An Integrative Review Exploring Value creation by Volunteers

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**Abstract**

The value created by volunteers is extremely important for contemporary society. The discourse on volunteer value creation has developed over the years and scholars in various disciplines find that volunteers create value for a diverse group of recipients on different levels. This integrative review shows a variety of volunteer value creation for value-recipients on the micro (individual), meso (organizational) and macro (societal) level. In doing so, it will a new model on volunteer value creation and end with a research agenda on the topic.

**Keywords**

Volunteer Value; Value Creation; Systematic Literature Review; Volunteer Value Creation; Volunteer Added Value

# **Introduction**

The value created by volunteers is extremely important for contemporary society. The discourse on volunteer value creation has developed over the years and scholars in various disciplines find that volunteers create value for recipients on different levels (e.g., Haski-Leventhal et al., 2010). Broadly speaking, the created value can be found for individuals, organizations, and societies and range from increased wellbeing to civic learning and from higher organizational impact to societal solidarity (e.g., Afkhami et al. 2019; McBride et al., 2012). Most of the current literature on volunteer value creation focusses on a specific type of recipient of the value that is created or a specific form of volunteering. What is currently missing is a framework or overview of value creation across these different levels and for the range of different recipients.

Such an overview becomes even more interesting when acknowledging trends in volunteering and society over the last few decades. For example, the introduction of third-party volunteering has added new value recipients (sending organizations) to consider (Haski-Leventhal et al., 2010). Traditionally formal volunteering took place within a volunteering-involving organisation such as a non-profit who directly recruited and guided the volunteer. Recently volunteering has increasingly seen involvement of other actors, such as governments, businesses, and educational institutes resulting in new forms of volunteering like corporate volunteering and service learning (see for example Haski-Leventhal et al., 2010; Brudney et al., 2019). These third parties often have (instrumental) goals of their own (e.g., teambuilding in corporate volunteering) and have the potential to make volunteering more inclusive (Koolen-Maas et al., 2022; van Overbeeke et al., 2022). However, the question does arise in which way specific forms of volunteering create value and whether this value is evenly spread between the recipients.

In this paper I will explore and synthesize different types of value creation on multiple levels through an integrative literature review answering the research question: *How do volunteers create value for different types of recipients?*

The findings reveal that the value creation by volunteers is a widely researched and broad landscape, however with some interesting uncharted territory. By answering this question, the paper makes two important contributions. First, having a broad overview of volunteer value creation for different recipients will be beneficial to other researchers. Positioning value creation on three levels (micro, meso, macro) opens new routes in approaching research on volunteer value creation as it clearly distinguishes the variety of value recipients and broad range of created values. Consequently, the review also exposes blind spots in our knowledge. The findings show the scarcity of research of volunteer value creation for recipients other than the volunteer itself, such as beneficiaries, organizations, communities, and societies. The review also uncovers a skewed distribution of research on volunteer value creation. The literature is one-sided in terms of too much focus on the individual volunteer and the global north. All of this opens up new pathways for future research, such as value creation for beneficiaries, sending organizations, global south society, etc.

The rest of this paper will be structured as follows, I will first describe my methodology explaining my search strategy, selection criteria and analysis process. Then, I will report my findings after which a discussion and future research agenda will be outlined.

# **Methodology**

I aim for an integrative literature review as this provides a “holistic conceptualization and synthesis of the literature”, possibly creating a new framework on the topic (Toracco, 2016 p.357). The scope of this review is volunteer value creation for the variety of recipients of this value on the micro (individual), meso (organizational) and macro (societal) level. I followed the PRISMA framework to structure the review (see figure 1). In the following sections I will explain my search strategy, selection criteria, and data analysis method.

Figure 1: PRISMA flow-chart (see Page et al., 2020)

***Search strategy***I targeted the top non-profit (Andersson & Walk, 2020) and business journals (FT 50, 2021) as these cover high quality journals in various disciplines (e.g., public management, HRM) connected to volunteer management, a total of 71 journals. All peer-reviewed journals on these top lists appear in the Web of Science database which I used for this search. After consultation with other scholars in the field, I included a variety of keywords that were previously used to describe the concept of value, both in positive and negative sense, in a Boolean search string searching all fields: *Volunteer\* AND (Valu\* OR Benefit OR Impact OR Result OR Effect OR Advantage OR Worth OR Quality OR Cost OR Disadvantage OR Loss OR Contribution OR Challenge OR Gift OR Return)*.

***Selection***Duplicates removed, 759 articles were reviewed for selection based on title and abstract with four selection criteria. First, I only selected articles on formal volunteering. Second, articles must focus on value creation, not on strategies to increase specific types of value. Third, motivations to volunteer are seen as individual value creation and thus selected. Fourth, only empirical research papers were selected as to only include evidence-based research. Based on these criteria I, for example, excluded articles focusing on voluntary armies or membership and review or conceptual articles resulting in 202 articles selected for analysis.

***Analysis***The selected articles were analyzed deductively trough an iterative process, in which I on occasion moved back and forth between the selected papers. I first started coding the articles based on several general descriptive characteristic. These included the methodological approach (qualitative, quantitative, mixed), the theoretical lens, the year of publication, the journal of publication, and the geographical location of the volunteer work as this is where the value is created.

I then coded a set of volunteer specifics. This included the host organization (the organization where the volunteering takes place), here I made the distinction between mutual support (mostly associations), service delivery and campaigning/advocacy organizations (Handy, 1988). When applicable I coded the sending organization (see Brudney et al., 2019; Haski-Leventhal et al., 2010; van Overbeeke et al., 2022), for example corporations, universities, or governments. I also coded the volunteer role where I differentiated between direct service volunteers and indirect service/support volunteers. The former is in contact with their beneficiaries (e.g., youth mentoring, elderly care) the latter is not (e.g., board membership, awareness building) (Hartenian, 2007). The fourth volunteer specific was the type of volunteer, here coding was based on whether the article focuses on volunteers as an overarching, homogenous group or if a specific subgroup was researched (e.g., student, elderly, migrant, etc.). Lastly, if applicable a special form of volunteering such as stipend volunteering or episodic volunteering (e.g., Moor et al., 2011; Compion et al., 2021) was coded.

Lastly, I coded value specifics. This included the value level, following Austin and Seitanidi (2012) articles were coded perceiving the micro-level as individual, the meso-level as organizational, and the macro-level as societal. Value expression was coded as either being monetary or non-monetary. I coded the ‘direction’ of the value as well. Here I categorize value as either being positive (i.e., beneficial) or negative (i.e., destructive). The particular value created by volunteering as mentioned in the articles were also coded, after which they were grouped in overarching value-themes following the Gioai method (Gioai et al., 2013).

During the thematic analysis process 53 articles were removed based on misfit after reading the full text following the aforementioned criteria, leaving 149 articles considered in this review.

# **Findings**

Coding the papers resulted in both descriptive and qualitative findings. This section first describes the most important descriptives and will then discuss the qualitative findings regarding specific volunteer-value created for recipients on the micro, meso and macro level.

