a fourth sub-theme. This differs from the social enhancement motivation in that this moderator did not instigate the philanthropic behaviour, but was seen as a bonus; something the interviewees

enjoyed after they had already made the decision to participate in the activity. One interviewee, however, felt that the BC Public Service, and accordingly also the PECSF campaign, was missing some of that social aspect:

As the public service downsizes, compared to the civil services, there seems to be less social time...I don't think the social fabric is strong. The personal connection seems to have disappeared in PECSF. I think that is part of the problem.

Feeling that there was not much of a sense of community or opportunity for social interaction with regard to the PECSF campaign was particularly prevalent among interviewees who lived in more rural communities outside the Victoria and Vancouver areas.

The fifth sub-theme is personality conflicts or a perceived unequal distribution of work. This sub-theme applies only to volunteering and OCB. Interviewees explained that they had had negative experiences with other people in their volunteer- or OCB-related workgroup that could make volunteering or participating in OCB seem less appealing in the future, particularly for larger projects.

The sixth sub-theme is negative solicitation. This entails having had a direct negative solicitation experience from peers. Below is an example of how one interviewee's experience with her coworkers took away from the "warm-glow" of giving:

It was kind of insinuated that if you are part of the team, this is what you do. They were like, 'we donate and we donate hard.' So I ended up donating about \$50 which was more than I would have done. After I gave the money, it's not like I felt like 'oh well it's going to a good cause.' It wasn't like that. I just felt mad and swindled.

Opportunity cost.

This theme was not originally considered in the framework because it is not directly related to social or organizational factors; however it has substantial support for volunteering, OCB and PECSF, and moderate support for donating; therefore it seemed imperative that it be documented. The sub-themes include time (both personal and work time) and money.

Many interviewees who spoke to opportunity cost felt that it was difficult to budget their time, and many would have liked designated time to participate in PECSF events. Not everyone felt this way however; two were concerned about the time PECSF activities could take away from work, regardless of whether or not it was designated. One interviewee in particular was concerned about how this would appear to tax payers:

I don't know if it's the best use of everyone's time. Every effort is made to do it at lunch or afterhours. But for a lot of people, it eats into their core hours. I'm not sure it's the best use of taxpayers' money. It's overall a good thing and it's definitely for a good cause. But from a crude tax payer's perspective...

Overall, time appeared to be a noteworthy consideration for interviewees in deciding whether to volunteer, or participate in OCB or PECSF; some viewed it as a sacrifice, but for others, it was simply a necessary cost. As one interviewee explained,

Sacrifice is doing something you don't want to do. Volunteering you do because you want to do it, so I don't see it as a sacrifice. Otherwise I wouldn't do it.

Money is the second opportunity cost considered by interviewees, and applies mostly to donating and PECSF. Noted costs include those of the actual cash donations as well as gifts in kind. A few people felt that donating was difficult for them because they did not have enough funds to spare or because they had already made financial commitments to other charities.

Information and access.

This moderator emerged as a separate theme relating to having enough information about and access to a program to be able to (or want to) participate. It has substantial support for PECSF, moderate support for donating, weak support for OCB and no support for volunteering. Similar to social factors, this moderator has four sub-themes including ease of access and convenience of the program, feeling that insufficient information was provided about the program (e.g. where the funds are going and the administrative costs), having a lack of awareness or understanding of the campaign (e.g. how it is run, how or when one can participate), and choice and variety (e.g. of charities and ways one can participate).

Support for ease of access is predominantly from PECSF campaign-related responses. The vast majority of interviewees who spoke to this sub-theme found PECSF easy to use and appreciated how convenient payroll deduction was, as exemplified in the quote below:

It's in our workplace. I don't have to do anything or go anywhere else. That makes it much easier to participate. I don't know if that motivates me but that makes it possible for me to donate. Like if I had to go downtown to do it, I can tell you I wouldn't do it.

Only two of interviewees explained that they had difficulty accessing the program. For example, one interviewee stated,

I find the software really hard to use. I was donating to one or two charities and I wanted to do it again the next year but I couldn't figure it out. I wanted to donate to a particular hospital that my grandmother works at and I was frustrated. I didn't want to donate to the United Way or whatever charity was there. And you don't get the updates from PECSF like I do with the other [charities].

Another sub-theme that particularly involves PECSF is a feeling of not being provided with sufficient information or feedback regarding the campaign. This theme also applies to

donating, but not to the same extent as PECSF. Approximately one third of interviewees felt that PECSF did not provide them with enough information to make their donation seem worthwhile or to inspire them to participate. For example, one interviewee explained that he would have preferred to know more about who else was participating in the campaign:

I think information is always a good tool. If I knew that 87% of staff were participating, then I would think, I don't know, it's not what's expected but somehow that number would encourage me. Who's donating and where the money is going to. So more information is what I'm saying.

A lack of information is particularly pervasive with regard to the work the affiliated charities were doing, how donations were being used, and how donations were making a difference. One respondent explained that this was a reason she prefers to supplement her PECSF participation with donations outside of the campaign:

I think we focus too much on the fundraising and not on the impact that we make. I know that World Vision has had a big campaign to provide more information. I find it very valuable to hear what they are doing with my money. That's one thing on the PECSF side that we don't hear about very often.

