

## SUPPORT OF CORPORATE VOLUNTEERING AMONG RUSSIAN COMPANIES' EMPLOYEES

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**Abstract:** The purpose of the research is theoretical analysis of the current practices of corporate volunteering motivation with the stress on the results of empirical corporate volunteering motivation researches. Within the framework of the article, materials of the latest international and Russian researches were studied and analyzed using comparison and grouping method. The stress was put on the opinions of experts from business, government, civil society who dedicated their studies to this phenomenon that significantly expands the scope of consideration and understanding of the Russian phenomenon of corporate volunteering as a modern tool for implementing corporate social responsibility. In addition, the work summarizes the experience of the best practices of Russian companies in supporting initiatives and implementing social projects in the field of volunteering. The analysis of numerous studies in the field of volunteer employees' motivation allowed us to group and summarize the motivational attitudes of participants in the corporate volunteer movement and provide practical recommendations on the formation of a system for supporting corporate volunteering. The practical significance of the research is that its conclusions and recommendations can be used in the organization of volunteer activity in Russian companies and the successful implementation of volunteer projects and programs.

**Keywords:** corporate volunteering, corporate social responsibility, volunteering, voluntarism, staff development.

### 1. INTRODUCTION

In recent years, corporate volunteering has become an important element of Russian society. The article analyzes the experience of a number of leading Russian business structures in implementing volunteer (volunteer) projects. The philosophy of corporate volunteering is seen as the idea of a patriotic social service, consolidating the different layers of Russian society<sup>1</sup>. Under the corporate volunteering the authors mean the purposeful activity of the company to support and promote social activity of its

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<sup>1</sup>Development of corporate volunteering as a promising area of social partnership in Russia // Business and society. 2012. No. 3-4 (70-71). P. 3

employees in the local community at no charge. Corporate volunteering is considered at the intersection of overlapping interests of the company, employees and the local community.

1. Corporate volunteering is the attraction of a company staff to different charitable activities, the organizer of which can be either company or third-party organization<sup>2</sup>.

2. Corporate volunteering is the voluntary participation of employees in various social projects, realizable at framework of the company<sup>3</sup>.

3. Corporate volunteering is the participation of the staff in the voluntary activities of the company, which are organized and held with its direct support in the format of various social programs<sup>4</sup>.

According to an apt remark of Ken Allen, one of the best experts in modern volunteering, the president of Consulting groups on civil societies (Consulting Group LLC), corporate volunteering resembles “big tent”, encompassing wide range of events, philosophies, approaches, and managerial structures<sup>5</sup>. At least, is fundamental monograph, dedicated to research of corporate volunteering and features of its development in USA characterizes the phenomenon in such a way<sup>6</sup>.

A number of authors offer their own definition: corporate volunteering is a kind of social service, which is carried out as one of forms of public and/or commercial structures representatives’ personal and professional potential self-fulfillment. These representatives actively participate in socially significant activities on free of charge basis with the assistance of the organizations they work at<sup>789</sup>.

The specificity of such kind of volunteering, as corporate volunteering, can be described thanks to identifying and linking together most important components of this phenomenon, which, in our opinion, include:

- participation of the organization employees (obviously, their quantity is not limited and depends on their own choice) in socially significant activities;
- their ability to leisure time planning and application of personal qualities and professional competencies;

<sup>2</sup>Pevnaya M. V., Kuzminchuk A. A. The Potential for the Development of Corporate Volunteering in Modern Russia // Social Research. - 2017. - No. 1.

<sup>3</sup>Reshetnikov O. V. Corporate volunteering: Scientific and methodical manual. - Moscow: Publishing house "Prospekt". 2010. 151 p.

<sup>4</sup>Shakhnes T. Yu. Corporate Volunteering as the Most Important Component of Socially Responsible Business // Proceedings of the Moscow International Higher Business School MIRBIS. - 2016. - No. 2. - P. 114-119.

<sup>5</sup>Allan K. The Big Tent – Corporate Volunteering in the Global Age. – Madrid: Ariel and Fundacion Telefonica. 2012. P. 16–17.

<sup>6</sup>Allen K., Galiano M. Corporate Volunteering in the Global South // Perspectives on Volunteering. – Springer International Publishing, 2017. – C. 99-114.

