

# Understanding Employer-Supported Volunteering: A review of the literature

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# Understanding the Employer-Supported Volunteering literature: A scoping review

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## About the scoping review

### Aim

- To understand the current scope of the Employer-Supported Volunteering (ESV) literature.
- To identify gaps in the ESV literature to inform future research.
- To provide evidence-based insight into ESV to inform practitioner decision-making about ESV.

### Review questions

- How is this type of volunteering defined and conceptualised in the literature?
- How has this type of volunteering been studied?
- What is already known about this type of volunteering?
- Motivations for participation, enablers & barriers, outcomes, benefits & disbenefits.

### Method

- This scoping review was conducted between November 2023 and March 2024.
- Both academic and grey literature sources about ESV (and its synonyms) were reviewed; only empirical papers were included (i.e. those reporting data/empirical analysis). All date ranges were included.
- Non-English language sources were excluded, as were papers about international ESV.
- After removing duplicates, and sifting according to the inclusion/exclusion criteria, a final total of 108 papers were included in our review, and underpin the findings reported herein.

## What is ESV?

### Terminology

In the literature, 15 different labels have been used for volunteering that is in some way supported or enabled by the volunteer's employer. The most commonly used label is 'Corporate Volunteering', but not all organisations that support their employees to volunteer would be considered 'corporates'. The second most common label is 'Employee Volunteering', but in the literature this is also used to refer to regular volunteering by people in paid employment that is not supported or enabled by the person's employer. Whilst used less in the academic literature, our preferred label is 'Employer-Supported Volunteering', which we define as:

*When paid employees are supported, encouraged or otherwise enabled by their employer to volunteer outside of their organisation, to the benefit of volunteer-receiving organisations in their community*

This label and definition is explicit about the involvement of the employer and is inclusive of any type of employer. ESV is also the label used by the Chartered Institute of Personnel and Development (CIPD) and the National Council for Voluntary Organisations (NCVO).

## How has ESV been researched?

### About the research

- The first paper referencing volunteering that was supported by an employing organisation was published in 1976, about Bell Laboratories in New Jersey, USA.
- The earliest empirical research paper dates to the year 2000.
- Empirical research into ESV has been conducted across the globe, covering Europe, North America, South America, Africa, the Middle East, Asia, and Australasia.
- 56 papers were quantitative in nature, 35 were qualitative, and 17 used mixed methods. Seventeen different data collection methods have been used to study ESV, the most commonly-used being questionnaires and interviews.
- Most of the literature is cross-sectional, giving insight into ESV at a single point of time. Only five of the studies we found were longitudinal, and only one of these looked at outcomes over a longer time-period.

## Variability in how ESV is operationalised







ESV is not implemented the same way in all organisations, yet the type of ESV experienced by research participants is often not reported in the literature. This has potential implications for the generalisability of research findings, since the nature of the ESV may impact on motivations for participation and the outcomes achieved. Examples of the variability seen within the literature include:

Employer-led	Employee-led	Skills-based	Non-skills based
Free choice	Fixed choice	Individual	Team-based
Paid time off	Unpaid time off	One-off	Repeat/regular
In work time	Out of work time	Time	Time plus (e.g. resources/donations)
Recognised in appraisals	Not reflected in appraisals	ESV/CSR team	Just ESV policy
Employees only	Plus retirees...families... customers	Volunteering alongside end beneficiaries	Volunteering away from end beneficiaries

## ESV stakeholder groups researched

Seventy studies have reported findings about ESV from the perspectives of the volunteering employer and 41 studies from the perspective of the companies supporting their employees to volunteer. There is much less research from the perspectives of either the volunteer-receiving organisations (VROs) (findings reported in 20 studies), or the broker organisations (intermediaries connecting companies and VROs) (in 6 studies) or end beneficiaries (in 2 studies).

## What has been reported about motivations for participating in ESV?

	ESV Volunteers	Companies	VROs
	<b>Do good</b> Helping and social impact As form of organisational citizenship behaviour	Corporate social responsibility Good corporate citizen Addressing negative impact on community/ environment	Do more to help beneficiaries due to more volunteers, donations and resources
	<b>Feel good</b> Feels good/Enjoyable Personal pride The challenge Distraction from own problems	Improve employee morale Fun for employees	
	<b>Get good</b> Develop skills Personal development Career progression	Develop employee skills Enhance teamworking	Access to skills
	<b>Look good</b> Enhanced profile in company Recognition for volunteering	Attract employees Public relations Look good to customers Business development Meet employee ethical expectations	Raise public awareness of their cause
	<b>Connect more</b> Connect with end beneficiaries Enhance social connections Get to know colleagues better	Engage with the local community	Relationships and networks with companies
	<b>Asked</b> By company By colleagues	Pressure from internal/ external stakeholders By employees By prospective employees	By companies By VRO leadership