Another interviewee, one who chooses not to participate in PECSF, feels that giving to the campaign is like putting money into a black hole:

I'd like to know, the money that I give, where it's going exactly...I would want more information of the charities they're giving it to and the administrative costs of the charities and what the charities are doing with it. I never see anything or hear anything back. It's like a black hole...That's the main reason I don't donate through PECSF. They

don't give us that information. If someone said they're buying heart monitors for the hospital, then great, but they never tell us that. It's just money into a bucket.

To help address this issue, a few interviewees suggested that PECSF provide feedback from the charities and share it on the Public Service intranet:

It would be great to hear from the organizations, the different organizations that get donations through PECSF. Do a blurb on [the ministry intranet site]. 'We received money because of you guys, thank you.' It really can be that simple. 'We're a recipient of PECSF, thank you so much.' I think we're more likely to give if we see the money make an impact.

A third sub-theme is a lack of awareness about the campaign. This differs from the previous sub-theme in that with this theme, interviewees were either unaware of the campaign, or had misinformation about how it works or how they could be involved. For example, one interviewee stated they did not really understand the particulars for donating through PECSF:

Like, do I pay every pay cheque? Every second pay cheque? And what would the minimum amount have to be?

Another interviewee thought that to participate, one had to donate:

I'm not able to donate. That's what I see the most in the emails. Because I'm not able to donate money, I tend to not pay attention to the PECSF email.

Interviewees in rural communities seemed to be the most affected by a lack of awareness, many stating that there was not much of a PECSF presence in their area:

It kind of runs in the background. We don't get a lot of events, not that I'm aware of. Not in the north that I'm aware of. I can't remember the last time I saw a poster. I've

received the email and I've seen it on the internet. It's been years since I've see activities here.

The final sub-theme is choice and variety, and again applies mostly to PECSF. A few interviewees appreciated having choice in which charities they donate to and a couple mentioned that they like being able to participate in different ways (e.g. going to events and donating through payroll deduction). Still a few voiced that they wish additional specific charities that they donate to were affiliated with PECSF. When recounting when her office organized a Christmas hamper for a local family, an interviewee explained how personal choice affected her and her coworkers' choice to participate:

Some people put their hands up to organize it and coordinated it. It wasn't mandatory, if you wanted to you could participate. I did participate in it. I think because it was something we had come up with ourselves, not something that was imposed on by someone else. Everyone had some say. People were a bit more engaged in having choice in the first place.

Organizational factors.

This theme has substantial support from PECSF, strong support from OCB, and weak support from donating and volunteering. The four sub-themes include support and recognition from executive and management, solicitation experiences from canvassers, perceived bureaucracy (e.g. having middle men, feeling removed from the cause), and trust in the organization.

Interviewees had mixed thoughts about how successful leaders had been in encouraging PECSF participation. While most acknowledged that leaders are influential, many expressed that they would have liked for them to play a more active role. One interviewee explained that the

deputy ministers who are most influential “walk the walk” while the others only “talk the talk” and it is apparent they are only there because they are supposed to be. Another interviewee explained how leaders have positively supported PECSF:

The senior leadership role that executive takes for the PECSF campaign really affects how we participate. Stand ups, emails, staff meetings, posting on staff intranet, being vocal about how they feel about the cause, providing space, keeping the meeting room open.

An intriguing point brought up by several interviewees was how leaders can influence participation by contributing to a culture of giving in the workplace. It was suggested that this cannot be done simply through traditional emails and campaigning but would need to be addressed on a larger scale.

The second sub-theme is regarding solicitation experiences from canvassers. This differs from the social sub-theme in that this solicitation comes from someone representing the campaign as opposed to one’s peer group who are not acting as campaign agents. Interviewees generally felt that they had had positive experiences with canvassers and appreciated the positive campaign ambiance. Not everyone’s experience was positive. As exemplified in the quote below, some interviewees felt that a negative solicitation experience took away from the positivity surrounding participation in the PECSF campaign:

It can be a negative experience if there’s a sense of obligation. If you don’t feel freely able to give, if you feel compelled to do it. I think that can happen with over solicitation and perhaps putting people on the spot. That doesn’t happen that often but it does happen. Then it doesn’t feel good, if you’re being coerced into doing something.

A few interviewees were concerned about a potential negative experience, which caused them to avoid anything PECSF related. Three interviewees stated that they were generally uncomfortable being solicited in the workplace. For example, one interviewee stated,

The ministry is running around asking you to donate money to a charity. Maybe I don't understand it well enough, but I'm a little reluctant to throw money at the ministry if the ministry isn't throwing money at me.

A third sub-theme that detracts from PECSF participation is perceived bureaucracy. The few interviewees that spoke to this stated that they felt the campaign was becoming too diluted (either with too many charities or activities), or felt removed from the cause. For example, one interviewee explained how she had perceived the campaign had changed for her after moving from Victoria to a more rural area:

Maybe before it was more grassroots. That may have been a Victoria thing. There was a community of government workers. It was something that WE were doing. Now it seems more of a brand.

The fourth sub-theme is trust in the organization. Although there were not many interviewees that contributed to this sub-theme, those who did expressed that their trust in the host organization (either PECSF or an outside charity) is an important part of why they chose to contribute to that particular organization.

Personal connection.

