

## Activation of Participation Motivation Directed towards Agents: A Conceptual Model

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A part of the results of the dissertation research of Tijunaitiene (2009) – **the developed conceptual model of activation of participation motivation directed towards agents (CSOs)**, in which the means of activating participation motivation are proposed, is presented in this article. Tijunaitiene (2009) proposed two models (“model“ is perceived, with reference to Denhardt (2001), not as an ideal form of organisation or the mode of organising, but as a real life representation), which are likely to be used by both managers of civil society organisations (hereafter – CSOs) and government officials, whose decisions must be accompanied by citizen participation. Specific means of activation of participation motivation are proposed in the models, however, the actual process of motivation should lead to their implementation, therefore the models are called not the models of motivation of participation in general, but the **conceptual** models of activation of motivation (especially as the studied citizens currently participate in various CSOs) to develop the existing motivation of participating citizens.

As it was mentioned above, in this article one of the two models of activation of motivation, which were created after the measurement of the real motivation of participants, is presented. In order to measure the latter, the motives, which determine specific behaviour, were identified, the analysis of their expression was carried out (some aspects were presented in this journal in 2009, Vol. 1(61) (Tijunaitiene, Neverauskas, Balciunas, 2009a) and in 2009, Vol. 3(63) (Tijunaitiene, Neverauskas, Balciunas, 2009b), on the basis of which the conceptual models are introduced, as today namely the motives are the basis of motivating (Marcinkeviciute, 2003a, b, 2006). Having revealed the parameters of the expression of motivation (the complex of individualistic motives and collectivistic motives) and after their detailed analysis (the results are available in the dissertation of Tijunaitiene (2009)), the next stage is the proposal of possible (alternative) means of motivating, but the application of those (or any other) means depends on the managers of specific CSOs or government officials and different circumstances, therefore, the evaluation of results of the effect of particular means can be both the object of further academic research, and the concern of these institutions, which is not analysed in this article.

Since motivating is not permanent, but constantly changing, it depends on the circumstances and the

individual himself/herself, so it is difficult to offer (to answer) unambiguously, which means are the best for motivating. Different motives may act in different situations, moreover, one motive can be changed by another one, therefore it is necessary to monitor and analyse the reasons of participation of different individuals constantly. It can be stated that both developed models of motivating, hence, the model presented in this article as well, are suitable for a particular segment of citizens (currently participating in different CSOs).

In this publication **the conceptual model of activation of participation motivation directed towards agents (CSOs)** is presented. It emerged on the ground of the analysis of collectivistic motives, measured in terms of attitudes, determining motivation to participate. The oneness of the model is that it can be used not for stimulation of motivation of participating citizens in general, but rather for selecting clusters of organisations specifically, in other words, if there is a need to activate those participating in certain segments of participants.

**The conceptual model of activation of participation motivation directed towards “final” customers (citizens)**, which emerged on the ground of the analysis of individualistic incentives, determining motivation to participate, was also developed. As the proposed conceptual model is founded on most valued incentives, as well as on mostly experienced investments for likely future benefit (benefits), it can be stated that this model is based on **enabling self-expression**, because pleasure and greater self-realisation motivate most. The prerequisite of its successful implementation is the use of complex means, i.e. using proposed means, reducing the influence of mostly experienced investments. However, as the volume of the article is limited, it will not be presented in this publication.

Presented examples of activation of motivation in both models can be used as information, disseminated by traditional marketing means (during events, campaigns of TV commercials, during conferences, symposiums, etc.).

Keywords: motivation of participation, civil society organizations, participation, activation of motivation.

### Introduction

According to Lindesmith et al. (1999), people, unlike other objects of scientific research, have their own ideas

about why they work, as they work. Thus, discussing of what individuals say to explain their behaviour, inevitably leads to discussing the issues of motives and motivation, and when the aim is to manage the behaviour of individuals, one is faced by the issues of activation of motivating/motivation.

Motivation, as a psychological construct, performs a variety of roles, as different paradigms sometimes occurred, and sometimes were changed by others in different periods, but the central point that *motivation is the result of unsatisfied needs*, was and remained unchanged until nowadays (Pincus, 2006). Findings of Palidauskaite (2007) also confirm the fact that the scientists interested in motivation largely focus on human needs and the means to satisfy them. In other words, the needs act as a motive of activities, which, according to Seilius (1998), was found by psychologists observing people.

It is widely recognized that people, participating in civil activities in general, participate for different reasons and goals (Abelson, 1999). Therefore, knowledge of the reasons that determine people's participation will enable those who are responsible (officials, leaders of CSOs) for stimulation of citizen participation in decision-making, to motivate them for further activities. In other words, according to Neverauskas, Tijnaitiene (2007), in order to solve practical problems, primarily a comprehensive theoretical analysis, which would show what motivates people to participate in solving the issues of an urban or rural community, a philanthropic organisation, youth problems, etc., or the contrary, what deters them from doing this, is necessary.

"Motivating is the creation and use of the incentives of activities" (Ratkeviciene, 1999), i.e. the impact on individuals' motivation. The process of *motivating* itself includes the choice of alternative actions, in pursuance of the desired result (Marcinkeviciute, 2005, 2006), thus at least some alternative means of motivation should be offered to each identified motive. As Marcinkeviciute (2006), who has carried out the research of motivation of both business enterprises and public sector organisations (municipalities), maintains, in order to develop rational models of motivating, a certain logical analysis and the consistency are necessary, i. e. it is necessary to carry out preparatory work: to assess the present state and identify the elements of the research instrument. Therefore, in order to develop rational conceptual models of activation of motivating/motivation of participation of individuals in activities of CSOs, it can be assumed that after identification of the elements of the research instrument, the assessment of current motivation of participation is required. Marcinkeviciute (2005) also generalises that "*motivating*, as a multifaceted social phenomenon and a very complex field of activity, is not only closely linked to the evolution of society, but is conditioned by the national culture," so it can be argued that, in order to create the model of activation of motivation/motivating of participation in CSOs, suitable for Lithuanian citizens, it is necessary to identify the participation motives, conditioned by the dominant culture.

