



Volunteering in Organizations: A New Task for Human Resource Development?

Elisabeth Kals^{1§} , Svenja C. Schütt^{1§} , Isabel T. Strubel^{1§} 

[1] *Social and Organizational Psychology, Catholic University of Eichstätt-Ingolstadt, Eichstätt, Germany.*

§ *These authors contributed equally to this work.*

Research for People in Organizations, 2025, Vol. 1, Article e16191, <https://doi.org/10.5964/rpio.16191>

Received: 2024-11-22 • **Accepted:** 2025-07-23 • **Published (VoR):** 2025-11-29

Handling Editor: Marcel Kern, Ruhr University Bochum, Bochum, Germany

Corresponding Author: Elisabeth Kals, Social and Organizational Psychology, Catholic University of Eichstätt-Ingolstadt, Ostenstraße 25, 85072 Eichstätt, Germany. E-mail: elisabeth.kals@ku.de

Abstract

Volunteering is increasingly viewed as crucial for personal and organizational growth. Employers value volunteer experience, and scholarships frequently require proof of volunteering, underscoring its importance for skill development and career progress. This paper investigates the proposition that volunteering can be a valuable addition to human resource (HR) development. It begins by defining volunteering within an HR context and analyzing the advantages and challenges it presents to employees and organizations. The article then investigates the motivational structure of volunteering, which is shown to be driven by multiple motives, often overlapping with those in paid jobs. This finding indicates that similar psychological factors influence volunteering and paid work. The positive spillover effects of corporate volunteering in profit and non-profit organizations enhance its desirability. However, its implications for human resource development remain underexplored. Considering volunteering from an HR perspective allows organizations to better understand how voluntary engagement can contribute to skill development, value alignment, and long-term employability. Thus, this perspective enables a more strategic integration of volunteering into learning and development agendas, also to integrate volunteering in internal structures and culture. To preserve the voluntary nature of voluntary activities and avoid instrumentalization, a humanistic approach centered on empathy and unconditional appreciation for volunteers is recommended. Organizations should seek volunteering experience from job candidates while actively supporting and facilitating volunteer opportunities, taking responsibility for a robust system.



Keywords

volunteering, corporate volunteering (CV), organizational citizenship behavior (OCB), motives, spillover effects, human resources development

Contribution for People

Background

According to the German Volunteer Survey, 39.7% of the German population aged 14 and above are involved in at least one voluntary activity. Employers increasingly list past or current volunteering as a requirement for successful job applications, and an increasing number of for-profit organizations promote corporate volunteering initiatives. This trend highlights the growing importance of volunteerism within professional and organizational contexts. However, the implications of volunteering for human resource development remain underexplored.

Why was this study done?

This paper, therefore, investigates the impact of volunteering on skill development and, if a positive effect is confirmed, derives implications for human resource (HR) development.

What did the researchers do and find?

Volunteering, an unpaid activity undertaken for causes beyond one's immediate family, contributes to personal and professional development. Its significance lies in fostering diverse skills, enhancing social networks, and providing a sense of purpose and fulfilment. For organizations, employees who volunteer often gain enhanced skills and a stronger sense of social responsibility, which can improve workplace morale. These findings are supported by extensive and diverse research.

What do these findings mean?

Therefore, the promotion and support of voluntary activities is a possible strategic component of HR development, benefiting both individuals and organizations while providing a differentiated positive answer to the question guiding this investigation: Is volunteering a new task for HR development?

Volunteering is a key strategy in socio-political discussions for tackling modern societal challenges. It is a crucial factor for civic society, as it fosters social cohesion and strengthens community networks, and it is equally vital for personal and organizational development (Gentile & Wehner, 2012). The benefits of volunteering include fostering empathy and strengthening individuals' sense of purpose in life (Schütt & Kals, 2020). The growing trend of corporate volunteering (CV) illustrates how businesses are incorporating social responsibility into their culture (Gentile & Wehner, 2012). Rameder (2015)

acknowledges that volunteering can bolster resources and positively affect the people involved.

The question of whether volunteering can be considered a new task for human resource (HR) development lies at the intersection of research on HR development and volunteering. This article adopts a primarily European perspective, focusing on Germany. Nonetheless, the issue is relevant from a broader, international standpoint. European research has thoroughly examined volunteering within non-profit organizations, resulting in comprehensive and representative prevalence data (for an overview, see [Güntert et al., 2022](#)). In Germany, for instance, 39.7% of the population engages in at least one form of voluntary activity, and detailed information on the respective fields of engagement is available ([Simonson et al., 2022](#)). Additional statistics and trends across Europe are presented by [Güntert et al. \(2022\)](#).

Statistics on CV within for-profit organizations, by contrast, are generally less prevalent than those for traditional volunteering (see [Simonson et al., 2022](#)), and it is challenging to ascertain precise participation rates in for-profit organizations. However, many smaller evaluation studies or good practice examples can be found. Over half of the companies in Germany have reported an increase in employee involvement in CV activities ([Blanke, 2018](#)). Trends within the European Union indicate a growing prevalence of CV across member states, albeit with significant variation. For example, approximately 8% of companies in Hungary offer CV opportunities, whereas in Spain, around 67% of companies have implemented such programs ([Meijs et al., 2021](#)). In the United States, most larger companies offer volunteer programs to their employees ([Boston College Center for Corporate Citizenship, 2021](#)). This trend shows that CV programs are mainly enforced by large rather than small and medium-sized companies. Hence, this article focuses on larger companies. Although CV plays an increasingly important role in organizations, it remains largely under-researched from work and organizational psychology perspectives, and existing data are not representative and merely reflect general trends. Prosocial, unpaid commitments are vital for organizational strength, yet require further research. Consequently, this study poses the question, “Can volunteering be considered a new task for HR development?”. “Volunteering” includes relevant activities pursued during working hours and supportive frameworks for after-hours volunteering. By volunteering, we mean both prosocial activities that are pursued during working hours and those that take place after work but are encouraged by favorable organizational conditions on the part of the employer. This dual focus reflects the interplay between individual engagement and structural support, which together constitute meaningful volunteering and goes beyond CV.

HR development is a set of systematic and planned activities designed by an organization to provide its members with opportunities to learn the necessary skills to meet current and future job demands ([Werner & DeSimone, 2012](#)). In the process of increasing the capacity of HR through education and training, development, and continuous

learning, staff is enabled to be more effective in the workplace and contribute more to organizational goals (Werner & DeSimone, 2012). HR development is closely related to the concept of personnel development, a term more commonly used in German and other continental European contexts (Kals & Gallenmüller-Roschmann, 2017). HR development encompasses a broader scope than personnel development, integrating individual and organizational perspectives, and strategic considerations. The concept of HR development is employed with this broader conceptualization for the present article.

This article explores the overarching research question of crucial importance: *Can volunteering be considered a new task for HR development?* It is based on the assumption that volunteering can foster valuable skills and a sense of responsibility that could be transferred to paid work. Employers seem to think so, as they often value volunteer experience highly, and scholarships frequently require proof of such activity. This emphasizes the importance of volunteering in skill acquisition and career advancement (e.g., Khasanzyanova, 2017). To address this question comprehensively, the article also investigates the following sub-questions:

1. What competencies and attitudes can be developed through volunteering, and are these transferable to paid employment?
2. What organizational and ethical conditions must be met to ensure that volunteering is beneficial, fair, and truly voluntary?
3. How should volunteering be structured within organizational settings to align with the goals of HR development?

