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Volunteer Management in Businesses in the Context of Sustainable Corporate Volunteering: A Conceptual Assessment

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ABSTRACT

This study aims to address volunteer management in businesses within the context of sustainable corporate volunteering. By examining the historical development of volunteering and the transformations it has undergone in line with changing social needs and sustainability pressures, it discusses how volunteering has become a strategic management area for today's businesses. The study examines different perspectives and approaches to the concept of volunteering and evaluates the multidimensional value that sustainable volunteering and the management of corporate volunteering hold for businesses in light of the literature. Within the scope of the study, the fundamental stages of volunteer management-planning, recruitment and retention of volunteers, volunteer training, monitoring, and evaluation-are addressed in detail, and how these processes can be integrated with sustainability goals is discussed. The study reveals that volunteer management is not merely an activity for businesses, but also a strategic mechanism that shapes employee experience, organizational commitment, corporate reputation and social impact. The study emphasises that sustainable corporate volunteering is possible through effective volunteer management practices and provides a conceptual framework for businesses, practitioners and researchers.

INTRODUCTION

Economic, social, political and cultural transformations are constantly being reshaped depending on the capacity to understand humanity and nature[1]. The historical journey of the concept of volunteering alone is considered sufficient to demonstrate the continuity of change[2]. Volunteering has manifested itself in a form that was initially carried out in the traditional sense, where belief systems, moral values and community-based solidarity were the fundamental motivations[3]. Subsequently, small voluntary organisations with relatively limited capacity and operating within a narrow scope have taken on various roles in solving problems and paved the way for the institutionalisation of volunteering. With the powerful changes occurring in social structures and problems becoming increasingly complex, the state has continued its journey through a period in which it intervenes in public issues and the concept of the welfare state has developed. During this process, volunteers and voluntary organisations have continued to play important roles in solving problems[4]. In the past century, interest in, attention to, and research on volunteering has increased significantly, and the concept of volunteering has undergone profound changes. Studies on volunteering have revealed that its capacity and impact are much greater than previously thought[5]. Thus, all actors operating in the public sphere and interacting with society in some way have been compelled to integrate volunteering into their processes. In the new century, where it has become clearer that economic, social and cultural issues are the shared responsibility of all actors, the need for volunteering has become more pronounced and has also become an important competitive and strategic tool for all actors[6]. At the forefront of these actors are businesses operating in different fields.

The responsibility that businesses have assumed in response to growing social issues, social expectations for sustainable development, public needs, and the changing roles of businesses on a global scale have placed them in a position of being important stakeholders in the field of volunteering[7,8]. Along with this guidance, the responsibility to understand and organise the voluntary capacity of businesses has become an inevitable necessity in the new century, encouraging businesses to take steps towards implementing certain transformations[9]. Studies demonstrating the need to restructure and organise volunteering and volunteer management in response to current needs and contemporary issues reveal the reasons for and consequences of businesses developing volunteer management strategies[10-12,2]. Of course, the reason for the growing interest in volunteers and volunteer management programmes is not solely evaluated in terms of the benefits to individual employees or society. Businesses that recognise the importance of volunteer management programmes base their approach on the potential benefits and contributions to the business[13,14]. When evaluating what is expected from voluntary work, it is widely accepted that expectations vary considerably on a personal, social and organisational level, and that traditional approaches now need to be updated and developed to meet these expectations[2]. When it comes to resources and potential, it is clear that businesses have more favourable conditions than other actors. This is because volunteer management programmes in voluntary organisations mostly operate with limited resources due to restricted budgets and insufficient human resources[15]. The corporate infrastructure, technology utilisation and professional management capacity possessed by businesses enable the systematic, planned and sustainable execution of their voluntary activities. However, the success of volunteering processes depends not only on the resources of the business, but also on understanding the motivation of volunteers, observing ethical responsibilities and taking social impacts into consideration[16]. Therefore, despite their extensive resources, businesses bear a significant responsibility to understand volunteering in a multifaceted way and to enhance the quality of voluntary work. At this point, businesses that develop effective volunteer management strategies can gain a considerable advantage over other businesses. These businesses both make their employees' volunteering experiences more meaningful and sustainable and transform their capacity to contribute to society into a strategic value[17]. This situation also offers significant gains in critical areas such as employee loyalty, corporate reputation, increased brand value, meeting social expectations, and long-term organisational sustainability[18]. In this new century, where the pressure for sustainability is distinctly felt, one of the areas that can contribute most significantly to this goal is strengthening the bridge of voluntarism established between employees, businesses and society, and taking responsibility for building this structure[19]. It is emphasised that sustainability cannot be achieved solely through economic indicators for businesses; it must be designed within a framework that also encompasses ecological and social transformations[20]. Voluntary action can offer significant opportunities to businesses in terms of change and strategic transformation in line with their sustainability goals. In particular, it has been demonstrated that the social capital held by

