

CHAPTER 15

CORPORATE VOLUNTEERING AND SOCIAL RESPONSIBILITY PROJECTS IN THE PRIVATE SECTOR

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Corporate volunteering practices are essential to the private sector's social responsibility strategy and implementation. This chapter will discuss the private sector's entry into the volunteering ecosystem within the scope of corporate social responsibility projects. In this framework, the institutional and social reasons for corporate volunteering, the interest of the private sector, and the results from collaborations for both businesses and society will be evaluated. These topics will be followed by a section that presents how the private sector implements different models of volunteering practices. The last section will examine the obstacles and opportunities of the changing social, environmental, and economic climate challenging the private sector and corporate volunteers. This chapter focuses on corporate volunteering while highlighting opportunities to encourage and develop partnerships that could be established between non-governmental organizations (NGOs) and businesses.

Introduction

The private sector pays more attention to social problems ranging from hunger and poverty to education and financial stability. Similarly, volunteering has become an essential part of social life today and is no longer an application that an individual builds and puts into practice only with one's own time. Many private-sector organizations also engage in corporate volunteering under the definition of employee volunteering and within the scope of corporate social responsibility (CSR) projects.

The definition of CSR, its application areas, and the results expected from this process are changing and developing in light of current social, economic, and environmental developments. Nevertheless, the common point of various definitions of philanthropy, corporate citizenship, corporate sustainability, the shared values approach, environmental-social governance, and corporate responsibility focus on private sector enterprises' social, economic, and environmental impacts before, during, and after the production, delivery and consumption of their products and services. Accordingly, the private sector is expected to cause no harm to global development or individual societies in general; on the contrary, today, they are expected to contribute positively.

Private sector enterprises can carry out CSR activities using different models that can change accordingly. In this context, CSR practices can be considered under the six following categories (Kotler & Nancy, 2005):

1. Promotional techniques carried out to increase awareness of and interest in social and environmental issues,
2. Efforts focused on supporting sales processes,
3. Corporate social marketing aimed at changing the behaviors of the target audience,
4. Corporate philanthropy, which aims to contribute directly to social and environmental fields,
5. Contributions to social practices with the time and talent of its employees,
6. Socially responsible business practices.

As can be seen, CSR can be realized over an extensive range. In its simplest form, many CSR practices exist, such as donating to a social field or providing educational scholarships, reducing enterprises' water use and carbon emissions, designing special services and products for disadvantaged groups, providing better working conditions to employees, and encouraging businesses in the supply chain to have similar processes. Corporate volunteerism, which will be examined in detail in the following chapter, is, in its most simplified sense, the provision

of services to enterprises' employees in social, economic, and environmental projects through NGOs, schools, or public institutions other than their employment contract with the enterprise. In this framework, corporate volunteering appears as a subset of CSR. A study (Licardo, 2017) on the relationship between corporate volunteering and CSR revealed that, while businesses manage their relations with society through CSR, the inclusion of corporate volunteering activities in these practices positively affects managing these relations.

Employee volunteering is important in the emergence and evolution of CSR's definition and practices. Having social problems on its agenda and the methods it has developed to solve them, the private sector has played an important role in CSR's development at the global level. More and more international businesses encourage their employees to participate in volunteering programs on economic, social, and environmental problems (Glassdoor, 2019). A study (Blackbaud, 2021) examining the donations and volunteering activities of more than 7 million full-time and retired employees of 281 businesses worldwide found that 5.22% of full-time employees volunteer for 15 hours per year. Only 10% of these volunteers stated volunteering for 37 hours. Therefore, corporate volunteering on a global scale is on the agenda, albeit at a slow pace.

In Türkiye, 9.7% of volunteers also work in a paid job. Although whether these volunteers carry out their volunteering activities independently of their institutions has yet to be measured,



Corporate Volunteering in Light of Current Issues

With prohibitions and restrictions on international travel, COVID-19 has led to long-term quarantines worldwide. Physical interactions have been severely limited for the first time in history. The pandemic's physical, psychological, social, and economic effects have been significantly experienced and will continue to affect different waves and sequences. One of the most critical issues to be considered in this change and transformation process is the workplace's uncertainty. Although remotely managing some business lines such as factories or agriculture is impossible despite the technological age in which we live, it has been possible to manage many businesses such as banking and information technologies from home and remotely. According to World Economic Forum (2020) research, 72.2% of employees want to work from home.