These sub-questions form a coherent framework. The developmental potential of volunteering (Question 1) depends on the quality of its ethical and structural implementation (Questions 2 and 3). Together, they explore how volunteering can be incorporated into HR strategies. Adopting this perspective on volunteering has the potential to enable organizations to better understand how voluntary engagement can contribute to skill development, value alignment and long-term employability. Based on the answers to the above-mentioned questions, volunteering could be integrated more strategically into learning and development agendas, as well as into internal structures and culture without simply being instrumentalized.

Before answering these questions, we define the basic concepts of volunteering, analyze its importance from various theoretical perspectives, and synthesize empirical data from organizational psychology, HR development, and volunteering studies.

Definitions of Volunteering and Related Concepts

The terminology and definitions surrounding voluntary activities vary across academic and political discussions (e.g., [Wilson, 2000](#)). Each concept of volunteering has distinct meanings and differing characteristics.

In a broader sense, *volunteering* is a specific and organized form of prosocial action ([Strubel et al., 2024](#)). The activity has a longer-term focus, a prosocial intention, and is publicly visible. The following aspects characterize volunteering ([Wehner et al., 2015](#); [Wilson, 2000](#)): it is (1) charitable, (2) occurs within an organized framework, (3) could also be performed by another person, (4) is outside of professional obligations, and (5) is unpaid, although expense allowances are usually not excluded. Volunteering contributes to value creation but does not solely follow a classical economic logic, instead marking the transition to a care economy. While typically unpaid, voluntary activities may involve expense reimbursement or small-scale payments. These five criteria differentiate volunteering from paid work, which is defined by payment, professionalism, and contracts ([Wehner et al., 2018](#)). Most volunteering occurs within voluntary or civic organizations ([Wehner et al., 2015](#)), where paid and unpaid staff often work together following the same organizational aims. This dual presence of paid and unpaid roles within the same organization illustrates the complex nature of voluntary activities.

Simultaneously, there is a growing trend of volunteerism within profit-oriented organizations, often termed *corporate volunteering* (CV), a term for voluntary activities supported by the organizations themselves, often as part of their *corporate social responsibility* (CSR) strategies ([Gentile & Wehner, 2012](#)). Employees are encouraged to participate in community service during work hours or in their free time, as the companies hope that CV will benefit them by increasing workplace skills and boosting corporate image ([Blohm et al., 2012](#)). CV meets the criteria of volunteering but varies depending on its specific form, particularly in terms of: (1) potentially less autonomy, (2) de facto payment, and (3) the risk of instrumentalization ([van Schie et al., 2012](#)).

Organizational citizenship behavior (OCB) is another concept related to paid work and embraces various factors, including volunteering for extra work ([Organ, 2018](#)). Organizational citizenship behavior goes beyond formal job requirements and is not explicitly recognized by the formal reward system. The concept is characterized by its fully voluntary nature and internal motivation, aimed at enhancing organizational efficiency and the workplace environment ([Organ, 2018](#); [Podsakoff et al., 2000](#)). Of the various dimensions of voluntary behavior, only OCB, as a broad construct of volunteering, fully meets the criteria outlined above.

Empirical research confirms a close association between OCB, job satisfaction, and organizational performance ([Organ, 2018](#)), underlining the relevance of OCB for organizations. Two additional findings are particularly noteworthy in the present context. First, informational organizational justice — the perceived fairness of the explan-

ations and information provided by authorities, such as supervisors or managers, regarding decision-making processes and outcomes within an organization – is strongly associated with OCB (Colquitt et al., 2013). Second, the presence of role models, such as supervisors and coworkers who display OCB, can foster similar behaviors among employees (Organ, 2018). In addition, it is empirically observable that the cross-cultural differences in the prevalence of OCB align with the country-level variations observed in CV (Meijs et al., 2021).

While OCB and CV involve voluntary actions, OCB primarily benefits the organization internally, whereas CV extends its impact to external community efforts. Both blur the lines between traditional unpaid volunteering and corporate-sponsored initiatives, emphasizing companies' roles in supporting employee engagement. Consequently, it is important to distinguish between the terms *voluntariness* and *social benefit* while highlighting their commonalities. There is a pivotal distinction between voluntary activities performed privately (volunteering) and those within the context of employment (CV). This distinction is crucial when considering the mutual benefit of volunteering for the acting individual and the organization in which volunteering occurs or is promoted. The distinction is discussed in the following.

Mutual Benefits of Volunteering for Individuals, Organizations, and Society

Volunteering in Private Contexts

Volunteering in private settings primarily occurs within voluntary or civic organizations (Wehner et al., 2015). The activity plays a central role in sustaining and strengthening civil society by promoting active engagement and social integration; volunteering fosters social cohesion by enabling individuals to participate meaningfully in societal processes (Alscher et al., 2021). Many individuals are motivated to help others or contribute to good causes to create a positive societal impact. In doing so, they experience personal benefits, including increased life satisfaction and a sense of purpose (Ramos & Wehner, 2015; Schütt, 2022). Furthermore, volunteering facilitates social integration by offering opportunities to build networks, connect with like-minded individuals, and develop personal and professional relationships (Liszt-Rohlf et al., 2021). In some cases, volunteering experiences are described as contributing to broader personal growth and can lead to what participants call “life experience” or increased wisdom (Kals et al., 2020; Nekaris et al., 2022). While some of these outcomes may indirectly benefit career development, the emphasis in private volunteering contexts lies primarily on civic engagement, social belonging, and personal fulfilment.

Volunteering in Paid Work Contexts

Volunteering within organizational settings – particularly in for-profit companies – enters the domain of HR Development, where the benefits of volunteering extend beyond the individual to generate tangible organizational outcomes. Employees may develop personal skills through volunteering, such as leadership, teamwork, and problem-solving (Caligiuri et al., 2013), enhancing job performance and contributing to increased innovation and productivity. In this way, skill development is not just a personal benefit but an asset for the organization. Moreover, CV programs improve employee engagement, morale, and affective organizational commitment (Boštjančič et al., 2018) and foster sustainable workplace well-being (Hatami et al., 2024). These initiatives also support the development of an inclusive and collaborative corporate culture and nurture a strong sense of community within the workplace (Plewa et al., 2015). From an external perspective, CV strengthens a company's public image by signaling a sincere commitment to social responsibility, thus reinforcing brand identity and enhancing public perception (Mattila & Hanks, 2013). Consequently, talent acquisition and retention are improved as prospective employees increasingly seek organizations with strong CSR profiles (Jones et al., 2014). Additionally, community-orientated volunteer efforts can strengthen relationships with local stakeholders and foster strategic partnerships and new business opportunities (Kiran & Sharma, 2011).

There are mutual benefits in both areas of volunteering. Volunteering brings indispensable benefits to volunteers, society, and businesses and is therefore desirable from an individual and societal perspective. However, questions arise about whether all groups of people are adequately reached, how different interests can be balanced, and whether voluntary engagements remain genuinely “voluntary” and “autonomous” in the context of paid work. These issues are addressed in the following section.

Challenges of Volunteering for Individuals and Organizations

Volunteering presents challenges, as the tasks may be physically or mentally demanding, and time commitment can lead to increased stress (Hielscher & Nock, 2014; Kals et al., 2020). Additionally, conflicts within the volunteer role, a lack of appreciation, or external misunderstandings can undermine satisfaction and lead to frustration (Kals et al., 2020; Thiel, 2019). Minorities such as migrants are under-represented in volunteering (Hielscher & Nock, 2014). While volunteering is viewed as a privilege of higher social status (Rameder, 2015; Schütt et al., 2024), 39.7% of the German population is involved in at least one voluntary activity that fits the definition of volunteering. However, individuals with lower educational attainment and people with a migrant background are under-represented (Simonson et al., 2022). These trends are explained by the selection

hypothesis, which suggests that individuals who are already more socially integrated have easier access to volunteer opportunities. Volunteering structures may unintentionally reinforce existing social inequalities by making it increasingly difficult for individuals from under-represented groups to participate, thus creating self-reinforcing cycles of unintended exclusion and participation (e.g., Ramos & Wehner, 2015).