businesses can bring about significant transformations and contribute to their sustainability goals[21].

Sustainable Corporate Volunteering: Corporate volunteering refers to the form of volunteering in which businesses encourage, guide or support their employees to participate in voluntary activities through volunteer management programmes[22]. In this approach, volunteering goes beyond being an individual choice and becomes a strategic area of application linked to businesses' understanding of social responsibility, human resources policies and sustainability goals[10]. Employee volunteering, corporate participation, human resources development strategy, social investment and human capital are concepts that are increasingly recognised and understood as important in meeting the significant needs of individuals and businesses[8]. Employee volunteering is defined as "allocating time to a planned voluntary activity for the organisation"[23]. It is defined as 'short- or long-term, planned and positive social behaviours performed on behalf of another person or for the business' within an organisational context[24]. The studies reveal that employee volunteering should involve the inclusion of company employees in voluntary management processes rather than individual efforts, and should be supported by external expert assistance[25]. Because the process of managing volunteering should not be perceived as a single process. The communication established among volunteers themselves, new interactions from outside, and the dynamism within the volunteering process directly affect the volunteering of staff members.

The development of corporate volunteering[26] is closely linked to the transformation in businesses' understanding of social responsibility. Volunteering is generally seen as an activity independent of businesses, carried out through voluntary organisations based on individual initiatives. However, volunteering has now become an important part of sustainability strategies that encompass the social, environmental, cultural, economic and management dimensions of businesses[10]. It is emphasised that, particularly with the spread of corporate social responsibility, employee volunteering is a strategic approach that increases businesses' capacity for social impact and offers considerable benefits to both employees and businesses, going beyond a well-intentioned approach[27]. However, there is criticism that businesses still do not understand this potential.

In a study of employees participating in voluntary activities, it was found that individuals from companies with a volunteer management programme were more committed to their organisations than those from companies without such a programme[14]. Studies have shown that individuals who participate in voluntary work have greater autonomy than their colleagues and receive more support from the organisation[7]. Research findings indicate that individuals who establish connections between their work and volunteering experiences through their organisation contribute more to their employer and the organisation. Furthermore, it has been determined that individuals with extensive volunteering experience are more motivated at work, depending on their job satisfaction[28]. The model presented by[29], which establishes a connection between employees' voluntary activities and their work, explains the benefits gained through the development of a voluntary identity. The study by[30] on the contributions of corporate volunteering to employees and businesses indicates that the positive relationship between volunteering and skill acquisition has a favourable impact on work and leads to employers recognising their employees, pointing to the multifaceted benefits of corporate volunteering. All these studies reflect a fundamental understanding of employees finding meaning through work via voluntary activities. All these efforts reflect a fundamental understanding that employees find meaning in their work through voluntary activities[16]. Within the scope of corporate volunteering, it has been stated that understanding volunteer motivations is important and that intrinsic motivations are the necessary first step for corporate volunteering[31]. Processes in which motivations are correctly identified and individuals have the opportunity to utilise their knowledge, skills and abilities make a significant contribution to the sustainability of corporate volunteering[32].