Meanwhile, at least in the foreseeable future, work areas are expected to evolve into a hybrid model (i.e., part-time working in the office, part-time working from home) within the framework of employees' desire to work from home and the opportunities that enterprises can provide. However, issues such as whether remote working will enable businesses to work as teams and to what extent the corporate culture in companies will be affected by this situation are among the factors determining the future of corporate volunteering activities. Online volunteering activities are essential in enriching employees' interaction channels with their colleagues and producing social outputs. Online volunteering also profoundly contributes to preserving business culture and mediating businesses to keep up with change.



one study (Bilgi University, 2019) found that 0.8% of volunteers stated their workplace had recommended or supported volunteering for an NGO. This figure suggests that corporate volunteering has yet to become widespread in Türkiye.

Many NGOs in Türkiye have been established in parallel with the development of the private sector. In this process, private sector leaders volunteer to develop civic space by sharing their knowledge and experience as well as financial aid and donations to NGOs. For example, private capital representatives such as Vehbi Koç, Nejat Eczacıbaşı, Hayrettin Karaca, and Nihat Gökyiğit were observed to have voluntarily taken part in establishing many community organizations such as the Educational Volunteers Foundation of Türkiye (TEGV), Turkish Education Foundation (TEV), Istanbul Foundation for Culture and Arts (İKSÜ), Turkish Foundation for Combating Erosion, Reforestation and the Protection of Natural Habitats (TEMA), Mother-Child Education Foundation (AÇEV), and Clean Sea Association (TÜRMEPA) (Göçenoğlu, 2021)

Up to this point, attempts have been made to define how corporate volunteering practices are shaped and described as a CSR at the highest level by addressing international and national practices (the establishment phase of NGOs in Türkiye) and theoretical approaches (the six application areas of Kotler & Nancy). Now, let's examine the structure of corporate volunteering in a little more detail within this framework.

Brewis (2004) defined corporate volunteering as volunteering encouraged or facilitated by the organization where an individual works. According to another definition, corporate volunteerism realizes a social effort by transforming it into planned and willing participation in the professional field without a formal obligation (Houghton, Gabel, & Williams, 2009). Corporate volunteering practices can be executed on employees' own time or during official working hours (Meijs & Van der Voort, 2004). Employees do not receive an additional fee for this voluntary service (Bussell & Forbes, 2008). Some cases have revealed that businesses also move their retirees to corporate volunteering platforms.¹

In addition to these essential definitions, the managerial decision-making process of volunteering under the scope of CSR should also be considered. Accordingly, the concept of impure volunteerism would be appropriate at this point. This concept points to the importance of the managerial decision-making process for volunteering activities within the scope of CSR. Impure volunteerism is based on managers planning and organizing CSR activities to ensure maximum employee participation. Employees tend to avoid participating in corporate

¹ For example, IBM retirees can also participate in employee volunteering. See <https://www.ibm.org/retiree>

volunteering practices when not encouraged by their managers. For this very reason, it has been stated that institutions use various tactics to ensure employees' participation in CSR activities (Group & Mallya, 2019). This institutional process is also summarized in Table 1. Many external and internal conditions in this framework can negatively affect communication processes. For example, a disaster such as an earthquake may require volunteers to shift their focus.

In comparison, change in an association's management can be an example of an internal factor. In addition, including employees in the program as an institutional requirement rather than an actual voluntary choice can create difficulties for implementation. The essential tools in solving such unfavorable conditions are the processes of managerial aspects and relations management, as defined under facilitation requirements. Managers should establish an immediate communication process between volunteers and the institution and offer solutions to problems. Terminating the process without measuring its impact will affect the initiative's sustainability. Furthermore, communication processes should importantly not be linear but cyclical; namely, they should have a structure that constantly renews itself rather than one with a linear start and endpoint.

