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**Review of the doctoral dissertation "Effects of corporate volunteering on  
employee behaviors" authored by mgr Yusheng Fu  
under the supervision of Prof. dr hab. Aldona Glińska-Noweś and co-  
supervision of Dr Andre Soares,  
Nicolaus Copernicus University, The Faculty of Economic Sciences and  
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The review has been prepared under the regulations of the Legal Act of 20 July 2018 Law on Higher Education and Science (DZ. U. z 2018 r. poz. 1668 ze zm), according to which:

"Art. 187. 1. A doctoral dissertation shall present the candidate's general theoretical knowledge in a discipline or disciplines and the ability to independently conduct scientific or artistic work.

2. The subject of the doctoral dissertation is an original solution to a scientific problem, an original solution in the field of applying the results of own scientific research in the economic or social sphere, or an original artistic achievement."

#### **Aim and research problem of the dissertation**

The reviewed dissertation addresses the relevant problem of corporate volunteering that fits into an important research area of corporate social responsibility, or more broadly, sustainable development. This makes the subject and research problem addressed by the Doctoral candidate highly significant. Importantly, the dissertation analyzes corporate volunteering not only from the perspective of socially responsible activity but focuses on its outcomes resulting for employees and organizations alike. Thus, the dissertation explains "the essence of

corporate volunteering and its influences on individual employee engagement in supporting relevant organizational outcomes” (p.4).

The analyzed research problem is of both theoretical and practical importance. The approach when empirical analysis drives the theoretical one does not diminish the value of the dissertation itself. Contrarily, it proves that the Doctoral candidate addresses a relevant practical scientific problem in His work.

Yusheng Fu presents a good justification for the choice of the discussed subject of the dissertation, indicating the research gap. I agree with Him that “there is still no consensus on the specific relationships between participation in volunteering and employee attitudes and behaviors” (p.5) nor the outcomes of such involvement and therefore “it is meaningful to shift the observation of corporate volunteering from the organizational level to the individual level” (p.4).

The aim of the dissertation is “to explore and explain the mechanisms by which corporate volunteering influences organizational commitment (OC) and organizational citizenship behavior (OCB) of employees participating in the volunteering.” (p.6). To conclude, the addressed aim and research problem are relevant for a doctoral dissertation and are up-to-date.

### **Structure of the thesis and the general readability**

The structure of the dissertation is logical and correct for a doctoral dissertation. It contains four chapters and an introduction.

Chapter 1 is theoretical and covers a review of the literature on corporate volunteering and its antecedents and outcomes. In particular, it focuses on organizational commitment, affective commitment, and organizational citizenship behavior. This chapter includes also a meta-analysis of the literature.

Chapters 2 and 3 combine the theoretical and empirical analysis of the effects of corporate volunteering on employees’ affective commitment and organizational citizenship behavior. Thus, the chapters discuss the theoretical background of the phenomena under investigation, develop the hypotheses, present the method of the study (studies 1 and 2 respectively) and the resulting analyses and findings.

Chapter 4 includes a general discussion and conclusions. This chapter differs in structure from the remaining chapters of the dissertation, as it is relatively short and not divided into subchapters.

Generally, the dissertation, although relatively short (90 pages of text, not including references), is well and carefully written in terms of language and style although some minor

mistakes have not been avoided (e.g. in the introduction it is stated that "This work consists of six chapters" or there is a mistake in the numbering of the tables). However, these are minor issues, which do not undermine the general positive impression about the quality of the dissertation.

### **Theoretical background and literature review – general knowledge in a discipline**

A doctoral dissertation should present familiarity with previous scientific works and general theoretical knowledge in a discipline, which characterizes the reviewed thesis. In the dissertation, the theoretical analysis focuses on the explanation of the processes leading from corporate volunteering to affective organizational commitment and organizational citizenship behavior, including several mediators of positive relationships at work and job satisfaction. I especially appreciate the theoretical considerations presented in subchapters 1.2 and 1.3 which discuss the antecedents of employee participation in corporate volunteering (divided into individual/employee factors, workplace factors, and organizational factors) and outcomes of corporate volunteering (divided into employee-level outcomes and organizational-level outcomes). Yusheng Fu managed not only to indicate the most relevant studies but also proved His ability to critically analyze the up-to-date literature and recognize the common themes. Therefore, in my opinion, the resulting identification of the groups of antecedents and outcomes of corporate volunteering is highly valuable. I also need to note, that the Author presents a good justification of the theoretical choices He made. He states: "although organizational commitment is a three-dimensional construct, only affective commitment, as one subdimension, was examined in the present thesis for several reasons" (p. 21). The following justification proves the researcher's maturity and the ability to independently conduct scientific work.

As far as theoretical analysis is concerned, although it is of high quality, I would like to raise one issue. The Author claims that the dissertation is based on the self-determination theory and the social exchange theory. I would expect a more in-depth analysis of these particular theories and their link to the phenomenon under study. Therefore, I would like to ask, how the dissertation contributes to the two mentioned theories.

I am impressed by the conducted meta-analysis of the literature presented in sub-chapter 1.4, which is rather rare in doctoral dissertations. This included integrating the results of multiple studies and was conducted to "identify the importance of organizational commitment and organizational citizenship behavior for corporate volunteering" (p. 6). Relating to this analysis, I would like to know the exact input of the Author of the dissertation into a meta-analysis, coding, and resulting findings as He states that "Coding was done by four researchers (including the thesis author)" (p. 22). Additionally, I would like to ask if the adopted

methodological approach to the meta-analysis (starting with identified 5750 references and analyzing just 11 that included Pearson correlation) does not result in some limitations and, for example, the omission of important conclusions from previous research.