<sup>7</sup>Corporate Volunteerism / Edited by Arsen'eva T. N. - Tver: Printing company “Pechatnia”, 2016, P.8

<sup>8</sup>Khan M. Z. Management of corporate volunteers and the effects of volunteering on the well-being and engagement of employees: A Review and Framework for Future Research // International Journal of Human Resource Studies. – 2016. – Vol. 6. – No. 3. – P. 74-86.

<sup>9</sup>Loosemore M., Bridgeman J. Corporate volunteering in the construction industry: motivations, costs and benefits // Construction Management and Economics. – 2017. – P. 1-13.

- gratuitous activities at the interests of a beneficiary, whether it is one person, groups of persons, residents of a town, region or country<sup>10 11</sup>.

## 2. METHOD

The study of corporate volunteering support mechanisms is based on the analysis of Russian companies' employee's motivation on the example of the practical experience of "Leroy Merlin", United Company Rusal, (UC Rusal) and the mobile operator "MTS". The empirical basis of the study is the results of Russian researches conducted over the past three years. The employees of a number of Russian companies, who provided any grant aid to strangers last year, or did something on a voluntary basis at their own accord for the benefit of society were considered as the total population. Modern companies consider volunteering as serious resource for the professional growth of their employees. Today, major conditions for effectiveness are professional knowledge, skills and responsibility. Volunteering provides a unique opportunity for the development of new skills, the main of which is leadership. Volunteering and others form of employee's participation in the development of local communities substantially reduce incoming staff training costs<sup>12 13</sup>.

Corporate volunteers serve as the carriers of the corporation mission, its values and goals. Voluntarily adopted moral obligations and high level of social responsibility are the significant factors of the corporation members involvement in voluntary activity; they are fully included in professional activity, being limited in time<sup>14</sup>. Corporate volunteers cannot spend much time on acquiring additional complex competences and prolonged (more than 4 h. a week) participation in voluntary activities; have competencies, related to business and professional production activities. Corporate volunteers have a high level of professional competencies, which may be used in volunteering<sup>15</sup>. The wide range of professional roles, represented in the corporation, allows deciding various voluntary projects organization and implementation tasks relying on corporate resource. The corporation can provide volunteers with its own resources – communication channels, social bonds, material and staffing resources; opportunities for corporate encouraging personal growth.

According to a study held by the Center for Civil Society and Non-Profit Sector Studies, which were announced in the course of the integrated corporate volunteering sociological research held in December 2011 - January 2012, employees are engaged in volunteering both at working and non-working hours. The companies establish their own regulations. In the majority of companies (46%) employees are engaged in volunteering

<sup>10</sup>Levochkina N.A. Corporate social responsibility of institutions of higher professional education: from national university to national faculty. In the world of scientific discoveries. 2015. No. 7.7 (67). Pp. 2669-2678.

<sup>11</sup>Gorlova, N. I., "History and Prospects for the Development of Russian Corporate Volunteering", *Uchenye zapiski. Electronic scientific journal of the Kursk State University.* - 2016. - No. 4 (40).

<sup>12</sup>Krasnopolskaya I., Roza L., Meijs L. C. P. M. The relationship between corporate volunteering and employee civic engagement outside the workplace in Russia //VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations. – 2016. – Vol. 27. – No. 2. – P. 640-672.

<sup>13</sup>Samuel O., Roza L., Meijs L. Exploring Partnerships from the Perspective of HSO Beneficiaries: The Case of Corporate Volunteering //Human Service Organizations: Management, Leadership & Governance. – 2016. – Vol. 40. – No. 3. – P. 220-237.

<sup>14</sup>Arulrajah A. A. The Role of Corporate Volunteering in a Wider Socioeconomic Context: Review of Literature //IUP Journal of Management Research. – 2016. – Vol. 15. – No. 3. – P. 7.