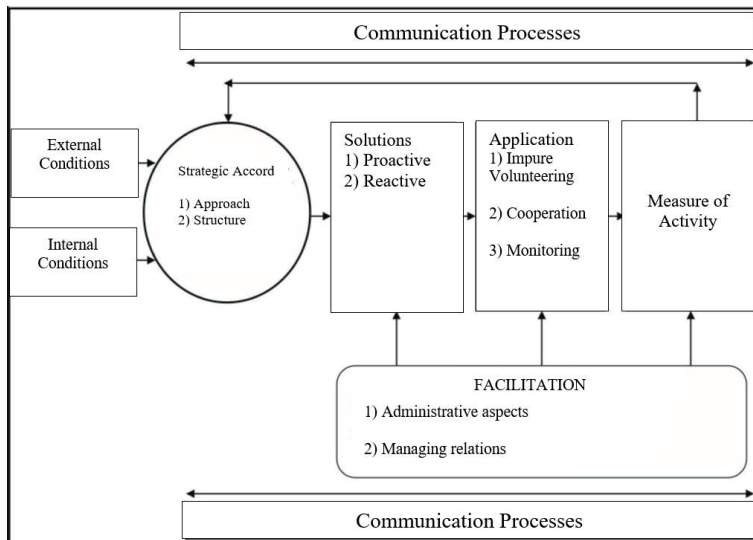


Table 1. Communication Processes in Corporate Volunteering.

As can be seen, corporate volunteering as a CSR implementation tool encourages private-sector employees to devote their workforce or individual time to nonprofit organizations, charities, or other initiatives.

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Good Practice - IBM's Corporate Service Corps

The Corporate Service Corps program was created by IBM in 2008 to benefit society and covers activities where employees meet in a country other than their own for a 4-week international program where they do skill-based volunteering practices with other IBM employees from various countries. Within the program's scope, IBM employees from different countries and business units voluntarily share their competencies and experiences in their fields of expertise with NGOs around the world. Since 2008, over 5,000 IBM employees have undertaken 1,500 projects in 40 countries (International Business Machines, 2020). The essence of the program is to contribute to developing geographies' social and economic development by leveraging IBM's human resources. As a result, the Corporate Service Corp program has been observed to provide multifaceted benefits to the communities where the activities are carried out, to IBM employees at the global level, and to IBM as an institution:

- Communities benefit from IBM teams' problem-solving skills and talents.
- A difference is formed in society that is served by promoting socio-economic development.
- IBM has the opportunity to get to know the markets where the projects are carried out.
- IBM employees who voluntarily participate in the program become "global citizens," enabling them to change their view of the world and act as part of a global team with advanced leadership skills.

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Corporate Volunteering Types

Businesses' corporate volunteering practices vary according to the number of employees, the sectors they are involved in, and the geographical regions in which they operate. For example, a local business will unlikely implement international volunteering practices. Similarly, companies in the service sector and businesses operating in agriculture or industry cannot carry out similar methods because they are equipped with different skills. This section will evaluate corporate volunteering activities that can be implemented in companies with other competencies and levels. Corporate volunteering practices can be designed as physical- and skill-based volunteering practices or through micro-volunteering methods and online volunteering practices; all these practices can be implemented through individuals or teamwork.

Volunteering through physical activities includes donation runs, maintaining physical spaces such as painting schools, cleaning up beaches, parks, etc., and planting trees. For example, the Adim Adim [Step-by-Step] Initiative, established as a platform that brings together NGOs and volunteers who want to participate in a charity run, operates to promote collective charity runs.² NGOs form volunteer teams within businesses, while volunteers collect donations from their families, friends, colleagues, and companies for the run they do. Another physical volunteering practice is the maintenance of public venues

2 For detailed information, see <https://adimadim.org/>

such as schools (Kibar Holding, 2021) or animal shelters (Borusan Holding, 2021).³ Cleaning up in the environmental field (Dünya Gazetesi, 2021; Özel Sektör Gönüllüleri Derneği, 2018) can also be considered a physical volunteering practice. Although physical volunteering has its limitations concerning the time that can be allocated and the place where it is to be applied, as these are activities that employees from different sectors and with different job descriptions and skills can do, and the effects of which can be observed immediately,

it is considered to lay out a good foundation for businesses and corporate volunteer candidates that have just started their corporate volunteering initiatives.