Research on access to CV programs shows that these sociodemographic factors do not overly influence employee participation. Studies show ambiguous correlations between gender, age, and tenure (Howard & Serviss, 2022), although employees with higher education levels tend to volunteer more frequently (Howard & Serviss, 2022), and top management participates less frequently than other groups (Blanke, 2018).

In addition to the described mutual benefits of volunteering in a paid work context, research shows that CV can also negatively affect participants. Glavas (2016) notes that volunteering as part of CSR can undermine employee engagement, especially when the activity is perceived as an extraneous role rather than authentically integrated into the work context. Volunteers experience identity conflicts or increased role stress, which, in turn, contributes to work-family conflict (Gatignon, 2022).

Motivational Structure of Volunteering

Theoretical considerations reveal that volunteering encompasses diverse activities, extending beyond the core of traditional volunteering in a private context (mainly occurring in voluntary or civic organizations) to play an important role in for-profit organizations. People's reasons for pursuing paid or voluntary work are often assumed to be fundamentally different. While it is commonly believed that people work for money and volunteers are driven by "pure" altruistic motives, empirical evidence indicates a pluralism of motives in both contexts (Strubel & Kals, 2016; Wehner et al., 2018).

The functional approach by Clary et al. (1998) aims to explain the differences in people's volunteering and is supported by extensive international research (Chacón et al., 2017). The definition moves beyond the dichotomy of "altruism" versus "egoism" that initially stimulated and shaped research on volunteering (Penner et al., 2005). The functions are partially self-orientated, partially community-orientated, or a combination of these. Clary et al. (1998) identified six functions in motives for volunteer work:

1. *Understanding function:* Volunteering provides opportunities to gain practical experience and learn new things.
2. *Career function:* Volunteering can foster skills and contacts that are beneficial for one's professional career outside of voluntary activity.
3. *Value function:* Volunteering allows individuals to express and implement their values, such as helping others.

4. *Social function*: Volunteering integrates individuals into a group, and those close to the volunteer often attribute high importance to their engagement.
5. *Protective function*: Volunteering helps alleviate feelings of guilt and distracts from personal concerns.
6. *Enhancement function*: Volunteering enhances self-esteem.

A person can experience multiple and varying benefits from the same activity (Clary et al., 1998). While all six functions play a significant empirical role, the experiential and value functions are particularly prominent. These two motivations also play a significant role when applying Deci and Ryan's (2000) self-determination theory to volunteer work, as explored by a Swiss research group. This theory emphasizes personal interest and the pursuit of self-determined action (Güntert et al., 2016).

As described by the career function motive (Function 2 of Clary et al., 1998), volunteering can play a significant role in skill acquisition and career development, which is a central argument in this article. Empirical evidence supporting the career-related benefits of volunteering reinforces this claim (Khasanzyanova, 2017; Liszt-Rohlf et al., 2021). Theoretical frameworks from career development research (see Baruch & Sullivan, 2022), particularly those emphasizing informal learning processes (Peeters et al., 2014), provide further insight into the underlying mechanisms of these processes. These studies highlight that informal learning often occurs through self-directed projects, daily interactions, experiential engagement, and the influence of a program's informal or hidden curriculum. Such processes are highly relevant in the context of volunteering, for example, within sustainability initiatives in higher education institutions (Gramatakos & Lavau, 2019; Hopkinson et al., 2008). Such informal learning has been recognized as equally important to formal learning for developing employees' skills (Noe et al., 2014). Empirical findings underscore the significance of these informal learning experiences, with some participants describing their engagement as contributing to broader life experience and the development of personal wisdom (Nekaris et al., 2022).

Clary et al. (1998) state that the list of functions fulfilled by volunteering is not exhaustive and can be extended, a notion that has since been explored and expanded upon in numerous studies. Among these functions, the concept of meaningfulness, as introduced by Hoof and Schnell (2009), highlights the importance of finding purpose through volunteering. Furthermore, the motive of justice accounts for a unique variance in volunteer activities beyond the six established functions of volunteering, as demonstrated by Jiranek et al. (2013). Additionally, the dimension of responsibility has been confirmed as a significant factor through the Scales of the Attitude Structure of Volunteers (SEEH) developed by Bierhoff et al. (2007), further underscoring the multifaceted nature of motivations behind volunteering.

Moreover, specific motives are relevant for individuals who volunteer in a particular field, such as justice-related political motives to volunteer for refugees (Kals & Strubel, 2017). Another example is sensation seeking and public safety as motives for

volunteering with the fire department (Kals et al., 2016). Volunteering in this disaster and civil protection sector complements the efforts of professionals and paid disaster services (Freund, 2019) in high-stakes, high-pressure environments (Hagemann et al., 2012; Hagemann et al., 2022).

In a research program, volunteers' unique motivations and challenges were recognized (Freund, 2019; Kals et al., 2020). The study employed a mixed-methods approach to comprehensively understand volunteer motivations in civil protection. Quantitative data were gathered through surveys distributed to volunteers in various disaster management organizations, while qualitative data were obtained through interviews with key stakeholders, including volunteer coordinators and long-term volunteers. The samples included a diverse group of volunteers across different regions and roles within civil protection, ensuring a broad perspective on the factors influencing volunteering. The findings indicate that volunteers in disaster management are driven by a combination of altruistic and self-serving motivations. A strong desire to contribute to public safety and community resilience are common motives, alongside personal growth, skill development, and the fulfilment of a sense of duty. Unlike paid professionals, who may prioritize job security and career advancement, volunteers are more likely to be intrinsically motivated by helping others and the satisfaction derived from being part of a well-coordinated response effort.

Barriers to volunteering were also explored (Freund, 2019; Kals et al., 2020; Thiel, 2019), and the following factors were identified:

1. *Time constraints*: The time demands of training, preparedness, and potential deployment can clash with personal and professional commitments, limiting availability.
2. *Rigid structure*: A lack of flexibility may deter potential volunteers and frustrate current ones, especially if strict protocols and hierarchies exist.
3. *Internal conflicts*: Disputes within volunteer teams or between volunteers and staff can create a negative atmosphere, reducing motivation and long-term engagement.
4. *Lack of appreciation*: A perceived absence of acknowledgement from the public, employers, or the organization can undermine motivation, especially when the role is demanding.
5. *Limited awareness*: Many people are unaware of the details or entry points for volunteering, which hinders participation. These factors collectively contribute to the challenges in recruiting and retaining volunteers in disaster management roles and are confirmed in other volunteering contexts (Kals et al., 2020; Thiel, 2019).

Motivational Overlap Between Paid and Unpaid Work

Research on the intersection of paid and unpaid work remains limited (see Freund, 2019), although existing data highlight their reciprocal effects (Hatami et al., 2024). We expanded our understanding in this field by conducting a field study on the fire service. The fact that the fire service includes both paid personnel (professional firefighters) and unpaid personnel (voluntary firefighters) served as a quasi-experimental condition. This structure offered a unique opportunity to study the dynamics and motivations of engagement within the same operational context, providing insights into the similarities and differences between volunteer work and paid employment. The study is particularly relevant for questions concerning the transferability of work psychology findings from voluntary employment to paid work.