To conclude, the thesis refers to 470 different sources and the theoretical analysis of the literature presented in the dissertation is of high quality and proves the general theoretical knowledge of Yusheng Fu in the discipline of management and quality studies, focusing on corporate volunteering and employee behavior.

### **Method and empirical analysis – solution to a scientific problem and contribution of the research**

As far as the empirical analysis is concerned, the Doctoral candidate presents two quantitative studies focusing on the effects of corporate volunteering on employees' affective commitment (Study 1) and organizational citizenship behavior (Study 2). The adopted method of the study is well justified and constitutes the strength of the dissertation. In Study 1 based on the sample of 724 employees, the relationship between corporate volunteering and organizational commitment is examined, and potential inner relationships with related constructs are explored (that is perceived supervisor support, positive relationships at work, and job satisfaction). For this data set the structural equation modelling (SEM) was utilized. Some limitations concern Study 2 which focused on the relationship between corporate volunteering and organizational citizenship behavior. Since the study was conducted during the COVID-19 pandemic, the analyzed sample is small and included only 35 respondents. For this study, partial least squares structural equation modeling (PLS-SEM) was utilized. I need to underline that even though being aware of the limitations of the second study, in my opinion, the empirical analysis presents a high level of methodological rigor and is a strength of the dissertation.

I especially appreciate the detailed description of the methodological process and the well-argued justification of the methodological choices. For example, Yusheng Fu writes "In order to avoid statistical error (e.g., common method variance; Podsakoff & Organ, 1986), this thesis decided to separate its focus into two studies to explore the processes leading from corporate volunteering to, respectively, commitment and citizenship behavior" (p. 5). He also checked for the common method variance and self-response bias. The Author consciously planned the whole research process and is aware of its strengths and limitations. This in turn shows that Yusheng Fu can conduct scientific research independently.

Study 1 verifies 11 hypotheses (including Hypotheses H6a-H6e) developed and well-augmented based on the literature review. In this study, only three hypotheses are supported by the data. These include the direct positive relationship between perceived supervisor support and affective commitment, and two indirect relationships mediated by job satisfaction.

Study 2 verifies 5 hypotheses. Only one hypothesis was supported in this study indicating that among employee volunteers, positive relationships at work were positively related to organizational citizenship behavior. I need to underline that I do not believe that not supporting all the hypotheses undermines the value of the conducted research. However, I would like to ask, if based on the obtained results the Author of the dissertation did not verify different models with different or additional hypothesized relationships. Additionally, based on the obtained results and experience, what are His own lessons learned and directions for his own further research?

The whole empirical analysis is conducted thoughtfully at a high level of methodological rigor. I also appreciate the following discussions comparing the obtained results to the previous studies in the up-to-date literature as well as indicating the contributions and limitations. I appreciate that Yusheng Fu is aware of the limitations of the study and He formulates directions for further research. This always states the maturity of the researcher. However, two remarks need to be made in this regard. First, Yusheng Fu writes in several parts e.g. "the results in this study also provide a more specific lens through which to observe a mechanism related to job resources and attitudes when employees participate in corporate volunteering" (p. 56) or "this thesis plans to explore the potential mechanisms among corporate volunteering, perceived supervisor support, positive relationships at work, job satisfaction and organizational citizenship behavior" (p. 66). I would expect a more detailed and explicit indication of the identified mechanisms as well as their discussion. Additionally, a summing up figure in Chapter 4, presenting the mechanisms would be very helpful to explicitly and comprehensively present the obtained results. Especially the conclusions part lacks the summing up of the contribution and managerial implications, in general, resulting from the thesis.

Second, in the discussion, I would expect a more explicit indication of what more we learn from the conducted analysis apart from confirming, contradicting or empirically evidencing previous studies. I am convinced that the conducted research has the potential for such conclusions.

I need to underline that the issues raised above do not undermine the overall positive assessment of the presented analysis and findings. The obtained results are not only interesting but also relevant for the theory and business practice alike.

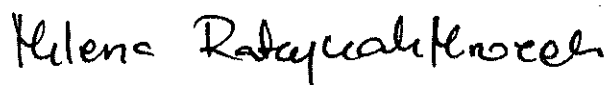
To conclude, I believe that the dissertation deepens our knowledge of corporate volunteering and its individual behavioral outcomes linked to perceived supervisor support and positive relationships at work. The results provide also practical implications for organizations which constitutes the additional value of the thesis.

## Final opinion

In my opinion, the dissertation presents Yusheng Fu's general theoretical knowledge in the discipline of management and quality studies, especially concerning the problem of the outcomes of employees' behavior and corporate volunteering in particular. The biggest strength of the dissertation is the choice of the research problem and the conducted empirical analysis. The latter presents a high level of rigor in the methodological approach and proves the Doctoral candidate's ability to independently conduct scientific work. I believe that the presented doctoral dissertation is an original solution to a scientific problem of outcomes of corporate volunteering at the level of individuals and organizations alike.

Therefore, it can be stated that the scientific work "Effects of corporate volunteering on employee behaviors" prepared by Yusheng Fu meets the general requirements of the doctoral dissertation under the regulations of the Legal Act of 20 July 2018 Law on Higher Education and Science and can be presented for the defense procedure for the award of the doctoral degree in the discipline of management and quality studies.

Konkludując stwierdzam, że rozprawa doktorska pt. "Effects of corporate volunteering on employee behaviors" w pełni spełnia wymogi, stawiane w Ustawie z dnia 20 lipca 2018 Prawo o szkolnictwie wyższym i nauce. Wobec tego wnioskuję o dopuszczenie mgr Yusheng'a Fu do dalszych etapów postępowania w przewodzie doktorskim w dyscyplinie „nauki o zarządzaniu i jakości”.



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