

Sport in corporate volunteer programs. A case study of companies operating in Poland

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Abstract:

Although there is a reach literature on sport volunteering as well as on corporate volunteering, it is a visible research gap at the interface of these two research areas. The studies indicate benefits of both types of volunteer activity separately, but there is still a lack of demonstrating the benefits of such a specific type of volunteering, where the volunteers come from the company, and with the support of their company try to solve particular social or environmental problems by undertaking sport activity. The main aim of the paper is to present the examples of above-mentioned specific type of volunteering, as well as identify the outcomes generated by such kind of volunteer activities, from the point of view of two actors – a company, where the corporate volunteer program is executed, and employees, who organize and undertake such volunteer activity. Theoretical grounding for this paper was derived from the literature on corporate volunteering and sport volunteering. In empirical section three qualitative case studies of particular corporate volunteer projects undertaken in three companies operating in Poland are analyzed. The paper contributes to theory development in various ways. It contributes to the understanding of processes related to company and company employees involvement in sustainable development. Especially, it sheds light on the effects for company and its employees undertaking a special type of volunteer activity, and their linkage within an organizational (company) context. Practical implications refer to the ways in which sport activity and company employees' fondness for sport activity may be incorporated into corporate volunteer programs, and thus used in projects solving real social and/or environmental problems. Therefore, the paper may offer guidance for companies and their employees interested in undertaking such type of volunteer activity.

Key Words: sport activities, corporate volunteering, sport in corporate volunteering, corporate volunteers

Introduction

Volunteering, generally defined as an altruistic (unpaid and uncoerced) act of giving one's time, effort, knowledge, or skills for the benefit of other people, groups, or causes (Wilson 2000; Grant, 2012), has been for years the subject of interest of researchers representing many different fields of knowledge. The most common, and earliest form of volunteering is individual involvement in activities for the benefit of the others. These activities can be of a different nature and can be undertaken in different areas.

One of them is the area of sport and physical activity. On this basis, the term *sport volunteerism* or *volunteerism in sport* (and akin to these) appeared in theory and practice, combining two areas: (1) volunteering, in itself and (2) sport activity, in the broad sense. It is understood as short-term (occasional) or permanent volunteering for sports organizations, organizations that use sport in their activities and institutions that organize sporting events (Noordegraaf and Çelebi, 2015). In other words, it is defined as voluntary work that supports sporting activities, including, among others, organizing or helping to run a particular sporting event, being a volunteer coach, trainer, referee or other type of official; being a member of a board or committee; supporting day-to-day sport club activities; doing there administrative tasks, maintaining sports facilities and equipment, etc. (*Sport and physical activity...*, 2018).

At the same time, the idea of volunteering has become incorporated to the business sphere in the form of *corporate volunteering*. In this case, a volunteer work is still undertaken by individuals (usually groups of them) but their volunteer activity is a part of their lives in the work domain, and they are proactively encouraged and assisted by a set of their employer's rules and procedures (Peloza and Hassay, 2006; Lee, 2010; Gordon and Wai-Wai, 2011; do Paço and Nave, 2013). As corporate volunteering involves a commitment by companies to prompt and support their employees to volunteer, thereby it may be considered as one of the ways to enable individuals (who, at the same time play de role of an employee) to meet their needs to resolve problems existing in society. Although the projects undertaken within corporate volunteering are planned, organized and executed by company employees, the corporate volunteering is more then only employees engagement – there is an involvement of both: individuals (company employees) and a company (as a whole), where employees'

volunteering activities are organized and strategically-aligned (Peloza and Hassay, 2006; Gordon and Wai-Wai, 2011; Dreesbach-Bundy and Scheck, 2017).

The above-mentioned two types of volunteering are widely described in the literature. For example, in the area of *sport volunteering*, the authors study: commitment (e.g. Engelberg et al., 2012; Park and Kim, 2013) and motivation of sports volunteers (e.g. Kim et al., 2007; Allen and Shaw, 2009; Ma and Draper, 2017), motivational differences existing among such volunteers (e.g. VanSickle et al., 2015), volunteers' satisfaction and other factors which drive the decision of volunteering or continuing volunteering (e.g. Chakraborti and Singh, 2014; Giannoulakis et al., 2015; Koutrou and Downward, 2016), selected demographic characteristics of such volunteers (e.g. Hamm-Kerwin et al., 2009; Taylor et al., 2012; *Sport and physical activity...*, 2018), their cultural backgrounds in different countries (e.g. *Sports Volunteers Around the Globe...*, 2018), etc. The benefits from such type of voluntary work for volunteers, sports organizations, local communities and a society, as a whole are also studied (e.g. Morgan, 2013; Noordegraaf and Çelebi, 2015).