Our online study ($N = 1804$) involved volunteers ($N_1 = 1549$) and paid fire service personnel ($N_2 = 255$; Kals et al., 2016). Clary et al.'s (1998) volunteer functions inventory (VFI), enlarged by including the fireman-specific function of sensation seeking, was transferred to employed firefighters as a redesigned paid functions inventory (PFI). Although perceived differences exist between the groups and their self-image and construction of "the other", volunteer and professional firefighters share similar motivational structures. The VFI and the PFI show structural alignment in how both groups are motivated by factors such as experience, values, self-esteem, and social adjustment (Table 1). Even though there are statistically significant differences between both groups, the effect sizes of these differences are predominantly small.

Table 1

Means of the Functions of the Voluntary Fire Fighters and the Professional Fire Fighters

Variable	Voluntary Firefighters		Professional Firefighters		<i>t</i>	<i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		
Sensation-seeking	3.34	1.16	3.68	1.05	-3.56**	-0.32
Understanding	4.59	0.81	4.91	0.69	-4.80**	-0.43
Values	4.80	0.73	4.52	0.83	4.03**	0.36
Career	2.48	1.05	3.08	1.15	-6.24**	-0.55
Social	3.51	1.11	2.93	0.96	6.38**	0.57
Enhancement	3.72	1.07	4.06	0.98	-3.74**	-0.33
Pay	—	—	4.98	0.83	—	—
Job satisfaction	5.08	0.65	5.19	0.77	-1.71**	-0.17
Effort-reward imbalance	2.97	1.32	3.43	1.13	-4.17**	-0.36

Note. Matched sample $n = 255$ (matched according to age, gender, level of education, parenthood, duration of commitment and any dual membership in voluntary and professional fire brigades).

** $p < 0.01$.

Both groups report high levels of (job) satisfaction. This satisfaction is strongly influenced by shared values, such as the desire to help others, and a balanced perception of effort and reward. The fundamental difference lies in compensation. Professional firefighters are paid for their work, which introduces an additional motivational factor related to securing their livelihood (the pay function), whereas volunteers are not compensated.

The results indicate that the motivations for volunteering and paid work are similar. Intrinsic motivations, expressed in the VFI in the form of the value and experience functions (see Güntert et al., 2016), play a vital role. Volunteer work is hindered primarily by inadequate framework conditions and, to some extent, by insufficient social recognition rather than lack of pay. This finding corresponds to the notion of a complex person who conducts their activities in a self-determined but socially integrated manner, realizing prosocial intentions and striving for self-realization. These results challenge the homo economicus model (Kals, 1999). This model assumes that monetary self-interest and the pursuit of personal advantage are the primary drivers of human behavior. According to this model, individuals engage in social interactions to maximize their subjective utility. However, the motivations for paid and voluntary work have similar characteristics, and these engagements are all motivated by multiple factors, with meaningfulness playing a central role and financial incentives alone not being the decisive factor.

Spillover Effects of Volunteering in Profit and Non-Profit Organizations

A key question must be answered before deciding whether volunteering should become a new task for HR development: Are there useful spillover effects between unpaid and paid activities? Spillover effects illustrate the close psychological connection between different types of activities (Pollack, 2023). The concept refers to a phenomenon where changes in one behavior or context influence subsequent behavior or contexts that can be positive or negative (Truelove et al., 2014).

Pollack's (2023) study is situated at the intersection of occupational and volunteer research, examining the potential spillover effects between OCB in paid employment and volunteering in non-profit organizations. Based on the idea that behaviors in one life domain can enhance similar behaviors in another domain, the study explores how actions in a professional context may extend into voluntary activities and vice versa. Previous research has indicated significant synergies between work and private life, particularly regarding behavioral spillovers, where similar behaviors in one domain can influence behaviors in another.

The primary research question is whether positive spillover effects exist between OCB in professional settings and volunteering in non-profit organizations (Pollack, 2023). The study further investigates the temporal stability of these effects, the percep-

tion of them from personal and external perspectives, and whether differences exist between individuals engaged in volunteer activities and those who are not. Additionally, the study seeks to explain these spillover effects by exploring factors such as social responsibility, individual resources, and value congruence.

The study employs a multimethod approach, including longitudinal and cross-sectional designs and qualitative interviews. This comprehensive approach allows a robust analysis of spillover effects across different contexts and over time. The sample consists of employed individuals who are engaged or not engaged in volunteer activities within sports clubs and non-profit organizations. The pre-study included 432 participants, while 434 were involved in the generalization study. Data was collected using standardized questionnaires that measured various aspects of OCB and volunteering, alongside semi-structured interviews with a subset of participants. The study utilized validated scales for measuring social responsibility, competence, and value congruence, ensuring the findings' reliability and validity (Pollack, 2023).

The study identified positive spillover effects between OCB and volunteering in non-profit organizations, particularly within equivalent dimensions of engagement across contexts. The strongest spillover effects were observed for helping behavior and conscientiousness, with these behaviors being consistent across professional and volunteer settings. However, no mediating role was found for social responsibility or competence in these spillover effects. The positive spillover effects cannot solely be explained by personality factors, such as social responsibility as a personality trait (Pollack, 2023). Overall, the study findings suggest that positive spillover effects of helpfulness and simplicity are based on the consistency motive in terms of self-perception. In contrast, spillover effects of initiative are underpinned by mechanisms of self-efficacy. Evidence of spillover effects between OCB and volunteering in non-profit organizations demonstrates the benefits of both forms of engagement for organizations.

Job Characteristics of Volunteering and its Integration in the Organization

Volunteering typically occurs within organizations. Consequently, in scientific research, efforts are being made to apply existing models and findings from work psychology, which have been developed and used primarily for paid work, to the organization of voluntary work to promote its professionalization. One of the main research questions within work psychology concerns the underlying conditions and promoting factors of efficient work outcomes, including job satisfaction.

The analysis of voluntary activities in organizations has applied models and theories used for paid work. The first of these approaches was Hackman and Oldham's (1975) job characteristics model, a foundational framework in work psychology. The model includes the five core job dimensions — *Skill variety*, *Task identity*, *Task significance*, *Autonomy*,

and Feedback — essential in creating conditions that foster a sense of meaningfulness, responsibility, and quality of work.

Empirical research supports the applicability of the job characteristics model to voluntary work (Thiel, 2019). Overall, correlations of up to .41 have been found between the task characteristics of voluntary work and satisfaction (Millette & Gagné, 2008). Task variability, task significance, and feedback are crucial for volunteers (Güntert, 2015; van Schie et al., 2015). For instance, understanding the impact of their work — knowing that their efforts make a meaningful difference in the lives of others — can significantly enhance volunteers' intrinsic motivation and performance outcomes. The significance of the task in volunteer work is often directly linked to the satisfaction derived from the volunteer knowing their contributions are valuable and appreciated. Volunteers often seek roles that provide a sense of purpose and fulfilment, and when these needs are met, they are more likely to remain engaged and committed to the organization. Moreover, feedback plays a vital role in volunteer settings. Volunteers who perceive their roles as important and receive regular feedback are likelier to report higher levels of job satisfaction and motivation (Güntert, 2015; van Schie et al., 2015). Job satisfaction and motivation are vital in volunteer contexts, where there is no financial compensation, making psychological and social rewards crucial. Volunteers, like paid employees, benefit from constructive feedback, which helps them feel competent and valued. In line with theories and empirical findings on feedback rules in organizations (see Anseel & Sherf, 2025), such feedback reinforces volunteers' sense of accomplishment and encourages continued engagement by validating their efforts and contributions. Consequently, a lack of appreciation and recognition can negatively impact volunteer retention and increase the risk of disengagement (e.g., Kals et al., 2020). The previously mentioned study on volunteerism in civil protection and disaster management showed that the principles of the job characteristics model are highly applicable to the design and management of volunteering (Freund, 2019).