The personal factors theme has moderate support from donating and volunteering, and weak support from OCB and PECSF, and consists of only one sub-theme: feeling a personal connection to the cause (this is different from a connection to the people involved in the cause). One interviewee recounted a story about when he thought he had developed a serious illness,

which had a significant emotional impact on him. Once it was confirmed that he was healthy, he wanted to help others who were afflicted with the condition and felt a personal connection to the cause. Another interviewee explained how she became involved with the SPCA after an SPCA volunteer came to her office, brought some dogs with her and told stories about how they had been helped. This presentation raised her awareness and stimulated an emotional, personal connection to the cause.

PECSF Participation

Four types of PECSF participation were identified: payroll donations, participating in events (either through attendance, purchases or one-time donations), volunteering for the campaign (canvassing, or organizing or helping with events), and gifts in kind (e.g. donating items to an auction). In total, 26 out of 37 interviewees identified participating in PECSF. *Table 5²* illustrates the number of interviewees who identified participating in the PECSF activities.

Type of PECSF Activity	Number of Interviewees Involved	Percentage of Interviewees Involved
Payroll Donations	20	54%
Events	14	34%
Volunteering	4	11%
Gifts in Kind	2	5%
None of the Above	11	30%

Table 5. Number of interviewees involved in PECSF activities

Eleven interviewees identified as non PECSF participants and they were asked why they chose not to participate in the PECSF campaign. Their varied responses and relatively few numbers made it difficult to establish cohesive themes; however, as seen below, most were directly related to the previously discussed motivations and moderators.

² Some interviewees participated in more than one type of activity; therefore Table 5 does not cumulatively reflect the total number of overall interviewees.

Table 6 illustrates the reasons that interviewees do not participate in PECSF and link the responses to moderators or lack of motivation.

Reason Given	Number of Interviewees
Interviewee does not know about the campaign or how it works Moderator: Lack of Awareness	3
Interviewees' motivation to help others is met through volunteering outside of the workplace Motivation: Not motivated to participate	2
Interviewees feel they do not have enough money to donate Moderator: Opportunity Cost	2
Interviewee does not get enough information about how funds are used by charities Moderator: Insufficient Information	1
Interviewee's preferred charity is not on the PECSF list Moderators: Opportunity Cost Choice and Variety	1
Interviewee does not want to be solicited at work Moderator: Organizational Factors Motivation: Not motivated to participate	1
Interviewee forgets to sign up ³ Moderators: Organizational Factors Opportunity Cost	1

Table 6. Reasons for not participating in PECSF with corresponding moderators or lack of motivation

Three people had a lack of awareness (and thereby interest in) the campaign or did not understand how it worked. Two people felt that their motivation to help others was met through volunteering in the community rather than donating through PECSF. Two interviewees thought the opportunity cost was too high and that they did not have enough money to contribute. One person felt that PECSF did not provide enough feedback or information on the campaign. One interviewee preferred to donate to a charity outside of PECSF. One person did not want to be

³ This reason for non-participation does not clearly fit in with one of the motivations or moderators but is the researcher's interpretation of the interviewee's response.

solicited for donations at work, and one person stated they always intended to donate, but kept forgetting to sign up. Although this last reason does not explicitly relate to any particular motivation or moderator, this situation could perhaps be avoided if the person had had further information or solicitation, or time to participate.

These figures are not intended to be an accurate representation of the total target population. As noted earlier, the 2013 BC Public Service payroll donation participation rate was 26%, whereas 54% of those interviewed stated they actively participated in the campaign through payroll deduction. These dissimilar numbers exemplify the aforementioned limitations of qualitative research, and relatively small, non-stratified sampling. It is to be noted that the goal of this research was to illuminate underlying common themes pertaining to the choices people make regarding philanthropic activities in the BC Public Service, and to that end, the research was successful.

Discussion

The research discussed in the literature review proposes that internal motivations are key drivers of behaviour and external moderators either strengthen or weaken a person's desire and ability to meet their motivations. One of the objectives of this research is to propose a framework for studying WGC behaviour motivation and moderators as one does not currently exist in the literature. *Figure 2* presents the incorporated motivations and moderators revealed in the interviews with BC public servants into the adapted functionalist framework previously reviewed in the Conceptual Framework. The implications of the framework and of the prevalent motivations and moderators are discussed.