**Descriptive statistics**

About half of the studies (70) in this review use a quantitative approach, 53 studies use qualitative methods and 20 take a mixed methods approach. When it comes to the theory, 66 articles do not explicitly use one to build the research on. Of those who do, most draw on functional theory (VFI - 11), self-determination theory (9), social exchange theory (7), social capital theory (4) and many (99) others. The earlies publication in my review is from 1992, but the topic started gaining more traction around 2009, with spike from 2016 onwards.

The review shows a skewed distribution of research location towards the Global North. Most studies took place in North America and Europe (59 and 44 respectively), Asia (20) and Australia/Oceania (13) are less represented, and only a few articles present research from Africa (3) and South America (2). Some research was performed on multiple continents or geography was unspecified. There does not seem to be a notable difference between the type of value or value recipient that studied between the global north and south, however it should be noted that also some research in the Global South (Asia, Africa, South America) was performed by scholars from the Global North. Moreover, specifically in cases of international volunteering, it could be questioned whether the value created in one continent actually stays there (e.g., if international volunteers from the UK create individual value for themselves in Rwanda, the created value moves to the UK when the volunteers return to their home country, see for example Hjort & Beswick, 2021).

I coded for type of host organization, to see if any differences in value creation would present itself. The findings show that most of our knowledge stems from service delivery organizations (74) or more general civil society organizations (22). Mutual support organizations (11) and campaigning organization (3) are under researched. Other types of organizations that were mentioned were schools (2), governments (2) and for-profit organizations (1). Due to the small numbers, it is not possible to make any conclusions about whether different types of value are created in these organizations. Thirty-three articles (22%) did not mention an organization at all, these types of research typically only focus on whether a person has volunteered in the past 12 months (yes/no) and do not inquire anything about the volunteering as such. Only thirty-seven articles discussed forms of third-party volunteering, most of the sending organizations were corporations (14) in corporate volunteering, universities (8) in service-learning or community service, and international volunteer programs (7). Other entities mentioned were volunteer centers (2), governments (2), social welfare centers (1), and political parties (1). The tasks (direct or indirect) volunteers perform were often (53 cases) not described in the research. Most articles that explicitly mention the task, focus on direct service (47) where volunteers are in contact with their beneficiaries. Only eleven articles research the value of volunteers in indirect service settings and 31 write about instances of both.

In most articles volunteers in general were researched (79). Others focused on specific groups such as employees (18), disadvantaged groups, (14), students (11), youth (11) and elderly (9). The overwhelming majority also focusses on ‘regular’ volunteering, whereas only 40 articles zoom in on special types of volunteering. Most of these are connected to the third-party organizations (corporate volunteering, international volunteering, service learning), others focus on for example episodic volunteering (4), workfare volunteering (1), stipend volunteering (1), community volunteering (1) and customer volunteering (1).

The review confirms that volunteer value creation indeed manifests on all three (micro, meso, macro) levels and for different recipients. Volunteer value creation is most research on the micro-level, found in 111 articles, of which 97 describe the value for the individual volunteers themselves. Research for other recipients on this level is rare (8 for beneficiaries, 6 for paid staff). On the meso-level (55 articles) recipients of value-created is for the host organization (38), the sending organization (12), or both (5). Macro-level seems underrepresented in the research, only 22 articles focus on the recipients on this level. This will be further specified in the following sections, where I describe the qualitative findings of the review on each level of recipients (micro, meso, macro).

**Micro-level value**Following the review, I find that volunteers create value on the micro-level for three different recipients: themselves, their beneficiaries, and the paid staff in the host organisation. 111 articles discuss volunteer value on a micro level. For a detailed overview of sources per value, see appendix.

***Value created for the individual volunteer***Volunteers create value for themselves in many ways. My review of the literature shows eight overarching themes of individual value, summarized in table 1.

|  |  |
| --- | --- |
| Individual volunteer value | |
| Individual development | Teamwork, communication, learning, identity, growth, retirement-adaption, ethical judgement & behavior, skills, autonomy, global citizenship, empowerment |
| Professional development | New (work) experience, new challenges, resume improvement, improved career opportunities, knowledge development, school credit |
| Social capital | Kinship, trust, integration, building relationships, meeting new people, making friends |
| Improving personality traits & characteristics | Generosity, happiness, enjoyment, patience, resilience, self-confidence, self-efficacy, self-esteem, self-worth, compassion, pro-environmental behaviour |
| Increased well-being | Personal well-being, physical well-being, mental well-being, psychological well-being, subjective well-being, |
| Affective outcomes | Enjoyment, pleasure, fun, passion, satisfaction, warm glow, reduced isolation, ego-defense, pride,  (-) Stress, burn-out, frustration, PTSD |
| Reputational | Reputations-based rewards, attribution, recognition, praise |
| Aligning with values/norms | Identification with NGO mission / target group, social transformation motivation, religious values, civil/humanitarian values, giving back |
| Monetary value | Stipends, wage premium, saving money |
| Tangible rewards | Trips, travel, parties, ice cream |

Table 1: individual volunteer value

The analysis on individual volunteer value presents eight overarching themes. One way is *monetary*, for example stipends (e.g., Vos et al., 2012; Yanay-Ventura et al., 2021) and higher future wages (Duerrenberger & Warning, 2019; Shantz et al., 2019. A second way for volunteers to create individual value is through various forms of *individual development*. Examples are learning to work with others, intercultural communication, better ethical judgement, personal empowerment, increased autonomy, and skill-development (e.g., Afkhami et al., 2019; De Wit et al., 2019; Yanay-Ventura et al., 2021; Classens, 2015). Individuals can also *develop* *professionally* through their volunteer work, for example by developing their knowledge and adding to their resume (e.g. Classens, 2015). A fourth way volunteers create value for themselves is by growing their *social capital* (Gagnon et al., 2021; Isham et al., 2006), which is by far the most researched topic in the literature. Fifth, volunteers create individual value as volunteering can help them *improve personality traits and characteristics*. For example, scholars emphasize volunteers being more interested in others and showing more compassion and empathy (Casselden & Dawson, 2019; Gage & Thapa, 2012). A sixth value created by volunteers for themselves is trough improving their own *quality of life and well-being*. Krageloh and Shepherd (2015) show how individuals’ physical, social and environmental quality of life improves when volunteering. Volunteering can also increase psychological, physical, mental, and subjective well-being (e.g. Haski-Leventhal et al., 2020; Manetti et al., 2015). Seventh, volunteer value created manifests in the form of *affective outcomes* for themselves such as personal feelings and achievements. Examples are feelings of enjoyment and pleasure when performing their tasks (e.g., Gevorgyan & Galstyan, 2016; Ramsden, 2020; Shah, 2006) and simply having fun (e.g., Compion et al., 2022; Goudeau & Baker, 2021. Last, volunteers create individual value because the volunteer work can give them the opportunity to *express their personal norms and values* (e.g., Katz & Sasson, 2019; Nichols & Ralston, 2016).