However, the relatively few existing comparative studies indicate potential differences in their significance between paid and volunteer positions. Volunteers prioritize task significance and variety, while autonomy is less crucial than in paid roles (Millette & Gagné, 2008; Wehner et al., 2006). However, autonomy in volunteering — regarding time, place, purpose, and nature of the work — remains essential (Wehner et al., 2006). This fact emphasizes the need to view volunteering as a distinct phenomenon, despite some overlaps, and not to assume the findings from paid work are generalizable to voluntary work.

Volunteering as a New Task Within HR Development

The empirical findings presented so far suggest that volunteering has a lot of desirable consequences for individuals and great potential for organizations. In the following, we summarize these findings, complement them with additional ones and derive implications for volunteering within HR Development.

Knowing Motives and Forms and Recognizing Spillover Effects

Volunteering is based on a pluralism of motives, suggesting that individuals who wish to volunteer will find suitable opportunities and forms of engagement. Volunteering is diverse and occurs not only in NGOs but also in for-profit organizations. This engagement is supported directly through CV and indirectly by leaders who encourage and support their employees' voluntary work outside the organization. The findings that there is a significant overlap between the underlying motives of paid and voluntary work (see the section "Motivational Structure of Volunteering") and that there are spillover effects between both (see the section "Spillover Effects of Volunteering in Profit and Non-Profit Organizations") have several implications. First, for employers, promoting volunteering outside of work can enhance positive behaviors within the workplace, suggesting a beneficial loop between the work and volunteer life domains. Second, spillover effects indicate that the benefits of external volunteer work can positively impact the organization. Third, volunteering embraces learning effects and enhances necessary skills – acquired both within and outside the organization – relevant for profit organizations.

It is essential that HR professionals are aware of these relationships in order to keep an eye on them both in selection procedures and, for example, when implementing or organizing corporate volunteering. It makes sense for HR professionals to have knowledge of the diversity of motives and the various organizational possibilities of volunteering. This enables them to support volunteering in a targeted manner and, in the case of corporate volunteering activities, to create programs that do justice to the motives of employees. For example, the use of motive questionnaires (cf. Strubel et al., 2024) can help to identify motives and find the most suitable volunteering opportunities. HR professionals should also be aware of the possible spillover effects in order to appropriately recognize existing volunteering in personnel selection processes and to be able to assess the relevance of volunteering as a personnel development measure. In addition to the CSR concept, which often plays a major role in CV activities, the positive spillover effects are an important argument in favor of implementing corporate volunteering projects.

Valuing the Acquisition of Skills Without Instrumentalizing Volunteering

Further extensive empirical research confirms that CV fosters employee initiative and commitment (Jørgensen, 2013). Offering a stimulating context for informal learning, CV also provides opportunities to develop key competencies such as leadership, teamwork, and problem-solving, contributing to enhanced job performance and innovation (Caligiuri et al., 2013). Furthermore, findings related to the career function identified by Clary et al. (1998) suggest that volunteering facilitates the acquisition of transferable skills that are beneficial to one's professional career beyond the voluntary context.

Therefore, promoting volunteerism during working hours and facilitating volunteering activities in employees' private time can be understood as an HR development measure in for-profit organizations. Favorable framework conditions that facilitate volunteering in employees' private time can be, for example, that volunteering is facilitated by flexible working hours, that it is taken into account in holiday planning or that company infrastructure may be used to support volunteering to a certain agreed extent (e.g., opportunities for copying, use of software, loan of company-owned machines or other equipment).

Volunteering should be a criterion in personnel selection and continuously supported through favorable conditions after hiring. In addition to the starting points already mentioned, training programs, for example, could also focus on fields of application in volunteering in addition to further qualification for the requirements of paid work, thereby promoting spillover effects.

However, volunteering must not become an explicit or implicit requirement, as this would contradict the voluntariness central to the definition and essence of volunteering. Rather, volunteering should be seen as a task that organizations must be mindful of, ensuring an optimal person-environment fit where individual expectations of volunteering are met, particularly in terms of motivational fulfilment. HR professionals can help to promote this fit. They are experts in person-environment fit, are trained in diagnostics and in the evaluation of measures and are therefore particularly well suited to this task. As already mentioned in the previous point, motive questionnaires can help to find the right volunteering or to switch to a more suitable volunteering program. The gains that result from volunteering can be reflected on in annual appraisals, for example. A volunteering portfolio in which important experiences and competence gains are documented could supplement this reflection and make the positive effects more visible for employees. This approach can lead to higher levels of volunteer retention and effectiveness, making volunteer programs more sustainable and impactful over time.

Work-Design and Leadership

As shown, empirical research supports the applicability of the job characteristics model, emphasizing that task variability, task significance, and feedback are crucial for volunteers (e.g., Güntert, 2015). Without overlooking the differences between the relative importance of and organizational conditions of paid and voluntary work, the core characteristics of Hackman and Oldham's (1975) model should be fulfilled positively. By enhancing task significance, providing regular professional feedback (see Anseel & Sherf, 2025), and ensuring that volunteers feel valued, organizations can create a more motivating and satisfying environment for volunteering. The structuring of CV and the responsibility for well-designed activities also lies with the company. The organization must ensure these motivational features of work design are considered: Volunteering deserves the same careful work and organizational psychology considerations as paid work. The expertise of HR professionals in occupational psychology is indispensable for this. It is possible that the discussion of work design in (corporate) volunteering on the one hand and in paid work on the other may even provide new ideas for the company. This could be promoted by regularly evaluating how employees perceive work design in paid work and in CV and what motivates them in particular.

Profit and non-profit organizations possess considerable expertise regarding the effective organization and design of activities. A reciprocal exchange of knowledge between the two domains could further enhance the efficacy of both organizational contexts.

Leadership also plays a key role in implementing recommendations to promote volunteering. Leaders can be effective in communicating appreciation, but this appreciation must be genuine and not merely instrumental. For example, volunteers should be encouraged to volunteer through job announcements and also supported in their voluntary activities, even if these activities require time away from work. Providing information to employers about their employees' specific voluntary work is a key part of this process.

Particular Challenges

The overarching goal of fostering diversity in volunteer engagement remains unmet. In line with the selection hypothesis (e.g., Ramos & Wehner, 2015), HR development strategies must acknowledge these disparities to effectively recruit under-represented populations, better support engaged employees, and cultivate an inclusive environment where volunteerism can flourish across the workforce. Information campaigns could place greater emphasis on under-represented groups in volunteering, particularly individuals with lower levels of educational attainment and those with a migrant background (Simonson et al., 2022). It is essential to adopt a sensitive and proactive approach to addressing the needs of these groups. The promotion of tailored approaches, such as low-threshold opportunities, inclusive onboarding processes, and the involvement of role

models from similar social backgrounds, can help motivate under-represented groups to become involved.

Employers may also reflect possible interest conflicts when promoting volunteering. It is important to strike a balance between the interests of the organization and those of the individual employee while ensuring that the underlying principle of free will in volunteering is neither overlooked nor undermined. We recommend an approach that takes a humanistic view of human nature, which posits that individuals are inherently orientated towards growth and positive development. This perspective is supported by theoretical considerations and empirical findings, which consistently demonstrate the benefits of assuming a positive, growth-orientated view of humanity. Moreover, a humanistic approach fosters environments where people are encouraged to thrive, leading to outcomes that benefit individuals and the broader community.