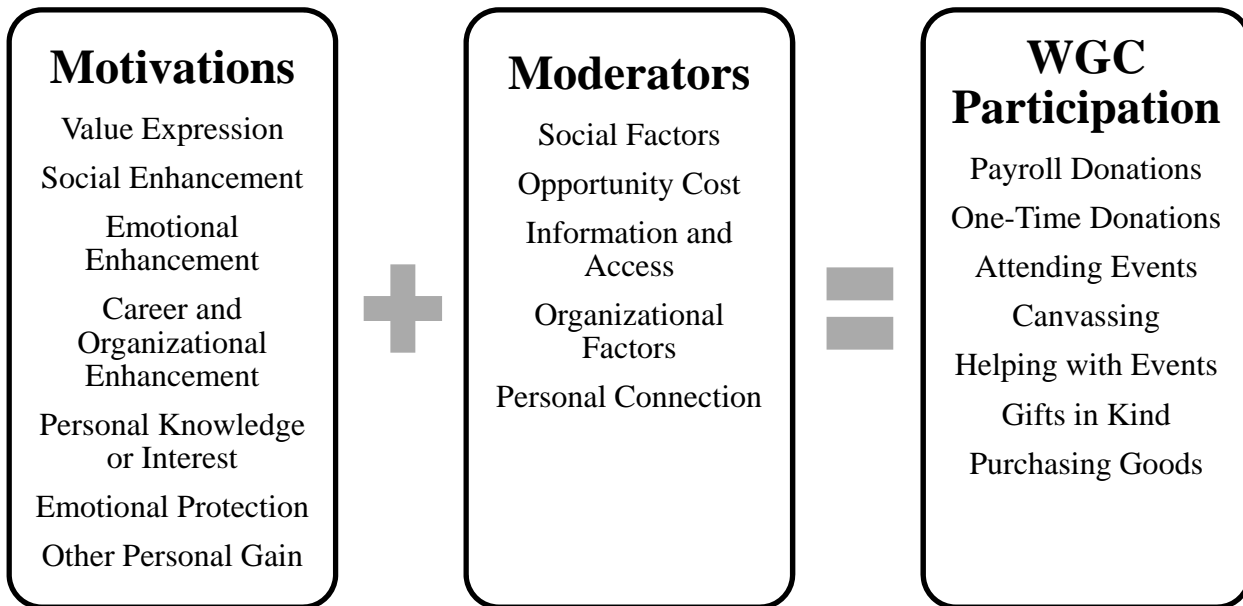


Figure 2. Conceptual framework for studying workplace giving campaign behaviour

Proposed Framework

Although the literature review revealed some skepticism about the significance of motivations in the study of philanthropic behaviour, it is apparent from the interviewees'

responses that motivations play an important role in their decision to participate in the four activities and that most interviewees were aware of and able to articulate their motivations. The responses overall, categorized into the motivation themes, also provide support for Clary et al.'s (1998) six functions. Although the motivation themes and titles are slightly adapted for the particular context of this research, they clearly and directly reflect Clary et al.'s functions of value expression, understanding, social, career, protective and enhancement. The responses do not, however, provide any overt support for Clerkin, Paynter and Taylor (2009)'s suggested seventh function, PSM.

In reviewing the interviewee responses, the motivations and the concept of PSM, it is not surprising that there was no support for PSM as a distinct motivation. PSM and value expression appear almost synonymous in that they both directly relate to having a need to help others or the community. Specifically, Clary et al. (1998) describe value expression as a motivation "related to altruistic and humanitarian concern for others" (p. 1517) and Clerkin, Paynter and Taylor (2009) describe PSM as "a psychological need for constructive civic engagement" (p.677). In an applied setting, there does not appear to be much of a distinction between these two concepts, at least not as revealed by this research. This could suggest that the concept of PSM needs to be further developed so as to differentiate it as its own, unique motivation.

An important outcome of the application of the proposed framework is that it conceptualizes the reasons people do not participate in PECSF, and provides practical implications for future campaigning. Specifically, nonparticipation would be the result of not seeing or understanding how one's motivation(s) would be met, or of there being too few strengthening moderators or too many weakening moderators to make participation appealing and accessible. As noted in the Findings, 2 of the 11 interviewees stated they did not participate

in PECSF because they would rather volunteer. In those cases, the interviewees helped others through volunteering and therefore did not have a need to satisfy their motivation to help others through participating in PECSF. In the three cases where the interviewees did not participate due to a lack of awareness, participation did not seem appealing or accessible because the interviewees had too little information to know how or why they should participate.

Altogether, the framework proposes that by showing people how their motivations will be met, and by increasing strengthening moderators and decreasing weakening moderators, one can increase future participation. It is proposed that this framework can be applied to PECSF and to both internally and third party administered WGCs.

Motivations

The small variance between the amounts of support for each motivation across the four activities supports the premise of this research that motivations for participating in these activities are similar. An important practical implication of this is that motivational research on donating, volunteering and OCB, for which there is great variety and depth, could be applied to the understanding of motivations of WGCs and PECSF.

Value expression was the only motivation to have substantial support across all four activities, and is therefore one of the most significant motivations as determined by this research. On its face, this finding indicates high motivation to act on values. From a practical perspective, this can be applied to campaigns by highlighting the ways one's participation can, for example, fill a gap in services, or help others. This finding could also indicate support for Coursey et al.'s (2011) and Wilson's (2000) proposition that values themselves play an important role in philanthropic behaviour. Although specific values were not reviewed in this research, doing so may provide supplemental information on how to focus value expression targeted campaigning.

The substantial support for value expression could also indicate that those in public service have high PSM. Although this research provides no apparent support for PSM as a distinct motivation, aspects of PSM theory may still help explain why value expression was so dominant. As previously noted, an important principle of PSM is that those in the public service have a relatively high motivation to satisfy altruistic tendencies. PSM may not fit into the conceptual framework proposed in this report, but it may still have a role in the study of WGCs.

Social enhancement had overall strong support, but had only moderate support for donating. This is not particularly unexpected since volunteering, OCB and PECSF all offer opportunities for socializing and connecting to the organization. The obvious implications of this finding are that expanding opportunities for social interaction and building a sense of community may help increase participation. One way to continue building that sense of community is to focus on emphasizing a culture of giving. Developing this culture within the BC Public Service would help emphasize a sense of community among public servants, thereby providing them with more opportunity to satisfy their social enhancement motivation through giving.