There is also reach literature on *corporate volunteering*. The authors indicate, among others, a wide range of benefits for companies of such an activity as well as for company employees who participate in corporate volunteer programs (e.g. Peterson 2004; de Gilder et al., 2005; Lee, 2010; do Paço and Nave, 2013). Also benefits for company partners (when corporate volunteer programs are undertaken in collaboration), primarily for NGOs, are widely studied (e.g. Lee, 2010; Gordon and Wai-Wai, 2011; Grant, 2012; Samuel et al., 2013). Based on that it can be stated that corporate volunteering is a company activity where the benefits, apart from beneficiaries, are generated not only on the organizational level and inside the company, but also in other organizations involved in this activity, as well as on the personal level. Hence, although above-described sport volunteerism differs from corporate volunteering in many aspects, in both the benefits extend far beyond the level of one person and one organization. A wide range of literature are also dedicated to describe various forms of corporate volunteer programs existing in business reality. They are classified according to a number of different viewpoints (Tetrevova, 2015), among others: (1) the number of company employees involved in (individual employees, teams of workers or by the whole company); (2) the time disposition (an one-off actions, occasional, regular or long-term activities); (3) the place of execution or the mode of interaction between actors (activity performed in the location of the volunteer recipients, or remotely); (4) the expertise of the performed activities (volunteer work unrelated to the regular job of employees or skills-based volunteering, where the employees utilize their professional skills related to work they carry out in the company).

As companies increasingly acknowledge the value of corporate volunteering, their programs or particular projects of corporate volunteering include a large number of different activities focused on varied areas (social / environmental problems) and beneficiaries (children, families, seniors, people suffering from specific diseases, animals, etc.). Among them there are also programs which are related to sport and physical activity. There might be, for example, corporate volunteer programs (or projects) for helping to run an event of a sporting nature, or activities undertaken to support day-to-day activity of a particular sports organization, including maintaining sports facilities and equipment. In such cases the problem to be solved is related to sport but company volunteers are not directly involved in sports activities – they usually undertake simple, sometimes only manual or physical work or traditional volunteer work based on raising money. But there can be also such forms of volunteer work of company employees which consist of their direct involvement in sport activity, along with or without beneficiaries. In such cases sport activity, undertaken by company volunteers, becomes one of the many forms of activity that employees can use with the aim to solve particular social or environmental problems. Exactly such special kind of corporate volunteer programs is a key area of our study in this article.

Initial search, preceding proper systematic literature review (Mulrow, 1994; Czakon, 2015; Czerniachowicz et al., 2017) let us state that such corporate volunteer programs seem to be, by now, a research gap with significantly less research interest than the other two areas of volunteering which it combines, i.e. *corporate volunteering* and *sport volunteering* (see Table 1). Such conclusion is based on data retrieved from Scopus (Sco) and Web of Science Core Collection (WoS), two main databases of peer-reviewed journals in social sciences, where the publications dealing with the interface between the issues of '*volunteer / volunteering / volunteerism*', '*corporate volunteer / volunteering / volunteerism*' and '*sport*' in titles, abstracts and keywords were searched (the search was conducted on 12 January 2020). In result, 68 publications referring to '*corporate volunteering*' were retrieved. They come from the period 2002-2019, with the majority of them (56; 82,4%) issued between 2012 and 2019. All the publications received in total 655 citations. In the area of '*sport volunteering*' (position 2.1. and 2.2. in Table 1), there were found in total 64 publications, coming from the period of time 1998-2019. Most of them (45; 70,3%) were published between 2012 and 2019. All the publications received in total 852 citations (512 in the category 2.1., and 340 in the category 2.2.). No one article was found in both databases referring to the key terms of the article, i.e. the terms combining corporate volunteerism with sport. Such results confirm the growing interest of the academia in exploring two first indicated research areas (*corporate volunteering* and *sport volunteering*, separately), but – on the other hand – still no significant interest (reflected in titles, abstracts and key words of the publications from the top journals) in interfacing them in one research area, where sport activity is a part of corporate volunteer programs, i.e. where these two subjects are discussed together.