Conclusion and Outlook

The psychology of volunteer work, particularly through the efforts of Wehner (e.g., Wehner et al., 2018), has been crucial in elevating the recognition of volunteering within research. Traditionally, societal and academic focus has concentrated on paid work, reflecting an implicit norm emphasizing self-interest and monetary motives. This focus may inadvertently reinforce a reductionist view of humans as primarily rational and self-serving, potentially overlooking other meaningful and less directly “self-serving” motivations. Such a simplified image of human behavior may persist because it satisfies the human desire for clarity and order.

In contrast, research shows that volunteer work is as complex and valuable as paid employment, demanding further exploration. How does volunteering shift throughout one’s life? What challenges arise in balancing volunteering with family and career commitments? Why do some people choose not to volunteer, and what barriers exist? These questions have implications for HR development, suggesting the need for a broader understanding of engagement.

Adopting a life-course perspective can capture the dynamic nature of volunteerism, as motivations change and time constraints fluctuate, particularly during life’s “rush hour” when career and family demands peak. The division between paid and unpaid work is often more fluid than perceived, with activities spanning from formal employment to compensated volunteerism, each contributing to a sense of fulfilment and social participation.

Bauhardt et al. (2024) offer an inclusive, overarching framework that can help reconcile the competing notions of “paid” versus “unpaid and voluntary” work, highlighting the intent and meaning behind activities that contribute to a sense of purpose. Doing so makes it possible to re-categorize these activities within a more holistic and inclusive consciousness. All forms of work, whether paid or unpaid, can be meaningful and

fulfilling. Moreover, volunteers perceive their “voluntary non-profit activity as a form of work” (Mösken et al., 2010, p. 49), although volunteering is much more than unpaid labor (Wehner et al., 2006). Promoting this inclusive understanding can shift societal and individual perceptions.

This understanding aligns with the humanistic tradition in psychology, particularly the ideas of Rogers (1979), which frame individuals as growth-orientated, self-reflective, and responsible. Volunteering fits into this framework, representing an expression of the human drive to be active and accountable as people take responsibility for their contributions to society. A humanistic approach fosters attitudes of empathy, authenticity, and unconditional positive regard, ensuring that volunteer work is not instrumentalized but supported for its intrinsic value. This approach fosters conditions where all parties – volunteers, organizations, and communities – benefit, achieving “win-win-win” outcomes. Embedded in this humanistic understanding, volunteering in organizations can be seen as a high-potential task for HR development as a discipline and practical tool, linking science and practice.

Funding: The authors have no funding to report.

Acknowledgments: The authors have no additional (i.e., non-financial) support to report.

Competing Interests: The authors have declared that no competing interests exist.

Supplementary Materials

Type of supplementary material	Availability/Access
Data	
Data for this study are not publicly available.	–
Preregistration	
Study was not preregistered.	–
Code	
No code was provided for the study.	–
Material	
No code was provided for the study.	–

References

- Alscher, M., Priller, E., & Burkhardt, L. (2021). Zivilgesellschaftliches Engagement [Civic engagement]. In Statistisches Bundesamt, Wissenschaftszentrum Berlin für Sozialforschung & Bundesinstitut für Bevölkerungsforschung (Eds.), *Datenreport 2021: Ein Sozialbericht für die Bundesrepublik Deutschland* (pp. 399–407). Bundeszentrale für politische Bildung.
- Anseel, F., & Sherf, E. N. (2025). A 25-year review of research on feedback in organizations: From simple rules to complex realities. *Annual Review of Organizational Psychology and Organizational Behavior*, *12*, 19–43. <https://doi.org/10.1146/annurev-orgpsych-110622-031927>
- Baruch, Y., & Sullivan, S. E. (2022). The why, what and how of career research: A review and recommendations for future study. *Career Development International*, *27*(1), 135–159. <https://doi.org/10.1108/CDI-10-2021-0251>
- Bauhardt, C., Baumgardt, I., Bontrup, H.-J., Conrad, S.-J., Guhlemann, K., Häußler, A., Komlosy, A., Riegraf, B., Scheele, A., Spittler, G., Thieme, S., Wehner, T., & Liebermann, S. (2024). Forschungsforum «Begriffserklärungen in Wissenschaft und Bildung: Arbeit» [Research forum «Concept definitions in science and education: Labour»]. *Inter- Und transdisziplinäre Bildung*, *1*(1), 25–161. <https://doi.org/10.5281/zenodo.13943664>
- Bierhoff, H. W., Schülken, T., & Hoof, M. (2007). Skalen der Einstellungsstruktur ehrenamtlicher Helfer (SEEH) [Scales of the attitude structure of volunteer helpers (SEEH)]. *Zeitschrift für Personalpsychologie*, *6*(1), 12–27. <https://doi.org/10.1026/1617-6391.6.1.12>
- Blanke, M. (2018). *Praxis-Studie: Corporate Volunteering in Deutschland* [Practical study: Corporate volunteering in Germany]. Unternehmen: Partner der Jugend e.V. https://www.upj.de/wp-content/uploads/2022/02/UPJ_Ergebnisbericht_Praxis-Studie_CV-in-Deutschland.pdf
- Blohm, G., Frey, D., & Traut-Mattausch, E. (2012). Ein psychologisches Rahmenmodell zur Beschreibung von Wirkprozessen der organisierten Freiwilligentätigkeit in Betrieben (Corporate Volunteering) [A psychological framework model for describing the impact processes of organised volunteering in companies (corporate volunteering)]. *Wirtschaftspsychologie*, *1*, 60–69.
- Boštjančič, E., Antolović, S., & Erčulj, V. (2018). Corporate volunteering: Relationship to job resources and work engagement. *Frontiers in Psychology*, *9*, Article 1884. <https://doi.org/10.3389/fpsyg.2018.01884>
- Boston College Center for Corporate Citizenship. (2021). *Community involvement 2021: What's on your radar*. <https://bc-ccc.uberflip.com/i/1410242-community-involvement2021/0>
- Caligiuri, P., Mencia, A., & Jiang, K. (2013). Win-win-win: The influence of company-sponsored volunteerism programs on employees, NGOs, and business units. *Personnel Psychology*, *66*(4), 825–860. <https://doi.org/10.1111/peps.12019>
- Chacón, F., Gutiérrez, G., Sauto, V., Vecina, M. L., & Pérez, A. (2017). Volunteer Functions Inventory: A systematic review. *Psicothema*, *29*(3), 306–316. <https://doi.org/10.7334/psicothema2016.371>