***Value created for beneficiaries***Volunteers can create value for the beneficiaries in two ways, see table 2.

|  |  |
| --- | --- |
| Beneficiary value | |
| Mutual relationship | Role model, (Affect-based) trust, Perceived sincerity, Perceived altruism, Positive impact on beneficiary, Enthusiasm, Empathy/similarity, Close/genuine relationship |
| Beneficiary outcomes | Satisfaction, Comfort, Comfort, Reduced anxiety, Reduced vulnerability / loneliness, Societal rehabilitation, |

Table 2: Beneficiary value

The mutual *relationship* between beneficiaries and volunteers is different from the one beneficiaries have with paid staff (Gazley et al., 2012; Nichols & Ojala, 2009), the volunteer-beneficiary relationship is often perceived as more genuine due to volunteers being seen as more altruistic, sincere, and enthusiastic (Hoogervorst et al., 2016; Ronel, 2006). Researchers find other value created by volunteers in the form of *affective beneficiary outcomes* (McBride et al., 2011; Samuel et al., 2016; Ronel, 2006; Thoits, 2021; Townsend, 2014). Volunteers can add to beneficiaries’ levels of satisfaction, comfort, and happiness, plus beneficiaries who are in contact with volunteers feel less anxious, less lonely, and less vulnerable (e.g. Handy & Srinivasan, 2004; Samuel et al., 2016). Volunteers can thus have a positive impact on the beneficiary’s social rehabilitation (Yanay-Ventura, 2019).

***Value created for paid staff***Volunteers create value, sometimes negative, for the paid staff they work alongside with at the host organization in three ways. These are displayed in table 3.

|  |  |
| --- | --- |
| Paid staff | |
| Monetary value | Wages (+ and -) |
| Work outcomes | Workload (+ and -), extra support |
| Employee outcomes | Organizational commitment (+ and -), Intention to quit (+ and -), Stress (+ and -) and negative emotions |
| Mutual relationship | Lack of trust, Perception of unreliability, Perceived threat to job security |

Table 3: Value created for paid staff

Value created for paid staff can be expressed in *monetary value*. Research on this is contrasting, some find higher, and others find lower wages when volunteers are involved (Pennerstorfer & Trukeschitz, 2012; Prouteau & Tchernonog, 2021). The *mutual relationship* between paid staff and volunteers seems to bring out rather negative value. Paid staff perceive volunteers as less reliable and feel a lack of trust towards them (Einarsdóttir, 2020; Thomsen & Jensen, 2020). At the same time paid staff expresses that they also see volunteers as a threat to their own job security (Einarsdóttir, 2020; Thomsen & Jensen, 2020). *Work and employee outcomes* can also be different when volunteers are involved. Interestingly, while paid staff acknowledges that volunteers can be an extra set of hands, they experience a reduced or increased workload depending on the research (Handy & Srinivasan, 2004; Rogelberg et al, 2010; Thomsen & Jensen, 2020). Similarly, research finds evidence for both positive and negative value in the form of organizational commitment, intention to quit, stress, and emotions (Rogelberg et al, 2010; Ward & Greene, 2018).

**Meso-level value**The review shows volunteer value creation for two recipients on the meso-level. The host organization where the volunteers perform their work (usually simply a non-profit organization) and the sending organization, if this is applicable to the type of volunteering. As can be seen in table 4 and 5 most research focusses on the host organization. A full overview including sources per theme can be found in the appendix.

|  |  |
| --- | --- |
| Host organization (NPO) | |
| Financial value | Positive (cost-savings), Negative (costs; recruiting, hiring, training, managing), More donations (monetary and in-kind) / funds raised |
| Organizational outcomes | Performance, Organizational growth, Resource efficiency, Community relations / increased visibility / voice, face of organization, Improved services/product (more output + higher quality + more reach), Public support / Goodwill, Improved reputation / Brand equity (word of mouth, brand ambassadors, advocacy), Legitimacy / Credibility, Achieving mission (sustainably), Ideas for improvement / Initiating innovations, Increased expertise (e.g. local knowledge, specific skills)  (-) power imbalance, rule breaking, uncertainty, tension |

Table 4: Host organization value

|  |  |
| --- | --- |
| Sending organization | |
| Financial value | Fundraising, More donations, Increased org income (through volunteer fees [IV] or patronage/purchases [CV]) |
| Employee work outcomes  Student outcomes | Job performance, Employee productivity, Communication with colleagues, Accountability, Employee morale / Sense of cohesion / Relaxing at work, Achieved student learning, OCB, Commitment to sending organization, Positive attitude to work/ employer  (-) Workplace deviance |
| Organizational outcomes | Achieving CSR goals, Consumer attitude & behavior, Public image / reputation / Goodwill, Relation with (surrounding) community, Work climate, Attracting new students/members/employees, Differentiate from other (similar) organizations, Legitimacy, Retention |

Table 5: Sending organization value

I find that both the sending and host organizations benefit from created value in an *economic* way, usually based on a balance of positive (cost-saving) value and negative (cost-incurring) value (e.g., Bowman, 2009; Dunn et al., 2022). Authors use different ways to calculate this value (SROI/EVA/OCA/AEWA/RCA/SBA). Moreover, organizations with volunteers receive more donations (e.g., Handy & Greenspan, 2009; Hrafnsdóttir & Kristmundsson, 2017). Another way volunteers create value for both recipients on the meso-level is trough *organizational outcomes* such as increased expertise, resource efficiency, improved services, broader reach, and more legitimacy and credibility (e.g., Brudney & Kellough, 2000; Loiseau et al., 2016; Haski-Leventhal et al., 2020). On the downside, I also find volunteer can create negative value for the host organization. Examples are disruptive volunteer behavior, tensions between volunteers and paid staff, and power imbalances between sending and host organizations (Einarsdóttir, 2020; Jacobs, 2017). Specifically for the sending organization, value is also created in *certain employee/student work outcomes*. For example, employees who volunteer are more productive, show higher work performance and are more accountable (Afkhami et al., 2019; Knox, 2020).

<<To add: specific value of third-party volunteer like service learning & corporate volunteering>>

**Macro-level value**The review also points towards volunteer value creation on the macro-level, here I distinguished two recipients: (specific) communities and the society as a whole. An overview is presented in table 6 and 7. The appendix contains an overview per theme including sources.

***Value created for the community***  
By performing volunteer tasks, volunteers can create value for the local civil society and the community they perform their volunteering in. Table 6 gives an overview of these forms of value creation.

|  |  |  |
| --- | --- | --- |
| Community | | |
| Monetary value | | More donations |
| Meeting community needs | | Safer space, Healthy community, Community development, Awareness of needs |
| Community outcomes | | Community engagement/belonging, Community commitment, Skills/knowledge-transfer, Improved local environment |
| Increased NPO sector | Trust in charitable institutions, Providing/increasing voice, Increased reach | |

Table 4: Community value

For communities, Rajan et al. (2009) find a form of *monetary* value as people who volunteer are more likely to donate money, specifically domestically. Volunteers are also important for the *sustainability of the local civil society* as they are (partly) responsible for achieving the mission, can increase voice, visibility and reach, and can even maintain and sustain the volunteer community (e.g. Cnaan et al., 2021; Edwards et al., 2001; Rodell et al., 2017). Volunteers can also create value in *meeting the needs of the local communities* that they perform their volunteer work in. Examples are more general community development, improved local environment, and safer and healthier communities (e.g. Gagnon et al., 2021; Lasker, 2016; Ramsden, 2020). Moreover, volunteers can add value in specific *community outcomes*. For example, volunteers have higher sense of belonging and are more engaged in/committed to the community (Seymour et al., 2018; Zanbar, 2019). In certain cases, volunteers can create *negative value* for the community as well. These are mostly researched for volunteer tourism, examples are power imbalances, reinforced dependency mentality, lack of sustainable community development (Loiseau et al., 2015; Perold et al., 2013).