Table 1. Results of the publication search process (as at January 12, 2020)*

Area of interest	Phrases searched in database	Records identified through searching (after removing irrelevant)		Records after removing duplicates in two databases
		in Scopus	in WoS	
Corporate volunteering	corporate volunteer program, corporate volunteer(s), corporate volunteerism, corporate volunteering	52	40	68
Sport volunteering	sport(s) volunteer(s), sport(s) volunteerism, sport(s) volunteering	42	7	42
	volunteer(s) in sport(s), volunteerism in sport(s), volunteering in sport(s))	31	8	22**
Sport in corporate volunteering	corporate volunteer program(s) in sport(s), corporate volunteer(s) in sport(s), corporate volunteerism in sport(s), corporate volunteering in (sports), sport(s) in corporate volunteer(s) program(s), sport(s) in corporate volunteerism, sport(s) in corporate volunteering	0	0	0

* The search was restricted to the “Business & Economics” research area (in WoS), and the “Business, Management and Accounting” subject area (in Scopus). The publication time of searched papers was not limited.

** Initially, there were 31 records after removing duplicates, but 9 of them were identified in the previous category (2.1.), which resulted in their exclusion in the category 2.2. Source: Own study.

In the article we present three examples of volunteer projects undertaken by company volunteers in three companies operating in Poland, in which the idea of sport activity is incorporated. These projects are different but all are based on direct employees involvement in sport activity. In general, we consider such a form of corporate volunteering especially interesting, since it combines effects stemming from two sources: (1) benefits related to corporate volunteering (in general), and simultaneously (2) particular benefits resulting from doing sport activity by company employees. Even if some of such volunteer work overlaps with the term ‘*sport volunteering*’, the fact that it is undertaken within formally organized corporate volunteer programs makes it distinct, and hence worth studying. The main aim of the paper is to discuss the outcomes generated by such kind of volunteer activities, from a point of view of two actors – a company, where the corporate volunteer program is executed, as well as employees, who organize and undertake such volunteer activity.

Material & methods

Three case studies presented in the article come from the wide set of empirical data collected in a larger two-stage qualitative research project where the engagement of companies in Poland in implementing sustainable development goals, especially in projects undertaken with the active involvement of their employees, was investigated. The companies for the study (in total 18) were selected from those that were listed in a ranking published by the Responsible Business Forum (*Forum Odpowiedzialnego Biznesu*, 2019) and declared the realization of projects resolving problems existing in society. The projects were supposed to be undertaken during the three-year period preceding the research and with an active involvement of company employees.

Participants: There were two groups of respondents investigated in the study. In the first stage, in each of 18 companies the managers responsible for implementing corporate volunteer programs were inquired. In five out of these companies, a request to conduct the second stage of the study was accepted which included one or more employees engaged in voluntary activities realized within corporate volunteering. In total, 28 such employees were investigated. The selection of the respondents was purposive and continued until theoretical saturation was reached (Saunders et al., 2017).

Method and instruments: Within qualitative methods, individual in-depth interviews (IDIs) were used – both with managers and employees. At both stages of the study, there were used interview guides (IDI scenarios) which included only main questions preplanned by researchers. The detailed questions were developed during the course of the interviews.

Data collection: The IDIs were conducted in May–June 2018. The IDIs with managers took 60–90 minute, and with employees – 45-60 minutes. All of them were recorded and transcribed. During IDIs managers were asked, among other things, to describe examples of projects undertaken within corporate volunteer programs during the three-year period preceding the interview. They were, i.a., asked about forms of company employees engagement in these projects, benefits of implementing these projects for the company, possible changes in employees’ attitudes, behavior and commitment to regular work, etc. In the second stage of the study, the employees were asked about their experiences with corporate volunteer projects, the impact of their participation in corporate volunteer programs on their private life, their work in the company and the company as a whole, etc.

Analysis: As the study was qualitative in nature, the empirical data has not been analyzed with the use of typical statistical methods. Supported by a generally binding code book and with the use of MAXQDA software,

the transcriptions were independently coded by the members of the research team. After sharing the results and reaching a consensus, blocks of text marked with a particular code were retrieved for qualitative interpretation.