Although emotional enhancement only had moderate support and therefore on its own may not be a particularly significant theme, it is important to note that it had greater support than its counterpart, emotional protection. This suggests that when campaigning or emphasizing that culture of giving, it would be more effective to do so with a focus on positivity, feeling good, recognition and inclusion as opposed to using peer pressure and guilt based tactics.

Career and organizational enhancement, personal knowledge or interest, and other personal gain had moderate to no support across the four activities, with weak to no support for PECSF, suggesting that targeting these motivations may be the least effective in campaigning. This researcher found it surprising that career and organizational enhancement did not rate

higher among interviewees, especially in consideration of PSM theory. In particular, those in the public service are drawn to organizations that serve the public; however, the contrasting substantial support for value expression could suggest that public servants are drawn to the work itself, and may not inherently feel a connection to the workplace organization.

Another surprising finding was that more interviewees donated, volunteered and engaged in OCB than participated in PECSF. This is particularly intriguing when one considers that PECSF participation is essentially a combination of these three activities. Since the motivations for participating in all four activities appears relatively similar, perhaps the distinguishing issues can be explained through the moderators.

Moderators

Unlike the motivations, there was great variance in the moderators across the four types of activities. Social factors and opportunity cost had substantial support for three out of four activities, including for PECSF. Information and access, on the other hand, had substantial support for PECSF and moderate to no support for the others. Organizational factors had substantial support for PECSF, strong for OCB and weak support for donating and volunteering. Personal connection had moderate to weak support across the four activities.

The obvious practical suggestion would be to focus on all four moderators that have substantial PECSF support (i.e. social factors, opportunity cost, information and access, and organizational factors); however, there is another layer to the interpretation of these findings. In considering that participation is greater for donating, volunteering and engaging in OCB, it may be most effective to focus on the moderators that are unique for PECSF: information and access, and organizational factors. To be comprehensive, implications of all moderators are reviewed.

Social factors had substantial support for donating, volunteering and PECSF, which on its own is noteworthy. When coupled with the fact that the social enhancement motivation had strong support for PECSF, it emphasizes the significant role of social aspects on PECSF participation. Positive personal solicitation and a sense of community are likely key to campaign success. It is also worth noting that more interviewees were further drawn to a cause when there was a particular person involved to whom they felt connected. The findings in this respect seem to match those in the literature review; social influences are one of the most significant moderators of giving behaviour. A unique benefit of social moderators is that social influences can be contagious and self-propelling; as described by one interviewee noted in the Findings, socializing helps “success breed success.”

Although opportunity costs had substantial support for volunteering, OCB and PECSF, and is supported by Bekkers and Wiepking’s (2011a) as a main driver of donating behaviour, it can be difficult for an organization or campaign to affect it. For example, an organization would not adjust a person’s salary to increase participation in a WGC and cannot reduce workloads to give employees more time to participate in other activities. There is some potential, however, to mitigate these barriers by supporting other moderators. Support from executive management to take some work time to set up or attend an event, or more information on how one can donate as little as \$10 a month could help reduce the perceived costs.

Even though opportunity cost had substantial support, as previously noted most of the support related to time, and only one interviewee stated that they did not donate through PECSF because they donated elsewhere. These findings could tentatively be interpreted as support for Nesbit Christensen and Gossett (2012)’s determination that private donating does not substitute or “crowd out” donating through a WGC.

Information and access appears to have the greatest support variance in relation to PECSF and the other activities; it has substantial support for PECSF and moderate, weak or no support for the other activities. This suggests that information and access somehow distinguish PECSF from other giving activities. As noted in the Findings, interviewees who participated in the PECSF campaign generally found the program easy to access and appreciated the choice and variety in affiliated charities. The success of these subthemes suggests that they do not require further development.

The subthemes that appear to warrant the most attention and have the most potential to increase participation if addressed are insufficient information and feedback, and lack of awareness and understanding of the program. By increasing understanding and awareness about how and why the campaign is run, and how people can participate, the campaign could reach more public servants who were not previously involved with the program. For example, those who do not want to or who do not think they are able to donate may learn that they can participate by attending events and supporting their coworkers. This in turn can perpetuate social influences and contribute to the culture of giving. Additionally, as mentioned by Liu and Aaker (2008) people will be more likely to donate money if they begin by giving their time first (p. 547). Additional information and feedback about the campaign and from the charities could also help enlist the support of those who are already aware of the campaign but choose not to participate because they do not see how their money will be put to good use. Feedback from charities would provide the opportunity to stimulate the value expression and emotional enhancement motivations. The combination of insufficient information and feedback, and lack of awareness and understanding coincide with Bekkers and Wiepking's (2011a)'s finding that awareness of need is a key driver to donating behaviour (p. 929).

Support for organizational factors also varied, with substantial for PECSF, strong support for OCB and weak support for donating and volunteering. This was expected considering PECSF participation and OCB are the two activities that occur within the BC Public Service and would generally be affected by leaders. The general consensus among interviewees was that they greatly value support from executive and management, and would appreciate seeing more of it. To refer back to one interviewee's response, they would like to see more leaders who "walk the walk." Highlighting that will not only demonstrate support from leaders, but will also strengthen the sense of community and culture of giving in the BC Public Service.