<sup>15</sup>Huang C. C. Employees' perception of corporate social responsibility: Corporate volunteer and organizational commitment //International Business Research. – 2016. – Vol. 9. – No. 9. – P. 142.

mainly at free time. In many companies (30%) employees are engaged in volunteering both at working and non-working hours. Only each fifth company not objects against holding corporate volunteering activities at working hours. In these conditions, as Irina Krasnopolskaya noted, registration is being conducted at mostly on quality level and the majority of companies don't have the list of measured (quantitative) indicators, "The majority of the companies don't maintain special accounting of volunteers and their socio-demographic characteristics. Also, there is no accurate data on the number of volunteers-newcomers constantly participating in volunteering campaigns"<sup>16</sup>.

According to the results of non-profit sector studies the motives of employees' participation namely in corporate volunteering activities can be divided into three groups: 1. moral debt (41%), wish to help specific people (38%); 2. Satisfaction, positive emotions (56%), aspiration for learning something new (35%), self-realization (27%) are so called motives of personal growth; 3. The importance for a company (25%), for a country (23%), family influence (16%) significance for improving relations with colleagues (12%) – so called "external" type of motivation, related to the world and society<sup>17</sup>. The characteristics of corporate volunteering in Russia differ from volunteering practices in other countries<sup>18</sup>. Thus, the regulation of volunteering activities is not characteristic for Russia, programs are often developed by initiative employees, not management companies, whereas events preparation, as a rule, doesn't imply deep analysis of a social problem<sup>19</sup>.

For example, it is known that participation in corporate volunteering of the company "Leroy Merlin" began with the expression of civic position and desires of the employees, starting with cashier consultants and ending with top management personnel, who created and implemented their own socially significant projects, not expecting any support from their management teams. At the present time the company "Leroy Merlin" is represented by 18 stores in 9 Russian regions. Each store has its own social dialogue committee, employees' elective body, which develops social support programs for a city. Program of each store is built based on three common principles: desire/time/capabilities of employees, their professional competence and, finally, materials/tools/goods. Thus, corporate volunteering is firmly built in the general system of this company. Participation in volunteering movement is aimed at one main thing – establishment and maintenance of long-term partner relations with local charitable organizations, local administrations and with goods and services suppliers. Leroy Merlin provides each employee with the opportunity to take part in charitable campaigns, contribute to good causes. Furthermore, employees themselves say, "It is the thing that unites us!". Projects, implemented in the framework of such models, in the future may play a positive role in the development of the company's image and also underlie positive trends in the life of local community. Given the obviousness and simplicity of each

<sup>16</sup>Krasnopolskaya I.I. Corporate Volunteering in Russia: Key Features // Corporate Volunteering in Russia: Col. of best practices / Ed. T. Bachinskaya. 2<sup>nd</sup> Ed - Moscow: Center for Development of Philanthropy "Soprichastnost". 2012. P. 36-42.

<sup>17</sup>Corporate Volunteering in Russia: Assessment of the Status and Recommendations for Development. Analytical Report on the Results of the Research Project 2016.

<sup>18</sup>Hu J. et al. The motivational antecedents and performance consequences of corporate volunteering: When do employees volunteer and when does volunteering help versus harm work performance? //Organizational Behavior and Human Decision Processes. – 2016. – Vol. 137. – P. 99-111.

<sup>19</sup>Krasnopolskaya I.I. Corporate Volunteering in Russia: Key Features // Corporate Volunteering in Russia: Col. of best practices / Ed. T. Bachinskaya. 2<sup>nd</sup> Ed - Moscow: Center for Development of Philanthropy "Soprichastnost". 2012. P. 37.

corporate volunteering models, on practice, in the course of their implementation, a number of different problems can arise<sup>20</sup>.

Thus, the experience of the companies, effectively realizing volunteer projects, shows that first and foremost it is necessary to define the format of projects. Traditional volunteering, which now prevails, implies that employees fulfill the tasks which are not characteristic for their professions: they organize work with children at children's homes or hospitals, take part in volunteer clean-ups and donor initiatives, take care of animals in shelters, help elderly people<sup>21</sup>. Pro bono is another employee's participation form which is becoming popular in Russia. It implies that employees use their knowledge and skills, their professional specialization for free of charge assistance to non-profit organizations. Such a form of corporate volunteering, certainly, is one of the most effective and promising for Russia, but the main thing is that it is always highly sought<sup>22</sup>. NPOs lack professional services and consultations, which may be provided by lawyers, PR specialists, accountants and others specialists, working in commercial sector. And finally, some companies practice combination of corporate volunteering and grant programs, when the company finances or helps to implement charitable projects, proposed and realized by employees. Obviously, not all corporate volunteering programs are equally effective and successful among employees. The reason is the fact that many companies rather often lack strategies to develop volunteering at higher management level, systemic in the implementation and creative approach to work with volunteers. Besides the employees participating in volunteering campaigns lack support<sup>23</sup>.