In addition to the contributions of corporate volunteering to employees, it highlights the importance of corporate volunteering in studies on its benefits to businesses[33]. In the study conducted by[34], it was determined that corporate volunteering directly affects employee performance and positively contributes to employees' desire to continue working at the company. Similarly, other studies[35], also provide evidence that organisational commitment can be achieved through corporate volunteering. In another study on corporate volunteering and its contribution to employee performance and employers[28], it was found that voluntary activities provide multifaceted benefits to the organisation. Similarly,[19] examined the positive effects of corporate volunteering on corporate reputation and stakeholder satisfaction.

In this context, corporate volunteering stands out as an application area that integrates

businesses' sustainability goals with employee experiences. Through employee volunteering, businesses can contribute to social issues while also establishing a structure that supports employee volunteerism and job satisfaction, aligns with the company's values, and prioritises long-term sustainability. Therefore, corporate volunteering is considered an important area in today's businesses, where volunteering is redefined at both the individual and corporate levels, and where social benefit intersects with organisational sustainability[26,19,28]. Of course, this situation is closely related to understanding sustainable volunteering.

The United Nations has set 17 sustainable development goals and 169 sub-goals in line with sustainable development objectives[36]. Most of the targets in the published report are directly related to volunteering. Achieving the development goals implies sustaining volunteering and sharing this responsibility among all actors[37]. Sustainable volunteering refers to an approach that enables a long-term and stable response to the needs of individuals, businesses and society by establishing a structure in which voluntary activities are not short-term and temporary[38]. Sustainable volunteering is approached as a holistic concept encompassing both the motivational and structural factors that ensure the continuity of volunteers' participation and the elements related to the effective management of volunteer programmes[24]. Research findings indicate that there can be significant increases in the desire to volunteer and the demand for active participation in emergency situations[39]. However, from the perspective of sustainable volunteering, it is considered crucial to conduct a comprehensive assessment of activities, enhance the quality of individuals' volunteering experiences, ensure the continuity of training initiatives, and implement advance planning for potential emergencies. The notion that volunteering is not merely a concept that emerges when needed, but rather a culture embraced by individuals, businesses, and society, reflects the fundamental understanding of sustainable volunteering. There are many factors that influence sustainable volunteering. To say that sustainability is influenced by a limited number of variables reveals a misunderstanding of the concept[40].

In order to sustain volunteering, it is essential to first recruit and retain volunteers. For a volunteer to contribute to sustainable goals, they must be wholeheartedly committed to the activity and take ownership of the voluntary work, which can create a long-term working environment[41]. This situation raises the question of the extent to which volunteers can be managed and their expectations met, highlighting the need to address volunteers' concerns. Research has shown that rewarding, recognising and acknowledging individuals[42] contributes to the sustainability of volunteering experiences by fulfilling their passions, beliefs, career development and individual expectations[43]. It is stated that understanding individuals' intrinsic motivation is not sufficient to ensure the active participation and continuity of volunteers, and that external motivational sources and the support of the organisation are also highly effective[44]. Therefore, sustainable volunteering requires managing not only volunteers' initial motivations but also their motivations that fluctuate over the long term. In the study conducted by[45], which highlights the importance of leadership in managing volunteers, it was found that unsustainable volunteer leadership causes volunteers to lose motivation. In terms of sustainable volunteering, it is considered crucial to recruit volunteers, thoroughly analyse the factors that cause them to leave activities, and identify external factors that could influence their continuity. Although the quality and quantity of volunteer work has increased, the number of volunteers and their sustainability have not increased at the same rate[46], revealing that volunteers are not fully understood in terms of internal and external motivations.

