

## Corporate volunteering: challenges and strategies for effective implementation

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Corporate volunteering (CV) is increasingly viewed as an essential aspect of corporate social responsibility (CSR) because it enables organizations to impact society positively. However, integrating volunteering into a company's culture can pose significant challenges that must be addressed. The abstract examines the following issues:

- 1) what are some of the challenges that companies may face when implementing corporate volunteering programs?
- 2) how can companies measure the benefits of corporate volunteering?
- 3) what strategies can be employed to ensure the success of corporate volunteering programs?

Corporate volunteering programs are often seen as a great way to improve a company's reputation and engage its employees. However, challenges can arise during the execution phase, preventing the program from effectively delivering. Therefore, it is essential to navigate these challenges carefully to ensure the program's success. The difficulty is in assuring that the community will agree upon the interests and competencies of the targeted employees and that they will also meet the organization's objectives. This leads to dissatisfaction and low participation in some targeted activities, significantly lessening the program's effectiveness (SHRM, 2024). Scheduling and resource allocation involves a lot of complex logistics, including decisions on things as small as whether to hold a workshop in Lviv or Kyiv. It can be a delicate balancing act between company operations and the time dedicated to volunteering activities. This requires strategic planning and flexibility to make sure everything runs smoothly.

An equally important problem is how one measures the benefit of corporate volunteering. Volunteering results—such as improved employee morale or an enhanced public image—are not traditional or easily measurable, as with most other business components. These challenges many organizations seeking to measure the return on investment in their various CSR initiatives and, therefore, may require developing

innovative ways of gauging the same (Boštjančič, Antolović, & Erčulj, 2018).

There are multi-dimensional strategies for the organization and implementation of successful corporate volunteering programs. The vision for the program was developed; it articulated the program targets and all the value that would accrue to the community and organization through this program. The program should involve the employees in its planning, which may make them feel like part owners; hence, they will have worked hard to see the program succeed. Collaboration with other non-profit organizations or community groups will make it possible to expose what the locals need and, therefore, make volunteering relevant and, in turn, impactful (Ian, 2023).

Establishing skills-based volunteering (SBV) programs can partially solve the skill mismatch problem. Skills-based volunteering (SBV) is a form in which organizations match the professional expertise of their employees with the needs of non-profit organizations. This ensures that the maximum benefit to the community is reached and provides opportunities for personal and career development to the employee. Moreover, these health endeavors would somehow be facilitated with flexible schedules and encouragement through awards or free time (Stewart, A. J., Spencer, S.E., Coupet, J.A., & Clerkin R.M., 2020).

Consider the example of how companies may apply the concept of corporate volunteering to their operations. Loosemore and Bridgeman (2017) studied a volunteer program designed to align with the company's priorities. A construction company offered its employees the chance to volunteer for a non-profit organization that provides students from disadvantaged communities with career opportunities in the construction industry (Loosemore et al., 2017; Dempsey-Brench & Shantz., 2022). Volunteer participation helped to develop industry awareness, which enabled the creation of future apprentices and graduate schemes (Dempsey-Brench et al., 2022; Loosemore et al., 2017).

Companies can increase their corporate social responsibility efforts by facilitating employee participation in volunteer programs. Companies can facilitate CV programs, for example, by offering paid time off to their employees, which they utilize to engage in charity work (Brzustewicz, Glińska-Neweś, Escher, Fu, & Józefowicz, 2024). This not only helps promote social welfare but also enhances employee morale, fosters a sense of community and belongingness, and improves the organization's reputation as a responsible corporate citizen.

Corporate volunteering has an enormous impact on the motivation and productivity of the employee. In response to corporate volunteering, employees, in their turn, can be satisfied with its conduction, can find purposeful work, and develop engagement and organization loyalty. This high level of connection further raises productivity because motivated employees are likely to give more at work. Besides, volunteering, team building, and leadership skills can also develop the workplace even more dynamic and better integrated (Boštjančič et al., 2018).

On the other hand, the benefits received from corporate volunteering work are not only limited to the organizational setting. In the contribution toward the well-being of a community, the company will create strong relationships with stakeholders from those

localities. It would increase its reputation as a socially responsible establishment. This may, in return, affect customer perception by positively increasing customer loyalty and hence getting a competitive edge within the market (Rodell, Breitsohl, Schröder, & Keating, 2015).

**Keywords:** Corporate Volunteering, Skills-Based Volunteering, Corporate Social Responsibility, Social welfare, Motivation.

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