

# Expanded abstract

## Analysis of corporate volunteering in Spain through a SWOT model

### Objectives

Corporate volunteering is gaining importance within both the theoretical and practical fields of corporate social responsibility. The aim of this study is to examine corporate volunteering by applying SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, to propose improvements to corporate volunteering. The analysis seeks to deepen our knowledge of corporate volunteering and to make it more visible in the business world. Therefore, the main thrust of the study is to identify the positive and negative aspects of this type of activity. This article offers a review of the literature and regulations in order to outline proposals to mitigate weaknesses and reduce threats, identify opportunities and draw attention to the strengths of corporate volunteering, with the final goal of facilitating the implementation of this type of policy by business organizations.

### Design/ methodology/ approach

The methodology for the article is qualitative and consists of the study of the corporate volunteering through a SWOT analysis. A table will be created in which the positive aspects (strengths and opportunities) and negative aspects (weaknesses and threats) will be reflected. The review of bibliographical references specialised in volunteering as well as national and international regulations will allow us to compile entries for each of the SWOT elements, and group them together in a simplified form in the SWOT table. Through this instrument, a comprehensive assessment of corporate volunteering is carried out based on an analysis of the information collected. The SWOT analysis will be accompanied by a CAME (Correct, Address, Maintain and Exploit) analysis, to propose improvements within the field of corporate volunteering.

### Results/ Research limitations/ Implications

The backing of volunteering by international organizations such as the UN and the EU, as well as the implicit recognition in national and regional legislation, encourage the implementation of this type of practice, and the provision of financial resources for it. Furthermore, the existence of studies that promote the development of these activities and their implementation by companies are aspects that could generate new relationships between companies, non-profit organizations and employees. On the other hand, it is noted that there is no unanimity in the interpretation and elaboration of volunteering models at the international level, and their

levels of development and application differ from one country to another. There is also a proliferation of theories that attempt to explain parallel phenomena using an overly wide variety of terms. It should be noted that a volunteering programme could fail if it is poorly designed or mismanaged by some of its actors.

The results show a boost to corporate volunteering from different international organizations such as *Voluntare*, or *Plataforma de Voluntariado en España*. Likewise, *Hazlo posible* Foundation's *hacesfalta.org* platform gives visibility to almost a thousand volunteering experiences, in person, internationally and virtually, at the same time as it manages, promotes and puts organizations and volunteers in contact with each other in different areas. Volunteering offers the possibility for companies to give back to society part of the benefits it provides them with. It would therefore be an important step forward if current legislation were to call for the development of regulations to establish special conditions for SMEs to get involved in volunteering programmes.

The implications of this study could be useful for the introduction of company-specific volunteering into legislation. It is also recommended that a consensus be reached on a definition, as there are many different allusions to the term. The analysis contributes to broadening the conceptual framework of corporate volunteering by identifying the positive aspects to be considered, and the negative aspects to be avoided by companies when implementing this type of policy as part of their plans or programmes for relations with society. This would allow companies to avoid committing, through ignorance, basic errors that could lead to the failure of this type of policies, which, if well managed generate benefits for all stakeholders involved.

The analysis indicates that there are issues to be resolved, such as, for example, providing the necessary means to avoid difficulties in the communication process between companies and NGOs, given that if this aspect is not taken care of, collaboration between both types of organizations could end if the non-profit organizations perceive companies as rival and competing entities.

As future lines of research, this analysis could be applied to specific aspects of corporate volunteering, for example, to specific types of activities carried out by human resources, such as educational, environmental, or other activities. The positive and negative aspects could be expanded in further work, analysing how they are promoted or avoided by corporate entities, as well as how they are applied in other countries. Furthermore, this analysis could be applied in other countries to compare their strategies with those used in Spain, especially those related to the regulatory sphere.

Among the limitations, we could highlight the lack of studies with a sufficiently broad time projection to monitor this type of practice at the national level. It is also a restriction that most of the reports or studies focus on easily measurable indicators (e.g., number of employees, or hours dedicated to the work), and not on those that serve to determine the real impact of this type of practice, such as turnover rates, or absenteeism before and after the application of this type of practice, or gender issues.

## Practical conclusions and original value

Volunteering has been studied from various disciplines, however, from a business perspective, studies are still scarce. There are many opportunities that volunteering offers to companies, such as retaining talent, improving relations with human resources, customers, suppliers and other people related to the organization, improving reputation and even the profit and loss account. However, there are also threats such as the lack of impetus from national legislation, basically derived from the lack of recognition in state regulations and national strategies to promote it. But there is also a lack of communication between the agents involved, resulting in the perception of this type of practice by employees as a violation of their privacy, or a challenge to be assessed in performance interviews, or that NGOs feel that their work is being interfered with by the company.