For businesses, sustainable volunteering means treating volunteering activities not as short-term and periodic initiatives, but as long-term and planned processes[46]. Sustainable corporate volunteering is addressed within the scope of 'management support', "volunteer management", "practices that prioritise employee experience and satisfaction", "processes based on ethical principles", "monitoring and evaluation mechanisms", and "activities aligned with social needs"[46,24,38] study on sustainable volunteering revealed that processes should be planned by bringing together "business motivation", "volunteer skills" and "business support resources." In this respect, sustainable volunteering for businesses indicates a responsibility to manage employee volunteering and stakeholder relations. Penner's (2002) concept map related to sustainable volunteering provides a good example of the connection established between individuals, businesses and stakeholders. It is emphasised that although employees and businesses are willing to engage in volunteering, "the activities of volunteers are not monitored", "no comprehensive evaluation is carried out" and "volunteers are not

continuously monitored."[47]. This situation implies that the potential for volunteering is not being fully utilised and points to a persistent deficiency in volunteer management.

The Management Process of Corporate Volunteering: In this century, businesses and employees have a responsibility to understand their voluntary potential and effectively manage their voluntary human resources[48]. Because businesses have been compelled to incorporate an increasingly high expectation regarding the sharing of problem areas and the resolution of issues into their corporate processes[47]. It is also emphasised that sustainability pressure has become an important factor that is increasingly felt by businesses and affects their competitiveness. Businesses are evaluating sustainability-focused practices as a strategic necessity in line with changing stakeholder expectations and increasing demands[18]. Based on this, businesses can integrate voluntary management models that they believe contribute to sustainability into their processes. It is argued that another factor contributing to a significant change in the field of voluntary management stems from managers moving away from viewing volunteers as a "free human resource" and instead adopting a changing attitude that focuses on the gains of employees and supports them in every way[49,50], make an important comparison between the traditional volunteer management approach and the innovative approach that addresses continuous development and change, stating that volunteers are a "natural", "recyclable" and 'scalable' resource in organisational processes. In this respect, volunteers have the potential to meet the diverse expectations of businesses in different ways and areas. However, how this potential is managed and how the volunteer resource is evaluated is described as a process requiring serious planning and continuous updating[51]. In the literature, the management of volunteers and volunteering in voluntary organisations has been discussed extensively[52-55,15,14]. However, from a business perspective, voluntary management processes continue to undergo change and development in line with changing conditions and differing expectations. According to the results obtained from 71 different studies on voluntary management, research has increased significantly over the last 10 years, but it has been found that problems relating to voluntary management continue to exist in theory and have not been effectively implemented in practice[56].

Volunteer management refers to the systematic processes involved in planning, coordinating, sustaining and evaluating volunteer activities, and is of critical importance for the effective implementation of volunteer activities[2]. Volunteer management varies depending on the structure and objectives of the organisation and the nature of the volunteer activities. In some organisations, the concept of volunteer management represents a more limited structure, where volunteers perform specific tasks and the organisation provides basic guidance. In contrast, other organisations offer a participatory model that "involves volunteers in decision-making processes", "empowers them", "develops their skills" and "aims to enable volunteers to make a strategic contribution to the organisation"[57]. Volunteer management encompasses the processes of "planning", "development", "recruitment processes", "training", "knowledge management", "recognition of volunteers" and "rewarding"[58]. In[59] comprehensive study on volunteer management, management processes are examined under the headings of "recruiting volunteers", "training and development" and "sustaining volunteering." In the study conducted by[60], "advocacy for volunteers", "measuring satisfaction", "measuring volunteer satisfaction", "calculating the budget", "obtaining support from senior management", "ensuring that activities related to financial accounts are clear and transparent", and "continuously measuring outputs."[57], explains the process of managing volunteering effectively and efficiently through improvements in the areas of 'recruiting volunteers', 'orientation and training', 'leadership' and 'recognition'. Therefore, volunteer management encompasses not only the recruitment of volunteers and their inclusion in processes, but also training, motivation, recognition, feedback, performance management, digitalisation, stakeholder relations, and sustainable volunteering strategies.