Skills- or professional competencies-based volunteering activities specifically address the skills and competencies of the employees of companies in the service sector. Applications include consultancy and training in marketing, sales, communication, human resources, law, and career mentoring.⁴ Transferring the knowledge and experience gained in businesses through such volunteering activities allows NGOs to access a service they may not even be able to get for a fee.

Online volunteering refers to volunteer activities completed in whole or in part using a device connected to the internet. One example of online volunteering is the World Community Grid platform. The platform was created to solve the critical need researchers have for supercomputing power and enables a very high amount of computing power in joint research by utilizing the unused computing power of computers and Android devices belonging to volunteers. In addition, companies can allow their employees to use the platform on their own company computers if they wish. For example, SILCA, a technology company based in France, allowed its employees to install the system on their work computers to participate in an online volunteering project (World Community Grid, 2017).

Micro volunteering is a volunteer activity in which small tasks that make up a more significant project are completed over flexible and limited times. Although micro-volunteering practices are generally carried out as part of online volunteering with the flexibility offered by digital tools, offline examples are also found, such as producing and selling products for a donation or distributing brochures could be considered as part micro-volunteering opportunities. Although micro-volunteering offers advantages in terms of time and space, it also has some shortcomings, such as not being able to view the medium- and long-term results of the activity as well as difficulties in developing a sense of belonging and identity

3 For an example, see <https://tegv.org/bagis-ve-urunler/istanbul-maratonu/>

4 For a detailed example, see the IBM Enterprise Service Force project at <https://www.ibm.org/initiatives/ibm-service-corps>

with the organization's mission, in establishing relationships with the other volunteers who are crucial to volunteering, and problems with volunteering in the organization due to limited and inflexible time.

Finally, whatever the method, whether micro or online, skills-based or physical volunteering, corporate volunteering programs can be realized through individuals and teamwork. Of course, applications to be carried out over such a broad scope will offer businesses different advantages and disadvantages. Although corporate volunteering is affected by many factors, such as the size of the enterprises, the sectors they operate in, their missions, employee capacities, product services, and production and distribution networks, businesses can also develop the most efficient application models for themselves.



Good Practice - Koç Holding, For My Country

One of Koç Holding's social responsibility programs, the For My Country Program, has aimed to mobilize internal and external stakeholders such as Koç Holding employees, suppliers, and dealers in different areas of sustainable development since 2006. Earlier, the program was designed to respond to the local and customized needs of Koç Holding's internal stakeholders throughout the country. In the following years, the program is shifted to programmatic themes in cycles of two to three years to expand its sphere of influence and move to a more sustainable structure. In this context, projects and activities were conducted around the themes of deforestation from 2008-2009, regular blood donation from 2010-2011, disability from 2012-2015, gender equality from 2015-2016, and digital transformation and the future from 2017-2020. Volunteers of the For My Country Program are comprised of group employees. Ambassadors of the For My Country Program are chosen from among the dealers. They collaborate with various NGOs over a wide range of activities from training to field visits, physical volunteering practices (e.g., tree planting, blood donation), and organized volunteering activities for employees, suppliers, and dealers. For the program's 2018-2020 stage, approximately 10,000 distributors and young individuals were reached in 17 provinces through 120 volunteer employees and more than 80 volunteer distributors in cooperation with the Toplum Gönüllüleri Vakfı [Community Volunteers Foundation]. The most significant achievements of the For My Country Program in terms of corporate volunteering are the thematic approach and the way it shapes the effects of employee volunteering so that it will spread over a long period by having it be more than just a single short-term activity. The program has also allowed projects' social and environmental impacts to be more scalable with a collective and focused flow of activities. These two frameworks also set an excellent example of overcoming two main challenges in corporate volunteering projects: impact measurement and sustainability.