In general, interviewees were content with the organization solicitation experiences they had, and appreciated the positivity around the campaign (as opposed to guilt-based solicitation). They did, however, feel a need for more of a campaign presence, especially with regard to in-person solicitation and particularly in areas outside of the Victoria and Vancouver cores. Again, we see how the moderators can intertwine. These issues concerning organization solicitation experiences have elements of social factors, insufficient information and lack of awareness.

Perceived bureaucracy and trust, the last two subthemes within organizational factors, could also be addressed through a better understanding of the program. Although PECSF acts as an intermediary between the charities and donors, there is no real associated cost, bureaucracy or mislaid trust. The BC Public Service covers all administrative costs, donors choose to which charities they want their funds distributed, and the charities receive all the funds donated by public servants. Apparently, not all BC public servants understand this. Having increased feedback from charities and providing more information about how the campaign works could reduce barriers of perceived bureaucracy and trust issues. As noted in the literature review, trust

in an organization and campaign is strongly supported as significant factors in a person's choice to give (Bekkers & Wiepking, 2011a; Brown & Ferris, 2007; Sargeant, Shang, & Shabbir, 2010).

The last and most weakly supported moderator was personal connection. It was unexpected for personal connection to a cause to receive such weak support for PECSF, and only weak to moderate support for the other activities. When one considers that a connection to a person (or people) involved with a cause is addressed in another theme (i.e. social factors), it helps to explain this finding. From a practical perspective, this finding is actually somewhat advantageous, as it is easier to affect a social connection to a cause than a personal connection (e.g. by spotlighting individuals affected by a cause, providing opportunities for social events, having colleagues as canvassers).

Conclusions

The Agency is curious about BC public servants' experiences with PECSF, why some choose to participate and others do not, and how to increase participation. To address these issues, this research examined BC public servants' experiences with PECSF, donating, volunteering and OCB in order to understand why they choose to participate in these activities. This was accomplished through the adaptation of the functionalism framework to include specific motivations and moderators as informed by the literature review and interviews.

The proposed framework appears to be a viable option for learning about the motivations and moderators that affect WGC participation, and provides practical implications that can be used to develop further WGC campaigning. The framework helps explain how targeting potential donors' motivations and addressing moderators will lead to greater campaign success.

The motivations that had the strongest support from the interviews, and therefore are likely to have the greatest impact on solicitation strategies, include value expression and social enhancement. Campaign strategies that support potential donors in meeting their motivation to help others and the community will help address value expression. Providing additional opportunities for social engagement surrounding the PECSF campaign and emphasizing a culture of giving in the BC Public Service will support social enhancement. Although emotional enhancement had only moderate support, it had greater support than emotional protection, suggesting that PECSF has successfully focused on the positive side and "warm-glow" of giving.

The moderators that were the most frequently mentioned in the interviews in regard to PECSF include social factors, opportunity cost, information and access, and organizational factors. Campaign strategies focused on further developing in-person solicitation (particularly in more remote regions), communicating more information about how the campaign works,

providing feedback on how funds are used by the charities, and encouraging more support from leadership will likely have the greatest success in increasing PECSF participation.

Suggestions for Further Research

This research proposed an adapted framework that could be used to study PECSF participation, but theoretically, the framework should be applicable to other WGCs, both internally run and third party administered. Since the framework was informed by donating volunteering and OCB motivations and moderators, it may also be applicable in these areas of research as well. Additional application of this framework to other WGCs and to the other activities is required to support these assertions.

This framework and research on PECSF participation may be greatly enhanced through supplemental quantitative research on BC public servant motivations and moderators of philanthropy. This would provide data that could be used to reinforce (or challenge) the prevalent themes in this research and that could be generalized for the entire BC Public Service. Furthermore, research that explores motivations and moderators of the individual PECSF participation activities (e.g. payroll deduction, canvassing) would provide data that could be used for campaign solicitation that targets specific activities.

Further research on different tactics in solicitation campaigns that focus on motivations and moderators may reveal additional recommendations for increasing WGC participation. For example, further research on the role of technology and social media may provide insight on targeting the information and access moderator.

Lastly, comparative analyses between internally run and third party administered, and public and private WGCs could reveal additional themes and concepts not captured or highlighted in this research.

Recommendations

The recommendations for increasing PECSF participation are based on three key findings from the literature review: 1) people consciously choose to engage in behaviour to satisfy motivations, 2) motivations and behaviours are affected by environmental moderators, and 3) successful solicitation strategies target motivations and moderators to create opportunities for staff to satisfy their motivations. The recommendations are targeted toward The Agency with the intent that The Agency's staff, including the volunteers working on the PECSF campaign, will be able to implement the strategies.

The first two recommendations address collecting supplemental quantitative data to confirm or challenge the conclusions proposed in this report. These recommendations have a potential to add value in that they would provide more complete, generalizable data that could better inform The Agency about public servants' participation in PECSF and the motivations and moderators that affect participation. They would not, however, directly affect the PECSF campaign on their own. Additionally, they could have relatively high costs associated with conducting the surveys and processing the data.