Among the projects described by the respondents, there were selected three projects having regard to the aim of this article. They were chosen as they represent examples of corporate volunteer projects based on direct employees' involvement in sport activity. The description of these projects and data collected during the study, including original respondent's statements, are presented in the next section. In order to distinguish two types of respondents being for us a source of information, we use the codes MNG 1, MNG 2, MNG 3 for managers coming from the investigated companies, and the codes EMP 1, EMP 2, EMP 3 for their employees. Although our conclusions cannot be used to make any generalization, however, they may be a starting point for forming research questions or hypotheses for future research.

Results

First project selected for the analysis comes from the company which belongs to the largest insurance companies in Europe. The company offers life and health as well as property insurance. It started operating in Poland in 1992 and employs currently approximately 1500 employees. Since 2014 the company has offered volunteering grants for its employees which has been distributed through volunteering competitions. The analyzed project included planting trees for the local community in one Polish city by stimulating company employees to take part in sports activities. The number of planted trees depended on the number of kilometres run by the company employees – for each 10 km the company planted one tree. The project was initiated by a running section of several people operating in the company who subsequently encouraged other employees to volunteer in this project. As a result, an additional 20 people from the company applied and took part in the project. It had a form of one-off action, and was undertaken in collaboration with other organizations (external foundation specializing in protecting biodiversity and increasing landscape diversity, and with the unit of local authority responsible for city forests). Analysis of this case indicates that using sport in this particular volunteering project was a source of multiple effects for all actors involved, including the company and their employees.

According to the respondents, the main benefit of conducting the project for the company was the improvement of the company's image inside and outside. Simultaneously, participation in the project increased the level of employee satisfaction and loyalty to the company: *"Those employees who worked and participated in the project have been volunteers for years, so it certainly influences that they do not change jobs, that they do not abandon us, that they stay"* [MNG 1]. Moreover, the employees' attachment to the company and its values increased. The project also allowed the company to show that it is reliable in what it does: *"We showed that we put into practice what we believe and what we say, and that it is our value"* [MNG 1]. Thanks to the collaboration with the external foundation and the local authority, the initiative and thus the company gained publicity in social media and on the partners' websites: *"These things added in the form of positive overtones in social media were also important for our company"* [MNG 1].

Participation in analyzed project resulted also in different effects for the employees. For instance, it was a source of changes in employees behavior. The employees (not only volunteers) became more interested in what was happening in the company. Furthermore, apart from typical positive effects resulting from physical activity, the event was a source of satisfaction and joy for the employees: *"We were doing something positive with the company (...) It is important that we did something super good, important for the Earth, for Poland, for the environment, for air"* [EMP 1]. As a result of participation in the project, employees also developed their competences – not only soft and social ones, such as increasing empathy and understanding of social and environmental problems, but also they learned how to plant trees: *"Among such cool things, for example, a lot of people from the company later asked me for photos from the event. I saw that they reported on their private channels, on Facebook, that they learned to plant trees today and they were very proud of it"* [MNG 1]. Finally, thanks to the project the employees became more integrated with each other and that they were supported and appreciated by the company: *"Such appreciation of employees that it is not only work that counts, but also that we allow them to be volunteers and the fact that we motivate them to do this, is definitely important for them"* [MNG 1].

Second project was undertaken within corporate volunteer program in the company which specializes in the production of equipment for heating, refrigeration and electric drives. The company started operating in Poland in 1991 and employs at present nearly 1200 employees. The company has formalized grant program for its employees which has been distributed through volunteering competitions. The analyzed project included the organization of a charity run. It is a repeated project which is undertaken by company employees regularly (once a year), and without any external partners. Each kilometer run by the employees and other participants is an additional money on the charity fund. The sum of money collected on the basis of the number of kilometers run by the participants is donated to help children in the local community. Money can be devoted only to goals related to their health, education or sport. Collected funds from this run are also transferred to ill children of company employees. Adults cannot be beneficiaries of this help. The event is organized by the employees but participation in the run is open not only to the employees at all levels, but also to their families and representatives of the local community. Sometimes the beneficiaries also participate in the run or support the

runners. Additionally, each employee has a direct impact on the amount and purpose of the donation. The employees at special meetings choose who to help.