- Clary, E. G., Snyder, M., Ridge, R. D., Copeland, J., Stukas, A. A., Haugen, J., & Miene, P. (1998). Understanding and assessing the motivations of volunteers: A functional approach. *Journal of Personality and Social Psychology*, 74(6), 1516–1530. <https://doi.org/10.1037/0022-3514.74.6.1516>
- Colquitt, J. A., Greenberg, J., & Zapata-Phelan, C. P. (2013). What is organizational justice? A historical overview. In J. Greenberg & J. A. Colquitt (Eds.), *Handbook of organizational justice* (pp. 3–56). Psychology Press.
- Deci, E. L., & Ryan, R. M. (2000). The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01
- Freund, S. (2019). *Organisationsentwicklung in Freiwilligenorganisationen [Organizational development in volunteer organizations]*. Springer.
- Gatignon, A. (2022). The double-edged sword of boundary-spanning Corporate Social Responsibility programs. *Strategic Management Journal*, 43(10), 2156–2184. <https://doi.org/10.1002/smj.3403>
- Gentile, G.-C., & Wehner, T. (2012). Das Unternehmen in der Gesellschaft [The organization in society]. In T. Wehner & G.-C. Gentile (Eds.), *Corporate volunteering* (pp. 33–64). Gabler. https://doi.org/10.1007/978-3-8349-6908-8_1
- Glavas, A. (2016). Corporate Social Responsibility and employee engagement: Enabling employees to employ more of their whole selves at work. *Frontiers in Psychology*, 7, Article 796. <https://doi.org/10.3389/fpsyg.2016.00796>
- Gramatakos, A. L., & Lavau, S. (2019). Informal learning for sustainability in higher education institutions. *International Journal of Sustainability in Higher Education*, 20(2), 378–392. <https://doi.org/10.1108/IJSHE-10-2018-0177>
- Güntert, S. T. (2015). The impact of work design, autonomy support, and strategy on employee outcomes: A differentiated perspective on self-determination at work. *Motivation and Emotion*, 39(1), 74–87. <https://doi.org/10.1007/s11031-014-9412-7>
- Güntert, S. T., Strubel, I. T., Kals, E., & Wehner, T. (2016). The quality of volunteers’ motives: Integrating the functional approach and self-determination theory. *Journal of Social Psychology*, 156(3), 310–327. <https://doi.org/10.1080/00224545.2015.1135864>
- Güntert, S. T., Wehner, T., & Mieg, H. A. (2022). *Organizational, motivational, and cultural contexts of volunteering: The European view*. Springer Nature.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60(2), 159–170. <https://doi.org/10.1037/h0076546>
- Hagemann, V., Heinemann, L., Peifer, C., Aust, F., & Holtz, M. (2022). Risky decision making due to goal conflicts in firefighting – Debriefing as a countermeasure to enhance safety behavior. *Safety*, 8(2), Article 21. <https://doi.org/10.3390/safety8020021>
- Hagemann, V., Kluge, A., & Ritzmann, S. (2012). Flexibility under complexity: Work contexts, task profiles and team processes of high responsibility teams. *Employee Relations*, 34(3), 322–338. <https://doi.org/10.1108/01425451211217734>

- Hatami, A., Hermes, J., Keränen, A., & Ulkuniemi, P. (2024). Happiness management through corporate volunteering in advancing CSR. *Management Decision*, 62(2), 575–590. <https://doi.org/10.1108/MD-11-2022-1560>
- Hielscher, V., & Nock, L. (2014). *Perspektiven des Ehrenamtes im Zivil- und Katastrophenschutz. Metaanalyse und Handlungsempfehlungen [Perspectives of volunteering in civil and disaster protection. Meta-analysis and recommendations for action]: iso-Report: Berichte aus Forschung und Praxis Nr. 3 [iso-Report: Reports from Research and Practice No. 3]*. Institut für Sozialforschung und Sozialwirtschaft e.V.
- Hoof, M., & Schnell, T. (2009). Sinn-volles Engagement: Zur Sinnfindung im Kontext der Freiwilligenarbeit [Meaningful commitment: Finding purpose in the context of volunteering]. *Wege zum Menschen*, 61(5), 405–422. <https://doi.org/10.13109/weme.2009.61.5.405>
- Hopkinson, P., Hughes, P., & Layer, G. (2008). Sustainable graduates: Linking formal, informal and campus curricula to embed education for sustainable development in the student learning experience. *Environmental Education Research*, 14(4), 435–454. <https://doi.org/10.1080/13504620802283100>
- Howard, M. C., & Serviss, E. (2022). The antecedents and outcomes of corporate volunteering: An employee- and organizational-level meta-analysis. *Journal of Managerial Psychology*, 37(2), 93–110. <https://doi.org/10.1108/JMP-01-2021-0018>
- Jiranek, P., Kals, E., Humm, J., Strubel, I. T., & Wehner, T. (2013). Volunteering as a means to an equal end? The impact of a social justice function on intention to volunteer. *Journal of Social Psychology*, 153(5), 520–541. <https://doi.org/10.1080/00224545.2013.768594>
- Jones, D. A., Willness, C. R., & Madey, S. (2014). Why are job seekers attracted by corporate social performance? Experimental and field tests of three signal-based mechanisms. *Academy of Management Journal*, 57(2), 383–404. <https://doi.org/10.5465/amj.2011.0848>
- Jørgensen, H. (2013). Does it pay to volunteer? The relationship between volunteer work and paid work. *CEPR Reports and Issue Briefs 2013-10*. Center for Economic and Policy Research.
- Kals, E. (1999). Der Mensch nur ein zweckrationaler Entscheider? [Is the human being merely a goal-rational decision maker?]. *Zeitschrift für Politische Psychologie*, 7(3), 267–293.
- Kals, E., Freund, S., Enders, B., & Schütt, S. C. (2020). *Stärkung des Ehrenamtes im Katastrophenschutz Nordrhein-Westfalen: Abschlussbericht [Strengthening voluntary work in disaster control in North Rhine-Westphalia: Final report]*. Ministerium des Innern des Landes Nordrhein-Westfalen. https://www.im.nrw/system/files/media/document/file/20-10-27%20KU%20Abschlussbericht%20gesamt_final.pdf
- Kals, E., & Gallenmüller-Roschmann, J. (2017). *Arbeits- und Organisationspsychologie [Work and organizational psychology]* (3rd ed.). Beltz.
- Kals, E., & Strubel, I. T. (2017). Volunteering to support refugees: A question of one's scope of justice. *Refuge: Canada's Periodical on Refugees*, 33(2), 66–77. <https://doi.org/10.7202/1043064ar>
- Kals, E., Strubel, I. T., Vaganian, L., Güntert, S. T., & Wehner, T. (2016). Freiwilligenarbeit und Erwerbsarbeit am Beispiel der Feuerwehr: Mehr Gemeinsamkeiten als Unterschiede [Volunteer

- work and paid employment using the example of the fire department: More similarities than differences]. *Wirtschaftspsychologie*, 18(2), 67–79.
- Khasanzyanova, A. (2017). How volunteering helps students to develop soft skills. *International Review of Education*, 63(3), 363–379. <https://doi.org/10.1007/s11159-017-9645-2>
- Kiran, R., & Sharma, A. (2011). Corporate social responsibility: A corporate strategy for new business opportunities. *Journal of International Business Ethics*, 4(1), 10–17.
- Liszt-Rohlf, V., Fields, M., Gerholz, K. H., Seco, V., & Haury, C. (2021). The benefits of volunteering, volunteers' competencies, and their integration into business education. *International Journal for Business Education*, 161(1), 74–94. <https://doi.org/10.30707/IJBE161.1.1648090824.259023>
- Mattila, A. S., & Hanks, L. (2013). Corporate volunteering programs and consumer perceptions: An information processing perspective. *Journal of Services Marketing*, 27(7), 572–578. <https://doi.org/10.1108/JSM-06-2012-0096>
- Meijs, L., Hendriks, P. & Dobрева, A. (2021). *New trends in the development of volunteering in the European Union*. European Economic and Social Committee (EESC). <https://doi.org/10.2864/12288>
- Millette, V., & Gagné, M. (2008). Designing volunteers' tasks to maximize motivation, satisfaction and performance: The impact of job characteristics on volunteer engagement. *Motivation and Emotion*, 32(1), 11–22. <https://doi.org/10.1007/s11031-007-9079-4>
- Mösken, G., Dick, M., & Wehner, T. (2010). Wie frei-gemeinnützig tätige Personen unterschiedliche Arbeitsformen erleben und bewerten: Eine narrative Grid-Studie als Beitrag zur erweiterten Arbeitsforschung / How volunteers experience and evaluate different forms of work: A narrative grid study as contribution to an advanced work research. *Arbeit*, 19(1), 37–52. <https://doi.org/10.1515/arbeit-2010-0105>
- Nekaris, K. A. I., Balestri, M., El Bizri, H. R., Dewi, T., Hedger, K., Morcatty, T. Q., Nijman, V., Weldon, A. V., & Campera, M. (2022). From international to local: Promoting local volunteer tourism to guarantee the persistence of wildlife conservation projects in the Post-COVID-19 Era. *COVID*, 2(9), 1287–1302. <https://doi.org/10.3390/covid2090095>
- Noe, R. A., Clarke, A. D. M., & Klein, H. J. (2014). Learning in the twenty-first-century workplace. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 245–275. <https://doi.org/10.1146/annurev-orgpsych-031413-091321>
- Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 295–306. <https://doi.org/10.1146/annurev-orgpsych-032117-104536>
- Penner, L. A., Dovidio, J. F., Piliavin, J. A., & Schroeder, D. A. (2005). Prosocial behavior: Multilevel perspectives. *Annual Review of Psychology*, 56, 365–392. <https://doi.org/10.1146/annurev.psych.56.091103.070141>
- Peeters, J., De Backer, F., Buffel, T., Kindekens, A., Struyven, K., Zhu, C., & Lombaerts, K. (2014). Adult learners' informal learning experiences in formal education setting. *Journal of Adult Development*, 21(3), 181–192. <https://doi.org/10.1007/s10804-014-9190-1>