The remaining eight recommendations focus on the motivations and moderators that received substantial support in the interviews for PECSF, and are intended to increase PECSF participation with little to no financial investment. The more strategies and recommendations incorporated into the PECSF campaign, the more motivations and moderators can be affected.

Recommendation 3 focuses on further developing an environment that emphasizes giving behaviour. Recommendations 4 through 8 focus on raising awareness of the campaign. Recommendation 9 helps make donating through PECSF more accessible, and recommendation 10 focuses on highlighting the significance of public servants' contributions and reinforcing the giving behaviour.

Recommendation 1: Conduct a quantitative survey on the ways BC public servants participate in the PECSF campaign

The purpose of this survey would be to provide data on the different ways public servants do or do not participate in PECSF (e.g. through payroll deduction, one-time cash donations, attending events, canvassing, providing gifts in kind), which would be used to develop a more comprehensive understanding of PECSF participation. This survey can be completed either formally or informally depending on available resources. An informal survey could be posted on the government intranet site or individual ministry intranet sites. The Ministry of Social Development and Social Innovation intranet site, *The Loop*, for example, hosts weekly polls on various topics. Listed options could include “I donate through payroll deduction,” “I attend events,” “I help solicit donations,” “I contribute to the campaign in other ways,” “I participate in multiple ways,” “I do not participate” and “I used to participate but don’t any longer.” A more formal survey could be sent out from The Agency via email that includes more detailed options. The formal survey could be sent out independently or as a part of the survey suggested in Recommendation 2.

Recommendation 2: Conduct a quantitative survey on PECSF participation motivations and moderators

This survey would supplement the research reviewed in this report by providing quantitative, generalizable data on the motivations and moderators of PECSF participation. The first key question in the survey would include “What motivates you to participate in PECSF?” giving respondents the option of selecting any one or combination of the seven motivations proposed in this study. It may be more difficult to elicit moderators from respondents as the concept is more complex. Questions such as “What do you like about the PECSF campaign?”

and “How can PECSF be improved?” will frame the concept in a way that is easily understood by respondents and will provide PECSF with the information they need to further develop their campaign. Each of the two questions would be accompanied by a list of optional responses of which respondents could select. These responses would be based on the moderator themes and sub-themes reported in this project (e.g. “I have plenty of choice in which charity I donate to” or “I’d like more information about the administrative costs). Both the motivation and moderator responses should be supplemented with an “other” category to allow the respondent to type in their own response, which could reveal additional themes not captured in this report.

Recommendation 3: Emphasize a culture of giving

The focus of this recommendation is to circulate and further develop a culture of philanthropy in the BC Public Service. This could be accomplished, in part, by highlighting the different ways public servants can participate in PECSF and support their colleagues to do the same. This strategy focuses particularly on social enhancement motivations, and social factors and information and access moderators. Whether it be attending or setting up PECSF events, canvassing, providing items for an auction or otherwise giving time or energy to the campaign, it is all significant. The benefits of developing this culture include contributing to a sense of community, spreading awareness about the campaign, and getting public servants involved who may not feel able or ready to provide financial donations at the time. The culture could be further highlighted by linking PECSF participation and philanthropy in general to the BC Public Service values of passion, service and teamwork. Additionally, this culture could address volunteering and being involved with the community outside of the workplace, such as through Lunch and Learns throughout the year that highlight local charities and events that are not related to the

PECSF campaign. This would help perpetuate giving behaviour and keep the culture of philanthropy alive throughout the year.

Recommendation 4: Include PECSF as part of new employee orientation

This strategy addresses information and access, and social factors moderators. It will help spread awareness of the campaign to new employees and reinforce PECSF participation as part of the BC Public Service culture. It is also a means of PECSF succession planning as many public servants and donors retire over the next few years.

Recommendation 5: Invite canvassers and staff to spotlight a local charity

This strategy addresses value expression, social enhancement and emotional enhancement motivations, and social factors and information and access moderators. Canvassers would be encouraged to either choose a charity to showcase to their work unit or invite their colleagues to choose one to spotlight. Spotlighting a charity could include inviting a member of the charity to give a presentation at the local office, learning about the specific projects the charity is doing, learning about how PECSF funds would be used, hearing about past success stories as a result of public donations, or even choosing charity to highlight or sponsor as a team. It is important to caution that individual choice is still a priority and that each person is encouraged to donation decisions that are right for them, regardless of whether or not they choose to donate to the team-sponsored charity. This would be similar to the PECSF sponsored pool of charities, but on a more personal level. Learning about a particular charity or putting a face to a name may peak the interests of those who feel removed from the charities.

Recommendation 6: Reach out to public servants in rural work units

Interview responses suggest that the PECSF presence does not appear to be as strong in communities outside the urban cores of Victoria and the Fraser Valley. This is likely due to the scattered population and potential difficulty in reaching everyone through personal solicitation. Reviewing current campaign techniques and developing supplemental ones to target public servants in rural offices would target social factors and information and access moderators, and help increase awareness of the campaign and invite everyone to be a part of the culture of giving. Some specific tactics could include solicitation communications targeted to rural regions, regionally spotlighted charities, and more emphatic involvement from leaders in rural areas.