## What has been reported as enablers for ESV participation?



Having an ESV strategy  
Having a dedicated and capable  
ESV team  
Reward, recognition and  
incentives for volunteering  
Perceived organisational and  
leader support for ESV  
Organisational endorsement for  
VROs  
Volunteering climate/culture  
Workload and targets that  
accommodate volunteering



Formal communication  
about ESV  
Word of mouth about ESV  
Awareness of the benefits  
of ESV



Nature of the  
volunteering  
Work design elements  
incorporated in the  
volunteering  
Flexible working / time  
off



Company/VRO  
relationships  
Use of brokers  
Existing community  
connections  
Collaboration between  
organisations and VROs in  
ESV design  
Shared and/or understood  
needs and expectations

## What has been reported about outcomes associated with ESV participation?

Over 100 different outcomes, benefits or disbenefits have been discussed in the literature, which can be clustered as follows:



### Do good

#### Social awareness

- Of the work VROs do and of VRO needs
- Of impact of ESV on end beneficiaries
- Appreciation for what one has

#### Social Impact

- Feeling like are making a difference
- Increased in-work helping behaviour
- More volunteers, donations for VROs
- VROs being able to meet their objectives and help end beneficiaries



### Feel good

#### Wellbeing

- Subjective wellbeing, Psychological flourishing, Mental health
- Job satisfaction
- Mixed evidence regarding impact on work/life balance and work/family conflict



### Get good

#### Skills and personal development

- Job performance (if using skills relevant to own work)
- Self-esteem and self-confidence
- Self-awareness
- Emotional and social intelligence
- Prosocial identity
- Develop VRO staff skills / offer specialist skills
- Initial evidence for possible workplace deviance



### Look good

#### Attractiveness of employer

- Organisational commitment and retention
- Talk positively about employer out of work
- Positive view of company in prospective applicants

#### Publicity

- Enhanced brand
- Visibly demonstrate company-community involvement and impact
- Scepticism if seen to be for PR purposes



### Connect more

#### Team building

- In own team / With others in own organisation / Outside of own organisation
- Better team/manager relationships
- Camaraderie and shared experiences
- Better trust

#### Community connections

- Cross-sector partnerships
- Connections with local community
- Better intersectoral understanding
- Companies getting to know their customers in the community

## Early evidence of possible downsides to ESV

Whilst, overall, ESV research suggests that it is good for the volunteers, companies, and VROs alike. There is some early evidence to suggest that it also has potential downsides.



### Do good

There can be financial disbenefits for VROs if a company does not adequately cover the costs associated with an ESV activity. ESV has the potential to disrupt the support the VRO normally gives its end beneficiaries, and there is also the potential for wasted resources if a VRO agrees to an ESV activity in that is not really needed, because of concerns about saying no to a (potential) corporate partner.



### Feel good

There is some evidence of a potential downside for the colleagues of ESV volunteers who need to cover the work while the volunteer is away from work. ESV also has the potential to lead to role overload and reduced work-life balance in ESV volunteers.



### Get good

Whilst some ESV volunteers value the learning opportunities afforded by taking part in ESV, there is also some evidence that ESV framed as a learning opportunity can be viewed negatively by some employees.



### Look good

Increased social awareness has the potential to result in employees questioning their employing organisation's practices. There is also the potential for VROs to risk damaging their reputation if they partner with certain organisations.



### Connect more

There is some evidence of a potential risk of employees who volunteer through ESV feeling a values-mismatch with their colleagues who do not participate in ESV.

## Gaps and limitations in the ESV literature



ESV is a 'messy' concept in the literature, due to the variability in labels and how it is operationalised. This potentially affects the ability to combine, compare, or generalise research findings (limitation).



Different stakeholder groups are involved in ESV, but there has been no research into how members of each group label, define and understand ESV (gap - this is the focus of Paula Glover's next PhD research study).



There has been a lack of focus on those who choose not to participate – the non-volunteers or the 'almost volunteers' (gap).



Findings in the literature are often descriptive, with limited efforts to develop the findings into theory (gap).



There has been a lack of insight into how different motivations may combine, or into how the interplay between motivations and enablers/barriers may affect participation (gap).



There is a dominance of cross-sectional research in the literature. The limited presence of longitudinal or before/after research for understanding cause & effect or longevity of outcomes means that assumptions about expected outcomes may not be realized (limitation and gap).



There has been a bias towards researching the positives, but there is some early evidence of possible downsides. More research is needed to understand these potential downsides so that organisations and VROs can seek to mitigate them (gap).

If you would like to find out more about our research into Employer-Supported Volunteering, please get in touch.



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