- Plewa, C., Conduit, J., Quester, P. G., & Johnson, C. (2015). The impact of corporate volunteering on CSR image: A consumer perspective. *Journal of Business Ethics*, 127, 643–659.
<https://doi.org/10.1007/s10551-014-2066-2>
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513–563.
<https://doi.org/10.1177/014920630002600307>
- Pollack, L. (2023). *Spillover-Effekte zwischen OCB und freiwilligem Engagement in Non-Profit-Organisationen: Eine multimethodale psychologische Analyse [Spillover effects between OCB and volunteer engagement in non-profit organizations: A multi-method psychological analysis]*, Doctoral dissertation, Katholische Universität Eichstätt-Ingolstadt.
- Rameder, P. (2015). *Die Reproduktion sozialer Ungleichheiten in der Freiwilligenarbeit: Theoretische Perspektiven und empirische Analysen zur sozialen Schließung und Hierarchisierung in der Freiwilligenarbeit [The reproduction of social inequalities in volunteering: Theoretical perspectives and empirical analyses of social closure and hierarchisation in volunteering]*. Peter Lang.
<https://doi.org/10.3726/978-3-653-05595-5>
- Ramos, R., & Wehner, T. (2015). Hält Freiwilligenarbeit gesund? Erklärungsansätze und kontextuelle Faktoren [Does volunteering keep you healthy? Explanatory approaches and contextual factors]. In T. Wehner & S. T. Güntert (Eds.), *Psychologie der Freiwilligenarbeit: Motivation, Gestaltung und Organization [Psychology of Volunteer Work: Motivation, Design, and Organization]* (pp. 109–127). Springer. https://doi.org/10.1007/978-3-642-55295-3_7
- Rogers, C. R. (1979). The foundations of the person-centered approach. *Education*, 100(2), 98–107.
- Schütt, S. C. (2022). *Generationenübergreifender Austausch in der Freiwilligenarbeit und in der Erwerbsarbeit. Eine multimethodale psychologische Analyse [Intergenerational exchange in voluntary work and in paid employment. A multi-methodological psychological analysis]*. Nomos.
<https://doi.org/10.5771/9783748934929>
- Schütt, S. C., & Kals, E. (2020). Generationenübergreifendes Engagement und die Förderung von Empathie [Intergenerational commitment and the promotion of empathy]. *Konfliktdynamik*, 9(3), 206–216. <https://doi.org/10.5771/2193-0147-2020-3-206>
- Schütt, S. C., Wehner, T., & Kals, E. (2024). Freiwilligenarbeit: Herausforderung und Chance für alle Generationen [Volunteering: A challenge and an opportunity for all generations]. In J. Basel & S. Manchen-Spörri (Eds.), *Psychologie der Wirtschaft. Arbeit – Konsum – Gesellschaft [Psychology of economics. Work – consumption – society]* (pp. 11–21). Springer.
https://doi.org/10.1007/978-3-662-68559-4_2
- Simonson, J., Hagen, C., & Tesch-Römer, C. (2022). *Freiwilliges Engagement in Deutschland: Der Deutsche Freiwilligensurvey 2019 [Volunteering in Germany: The German Volunteering Survey 2019]*. Springer.
- Strubel, I. T., & Kals, E. (Eds.). (2016). *Freiwilligenarbeit und Gerechtigkeit [Volunteering and justice]*. ETH Zürich.

- Strubel, I. T., Schütt, S. C., & Kals, E. (2024). Soziale Engagements [Social engagement]. In P. Genkova (Ed.), *Handbuch Globale Kompetenz. Grundlagen – Herausforderungen – Krisen* [Global Competence Handbook. Fundamentals – challenges – crises] (pp. 1063–1076). Springer.
https://doi.org/10.1007/978-3-658-30555-0_74
- Thiel, K. (2019). *Organization, Motivation und Konflikte in der Freiwilligenarbeit: Eine organisationspsychologische Analyse freiwilligen Engagements in Non-Profit-Organisationen* [Organization, motivation and conflict in volunteering: An organizational psychological analysis of volunteering in non-profit organizations]. Springer.
- Truelove, H. B., Carrico, A. R., Weber, E. U., Raimi, K. T., & Vandenberg, M. P. (2014). Positive and negative spillover of pro-environmental behavior: An integrative review and theoretical framework. *Global Environmental Change, 29*, 127–138.
<https://doi.org/10.1016/j.gloenvcha.2014.09.004>
- van Schie, S., Güntert, S. T., Oostlander, J., & Wehner, T. (2015). How the organizational context impacts volunteers: A differentiated perspective on self-determined motivation. *Voluntas, 26*(4), 1570–1590. <https://doi.org/10.1007/s11266-014-9472-z>
- van Schie, S., Wehner, T., & Güntert, S. T. (2012). Freiwilligenarbeit als Bürger oder Mitarbeitende: Das Gleiche in Grün? [Volunteering as a citizen or employee: Same difference?]. In T. Wehner & G.-C. Gentile (Eds.), *Corporate Volunteering. Unternehmen im Spannungsfeld von Effizienz und Ethik* [Corporate volunteering. Companies caught between efficiency and ethics] (pp. 67–78). Springer Gabler.
- Wehner, T., Güntert, S. T., & Mieg, H. A. (2018). *Freiwilligenarbeit: Essenzielles aus Sicht der Arbeits- und Organisationspsychologie* [Volunteering: Essential aspects from the perspective of work and organizational psychology]. Springer.
- Wehner, T., Güntert, S. T., Neufeind, M., & Mieg, H. A. (2015). Frei-gemeinnützige Tätigkeit: Freiwilligenarbeit als Forschungs- und Gestaltungsfeld der Arbeits- und Organisationspsychologie [Voluntary work as a field of research and design in industrial and organizational psychology]. In T. Wehner & S. T. Güntert (Eds.), *Psychologie der Freiwilligenarbeit* [Psychology of volunteering] (pp. 3–22). Springer.
- Wehner, T., Mieg, H., & Güntert, S. (2006). Frei-gemeinnützige Arbeit [Non-profit work]. In S. Mühlpfordt & P. Richter (Eds.), *Ehrenamt und Erwerbsarbeit* [Volunteer work and gainful employment] (pp. 19–39). Hampp.
- Werner, J. M., & DeSimone, R. L. (2012). *Human resource development* (6th ed.). Cengage Learning.
- Wilson, J. (2000). Volunteering. *Annual Review of Sociology, 26*, 215–240.
<https://doi.org/10.1146/annurev.soc.26.1.215>