***Value created for society***

As presented in table 7, value created for society can manifest in four ways.

|  |  |
| --- | --- |
| Societal value | |
| Dollar value | SSV, ouput method, input method (-) Shadow economy |
| Societal behaviors | Solidarity, Social trust, Political interest / local decision making, View of people with disabilities / breaking stereotypes |
| Social change | Identifying social needs, Improved services, Civic engagement |
| Sustained local civil society | Continuation of service/goods provision/achieving mission, Sustained volunteer community |

Table 7: Societal value

Value for society as a whole can also be expressed in *economic value*, for example by calculating the dollar value of produced volunteer hours (e.g., Brown, 1999; Butcher, 2010). Societal value can also be found in changes in volunteers’ *societal behaviours*, such as increased social solidarity, broadening world views, and increased social trust (Afkhami et al., 2019; Dahl & Abdelzadeh, 2017; Serrat et al., 2016). Moreover, volunteering can *instigate social change* because they are more capable of identifying social needs, which can then be tackled by civil society organizations (De Wit et al., 2019). Volunteers also improve the services for society at large (Edwards et al., 2001; Tooley & Hooks, 2020) and are found to be more civically engaged (Isham et al., 2006; Serrat et al., 2017). Multiple researchers warn for negative value of *increased inequalities* in society that volunteering can create. Khvorostianov & Remennick (2017) for example show that volunteering can result in self-segregation and others warn for the risk of increased “othering” (Horvath, 2020; Perold et al., 2013). Moreover, specifically stipend volunteering can create a shadow economy with negative consequences for society (Vos et al., 2011).

# **CONCEPT Discussion**

The objective of this integrative literature review was to synthesize the existing literature on how volunteers create value for different recipients. The findings show what topics have been researched thoroughly and show some gaps in our knowledge. I will highlight some interesting findings and work towards an agenda for future research.

The descriptives of the review point towards some interesting insights in our current knowledge on volunteer value creation. These findings show, for example, that most of the research on volunteer-value creation is performed and written in the Global North, specifically North America receives a lot of attention in the literature. While interesting, it is important to acknowledge different workings of civil society in other parts of the world. These ways of organizing civil society might also lead to other forms of volunteer value creation. I would invite scholars to focus more on these areas when researching volunteer value creation.

Similarly, the overwhelming focus of research is on nonprofit organization with a focus on service-delivery. More depth in research on volunteer value creation mutual benefit and campaigning organization would be of interest. Specifically in times where social movements and political action are of growing importance, the value volunteers might create is important.

The review shows that the overwhelming majority of research published on volunteer value creation focuses on the micro-level, with the volunteer themselves as the most important recipient of value. This is great because it informs policy and practice on ways to mobilize and incentivize volunteers by focusing on recruitment and motivation questions. However, I notice that volunteers are often seen as one homogeneous group. Future research could focus on different types of volunteers and investigate whether this affects the way value is created. Would people with certain characteristics or certain forms of volunteering perhaps create different types of value?

The two other groups on the individual level are also under researched: the beneficiaries and paid staff. The review shows that beneficiaries in certain organizations perceive a lot of value-created of the intervention by volunteers specifically, for example in youth care (Metz et al., 2017). It would be useful to extrapolate this research to other sectors, asking important questions on what part of the intervention works specifically because volunteers are doing them. The review shows that one of the created values for beneficiaries stems from (perceived) similarity to the volunteer. Another idea for future research would be to dive into the value of similarities and/or differences between volunteers and beneficiaries in this type of relationship intervention. It would be interesting to find out in what interventions these similarities are important and in which differences can be valuable as well.

The review shows that much less research has been performed on the meso-level. The organizational level needs more attention, if only to help organizations (both sending and host) understand when and why they should work with volunteers, even regardless of budget issues. As the review showed there is little attention for the variety of host organizations. Future research should focus on the value creation for host organizations in the mutual support and campaigning area. Moreover, currently, most research focusses on the host organization. This makes sense, as third-party scenarios that involve a sending organization are relatively new. What is interesting in these situations though, is that the majority of research that focusses on these then looks at (mostly) the value creation for the sending organization. This is important, as again it legitimizes e.g. universities and corporation to keep running their volunteering programmes. However, critics mention a disproportionate value-creation or distribution between the different parties; the sending organization gets the best deal. Future research should focus on these third-party situations and positive/negative value created for all recipients.

As indicated trough the review, volunteer value creation on the macro level is very under researched. Many articles start out by mentioning how important volunteers are for our communities and society, however most authors will then dive into another level of value creation. While it is probably harder to measure, more research on the value of volunteering as part of the value created by the nonprofit sector or civil society on the macrolevel is needed in the future. This is specifically important for governments, as they will then be able to value all the volunteer work in a country more positive.

One of the interesting overall findings in this review is that volunteers create a lot of value, which in many cases might be similar to what can be gained from paid work. For example, individuals increase social capital, which can also happen working a paid job. Similarly, organizations see value in the form of for example positive word of mouth, which could also be attained by paid staff. On the other hand, for beneficiaries the knowledge that they are in contact with volunteer specifically adds value. What this shows is a possible difference between volunteer value creation and volunteer value-added. In some scenarios volunteers create value that paid staff could also create, in others they add value because they are volunteers. An interesting route for future research would be to distinguish factors that affect this value creation versus value-added. This will help find out how volunteers can truly create the most positive social impact.

**Limitations**

However rigorous this review was, it does contain some limitations. A first search with my keywords resulted in an overwhelming number of journal articles. Because of this, I had to limit my search to only the top journals in two fields. By doing this, I excluded interesting articles on volunteer value creation in fields like tourism, medicine, and agriculture. At first glance, it does seem that the value created in these fields are similar to the ones found in my review. However, it might be interesting for certain fields to create more focused reviews on volunteer value creation in specific sectors.

Another limitation was the key words I used in my search string. Even though these were reviewed and discussed with scholars in the field, they might not cover all forms of volunteering and value creation. First, because I did not include papers that for example use wording like crowdsourcing, citizenship, or civic participation as overarching terms to describe volunteering. Second, because I might have excluded certain terms that scholars use for negative or positive value creation. In the future, scholars might focus more specifically on negative value creation, or certain types of volunteer or civic engagement to add to those literatures.