### 3. RESULTS

When managing voluntary activities employee's motivation is one of the major conditions for the success of the whole project<sup>24 25</sup>. In general, the analysis of numerous researches in the field of corporate employee's motivation allowed us to group and generalize their motivational affirmations:

- Implementation of personal potential. When participating in charitable campaigns for the sake of the campaigns themselves volunteers often motivate their choice by the very opportunity and perspectives for personal growth.
- Public recognition. In the sphere of voluntary efforts implementation volunteers receive necessary positive reinforcement of their activities, being highly esteemed by those around them, members of reference group, for whom volunteer work is significant or for the protection of its interests, they feel

<sup>20</sup>Dorozhinskaya Yu. Corporate volunteering: models and possible "pitfalls" // Corporate volunteering in Russia: Col. of best practices / Ed. T. Bachinskaya. 2<sup>nd</sup> Ed. - Moscow: Center for the Development of Philanthropy "Soprichastnost". 2012. P. 99-105

<sup>21</sup>Zafar M., Ali I. The Influence of Corporate Social Responsibility on Employee Commitment: The Mediating Role of Employee Company Identification //Asian Social Science. - 2016. - Vol. 12. - No. 12. - P. 262.

<sup>22</sup>Badmaeva L.B. The Dialectic of Corporate Social Responsibility Concept Development // Problems of the Modern Economy. 2010. No. 4 (36). Pp. 65-68.

<sup>23</sup>Golyshkova I. N., Balashova N. Ye. The current state of corporate volunteering in Russia // Actual problems of management - 2016. - 2016. - P. 217-219.

<sup>24</sup>Sheel R. C., Vohra N. Relationship between perceptions of corporate social responsibility and organizational cynicism: the role of employee volunteering //The International Journal of Human Resource Management. - 2016. - Vol. 27. - No. 13. - P. 1373-1392.

<sup>25</sup>Păceală M. Corporate volunteering: Trends, benefits and challenges. Current situation in Romania //Theoretical and Empirical Researches in Urban Management. - 2017. - Vol. 12. - No. 2. - P. 19.

involved in generally useful cause and the state of being relevant to the society, realizing the need in social significance feeling.

- Self-expression and self-determination. For some people volunteerism seems to be a unique opportunity to be self-expressed, realize their uniqueness and individuality, feel able to do something. It opens up new vistas for sociocultural features of a voluntary movement participant.
- Professional orientation. As a result of the work, corporate volunteers must acquire not only practical communication, social designing and modeling and project management skills, but also understand their profession from inside, get opportunity to choose a direction of professional training.
- Communication and social contacts. Volunteering allows expanding a circle of contacts, finding like-minded people in the framework of a project with new significant people, thereby getting involved in the field of personally significant relations and successful interaction practices and getting access to the new social groups<sup>26</sup>.
- Social interaction experience. Volunteering practice allows volunteering movement participant to venture into various interaction models, acquire leadership and performing activities skills.
- Civil and religious debt performance. Volunteering actualizes social activity, activating readiness of people to public processes transformation, civic positions rise and adaptation to all life spheres. Research testify personal readiness of people, belonging to different social groups, to provide their time, knowledge and force to solve specific socially significant tasks, this is exactly the mechanism launching civil initiatives in the practice of social problems solutions. Besides, volunteering is a field of application of moral and religious principles<sup>27</sup>.