The meaningful and effective outcomes of volunteering activities for employees and businesses are closely related to how the processes of planning volunteering, recruiting and retaining volunteers, training volunteers, assessing volunteer motivation, ensuring volunteer satisfaction, maintaining continuous communication with volunteers, and monitoring and evaluating volunteers are managed.

Planning Corporate Volunteering: Corporate volunteering planning refers to the processes involved in clearly defining what volunteer

programmes aim to achieve, what needs they will address, which stakeholders will be collaborated with, and how volunteers will be selected, trained and supported[46]. The planning process ensures that volunteering activities are aligned with the organisation's mission, values and objectives, and lays the groundwork for volunteering to be treated as a strategic management a rea[27]. In this sense, it is emphasised that the success of corporate volunteering management processes depends on the integration of volunteering activities with the company's values and long-term goals[61]. It must be understood that volunteer management is a process requiring a multifaceted assessment, including the nature of the environments in which volunteer activities are carried out[62], rewards and recognition[63] and the support of feelings of appreciation and belonging[64].

Studies indicating that volunteering is considered an important criterion when developing a perspective towards businesses[65] and studies demonstrating why it is an indispensable element for businesses[47,17] reveal important findings on why volunteering should be planned. Corporate volunteering initiatives, which are evaluated from multiple perspectives by businesses, also indicate that employees may have expectations and desires beyond their fundamental expectations of the company. Employees may wish to use their skills and spare time activities to contribute to individuals, society or businesses based on different motivations, and to participate in voluntary activities in areas they believe will contribute to their development[66]. Therefore, it is considered understandable that individuals demand volunteering practices in which the company also plays an active role in their voluntary activities[67]. It is emphasised that volunteering involves mutual rights and responsibilities, and that the mutual wishes and expectations of both the organisation where volunteering takes place and the employee are important throughout the process[68]. In this regard, it is stated that volunteers can take action according to the volunteering plans of businesses[69]. Therefore, in addition to sustainability expectations, the expectations of employees, stakeholders and society are driving businesses to reorganise and plan in the area of volunteering.

The planning process indicates that multifaceted effects and variables must be considered and developed together. However, fundamentally, statistics on voluntary work vary depending on the number of employees and the size of the business. In the study conducted by[22], it was found that larger enterprises in terms of capacity have a more strategic perspective on volunteering and provide greater support for it. Studies providing evidence that increasing business capacity relies on continuous and reorganisation[38,9], have outlined a series of planning strategies ranging from small rewards to significant opportunities, from training initiatives to managerial support, and from communication to stakeholder relations. Furthermore, it has been determined that an environment conducive to corporate volunteering has an impact on participation in and continuation of voluntary activities[38,9]. Therefore, creating a corporate volunteering culture within a business is crucial for ensuring the continuity of voluntary work and participation. In this regard, it is necessary to establish an environment that convinces employees that dedicating time to voluntary activities is worthwhile[41]. It is emphasised that the corporate volunteering climate must be planned taking into account the structure, size, sphere of influence and all other conditions of the businesses. This is because it is clear that the dynamics, structure and resources of each business are different. It is stated that there is no limit to capacity development and that there is potential to be affected by all developments[70]. Voluntary activities are, by their very nature, a process that requires updating and constant change. Consequently, managers and practices that resist the need for change that arises during the process may become unable to maintain their existence within the process. In such cases, the transfer of authority and new planning in voluntary practices are an inevitable process for the continuation of corporate volunteering processes[71].