The results show some aspects that could be improved, for example, in Spain there is a lack of specific regulation, since, although there is legislation on traditional volunteering, there is hardly any clear recognition of corporate volunteering in either national or regional regulations. This regulatory shortfall could be partly solved with the development of Law 45/2015, of which so far only a draft exists. Therefore, one of the proposals of this analysis is the need to draft specific legislation on EV, given that the current legislation is for volunteering in general and not for corporate volunteering, although maintaining a balance that does not lead to excessive regulation of volunteering.

On the other hand, volunteering is strengthened by the innumerable benefits that can be achieved if it is well managed. Volunteering could enhance a company's image and reputation and attract and retain talent.

# 1. Introducción

Un estudio de revisión de la bibliografía sobre voluntariado corporativo (VC) entre 1990 y 2015, concluye que las 444 publicaciones analizadas procedían de EEUU (63%), 65 de Reino Unido (9%), 51 de Canadá (12%), mientras que España junto con Nueva Zelanda, y Corea del Sur, sólo incluyeron 6 artículos cada uno (3%) (Dreesbach-Bundy & Scheck, 2017). También, existen diferencias geográficas en cuanto a las relaciones con el tercer sector, ya que mientras que en EEUU interesa más la perspectiva empresarial, en Europa existe mayor interés en el sector no lucrativo (Dreesbach-Bundy & Scheck, 2017). Bajo esta perspectiva, el voluntariado de empresa (VE) debe suponer el compromiso de una organización comercial para alentar al personal a participar en labores de voluntariado en el sector sin fines de lucro (Fundación Adecco, 2011; Leeman, 2006; Zappalà, 2003).

A principios de 2006 los datos de voluntariado en España eran bajos en comparación con los de la Unión Europea (UE), el volumen de voluntariado nacional era del 18%, mientras que la media de la UE se situaba en el 34% de la población (Sanz et al., 2012). En el caso del VC, en ese periodo, solo ocho empresas del IBEX35 (un 22,86% del total), promovían programas de VC (Sanz et al., 2012). No obstante, en 2010, un informe del Observatorio de Voluntariado Corporativo reflejó que el 65% de las empresas afirmaba realizar actividades de VE (Gómez et al., 2010). Tres años después, este mismo informe ya cifraba el nivel de participación en el 69% (Gómez et al., 2013). Estos datos contrastan con los de EEUU donde nueve de cada diez de las 200 empresas del Fortune Global 500, dijeron ofrecer programas de VC (Boccalandro, 2009).

Por otro lado, tampoco hay consenso sobre su delimitación. Se considera que el voluntariado es de empresa cuando la iniciativa nace de su personal empleado (Lukka, 2000; Muthuri et al., 2009) siempre que cuente con el apoyo de la organización. Nunca será un elemento del VE la imposición de estas actividades, sino el impulso, la motivación y el apoyo a los recursos humanos para que participen de forma voluntaria en la comunidad (Tuffrey, 1997). Incluso como elemento ejemplificador, el personal puede participar en estas actividades de forma directa (Luffman, 2003) y comprometer su tiempo, conocimientos o habilidades, y dedicación en las actividades de VE (Grant, 2012). Es decir, estas prácticas no se limitan exclusivamente a actividades en horas de trabajo sin compensación adicional o remuneración personal directa, sino que, la diferencia con el voluntariado en tiempo de ocio, radica en el impulso empresarial y no en la procedencia del tiempo dedicado, ni en la existencia de retribución (Grant, 2012). De forma que en el VC se considera que el personal empleado que preste su tiempo de modo voluntario a la comunidad, recibe el respaldo de la empresa (Zappalà, 2003). Una definición de VC se centraría en la promoción del voluntariado por parte de la organización promotora (Dreesbach-Bundy & Scheck, 2017).

El objetivo de este estudio es analizar el VC mediante la aplicación del análisis de las debilidades, amenazas, fortalezas y oportunidades (DAFO FODA o DOFA), también conocido por sus siglas en inglés SWOT (Strengths, Weaknesses, Opportunities y Threats). Esta técnica facilita la asunción de decisiones y la elaboración de planes estratégicos, de forma simple, y con la posibilidad de compartir resultados con un público no especializado (Speth, 2016). Es una herra-