The acquisition of useful social and practical skills. Besides professional skills, volunteers also master a number of other skills which allow improving competitiveness, in career building sphere as well. Volunteering work brings the following advantages: improvement of professional interaction skills, which underlie active listening skills and effective communication construction; development of organizational skills and time management; planning and solutions, both collegial and individual, making skills mastering; stressful situations and states management<sup>28</sup>. The employees, who initiate volunteering development in a company are initially motivated to act. For management team or coordinators, it is important to support initiative and allow other employees to get involved in the process. It is one of the major ways of corporate volunteering development in the company. The corporation possesses opportunities for encouraging volunteers: career enhancement for volunteers, leisure organizations, opportunities for career growth at corporations; the high level of corporate culture.

As to individualistic motivation to participate in volunteer projects, it boils down to the possibilities of employees to upgrade their skills, develop certain personal

<sup>26</sup>Haski-Leventhal D., Kach A. P., Pournader M. Revisiting Corporate Volunteering: The Impact of Intrinsic and Extrinsic Motivation to Volunteer //Academy of Management Proceedings. – Academy of Management, 2016. – Vol. 2016. – No. 1. – P. 13322.

<sup>27</sup>Galyuk A. D., Kaydarshina M. R. Increase of staff involvement on the basis of corporate volunteering // Executive editor. - 2016. - P. 208.

<sup>28</sup>Dreesbach-Bundy S., Scheck B. Corporate volunteering: A bibliometric analysis from 1990 to 2015 //Business Ethics: A European Review. – 2017.

characteristics, use their time profitably, switch from major business to additional activities, “refresh” their worldviews and also informally communicate with colleagues, organize events. The results of numerous Russian researches on employees support and motivation testify that most of respondents find volunteers encouragement possible and necessary<sup>29</sup>. Only about 16% of the respondents declared that they don’t see any need to encourage employees for participation in volunteer activities. Free tickets to cultural or sporting events are considered to be the best encouraging options (48%), informing colleagues by means of corporate mass media (44%), honorary certificates and commendation awarding (42%). Additionally, respondents proposed to inform departments managers about volunteers-employees (36%) and to organize seminars and meetings for the latter’s (40%). Nearly each fourth (26%) of the respondents expects more significant encouragement, that is career promotion. Each fifth (22%) expects of providing compensatory leave for encouraging volunteers. It can be concluded that employees are characterized by rather strong aspiration for symbolic recognition of their merits at volunteer activities and to a much lesser degree – for material promotion. Nevertheless, the difference in the attitude to encouraging depending on financial standing of respondents seems to be quite normal. Thus, among the least well-off people the share of those, who advocate for compensatory leaves and monetary compensation is significantly higher, than in the average sample (34% against 22% and 26% against 13% respectively). The recognition of young employees’ (trainees’) merits can consist in work experience, recommendatory letters, internships records. This can help them to get fixed up in a job in future. For already working employee’s social capital development may consist in receiving certificates of merit, publication of their names on corporate portal, receiving symbolic “points” in general ratings. But even intangible encouraging is practiced by very few companies. Only several of the respondents mentioned tangible encouraging. It is characteristically that symbolic encouraging in terms of certificates of merit and notes of acknowledgement cannot be perceived volunteers as encouraging as such. but according to the participants corporate volunteering doesn’t affect promotion in the company. This is relevant to the results of a Headhunter research: employers did not indicate volunteering experience as an advantage at recruiting. Thus, the survey results testify about the need to encourage volunteers. The notions about “acceptable” type of encouragement varies enormously, only 16% of the respondents totally refuse them. Reputation in collective is considered to be the best form of encouragement: informing colleagues and chiefs, citation and awarding of certificates of merits in a festive atmosphere, publications in mass media. Tickets to cultural events and participation at training seminars are also significant forms of strengthening human capital and enhancing the reputation of volunteers among employees.

In the system analysis of labor volunteering stimulation system formation processes the range of its motivation forming factors proposed by Russian companies requires separate assessments. A number of companies presented a number of interesting projects on support and replication of their employees’ voluntary initiatives, attractive volunteer image creation, motivation to voluntary activities, voluntary potential intensification mechanisms and their involvement in a relevant activity. Regulations on non-monetary (non-material) motivation of employees and labor collectives of RUSAL enterprises became a striking example of implementing effective employees and whole collectives encouraging system, including encouraging for

<sup>29</sup> Corporate Volunteering in Russia: Assessment of the Status and Recommendations for Development. Analytical Report on the Results of the Research Project 2016.

participation in volunteer projects and programs. Each company may choose any ways of remuneration, both the traditional ones for the team and new ones. The developers of the provisions generalized the experience of all the factories of the Company. They took the best practices and jointed them into one document.