Freeman's[72] study, which examines stakeholder relations within the context of strategic management, highlights the importance of stakeholders and how businesses need them socially and economically. Stakeholders engaged in volunteering processes have a transformative effect on volunteering experiences. Based on the fact that even the method of establishing connections with stakeholders can influence individuals' voluntary activities[73], it is stated that voluntary activities should not be limited to voluntary individuals alone, but should be considered within a multi-dimensional network of relationships established between other businesses, voluntary organisations, public institutions, and society[74]. The planning process involves designing methods not only for the

implementation of voluntary activities but also for their monitoring and evaluation. In this context, the criteria for evaluating the success of activities and how to obtain feedback from volunteers and stakeholders are determined during the planning stage. In this sense, the effective use of communication and information systems has a significant impact on planning[75]. It has been demonstrated that the use of technology in corporate volunteering management processes significantly reduces the administrative burden[76]. Digitalisation and the use of technology also have significant effects on the nature of voluntary activities. Furthermore, international online education can significantly increase efficiency by offering individuals a high-quality educational opportunity[77].

The planning stage, as an indispensable element of corporate volunteering processes, is a starting point that significantly influences other stages. Consequently, effective planning is also crucial in terms of recruiting and retaining volunteers.

Volunteer Recruitment and Retention: The process of recruiting and retaining volunteers is a multi-faceted process that involves informing potential volunteers about volunteering activities, motivating them to participate in volunteering, and presenting volunteering opportunities in a manner that is compatible with individuals' interests, expectations and competencies[15,78] found that, regardless of the individual gains or benefits to the organisation, volunteer management programmes must be effectively and systematically maintained to retain volunteers and ensure their continued participation in the long term. In this regard, it has been determined that the "orientation" and "integration" processes are important indicators for the continuity of volunteers[2]. The work carried out to recruit and retain volunteers has examined findings on the circumstances under which volunteers cease or take a break from voluntary activities. The findings indicate that "time"[11,78], "communication and information"[79], "role incompatibility"[15], and "institutional support"[47] highlighting the barriers to participation in voluntary activities. It is also stated that the most important factor in terms of voluntary participation is identifying the areas where volunteers are needed and involving suitable individuals in these activities[68]. Consequently, the proper planning of the process of recruiting and retaining volunteers is of considerable importance in terms of corporate volunteering processes.

Volunteers may wish to take part in large-scale activities. However, it has been observed that volunteers are lost and d o not continue their voluntary activities once the work is completed[80]. Because the short-term and long-term nature of voluntary activities is also a decisive factor for volunteers, and the extent to which expectations are met during the process directly affects volunteer participation[81]. In this sense, most existing studies address volunteers and volunteer management strategies. However, very few studies focus on the quality, duration and contribution of volunteer work to employees. This situation is highlighted as an important issue in terms of volunteers continuing their voluntary work[11,82].

However high an individual's desire and motivation to volunteer may be, their inherent potential for volunteering is quite limited. Therefore, leadership and management programmes that are suitable for bringing out this potential for volunteering may be required[15]. Therefore, one of the most important factors in the voluntary management process is the careful planning of the process and the provision of the necessary conditions by the voluntary managers[41]. It has been determined that businesses with an effective managerial profile, which implement planning, training and support programmes more comprehensively, are more successful in retaining volunteers and that volunteers' contributions to sustainable projects yield more meaningful results[2]. Regarding the managerial profiles necessary for the sustainability of corporate volunteering, the study by[21] provides a good framework for the criteria managers should consider.

If there is a process more difficult than finding volunteers, it is the problem of retaining them[12]. In order to retain volunteers, the volunteering process must be supportive and offer volunteers a meaningful experience. Key factors that encourage volunteers to continue their activities include assigning them tasks that match their skills, keeping them informed throughout the process, providing them with feedback, and acknowledging their contributions[15]. In[83] study on how corporate volunteering can be developed, it was found that initiatives such as rewarding employees with small gifts that encourage them to represent the company, and that employees wish to communicate more with other employees within the company, are effective.[84], who conducted a meta-analysis study on a fairly large sample of employees, concluded that "communication", "organisational support" and "communication with

managers" are the most important indicators for the continuation of volunteering. Within the organisation, increased communication and socialising are significant incentives for participation in voluntary activities[85]. In the study conducted by[86], voluntary activities organised by the company are perceived as being at a lower level than voluntary activities carried out by individuals on their own initiative. Similarly, it is stated that voluntary activities organised by individuals themselves are considered to be of a higher level of voluntarism than voluntary practices structured by the organisation. These findings indicate that expectations regarding voluntary participation are not limited solely to corporate-centred voluntary activities and that individuals' voluntary activities outside the organisation must also be reconsidered, planned and supported.