Reasons for the Private Sector to Implement Corporate Volunteering

As Ararat (2008) stated, the drivers shaping enterprises' CSR strategies and practices in Türkiye are neither internal (such as the vision of senior management or employee pressure) nor cultural (such as awareness of the protection of society and the environment) but rather external (international investors and businesses purchasing from Türkiye in the international

supply chain) and institutional (i.e., within the scope of the law). Simultaneously considering that the market and external conditions have changed since 2008 and the openness of the economy, the rule of law, civil liberties, transparency levels, and external drivers, as revealed in Ararat's article, these driving forces should be emphasized as going through a process of change and transformation. Today, internal drivers can also be said to shape CSR practices and strategies. Considering that corporate volunteering is a CSR implementation tool, the motivation and driving forces of the private sector for corporate volunteering are seen to be fed by the same and similar incentives. Topics such as communication support, effective use of internal resources, employee loyalty, and employer brand constitute the driving force on this point for the private sector's corporate volunteering practices.

Supporting Corporate Communication Efforts

Today, businesses are trying to reach all their stakeholders, particularly their target audience, through many communication channels (social media being one particular example) to build their corporate brand reputation and product marketing. When looking at this process through Bill Gates' statement of "Content is king," following Marshall McLuhan's statement, "The medium is the message," businesses that work with corporate volunteers (medium) and social impact (content) can be observed to produce positive messages for all target audiences. Companies that want to develop an image of CSR in the eyes of consumers are recommended to communicate with consumers through corporate volunteering programs so that consumers who've become familiar with businesses' activities will have a more positive perception of the company's CSR activities and image (Rodel, Sabey, & Rogers, 2020). Accordingly, businesses wanting to be one step ahead in competition and reputation management utilize communication through corporate volunteering activities.

Meanwhile, over-communicating about CSR practices leads to more suspicion in consumers than more transparency and reliability. This is called the CSR-communication paradox. One way to overcome this paradox is for private sector organizations to not engage in communication efforts based not only on their resources but also resort to legitimate channels and methods that can externally evaluate and confirm the value of their work. Accordingly, applications to competitions and awards held by external stakeholders are a helpful and essential tool that gives businesses legitimacy granted by industry authorities. In this context, a good example is the awards by the Private Sector Volunteers Association (Özel Sektör Gönüllüler Derneği, 2021). The awards have been given in three categories since 2007: Most Successful Volunteering Program, Most Successful Volunteering Project, and Most Creative Volunteering Project. These awards aim to encourage corporate volunteering,

increase commitment and motivation for corporate volunteering, contribute to disseminating volunteering in the private sector, and be an inspiration and example to relevant stakeholders. Another example is the Corporate Social Responsibility Marketplace (Kurumsal Sosyal Sorumluluk Pazaryeri) event organized by the Corporate Social Responsibility Association of Türkiye (Türkiye Kurumsal Sosyal Sorumluluk Derneği-TKSSD). From 2014 to 2020, the event series hosted more than thirteen projects focusing on corporate volunteering practices (H. Yılmaz, TKSSD General Director, personal interview, August 1, 2021).

Externalizing and Extending CSR Budget through Corporate Volunteering

Project design, management, and implementation in CSR activities require additional budget and costs. For example, while a professional trainer in a community development project would require a fee, the corporate volunteer's participation as a trainer would save an additional cost.

Accordingly, such contributions will enable the beneficiaries to access the most up-to-date information on the relevant sector or subject. Additionally, as corporate volunteer participates and engages with the community organization, this engagement can also unlock additional company resources for the community organization. The primary criteria for the success of such a project are to have the corporate volunteering project overlapping with private sector institutions' goals and strategies and that the skills set of the corporate volunteers are a match for the required skills in the project.

Strengthening the Employer Brand

The skill gap is one of the biggest obstacles for businesses in accessing the qualified human resources they need. Research reveals that companies face a skill gap and have difficulty finding human resources with the right skills (*HR Magazine*, 2020). Therefore, businesses compete to meet the need for talented employees. Hence, companies are now required to have a strong employer brand to create a positive image for those in the employment market (Zhu, 2014, p. 934).