“In the course of the work on the Regulations, we not only studied the experience of RUSAL plants but also paid attention to the ways of encouraging employees in other companies, including foreign ones, recounts Oleg Vasilevskiy. This document is aimed at applying the whole available tools for encouraging each person, deserving gratitude. We don't want our system motivation to be limited only by certificates and honors boards. After all there are a lot of interesting tools, which allow highlighting a person, acknowledging his merits and thanking him”, he added. Based on this document each factory develops its own provision. At the same time each enterprise rewards its employees in different ways. There are many ways to thank the best employees for their work, active participation in sports and social life and volunteering.

They include certificates of merit, diplomas, pennants and flags, citation on the part of manager with the relevant record in an employee's labor book. As before, thanksgiving letters are presented to those who distinguished themselves. At the same time, it is planned to apply the practice that has proven itself at a number of enterprises to all the plants of the Company – to send thank-you letters to the families of the best employees. Another type of promotion is the formation of an individual development program for employees who distinguished themselves in the current position or in the personnel reserve. This program envisages participation in trainings, internships, etc. And, naturally, the employees who deserve respect and honor can receive official congratulations from the leaders on the jubilee dates of their work at the enterprise, on their anniversaries and other significant events.

“For each person, public recognition is very important, says Oksana Fedorova, manager of the corporate culture department of the Criminal Code, therefore, the best workers are always honored and rewarded in a solemn atmosphere, such events are usually timed to coincide with important, significant events. Certificates of merit, gifts and commemoratives become real family values, which are carefully preserved for decades and passed down to children and grandchildren. And RUSAL willingly supports the tradition of distinguishing its best employees”. In addition, publications about the best people who distinguished themselves in the field of volunteering will be posted in the RUSAL Newsletter, and their photos will be placed on information stands. It is assumed that the proposed system of measures will become efficient tool for managers, allowing them to motivate their employees to participate in volunteering campaigns.

Summarizing the best practices of encouraging and motivating volunteer employees of domestic companies, it is necessary to note MTS, the leading telecommunications operator in Russia, which announced as early as in 2015 that it will launch a technological platform for corporate volunteering development. The service, specially developed for MTS by Dobro Mail.Ru project, allows managing volunteer projects inside the company and provides the necessary tool for managing large-scale voluntary movement in the regions covered by MTS. “MTS has traditionally organized powerful volunteer movements, thanks to which the company implements both regional social programs and large-scale federal projects which not only effectively help to make the employees more involved, but also contribute to the harmonious development of MTS's business as a whole. We are sure that due to the technological capabilities of the joint with Dobro Mail.Ru project we will receive effective levers for optimizing corporate volunteering, and our not indifferent and active employees will receive a convenient and



simple tool for participating in interesting social and charity programs”, said the director of the corporate social responsibility department of MTS, Elena Seregina<sup>30</sup>.

Technological Dobro Mail.ru program customized for MTS offers tools for system work with the base of existing and potential volunteers of the company, offering participation in various charitable and social projects organized by MTS in various regions of the country. The volunteer movement participants can trace the history of their participation in the social programs of the company in the convenient Personal Office, where they can also follow the news of MTS projects. The employees of the company receive virtual badges for participation in all the types of volunteer campaigns – intellectual volunteering, children help, elderly support programs, ecological and environmental projects. They can share their achievements in social networks.

#### 4. DISCUSSION

In order to make corporate volunteering programs profitable for business, it is important to build this process properly in a company. First, it should be kept in mind that it is necessary to include them in the now social investment projects. This will increase their effectiveness. Second, it is necessary to focus on the interests and competences of employees. Third, another important aspect is the correct positioning of a program and volunteers’ motivation. This is the cornerstone of the similar initiatives in a company. The employees volunteer their free time which they could spend on football, watching their favorite movie, gathering with friends or having a weekend with their families. And they should clearly understand why they do it, understand their social role. Motivation of volunteers is not easy process, but it's worth it. In order to keep volunteers constantly interested in volunteerism, it is necessary to adhere to simple rules. First, the format of any event should be interesting not only to those who are helped, but also to volunteers themselves. Secondly, it is necessary to use the strengths and talents of employees, especially if they do not have the opportunity to show them in their daily work. Another crucial aspect in the motivation of volunteers is that it gives them the opportunity to project all the activities themselves and distribute roles.