Training of Volunteers: Education and capacity development processes play a central role in ensuring sustainable corporate volunteering. This is because volunteers' ability to participate over the long term largely depends on their satisfaction with the volunteering process and the quality of the training they receive[24]. Training programmes enable volunteers to gain the necessary knowledge and skills to understand their duties, adapt to the company's culture and behave in accordance with expectations[46]. It is stated that the training process is not merely a transfer of knowledge, but a variable that supports volunteers' motivation, develops their skills, strengthens their sense of belonging, and ensures that the volunteering experience continues for a long time[79]. Volunteer training is of critical importance, particularly in areas such as disaster management, social services, child protection, health and humanitarian aid, in terms of enabling volunteers to manage risks appropriately, make the right decisions and intervene effectively within their areas of competence[87,88].

The relationship between educational level and spending more time on voluntary activities is frequently discussed[24,89]. Similarly, research findings indicate that voluntary training is also associated with spending more time on voluntary activities. Individuals who increase their knowledge and experience demonstrate a more enthusiastic attitude towards voluntary activities[90]. Studies on the relationship between volunteer training and continued volunteering[79,64], provide significant evidence regarding the contributions of volunteer training to personal development and volunteering experiences. Voluntary activities that employees believe contribute to their profession are a

criterion for individuals to continue their volunteering processes[32,83]. Voluntary activities have also been found to have significant effects in terms of developing work experience and contributing to employees' careers[91,92]. Similarly, it has been demonstrated that individuals participating in voluntary work also develop their knowledge and skills in the areas in which they work[14]. The study by[64] found that contributions to volunteers' training led to their continued participation and made them feel valued. In[93] study on international volunteer work, it was found that professional volunteers contribute more to the development of institutional capacity. Therefore, the nature of training activities is linked to companies' ongoing capacity development efforts. In a study by[75] on what individuals expect from voluntary education, it was found that individuals need "supportive teams", "facilitating applications", "effective programme management" and "communication and information systems". The training and capacity building process for volunteers includes the processes of "screening volunteers based on their motivations", "establishing basic competencies", "implementation" and "ongoing support"[94].

Volunteer training is a multidimensional process that shapes the long-term sustainability of volunteering, making it one of the key stages in sustainable volunteering. Regular, systematic and needs-based training programmes increase volunteers' motivation, develop employees' skills, strengthen businesses' efficiency and expand the community's capacity for volunteer participation. Therefore, the success of sustainable volunteering depends on comprehensive training strategies and continuous capacity development efforts that support the ongoing development of volunteers. Aakko[95] summarise the importance of volunteer training with the statement: "The continuous training of new volunteers can be carried out in a small area and does not disrupt the general workflow of the process."

Monitoring Volunteers and Evaluating Processes: Monitoring and evaluation is one of the fundamental stages that ensures the effectiveness, efficiency and sustainability of the volunteer management process[96]. This process ensures the systematic monitoring of the extent to which voluntary activities achieve their defined objectives and targets, the identification of problems arising during implementation, and the implementation of necessary improvements based on the findings[46]. Furthermore, the monitoring and evaluation process enables the identification of difficulties encountered by volunteers in their

activities, the assessment of the appropriateness of task distribution, and the tracking of volunteers' performance and motivation levels, thereby facilitating the development of the organisation's volunteering capacity over time[97]. The problem of measuring and evaluating volunteers' contributions can often lead to a lack of understanding of the full impact of volunteers and corporate volunteering activities on businesses and social development[98,99].