Recommendation 7: Highlight public servants' participation stories

Publishing individual participation stories serves multiple purposes. First, it provides another opportunity to reinforce the culture of giving in the BC Public Service. Second, positive stories that highlight how public servants have helped other and the “warm glow” feeling address value expression and emotional enhancement motivations. Third, this strategy can further spread awareness about the campaign and takes advantage of social factors (i.e. a connection to people involved with a cause, role models, and a sense of community). Testimonies could be presented on the @Work and ministry intranet sites.

Recommendation 8: Emphasize and personalize leader involvement

Encouraging executive and management to become more actively involved in the campaign addresses organizational factors, information and access, and social factors by informing public servants about PECSF and reinforcing the culture of giving. Leaders could be further encouraged to donate themselves and share their stories with staff. Similar to

Recommendation 7, testimonies from executive and management can be featured in executive email publications and publicized teleconferences.

Recommendation 9: Pilot “15 Minutes for Philanthropy”

Providing a designated time for public servants to sign up for payroll deduction embodies leader support of PECSF participation and addresses the moderators of opportunity cost (specifically time), social factors, and information and access. This strategy could be piloted on a small scale during next year’s campaign, or it could be executed at some other time during the year to keep the idea of giving alive. Piggy-backing 15 Minutes for Philanthropy onto another event during the year, such as Public Service Week, could help publicize the strategy, make it part of a social event, and reduce concerns about taking away time from work. Such a strategy would significantly raise awareness of the PECSF campaign and highlight participation as an important component of the BC Public Service culture. It would also give canvassers a dedicated opportunity to answer questions and help those who have difficulties signing up online. Public servants who choose not to participate would be encouraged to spend the 15 minutes researching volunteer groups in the community, chatting with colleagues about how they have helped others, or engaging in any other philanthropic-related activity with which they feel comfortable.

Recommendation 10: Provide feedback from charities

The barrier of having insufficient information and feedback on how funds are used can be addressed by providing information on how charities have previously used PECSF funds, and how they plan on using funds from the current or future campaigns. An option for providing information before or during the campaign is to ask charities to provide a short profile with their PECSF application that details the program(s) they are focusing on and how the PECSF

donations will be used. The list of charities on the PECSF site could include or be linked to these profiles. This would allow potential donors to select a charity not only by name, but by a particular program they feel more connected to. Alternatively, the charities on the list could link directly to the charities' websites. An option for providing feedback after the campaign is to invite charities to provide letters of gratitude for donors' contributions, which could be published on the PECSF, @Work and individual ministry intranet sites. Canvassers can also be alerted to the feedback letters, and encouraged to select one or a few to share with their work units.

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Appendix

Interview Questions

In order to protect individual privacy I would ask that you do not identify or name specific colleagues as part of your answers and request that you speak in more generalized terms.

A. Voluntary activities at work that benefit the organization and/or other colleagues

Sometimes employees voluntarily participate in activities that are supplemental to their regular work duties but benefit the organization and colleagues (e.g. coaching, mentoring, leading the Green Team, being a part of the social committee, being active with the union, helping out other colleagues, staying late to meet a deadline).

1. Can you describe examples of when you participated in such voluntary activities outside of your regular work duties (or observed others do so)?
 - a) What motivated participation in these activities?
 - b) What was positive about the experience(s)?
 - c) What was negative about the experience(s)?
 - d) What barriers were overcome or what sacrifices were made to be able to participate in these activities?

B. Participating with PECSF

There are different ways that employees participate in PECSF including donating, volunteering, and going to PECSF events (e.g. information sessions and social events).

2. Can you describe examples of when you have participated in the PECSF campaign?
 - a) What motivated participation in these activities?
 - b) What was positive about the experience(s)?
 - c) What was negative about the experience(s)?
 - d) What barriers were overcome or what sacrifices were made to be able to participate in these activities?
3. Can you describe examples of when you (or people you observed) have not participated to the PECSF campaign?
 - a) What were the reasons for not participating?
 - b) What barriers would need to be overcome to consider participating?
4. What impressions do you (or the people you observed) have of PECSF (positive, negative)?
5. What can the employer do to encourage further participation in PECSF?

C. Donating Privately

Some employees have donated to organizations and charities outside of PECSF such as to the United Way, their church, the SPCA, Santa's Anonymous etc.

6. Can you describe examples of when you (or people you have observed) have made donations outside of PECSF?

- a) What motivated participation in these activities?
- b) What was positive about the experience(s)?
- c) What was negative about the experience(s)?
- d) What barriers were overcome or what sacrifices were made to be able to participate in these activities?

D. Volunteering in the Community

Some employees have volunteered in their communities such as at their church, their children's school, or at a local charity.

- 7. Can you describe examples of when you (or people you have observed) have volunteered in the community?
 - a) What motivated participation in these activities?
 - b) What was positive about the experience(s)?
 - c) What was negative about the experience(s)?
 - d) What barriers were overcome or what sacrifices were made to be able to participate in these activities?

E. Peer Influences

- 8. Can you describe examples of when your peers (e.g. colleagues, friends, family, and community) have been influential in encouraging volunteering or donating?
 - a) What are examples of their positive efforts in encouraging people to volunteer or donate?
 - b) What are examples of their efforts in not encouraging people to volunteer or donate?

F. Organizational Influences

- 9. Can you describe examples of when your organization (e.g. employer, @Work communications, and executive) has been influential in encouraging volunteering or donating?