Top managers’ support is a prerequisite for the existence of a volunteer team in the company. Otherwise, there is a risk that this initiative, instead of developing into a comprehensive program, will turn into activities for a limited number of people whose departure may lead to the termination of volunteer activity in the company. For the same reason, it is necessary that the curator of the volunteer movement be an employee from the HR department or internal communications. Various forms of non-material encouragement of volunteers are used most actively in Russian companies: information on the company's website and in the corporate press, citation, honorary certificates, volunteer contests, rewarding at general meetings, symbolic inexpensive souvenirs, etc. Support on the part of management team is also an effective way to encourage employees to participate more actively in projects. It is no coincidence that in some companies the best volunteers receive gratitude and the opportunity to meet with the CEO as moral encouragement.

<sup>30</sup>Official website of MTS. MTS put corporate volunteering on technological track. 8<sup>th</sup> December 2015. [http://www.company.mts.ru/comp/press-centre/press\\_release/2015-12-08-4956120](http://www.company.mts.ru/comp/press-centre/press_release/2015-12-08-4956120)

## 5. CONCLUSIONS

Thus, the best practices of support and corporate volunteers' motivation were considered as exemplified by the activities of the companies Leroy Merlin, United Company RUSAL, UC Rusal, the mobile operator MTS in the field of corporate volunteering. The analysis of the obtained data allows drawing the conclusion that the regularity of volunteer activity largely determines the personal characteristics of volunteers along with the qualitative characteristics of their work. The analysis of our researches, as well as the results of all-Russian research projects, prove that Russians with higher education who have a fixed income can be the main resource for the development of volunteer programs in Russian companies. These are specialists who already have experience of participation in volunteer campaigns (working as volunteers 4-5 times a year). Russians who volunteer 4-5 times a year are not only more satisfied with the results of their volunteering campaigns, but also with their personal development. It is these people that can be rested with the development of corporate volunteering.

The results of Russian researches in the field of corporate volunteering only prove once and for all that Russians who regularly work as volunteers can promote the development of corporate volunteering in their organizations. They volunteer regularly, and volunteering remains in their plans for the future. The organization can benefit from corporate volunteering as volunteering takes a certain place in the life of such people (employees), they are highly motivated, they are more often satisfied with their personal development. In the practice of Russian companies, the tendency to support voluntary activity of employees in their own branches, in those regions where their subsidiaries are located, is gaining momentum. Many enterprises prefer to support NPO initiative projects, or volunteer work of employees, also initiated by themselves. The development of corporate volunteering programs is the lot of only a small percentage of companies. Nevertheless, it is undeniable that corporate volunteerism performs a very important function to attract additional financial resources and new participants, primarily from among young qualified specialists.

Participation and support of the company organizing corporate volunteering are important for employees being a guarantee that all efforts will be directed towards the beneficiaries, all organizational issues will be resolved, and there will be an opportunity to render more extensive assistance. This distinguishes corporate volunteering from independent volunteering outside the company being the basic advantage when choosing between independent, individual and corporate volunteering. In order to stimulate and encourage volunteers, in our opinion, it is necessary to practice a system of intangible and material incentives for all volunteer employees, detailing the procedure and conditions for promotion. The incentive program can consist of several levels and act on the basis of a score-rating system. The rating was understood as a quantitative indicator of volunteering work in a certain sphere. The rating value is the sum of points scored by a volunteer for a certain period of time. The created rating system for assessing the contribution of each volunteer provided for an assessment of all the types of volunteering (participation in events, performance of leader functions, etc.). Volunteers are awarded points in accordance with a specially designed scale. Having scored a certain number of points, a volunteer moves to the next level in the incentive system. Each level had its own set of intangible and material kinds of encouragement. In addition, various forms of incentives should be envisaged based on the results of competitions for volunteer teams as part of a motivation program for volunteer staff.

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