Research on employee recruitment shows that a business's corporate social performance (CSP) positively influences employee attractiveness. Job seekers' pride in being affiliated with the organization, the overlap between their own values and those of the organization, and expectations about the behavior that the organization will develop are factors that make up the attractiveness of the business (Jones, 2014). Therefore, corporate volunteering activities also play an essential role in creating the employer brand. As a matter of fact, research reveals that especially the Z generation prefers work experiences enriched with social purposes (Deloitte, 2021).

Good Practice - Private Sector Volunteers Association and the Vocational High School Coaches Program

The Vocational High School Coaches Program is a corporate volunteer-based program that started in 2012 and is implemented with the participation of the Private Sector Volunteers Association's member companies under the protocol of the Ministry of National Education's Vocational and Technical Education Directorate. The Vocational High School Coaches Program has been envisaged for creating permanent cooperation models between companies and vocational high schools, transforming relations that have been started through the program into opportunities such as internship and employment priority for students, and supporting vocational high schools through various long-term investments.

Within the scope of the Vocational High School Coaches Program, coaches organize social events and factory/facility visits, as well as meetings with 10th and 11th graders. These take place around six themes every year. Nearly 1,500 private-sector employees from 73 companies have participated in the relevant efforts between 2012 and 2019, with volunteers who have mentored more than 10,000 students.

One should keep in mind that the volunteering activities of private-sector employees always present volunteers with an opportunity to improve. In this context, the program significantly contributes to the development of employees involved in voluntary activities during the two years of their involvement. Therefore, aside from the project's social output, it should also be underlined as contributing to professional and individual career development.

The program's most important feature is that companies from different sectors or those operating as competitors in similar sectors can collaborate on a social problem.

Implementing the practice within the scope of public-private sector-civil society cooperation is valuable because it sets an example for enriching corporate volunteering practices with different and multi-sectoral collaborations.

Increasing Employee Engagement and Career Development

Employee engagement can be summarized as employees' fulfillment of the business' mission and values and the excitement and satisfaction from the business' goals (Uşaklıgil & Baltaş, 2014). At this point, creating platforms and opportunities for employees to add value to themselves and their communities through practices such as corporate volunteering is vital. Corporate volunteering practices allow employees to be proud of their affiliation with a company that prioritizes volunteering and community participation. Also, companies can share the anticipated use of corporate volunteering practices through an increase in internal commitment (Jones, Willness, & Madey, 2010).

Similarly, it is crucial for those working in volunteering areas to implement their expertise so that participants can acquire new skills and provide personal development. As a matter of fact, volunteers participating in such activities emphasized that they gained professional skills such as flexibility, leadership, and team-building rather than technical skills through

volunteering experience (Schantz & Dempsey-Brench, 2021). Therefore, it is seen that corporate volunteering provides career and skill development opportunities, and at the same time, it provides benefits for both the individual and the institution by increasing the loyalty of the employees to the businesses they work for.

Employees' Psychological Satisfaction

The emotional benefits of volunteering are an integral part of the corporate volunteering experience. Emotions such as developing self-esteem and self-confidence, meeting new people, feeling needed and valued, and gaining a unique experience are among these benefits. Those who have worked as a volunteer or have seen the benefits of volunteering state that they have experienced these positive emotions (Holyrod, 2011).

People commonly report experiencing positive forms of emotion such as pride, enthusiasm, and inspiration after volunteering. Employees who are active volunteers openly or indirectly share these feelings with other employees, creating a shared emotion among employees; this emotional experience has been defined as collective pride (Rodell, Sabey, & Rogers, 2017). The concept of a corporate volunteering climate indicates that corporate volunteering is an activity fed by employees' belief in the purpose of volunteering. In addition, companies can support their own systems' functioning with the resources they provide for corporate volunteering (Rodell, Booth, Lynch, & Zipay, 2017). Therefore, the mutual interaction between the corporate volunteering activities of the employees and the work they do in return for a salary is one of the important areas of study (Rodell, 2013). In this context, it has been determined that the bond that the employees participating in voluntary activities establish with the work increases with volunteering. This is interpreted as an increase in the job's meaningfulness for the employees. From another point of view, it is observed that businesses consider their volunteer activities as an opportunity to compensate for their employees' low level of meaningfulness at work.