Due to limitations in wordcount, this review did not dive into how specific forms of volunteering can create specific types of value. It would be interesting for future research to focus specifically on for example stipend volunteering or service-learning create value for different recipients.

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Table 1: Individual Volunteer Value

|  |  |  |
| --- | --- | --- |
| **Value (theme)** | **Specific (code)** | **References** |
| Individual development | Teamwork / Cooperation | Afkhami et al., 2019; Rego et al., 2016; Ortega Carpio et al., 2018 |
| Communication (intercultural, languages) | Afkhami et al., 2019; Casselden & Dawson, 2019; Cattacin & Domenig, 2014; Classens, 2015; Katz & Sasson, 2019; Lough et al., 2014; Okabe et al., 2019; Rego et al., 2016; Serrat et al., 2017 |
| Learning (self-learning, social learning, new perspectives) | Alam & Campbell, 2017; Boz & Palaz, 2007; Casselden & Dawson, 2019; Cattacin & Domenig, 2014; Cousineau & Misener, 2019; Gage & Thapa, 2012; Goudeau & Baker, 2021; Handy et al., 2010; Handy & Greenspan, 2009; Handy & Srinivasan, 2004; Haski-Leventhal & Bargal, 2008; Haski-Leventhal et al., 2020; Hjort & Beswick, 2021; Jiang et al., 2018; Katz & Sasson, 2019; Khvorostianov & Remennick, 2017; Lasker, 2016; Loiseau et al., 2016; Manetti et al., 2015; Meneghini, 2016; Okabe et al., 2019; Ortega Carpio et al., 2018; Ramsden, 2020; Rego et al., 2016; Scheiber, 2020; Serrat et al., 2017; Townsend, 2014; Welty Peachey et al., 2014 |
| Shaping/choosing/sustaining Identity | Chen et al., 2020; Cousineau & Misener, 2019; Khvorostianov& Remennick, 2017; Nichols & Ralston, 2016; Thoits, 2021; Weng & Lee, 2016; Yanay-Ventura, 2019; Yanay-Ventura et al., 2021 |
| Growth/maturity (or to change/ better oneself) | Ceresola, 2018; Jackson & Adarlo, 2016; Okabe et al., 2019; Ortega Carpio et al., 2018; Rego et al., 2016; Wang & Wu, 2014; Welty Peachey et al., 2014; Yanay-Ventura et al., 2021 |
| Adapting to retirement | Chen et al., 2020; Cousineau & Misener, 2019; O'Dwyer & Timonen, 2009; Thoits, 2021 |
| Ethical judgement & decision making; ethical behavior | Christensen & Woodland, 2018; Demir et al., 2020 |
| Skills | Classens, 2015; Cousineau & Misener, 2019; Curtis et al., 2014; Gevorgyan & Galstyan, 2016; Handy & Greenspan, 2009; ; Haski-Leventhal & Bargal, 2008; Haski-Leventhal et al., 2020; Hjort & Beswick, 2021; Jackson & Adarlo, 2016; Jiang et al., 2018; Lasker, 2016; Manetti et al., 2015; Nichols & Ojala, 2009; O’Brien et al., 2010; Ramsden, 2020; Rego et al., 2016; Schech, 2020; Serrat et al., 2017; Shah, 2006; Townsend, 2014; Wang & Wu, 2014; Welty Peachey, 2014; Yanay-Ventura et al., 2021 |
| Autonomy | Armour & Barton, 2019; De Wit et al., 2019; Katz & Sasson, 2019; Morawski et al., 2020 (depending on country); Yanay-Ventura, 2019; Yanay-Ventura et al., 2021 |
| Global citizenship / international awareness | Hjort & Beswick, 2021; Lasker, 2016; McBride et al., 2012; Meneghini, 2016; Okabe et al., 2019 |
| Political interest | Dahl & Abdelzadeh, 2017 |
| Self-realization | Morawski et al., 2020 (depending on country) |
| Empowerment | Slootje & Kampen, 2017; Yanay-Ventura, 2019; Yanay-Ventura et al., 2021 |
| Professional development | New/work Experience | Campbell & Warner, 2016; Cattacin & Domenig, 2014  Gevorgyan & Galstyan, 2016; Handy & Greenspan, 2009; ; Haski-Leventhal & Bargal, 2008; Haski-Leventhal et al., 2020; Hjort & Beswick, 2021; Jackson & Adarlo, 2016; Lasker, 2016; Okabe et al., 2019; Schech, 2020; Yanay-Ventura et al., 2021 |
| (new) Challenge | Campbell & Warner, 2016; Cousineau & Misener, 2019 |
| Resume improvement | Ortega Carpio et al., 2018; Casselden & Dawson, 2019; Gage & Thapa, 2012; Handy et al., 2010; Handy & Greenspan, 2009; Handy & Srinivasan, 2004; Katz & Sasson, 2019; Nichols & Ojala, 2009; Nichols & Ralston, 2016 |
| Improved job/career opportunities | Boz & Palaz, 2007; Casselden & Dawson, 2019; Cattacin & Domenig, 2014; Ceresola, 2018; Gage & Thapa, 2012; Handy et al., 2010; Handy & Srinivasan, 2004; Haski-Leventhal et al., 2020; Katz & Sasson, 2019; Khvorostianov& Remennick, 2017; Manetti et al., 2015; Okabe et al., 2019; Shah, 2006; Slootje & Kampen, 2017; Wang & Wu, 2014; Yanay-Ventura, 2019 |
| Discovering (npo) career path | Nelson, 2018; Scheiber, 2020 |
| Knowledge development | Boz & Palaz, 2007; Cattacin & Domenig, 2014; Classens, 2015; Gevorgyan & Galstyan, 2016; Rego et al., 2016; Shah, 2006; Thoits, 2021; Townsend, 2014; Wang & Wu, 2014; Welty Peachey, 2014; Zanbar, 2019 |
| Grow customer base | Handy & Greenspan, 2009 |
| School credit | Compion et al., 2022; Nichols & Ralston, 2016 |
| Social capital | Kinship | Alam & Campbell, 2017; Casselden & Dawson, 2019; Cattacin & Domenig, 2014; Goudeau & Baker, 2021; Grönlund, 2011; Katz & Sasson, 2019; Thoits, 2021; Weng & Lee, 2016 |
| (Generalized) Trust | Alam & Campbell, 2017; Meyer et al., 2019 |
| Modesty | Afkhami et al., 2019 |
| Integration | Khvorostianov& Remennick, 2017; Ruiz Sportmann & Greenspan, 2019 |
| Building relationships/Meeting new people/Social connections/Making friends | Boz & Palaz, 2007; Campbell & Warner, 2016; Casselden & Dawson, 2019; Cattacin & Domenig, 2014; Compion et al., 2022; Cousineau & Misener, 2019; Gage & Thapa, 2012; Gevorgyan & Galstyan, 2016; Goudeau & Baker, 2021; Grönlund, 2011; Handy et al., 2010; Handy & Greenspan, 2009; Handy & Srinivasan, 2004; ; Haski-Leventhal & Bargal, 2008; ; Haski-Leventhal & Bargal, 2008; Haski-Leventhal et al., 2020; Hjort & Beswick, 2021; Isham et al., 2006; Jiang et al., 2018; Katz & Sasson, 2019; Khvorostianov& Remennick, 2017; Lough et al., 2014; Manetti et al., 2015 McBride et al., 2011; McBride et al., 2011; O'Dwyer & Timonen, 2009; Ortega Carpio et al., 2018; Welty Peachey, 2014; Peloza & Hassay, 2014; Perold et al., 2013; Ramsden, 2020; Serrat et al., 2017; Shannon, 2009; Thoits, 2021; Weng & Lee, 2016; Yanay-Ventura, 2019; Yanay-Ventura et al., 2021; O’Brien et al., 2010 |
| (no specifics) | Gagnon et al., 2021; Isham et al., 2006 |
| Quality of life | Physical, social, environmental | Krageloh & Shepherd, 2015; |
| Improved life | McBride et al., 2011 |