When examining the effects of the project on the company, there is, according to the respondents, primarily the image of a responsible organization that the company has gained by helping children from the local community: *"For sure, this project affects our image – apart from being a company doing business, it is also visible that we are a company that works responsibly"* [MNG 2]. The project is also a tool in supporting the company in implementing sustainable development by building public awareness and educating. As a result, the company has a real impact on the positive changes that are taking place in the society. In addition, thanks to this initiative, the company strengthens its relationships with the local community and local authorities in the places where the company's production facilities are located: *"Thanks to such initiatives we have good relations with the local community, with our mayors or presidents of cities or municipalities in which our factories stand"* [MNG 2]. Finally, another benefit of the event for the company is the fact that employees are more integrated, more involved in their duties, thanks to the fact that they can do something good together.

As the respondents indicated, involvement in analyzed project brings also different effects for the employees. First of all, participation in the project results in the development of employee competences such as empathy, emotional intelligence, a sense of unity and solidarity. In addition, an increase in leadership competences is observed: *"The person who has previously worked in the production position and did not manage any team, had opportunity to manage during this event and did it very well"* [MNG 2]. Secondly, joint participation in the project translated into improved atmosphere in the company. Employees are used to this initiative and eagerly await the run. In addition, employee families attend the run in large numbers, which means that it is a valuable form of spending time for them. Thirdly, joint participation in the run increases the level of integration: *"Certainly it is more pleasant because we spend a lot of time together, we do something good together and it integrates us very much and brings us closer together"* [EMP 2]. Barriers and divisions within the organization disappear: *"Everyone runs together. From the company's president, through office workers to production workers, their families and children, so it's also a nice way to integrate and not create barriers"* [MNG 2].

The third analyzed case comes from the company which has been operating in Poland since 1997 and is a leader on the cash loans market. Its purpose is to provide simple, reliable and available financial products. The company currently employs approximately 2000 people in Poland. Corporate volunteering program has been conducted in the company since 2006. The volunteers participating in the program support underinvested organizations and institutions for financial grants received from the company. The analyzed project is a repeated initiative which is undertaken by company employees once a year. It concerns the organization of the charity run. The company pays a certain amount of money for the participation of each runner. This amount is then transferred to the external foundation that helps terminally ill children and their parents. The employees of the company, famous sportsmen and famous people take part in the run. Depending on the participant, the amount of money transferred by the company for the foundation ranges from PLN 20 to PLN 1000 per runner. In addition, a superhero run is organized, in which only children, both the children of the employees and the children looked after by the foundation, can participate. In this run children participate in the guise of characters from comics and fairy tales. Due to limited financial resources, only previously invited people can take part in the run. The event was initiated by one of the company employees who is passionate about running. In implementing the run, the company cooperates with the external foundation, which is also the beneficiary of the funds.

The analyzed project has a positive impact on the company, primarily by improving its image, both in the local community and throughout the country: *"The project lasts several years and gives the company a positive image throughout Poland. And the larger the project, the warmer the reception"* [MNG 3]. Participation in the project helps to eliminate barriers between individuals in the company, particularly between managers and their subordinates. It is also a source of greater openness in building interpersonal relations in the company. In addition, it is observed that not only does the involvement of employees in work increase, but also the perception of the company by potential employees on the labor market improves. Thanks to the project, and more general – corporate volunteering program, the company began to be more competitive in recruiting qualified employees: *"We observe job candidates, regardless of age, coming to recruitment interviews and asking us if the company is volunteering, or they already know and ask how to get involved. We see that it is important, interesting for them, that not only work and professional development matter, but also some additional activities – people want to work in a company that provides additional opportunities for social activities"* [MNG 3].

Regarding the effects of the project on the employees, the respondents indicated many positive outcomes, far beyond benefits resulting from physical activity. First of all, it was emphasized that planning and implementing the project allows volunteers to develop professional competences related to budgeting, people management and project management. In addition, the volunteers acquire leadership skills: *"People who seem not to have such predispositions, are suddenly able to manage such a group of 10-15 employees with great success, cope with difficult situations during the project realization"* [MNG 3]. Secondly, thanks to the project, the volunteers from the company gain more faith in themselves, in their strengths and potential, because other employees trusted them when undertaking the project: *"It was this project that gave me confidence in myself and from such a regular administration employee I could go on and sell my ideas, which turns out to be getting"*

recognition from others all the time" [EMP 3]. Thirdly, participation in the project allow company volunteers to self-fulfillment. Thanks to the project, they can not only realize their passions, including sport passion for running and passion for volunteering, but could also share it and 'infect' others with it: *"Many people who did volunteering say that they also want to share their passion and in this project the element of setting an example and infecting this passion with others is very important (...) The project lets them share their knowledge, their experience and also their private passions"* [MNG 3]. Finally, the respondents emphasized that the project allows them to better integrate with other employees, get to know each other, and improve interpersonal relationships: *"When you spend time together outside the company, when people get to know their passions and their interests, they start talking to each other and joking. Thanks to such actions we are able to get to know each other better"* [EMP 3].