Employees' ability to reflect the experiences they've gained during their employment into their retirement is also seen as an essential part of social and economic development—the retiree not only loses an income but also social status and social relations. Therefore, volunteering is also crucial in providing a person with a sense of belonging or being needed (Saz-Gil, Cosenza, Zardoya-Alegria, & Gil-Lacruz, 2020). In short, volunteering is simultaneously beneficial for both individuals' work performance and mental health.

Corporate Volunteering's Contributions to Beneficiary Organizations

NGOs are among the institutions that benefit from corporate volunteering. Corporate volunteering practices are also used in student clubs at universities or public institutions such as schools. In addition, the concept of volunteering is a component of the United Nations Sustainable Development Goals as goal number 17, "Partnership for the Goals.". Goal number 17 underlines that organizations can benefit from non-financial gains such as volunteers' goods, services, or in-kind contributions (Stibbe & Gilbert, 2019). Therefore, corporate volunteering is predicted to contribute to institutions' resource development significantly.



Photo 1. Snapshot from a volunteer event of IBM and Softtech (Photo: Zeynep Savaş).

Based on these contributions, services are procured and utilized by a qualified workforce according to the scope of the work. For example, by providing pro-bono services to a foundation by a consultancy company, it is ensured that the relevant foundation can access a service that usually requires fees. Similarly, volunteers participating in a tree-planting activity will also help increase the impact of the organization's reach. The difference between corporate volunteering and individual volunteering lies in the ability to make not only personal contributions but also institutional and longer-term cooperation.

Institutions that benefit from volunteer activities can also get deeper information about other business resources through volunteers and can access these resources through volunteer

engagement. Similarly, through the corporate volunteers, the beneficiary organizations can use and develop different communication channels to reach new target audiences on the issues they advocate.

Areas for Improvement for Businesses and NGOs

While businesses want to improve their corporate volunteering processes to encourage employee volunteering, the NGOs are investigating how to benefit from volunteering activities. This process can be studied in different stages: preparation, implementation, measurement, and evaluation.

Employees will want to see the support and encouragement of senior management when preparing and executing corporate volunteering. For this reason, having senior management keep in touch with employees through internal communication messages at specific periods (e.g., on World Volunteer Day on December 5th or after collective volunteering activity) and supporting volunteers' work through reward and appreciation programs would be essential. While businesses are trying to reach individuals with the right profile by creating resource and skills maps,⁵ they guide the beneficiary organizations that are expected to benefit from these activities by mapping the needs they will meet regarding the volunteering activities (e.g., needs such as NGOs' capacity building on advocacy or demand for trainers to provide in-field training). The service to be provided by such an enterprise and the needs of the beneficiary organization that is expected to benefit from this service will be matched correctly. Businesses should offer solutions suitable for the field and mission of the business and the work/lifestyles of the employees. For example, remote volunteering opportunities should be considered for employees with flexible working hours during working hours on weekdays or for those working from home. Supporting the logistical needs of employees during volunteering practices (e.g., supplying materials, transportation), guidance services on activities that employees consider as volunteering, preparing for the relevant regulations, having volunteering activities carried out during working hours not be counted as working hours, granting additional leave for volunteering activities or providing flexibility in terms of work hours, and accepting the accidents that occur during corporate volunteering activities as work accidents are among the associated areas that businesses can improve upon.

Finally, items such as measuring and evaluating both business- and NGO-based volunteering practices, evaluating activity reports not in terms of effectiveness but within the scope of impact, and creating an inventory of volunteering activities (e.g., participants,

5 The technical skills of those working in software companies and the project management skills of those working in consultancy companies will likely come to the fore in the field of information technologies.

duration of volunteering, outputs) should be taken into consideration regarding improvement studies. The data regarding these processes should be carefully monitored.