| Improving personality traits & characteristics | Generosity | Afkhami et al., 2019 |
| Contentment/ happiness/ fulfillment/Enjoyment | Afkhami et al., 2019; Boz & Palaz, 2007; Compion et al., 2022; Matsushima & Matsunaga, 2015; Ramsden, 2020; Welty Peachey, 2014 |
| Patience | Afkhami et al., 2019 |
| Resilience | Rego et al., 2016 |
| Self-confidence | Afkhami et al., 2019; Boz & Palaz, 2007; Casselden & Dawson, 2019; Cattacin & Domenig, 2014; Haski-Leventhal et al., 2020; Welty Peachey, 2014; Ramsden, 2020; Townsend, 2014; Yanay-Ventura et al., 2021 |
| Control | Morawski et al., 2020 (depending on country); O’Brien et al., 2010; Rego et al., 2016 |
| Self-deception (-) | Demir et al., 2020 |
| Self-doubt | Sheptak & Menaker, 2016 |
| Self-efficacy | Ma & Tschirhart, 2021; Meyer et al., 2019 |
| Self-esteem\*\*\* | Gage & Thapa, 2012; Haski-Leventhal et al., 2020; Katz & Sasson, 2019; Kulik, 2019; Kulik, 2020; Ortega Carpio et al., 2018; Russell, 2019 |
| Self-worth | Casselden & Dawson, 2019; Sheptak & Menaker, 2016 (-); Townsend, 2014; Yanay-Ventura, 2019 |
| Self-reliance | Ramsden, 2020 |
| Social competence | Zanbar, 2019 |
| Waste (-) | Afkhami et al., 2019 |
| Locus of Control (internal) | Demir et al., 2020 |
| Compassion / empathy | Ortega Carpio et al., 2018; Casselden & Dawson, 2019; Gage & Thapa, 2012; Serrat et al., 2017; Yanay-Ventura, 2019; Meyer et al., 2019 |
| Psychological development | Gagnon et al., 2021; Cattacin & Domenig, 2014 |
| Interested | O’Brien et al., 2010 |
| Pro-environmental behaviours | Less travel | Seymour et al., 2018 |
| Sustainable shopping | Seymour et al., 2018 |
| Food growing | Ramsden, 2020; Seymour et al., 2018 |
| Reduced energy consumption | Ramsden, 2020; Seymour et al., 2018 |
| Increasing psychological well-being | No specifics | Haski-Leventhal et al., 2020; Manetti et al., 2015 |
| Belonging | Armour & Barton, 2019; Casselden & Dawson, 2019; Cattacin & Domenig, 2014; Chen et al., 2020; Classens, 2015; Russell, 2019; Townsend, 2014; Yanay-Ventura et al., 2021 |
| Competence | Armour & Barton, 2019 |
| Purpose | Armour & Barton, 2019; Curtis et al., 2014; Taghian et al., 2019 |
| Increasing subjective well-being | Life satisfaction | Afkhami et al., 2019; Appau & Churchill, 2019; Haski-Leventhal, 2009; Kim & Feldman, 2000; O’Dwyer & Timonen, 2009; Russell, 2019 |
| More Positive Affect / Less Negative Affect | Afkhami et al., 2019 |
| Increased physical well-being | Perceived health status | Capecchi et al., 2021\*; Cousineau & Misener, 2019; Haski-Leventhal, 2009; Woodyard & Grable, 2014 |
| Healthier diet | Classens, 2015; Ramsden, 2020 |
| Self-life expectancy | Haski-Leventhal, 2009 |
| Better sleep | O’Brien et al., 2010 |
| Staying agile & fit / physical activity | O’Brien et al., 2010; Ramsden, 2020 |
| Affective outcome | Enjoyment/pleasure | Alam & Campbell, 2017; Casselden & Dawson, 2019; Gevorgyan & Galstyan, 2016; Morawski et al., 2020 (depending on country); Ramsden, 2020; Shah, 2006; Townsend, 2014 |
| Personal interest/passion | Alam & Campbell, 2017; Goudeau & Baker, 2021 |
| Fun | Alam & Campbell, 2017; Compion et al., 2022; Goudeau & Baker, 2021; Welty Peachey, 2014; Peloza & Hassay, 2014; Shah, 2006; Shannon, 2009 |
| Satisfaction  Also job satisfaction (Haski-Leventhal et al., 2019) | Butcher, 2010; Casselden & Dawson, 2019; Goudeau & Baker, 2021; Grönlund, 2011; Haski-Leventhal & Bargal, 2008; Haski-Leventhal et al., 2020; Jackson & Adarlo, 2016; Manetti et al., 2015; O’Brien et al., 2010; O’Dwyer & Timonen, 2009; Thoits, 2021 |
| Meaningfulness (both in volunteer and paid job) | Butcher, 2010; Cousineau & Misener, 2019; Haski-Leventhal & Bargal, 2008; Haski-Leventhal et al., 2020; Kulik, 2019; O’Brien et al., 2010; O’Dwyer & Timonen, 2009; Welty Peachey et al., 2014; Ramsden, 2020; Rodell, 2013; Yanay-Ventura et al., 2021 |
| Warm glow | Boz & Palaz, 2007; Casselden & Dawson, 2019; Gage & Thapa, 2012; Goudeau & Baker, 2021; Handy et al., 2010; Haski-Leventhal & Bargal, 2008; Jackson & Adarlo, 2016; Katz & Sasson, 2019; McBride et al., 2011; Shannon, 2009; Thoits, 2021 |
| Pride | Casselden & Dawson, 2019; Haski-Leventhal & Bargal, 2008; O’Dwyer & Timonen, 2009; Yanay-Ventura et al., 2021 |
| Reputational | Reputation-based rewards | Alam & Campbell, 2017; Peloza & Hassay, 2014; Shah, 2006 |
| Recognition / praise | Alam & Campbell, 2017; Compion et al., 2022; Haski-Leventhal & Bargal, 2008; Peloza & Hassay, 2014; Shannon, 2009; Tooley & Hooks, 2020 |
| Social adjustment | Ortega Carpio et al., 2018 |
| Align with individual norms and values | Identification with NGO mission / target group | Ortega Carpio et al., 2018; Gage & Thapa, 2012; Goudeau & Baker, 2021; Haski-Leventhal & Bargal, 2008; Katz & Sasson, 2019; Nichols & Ralston, 2016; Welty Peachey, 2014; Wang & Wu, 2014 |
| Social transformation motivation (need for change/helping others/making a difference) | Boz & Palaz, 2007; Ortega Carpio et al., 2018; Curtis et al., 2014; Gage & Thapa, 2012; Grönlund, 2011; Handy et al., 2010; Haski-Leventhal & Bargal, 2008; Horvath, 2020; Jackson & Adarlo, 2016; Katz & Sasson, 2019; Okabe et al., 2019; Peloza & Hassay, 2014; Ramsden, 2020; Schech, 2020; Shannon, 2009 |
| Religious values | Ortega Carpio et al., 2018; Compion et al., 2022; Curtis et al., 2014; Gevorgyan & Galstyan, 2016; Grönlund, 2011 |
| Civil / humanitarian values (it is my duty/develop civic responsibility/the right thing to do) | Compion et al., 2022; Gevorgyan & Galstyan, 2016; Grönlund, 2011; Handy et al., 2010; Horvath, 2020; Jiang et al., 2018; Meneghini, 2016; Nichols & Ralston, 2016; Peloza & Hassay, 2014; Thoits, 2021; Weng & Lee, 2016 |
| Giving back | Goudeau & Baker, 2021; Horvath, 2020; O’Dwyer & Timonen, 2009; Welty Peachey, 2014; Ramsden, 2020; Shah, 2006; Thoits, 2021; Weng & Lee, 2016 |
| Dollar value | Stipend | Ceresola, 2018; Vos et al., 2012; Yanay-Ventura et al., 2021 |
| Wage premium (+ or – depending on individualism & formal education levels & time & gender) | Duerrenberger & Warning, 2019; Shantz et al., 2019 |
| Tangible outcomes/rewards | Trips / Travel / live abroad | Jackson & Adarlo, 2016; Okabe et al., 2019; Schech, 2020; Shannon, 2009; Yanay-Ventura et al., 2021 |
| Party | Shannon, 2009 |
| Ice cream | Shannon, 2009 |