Discussion

As demonstrated in the article, corporate volunteer projects based on sports activities, in addition to the effects that any sports activities bring (Bailey, 2006; Oja et al., 2015; Malm et al., 2019; Quintero López et al., 2020), can offer benefits in other dimensions and at various levels. Firstly, they provide benefits for beneficiaries. At the same time, they also offer positive effects for two actors directly involved in the implementation of such projects, i.e. a company where employees are supported to do their voluntary work, and for company employees, including their two spheres of life – personal and professional. By investigating two types of company employees (managers responsible for implementation of the analyzed projects in companies and employees undertaking such projects), we were able to go beyond the organizational level of the analysis which is the most popular in the literature and present the dyadic perspective of these individuals involved in such company activity. Knowledge about possible forms of company volunteer projects that are based on direct employees involvement in sport activity and about the effects generated by them for involved employees and the entire company can be used to create solutions supporting further employee involvement in such projects and achieving results for the entire company.

Apart from this, positive effects of such projects might be noted far away from their direct beneficiaries and implementors. They might bring value for many other members of society and other organizations (business or non-profit; involved in sport activity and not involved in it). It is worth noting that among EU countries Poland has one of the lowest rates of people who exercise or play sport on a regular basis, and one of the lowest rates of citizens engaged in volunteering in sport (*Sport and physical activity...*, 2018). Among the main barriers to the development of sport volunteering in Poland, researchers mention (*Volunteering in sport...*, 2010): insufficient preparation of sports organizations to work with volunteers (including a lack of effective recruitment, motivating, use of their competences) as well as limited cross-sector cooperation aimed at creating conditions for the development of sport volunteering, including cooperation between sports organizations and companies. Also, low awareness about sport volunteering among Polish society is a barrier – citizens do not know what volunteering is, and the knowledge about sport volunteering is negligible (*Volunteering in sport...*, 2010). The form of volunteering described in the article avoids many of these barriers. It results from the fact that it is implemented by business organizations that approach this issue very professionally – companies' activity in this area, as it is also visible from our results, constitutes an important element of building their image and strengthening internal and external relations (de Gilder et al., 2005; Plewa et al., 2015). Furthermore, corporate volunteer projects based on sports activities contribute for the raising of public awareness about volunteering in general and sport volunteering in particular.

Considering the limitations of our conclusions it should be mentioned that the main ones are related to the literature review described in the Introduction. The results presented in Table 1 do not fully reflect the total number of publications published in the studied area – they only present (to some extent) general scope of researchers' interest in the field of the incorporation sport activity into company volunteer programs. Scopus and Web of Science databases do not include all the publications in the field of the study. They present only top-end papers published in high-quality journals and articles, and these limited to English-language publications. Furthermore, the search was limited to specific research areas, excluding publications in other research subjects. Additional limitations are associated with our empirical study. It should be noted that it was qualitative in nature, both companies and respondents were purposely selected, and the sample size was relatively small. Hence, the results can be neither generalized to a larger extent, nor do they show all possible ways in which sport activity and company employees' fondness for sport activity may be incorporated into corporate volunteer programs. In addition, the point of view of other important actors in such activity, i.e. beneficiaries and the members of the society, was not included in the research. It is worth considering such actors in future studies.

Conclusions

There are numerous ways in which sport activity and company employees fondness for sport activity may be incorporated into corporate volunteer programs and thus used in projects solving real social and/or environmental problems. Realization of such projects results in many positive outcomes for companies. At the same time, participation in such projects brings benefits for employees who organize and execute them – it appears to be for them a strong individual experience that combines both personal and professional spheres, and

goes beyond the benefits that are related to sport activity. As many of these benefits are becoming translated into additional benefits for the company in which these types of volunteer programs are organized, it can be stated that the companies, apart from achieving typical effects for every corporate volunteer activity, by undertaking such kind of projects also gain additional outcomes resulting from the fact that its employees achieve effects from practicing sport.

Conflict of Interest – The authors declare that there is no conflict of interest.

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