The continuous monitoring of volunteers offers an opportunity to enhance the effectiveness of the current work and to increase participation and skills in future projects[100,98], state that demonstrate that the long-term success of voluntary programmes is directly related to the existence of regular monitoring and evaluation, which "identifies emerging issues", "strengthens relationships among stakeholders", "increases the public visibility of issues", "measures problem-solving capacity", and "enhances accountability." Furthermore, sharing activity reports with volunteers in an open and transparent manner contributes to empowering volunteers and developing volunteering environments[101]. The effective implementation of feedback mechanisms and regularly conducted evaluation processes has been identified as one of the most important factors supporting employee motivation and job satisfaction[102]. In this regard, studies on the impact of information sharing and appropriate perspectives towards employees on commitment[103,104], provide significant evidence on the importance of monitoring and evaluation. It is also emphasised that regular meetings should be held with employees and that more systematic processes should be implemented, particularly with employees who value external motivation. This is because employees who value external motivation can lose their motivation if they are not properly monitored and provided with feedback[15]. In particular, conveying individuals' support in concrete terms through written and visual resources contributes to reinforcing their actions[103]. The monitoring and evaluation process is conducted based on indicators such as voluntary participation rates, the alignment of tasks with volunteers' competencies, the functionality of training and support mechanisms, communication processes, and volunteers' motivation levels[46]. Continuous monitoring and evaluation also enables the identification and intervention of potential issues in corporate volunteering processes before they become entrenched[15]. Of course, in monitoring and evaluation processes, the importance of establishing quality relationships and managing the process appropriately is also emphasised[105].

It should be emphasised that the reports generated from monitoring and evaluating volunteering enable the analysis of the current situation and the conduct of large-scale statistical analysis specific to the country[106], thereby leading to multifaceted gains. It is stated that the monitoring and evaluation process is not merely a control mechanism focused on past activities, but also a strategic process that shapes future planning. In this regard, businesses can, through an effective evaluation process, "redefine their volunteer positions", "update their training content", "create new communication channels" andboot "diversify motivation tools according to the needs of volunteers"[15]. It is argued that regular reassessment is essential to ensure that volunteer programmes can adapt to changing social conditions, volunteer profiles and the organisation's objectives over time[97]. Therefore, monitoring and re-evaluation is a fundamental management function that presents a valuable learning opportunity in volunteer management, thereby enhancing both the volunteers' experience and the organisation's volunteering activities[107]. In this respect, monitoring and evaluation are positioned as one of the key determinants of the long-term success and sustainability of voluntary management.

CONCLUSIONS

This study demonstrates that volunteering should be considered not merely as a well-intentioned and periodic social responsibility activity for contemporary businesses, but as a strategic management area integrated with sustainability objectives. When the studies in the literature are evaluated together, it is seen that volunteering produces multidimensional effects at the individual, social and organisational levels, and that these effects can be lasting and meaningful only if they are directly linked to the quality of the volunteer management processes. The study shows that sustainable corporate volunteering must be supported by a robust planning process, practices that take into account volunteers' motivations and expectations, quality training and capacity-building activities, and regular monitoring and evaluation mechanisms. The literature clearly shows that retaining volunteers is as critical an issue as recruiting them, and that role fit, organisational support, communication, and recognition mechanisms are decisive in volunteer retention. Furthermore, it is emphasised that volunteer management offers a significant gain for businesses by supporting long-term organisational sustainability. In this context, corporate volunteering acts as a bridge that strengthens organisational processes while increasing businesses' capacity to respond to societal expectations. Consequently, this study demonstrates

that sustainable corporate volunteering is achievable through an effective understanding of volunteer management, and that volunteer management is a strategic, dynamic, and continuously evolving field for businesses. This study provides a conceptual framework for future empirical research and offers guiding insights for practitioners and policymakers regarding the relationship between volunteer management and sustainability.

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