Critics of Corporate Volunteering

Having private enterprises work in the field of social impact brings various criticisms. The first criticism is that the real winners in corporate volunteering practices are said to be the businesses, and the non-governmental (or third sector) organizations cannot benefit from these processes sufficiently. It has been argued that companies have gained workforce and reputation benefits from corporate volunteering practices through NGOs, while the NGOs are largely ignored. Hence, it is claimed that corporate volunteering practices do not create a “win-win” relationship for every part involved. The underlying reasons for this are the lack of skills, knowledge, infrastructure, and capacity (Cook & Burchell, 2017).

Such deficiencies create power inequalities in the partnership, where NGOs need businesses. The outputs from these collaborations are determined according to the companies’ priorities rather than NGOs’ goals. As partnerships emerge on the premises of business goals, structures, and methods, this process tends to prevent NGOs from achieving their desired results. Moreover, a risk exists that the services corporate volunteers provide may not meet the quality level NGOs require (Roza, Shachar, & Hustinx, 2017).

Apart from the criticisms directed by non-governmental organizations, some problems also come to the fore for the corporate volunteers. These may include corporate volunteers who may be asked to deliver out of the agreed scope, beneficiary organizations not completing the projects on time, and volunteering activities carried out at this time, creating additional work stress for the corporate volunteers.

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Examples of Volunteering in the Private Sector

- Akbank Volunteering (viewable online)
- Arçelik Corporate Volunteering Policy (viewable online)
- Ocean Volunteers Platform (viewable online)
- Kibar Volunteers (viewable online)
- Sabancı Volunteers Program (viewable online)
- Employer Supported Volunteering (viewable online).

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Summary and Evaluation

Economic, social, and environmental problems are issues that neither governments, civil society, nor businesses can tackle alone. To the extent that a problem becomes more complex, the solution of the problem can only be possible through the cooperation and joint action of different groups. Looking at the big picture, particularly in this book and chapter, corporate volunteering as a sub-field of CSR offers the opportunity to provide solutions to these problems through the employees of private enterprises.

Institutions and individuals involved in corporate volunteering are observed to increase their business performance and reputation with social stakeholders. This chapter has attempted to explain the contributions corporate volunteering makes in different areas, such as creating resources within the enterprise, increasing employee loyalty, providing career development, strengthening the employer brand, and supporting employees' psychological satisfaction. In this context, to say that corporate volunteering provides a one-sided gain only for businesses that carry out these activities would be to underline only one aspect of this cooperation. However, corporate volunteering activities have also been seen to provide profound benefits (e.g., capacity development, fundraising) to civil society. The most basic principle that needs to be implemented on this point to develop and increase cooperation or become sustainable is the need to develop flexible strategies and practices specific to the partnerships. This customization may differ according to the profile of the business, corporate volunteers, and NGO being collaborated with, the problem being addressed, and the method by which this problem will be intervened.

This chapter attempts to reveal the essentials of corporate volunteering and aims to define the field and show the issue's importance. In this context, although the examples and criticisms of corporate volunteering practices are beneficial for the models that are foreseen to be developed in the future, topics to be discussed in the future require a detailed analysis of the impact of corporate volunteering on the corporate cultural and financial performance of companies, their impact on beneficiary institutions, and the development of legal infrastructure for improving partnership among the various stakeholders will be required (Rodell, Breitsohl, Schroeder, & Keating, 2016).

Basic Reading Recommendations

21'inci Yüzyıla Gönüllülük ile Hazırlanmak (accessible online)

Gönüllülüğün Şirketlere Faydaları (accessible online)

Advanced-Level Reading Recommendations

Kurumsal Gönüllülük Programları El Kitabı, Başak Güçlü et al., 2013 (accessible online)

Şirketlerin Topluma Yatırım Programları, Sevda Kılıçalp, 2012 (accessible online)

Activity Recommendations

Design a volunteer project for your university's student affairs, administrative, or non-academic unit employees.

Suggest a corporate volunteering project to the company where you will intern.

Watch the video "Kurumsal Sosyal Sorumluluk ve Kurumsal Gönüllülük Nedir?" (accessible online)

Listen to the podcast "Kurumsal Gönüllülük Bugüne Hazır mısınız?" (accessible online).

Visit the website titled Ulusal Gönüllülük Komitesi (accessible online)

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