Table 2: Beneficiary Value

|  |  |  |
| --- | --- | --- |
| **Value (theme)** | **Specific (code)** | **References** |
| Beneficiary – volunteer relationship | No specifics | Gazley et al., 2012; Nichols & Ojala, 2009 |
| Support (unconditional) | Meyer et al., 2012; Ronel, 2006 |
| Role model | Yanay-Ventura, 2019 |
| (Affect-based) trust | Hoogervorst et al., 2016; Perold et al., 2013 |
| Perceived sincerity | Hoogervorst et al., 2016; Ronel, 2006 |
| Perceived altruism | Hoogervorst et al., 2016; Townsend, 2014; Ronel, 2006 |
| Enthusiasm | Nichols & Ojala, 2009 |
| Empathy/similarity | Nichols & Ojala, 2009; Yanay-Ventura, 2019 |
| Close/genuine relationship | Ronel, 2006 |
| Beneficiary outcomes | Satisfaction | Rogers et al., 2016; Samuel et al., 2016 |
| Comfort | Handy & Srinivasan, 2004; O’Dwyer & Timonen, 2009 |
| Happiness | Handy & Srinivasan, 2004; Townsend, 2014 |
| Reduced anxiety | Handy & Srinivasan, 2004 |
| Reduced vulnerability/loneliness | Handy & Srinivasan, 2004; O’Dwyer & Timonen, 2009; Samuel et al., 2016 |
| Societal rehabilitation | Yanay-Ventura, 2019; Ronel, 2006 |
| Positive impact on beneficiary | McBride et al., 2011; Samuel et al., 2016; Ronel, 2006; Thoits, 2021; Townsend, 2014 |
| Broadened worldview | Ronel, 2006 |

Table 3: Paid Staff Value

|  |  |  |
| --- | --- | --- |
| **Value (theme)** | **Specific (code)** | **References** |
| Ecbonomic value | Wages (+ and -) | Pennerstorfer & Trukeschitz, 2012; Prouteau & Tchernonog, 2021 |
| Work outcomes | Workload (+ and -) | Handy & Srinivasan, 2004; Rogelberg et al, 2010;  Thomsen & Jensen, 2020 |
| Extra support | Handy & Srinivasan, 2004 |
| Employee outcomes | Organizational commitment (+ and -) | Rogelberg et al, 2010 |
| Intention to quit (+ and -) | Rogelberg et al, 2010 |
| Stress (+ and -) and negative emotions | Rogelberg et al, 2010; Ward & Greene, 2018 |
| Perceived threat to job security | Einarsdóttir, 2020; Thomsen & Jensen, 2020 |
| Paid staff – volunteer relationship | Lack of trust | Einarsdóttir, 2020; Thomsen & Jensen, 2020 |
| Perception of unreliability | Einarsdóttir, 2020 |

Table 4: Host Organization Value

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| **Value (theme)** | **Specific (code)** | **References** |
| Economic value | Positive (cost-savings) | Bowman, 2009; Brudney & Kellough, 2000; Brudney & Russel, 2016; Handy & Greenspan, 2009; Handy & Srinivasan, 2004; Haski-Leventhal et al., 2020; Manetti et al., 2015; Meyer et al., 2012; Mook et al., 2007; Nichols & Ojala, 2009; Orlowski & Wicker, 2015; Ortiz et al., 2021 |
| Negative (cost-incurring) | Brundney & Duncombe, 1992; Dunn et al., 2022; Handy & Srinivasan, 2004; Haski-Leventhal et al., 2020; Mook et al., 2007; Samuel et al., 2013 |
| More donations (monetary and in-kind) / funds raised | Handy & Greenspan, 2009; Handy & Srinivasan, 2004; Hrafnsdóttir & Kristmundsson, 2017; Loiseau et al., 2016; Lough et al., 2014; Meyer et al., 2012; Samuel et al., 2013 |
| Organizational outcomes | Performance | Brudney & Kellough, 2000; Kang, 2019\*; Rodell, 2013 |
| Organizational growth | Anderson et al., 2021 |
| Resource efficiency | Brudney & Kellough, 2000; Gagnon et al., 2021; Hrafnsdóttir & Kristmundsson, 2017; Olberding & Hacker, 2016; Perold et al., 2013; Samuel et al., 2013; Schech, 2020 |
| Community relations | Brudney & Kellough, 2000; Dunn et al., 2022; Gazley et al., 2012; Handy & Srinivasan, 2004; Littlepage et al., 2012; Ortiz et al., 2021; Townsend, 2014 |
| Improved services/product (more output + higher quality + more reach) | Dunn et al., 2022; Edwards et al., 2001; Handy & Greenspan, 2009; Handy & Srinivasan, 2004; Haski-Leventhal et al., 2020; Hrafnsdóttir & Kristmundsson, 2017; Lasker, 2016; Littlepage et al., 2012; Loiseau et al., 2016; Olberding & Hacker, 2016; Ortiz et al., 2021; Perold et al., 2013; Schech, 2020; Setia, 2012; Tooley & Hooks, 2020 |
| Public support | Dunn et al., 2022; Gagnon et al., 2021; Tooley & Hooks, 2020 |
| Improved reputation | Handy & Greenspan, 2009; Perold et al., 2013 |
| Brand equity (WoM, brand ambassadors, advocacy) | Liang et al., 2021; Nogueira et al., 2020; Perold et al., 2013 |
| Credibility | Perold et al., 2013 |
| Legitimacy | Handy & Greenspan, 2009; Peloza & Hassay, 2014 |
| Achieving mission (sustainably) | Dunn et al., 2022; Olberding & Hacker, 2016; Tooley & Hooks, 2020 |
| Ideas for improvement | de Wit et al., 2019; Littlepage et al., 2012; Perold et al., 2013; Schech, 2020 |
| Initiating innovations | de Wit et al., 2019; Perold et al., 2013; Schech, 2020 |
| Voice/face of organization | de Wit et al., 2019; Nichols & Ojala, 2009; Perold et al., 2013 |
| Increased expertise (e.g. local knowledge, specific skills) | Loiseau et al., 2016; Nichols & Ojala, 2009; Olberding & Hacker, 2016; Ortiz et al., 2021; Perold et al., 2013; Samuel et al., 2013; Schech, 2020 |
| Increased visibility (in community, on campus) | Gazley et al., 2012; Littlepage et al., 2012; Ortiz et al., 2021; Peloza & Hassay, 2014; Perold et al., 2013 |
| Goodwill | Meyer et al., 2012; Ortiz et al., 2021 |
| Partnerships with orgs | Schech, 2020 |
| Organizational inclusion | Yanay-Ventura, 2019 |
| Power imbalance between sending & host org |  | Samuel et al., 2013 |
| Disruptive volunteer behaviour | Rule breaking | Jacobs, 2017 |
| Uncertainty | Jacobs, 2017 |
| Tension paid staff – volunteer | Einarsdóttir, 2020 |

Table 5: Sending Organization Value

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| **Value (theme)** | **Specific (code)** | **References** |
| Economic value | Fundraising | Lasker, 2016 |
| More donations | Lasker, 2016 |
| Increased org income  (through volunteer fees [IV] or patronage/purchases [CV]) | Lasker, 2016; Rodell & et al., 2020 |
| Employee work outcomes  Student outcomes | Job performance | Afkhami et al., 2019 |
| Employee productivity | Knox, 2020 |
| Communication with colleagues | Afkhami et al., 2019; Peloza & Hassay, 2014 |
| Accountability | Afkhami et al., 2019 |
| Employee morale | Basil et al., 2009; Lasker, 2016; Peloza & Hassay, 2014 |
| Commitment to sending organization | De Gilder et al., 2005; Gagnon et al., 2021; Haski-Leventhal et al., 2019; Rodell et al., 2017 |
| OCB | De Gilder et al., 2005; Peloza & Hassay, 2014 |
| Positive attitude to work/ employer | De Gilder et al., 2005; Peloza & Hassay, 2014 |
| Sense of cohesion | Gagnon et al., 2021; Hjort & Beswick, 2021; Peloza & Hassay, 2014 |
| Achieved student learning | Haski-Leventhal et al., 2020; Lasker, 2016 |
| Workplace deviance | Loi et al., 2020 |
| Organizational outcomes | Achieving CSR goals | Afkhami et al., 2019; Plewa et al., 2014 |
| Consumer attitude & behaviour | Afkhami et al., 2019; Rodell & et al., 2020 |
| Public image / reputation | Basil et al., 2009; Gagnon et al., 2021; Hjort & Beswick, 2021; Lasker, 2016; Plewa et al., 2014; Rodell & et al., 2020 |
| Relation with (surrounding) community | Basil et al., 2009; Haski-Leventhal et al., 2020; Lasker, 2016 |
| Work climate | Gagnon et al., 2021 |
| Attracting new students/members/employees | Haski-Leventhal et al., 2020; Lasker, 2016 |
| Differentiate from other (similar) organizations | Haski-Leventhal et al., 2020 |
| Legitimacy | Hjort & Beswick, 2021; Rodell & et al., 2020 |
| Credibility | Hjort & Beswick, 2021 |
| Employee retention | Lasker, 2016 |
| Goodwill | Rodell & et al., 2020 |

\* Non-linear effects

Table 6: Community Value

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| **Value (theme)** | **Specific (code)** | **References** |
| Economic value | More donations | Rajan et al., 2009 |
| Meeting community needs | Safer spaces | Afkhami et al. 2019 |
| Healthy community | Basil et al., 2009; Lasker, 2016 |
| Community development | Gagnon et al., 2021; Hjort & Beswick, 2021; Zanbar, 2019 |
| Improved local environment | Ramsden, 2020 |
| Community outcomes | Community engagement/belonging | Seymour et al., 2018; Zanbar, 2019 |
| Community commitment | Zanbar, 2019 |
| Awareness of needs | Gagnon et al., 2021 |
| Skills/knowledge-transfer | Hjort & Beswick, 2021; Lasker, 2016; Zanbar, 2019 |
| Increased NPO sector outcomes | Trust in charitable institutions | Bowman, 2004 |
| Providing/increasing voice | Cattacin & Domenig, 2014; Gagnon et al., 2021 |
| Increased reach | Gagnon et al., 2021 |
| Sustained local civil society | Continuation of service/goods provision/achieving mission | Edwards et al., 2001; Tooley & Hooks, 2020 |
| Sustained volunteer community | Edwards et al., 2001; Littlepage et al., 2012; Loiseau et al., 2016; Rodell et al., 2017\* |

Table 7: Societal Value

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| **Value (theme)** | **Specific (code)** | | **References** | |
| Economic value | | Methods for calculations ‘dollar’ value | | Brown, 1999; Butcher, 2010; Sajardo & Serra, 2011 |
| Shadow economy | | Vos et al., 2012 |
| Societal behaviors? | | Solidarity | | Afkhami et al. 2019; Serrat et al., 2017 |
| Social trust | | Dahl & Abdelzadeh, 2017 |
| Political interest / local decision making | | Dahl & Abdelzadeh, 2017; Seymour et al., 2018 |
| View of people with disabilities / breaking stereotypes | | Yanay-Ventura, 2019 |
| Social change | | Identifying social needs | | de Wit et al., 2019 |
| Improved services | | Edwards et al., 2001; Tooley & Hooks, 2020 |
| Civic engagement | | Isham et al., 2006; Serrat et al., 2017 |
| Increased inequalities | | Self-segregation | | Khvorostianov & Remennick, 2017 |
| Increased “othering” | | Horvath, 2020; Perold et al., 2013 |
| Power imbalances | | Perold et al., 2013 |
| Exploitation | | Perold et al., 2013 |
| Reinforced dependence mentality | | Perold et al., 2013 |