Knowing that there are a lot of things that can motivate, it can be assumed that the means or methods that

would activate the desired behaviour must be very individual and diverse as well. In management literature (Seilius 1998; Zakarevicius, 2003; Zakarevicius et al., 2004; Savareikiene, 2008) traditional classification of means and methods, which motivate paid workers, as economic (material – both direct and indirect), organisational (administrative, legal) and socio-psychological is proposed. Thus, the motivating systems, on which the business sector is usually based, are more oriented towards external rewards, and may not reveal the motivation of those voluntarily participating in CSOs, moreover, according to Houston (2005), may discourage it; therefore we have to look for individual motivating means for individuals, who spare their time to citizen participation. Moreover, according to the insights of Drucker (2007), who states that recently it is necessary to look for new ways and means of motivating even for paid employees, because they are no longer as they had been before, they are becoming "knowledge employees", this is more important, when we talk about unpaid work. Besides, as Houston (2005) states, persons who have more prestigious jobs, higher education and higher income, are more likely to contribute their time voluntarily, therefore, it is necessary to find other, unusual in their traditional jobs, means of motivation for these people.

One of the important principles in the development of the models of activation of citizen participation is also that it is necessary to build on existing individual participation motivation of citizens, i.e. on dominating motives of every participant, which, according to Marcinkeviciute (2003a, b, 2006), is quite normal and common practice. Moreover, according to Raipa (2007), citizen participation is determined by different motives – social, economic, ethnic, etc. And as self-interest is not the only motive, "the motive of collective benefit (the same positions) as the consolidating interest is often insufficient condition for rational individuals to unite into a group of organised activities" (Batson, 1994; Batson et al., 1995, 2002; Vugt et al., 2000; Raipa, 2007) as well. Analogical view is shared by Fehr and Falk (2002), Francois and Vlassopoulos (2008), who argue that any human behaviour is accompanied by influential non-monetary motives. Hence, given that motives may be very different (from egoistic to altruistic), we aim at offering the means, activating all the motives, identified in the research, particularly bearing in mind that motivation, according to Mathauer and Imhoff (2006), is simply disposition.

**Thus, the aim of the research** is to propose the conceptual model of activation of participation motivation directed towards agents (CSOs), in which the means of motivating, activating motivation of participation, are identified.

The **tasks** of the research are:

- to reason, on the ground of both theoretical insights of different scientists and the results of qualitative research (expert interviews) the peculiarities of activation of participation in CSOs;
- to propose and reason the conceptual model of activation of motivation, on purpose to develop the motivation of participants, oriented towards CSOs, naming the principles and uniqueness of designing the model and identifying specific means.

The **object of the research** is the means, activating citizen participation in CSOs.

Thus, the **research problem** is how (by what means) to activate motivation of participating citizens in different types of CSOs, on the basis of the results of the expression of motivation of citizen participation in civil society organisations in the aspect of collective motives.

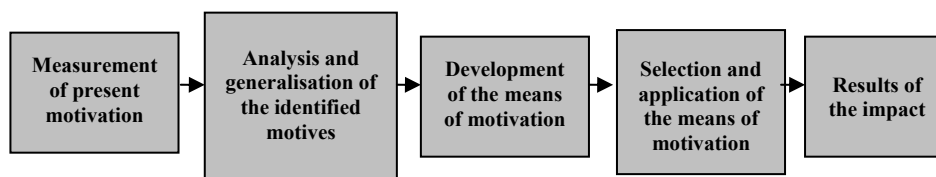
**Research methods and empirical basis.** Since this article presents only a part of the research results, moreover, the presented model “was born” after the analysis of data, collected in different ways, it is necessary to mention that the data collected by the qualitative method is analysed in this publication. During the dissertation research Tijunaitiene (2009) used the method of expert survey in oral form (interview) (N = 23), several components of which are presented by the authors in this article. The methods of the analysis, synthesis and interpretation of scientific literature were used as well. More information about the quantitative study, the results of the analysis of which were presented in previous publications, and on the ground of which the conceptual model of activation of participation motivation directed towards agents (CSOs) was proposed, see Tijunaitiene, Neverauskas, Balciunas (2009a, b).

**Novelty.** The conceptual model of activation of participation motivation directed towards agents (CSOs), developed on the basis of the results of one of two scientific studies of motivation of citizen participation in civil society organisations, where Simmons and Birchall’s

(2003, 2004, 2005) methodology of the research of motives (see Tijunaitiene, Neverauskas, Balciunas, 2009) was used, and which was carried out for the first time in Lithuania, is presented.

### **Presentation of the conceptual model of activation of participation motivation directed towards agents (CSOs)**

It is likely that the presented conceptual model of activation of motivation of citizen participation, which offers the means of activation of motivating of participation, can be used both by CSOs leaders and government officials, whose decisions must be accompanied by participation. In this case we talk about a part of the *process of motivating*, (generalised scheme of the process of motivating can be represented by the scheme, which is based on Juceviciene, 1996; Seilius 1998; Ratkeviciene, 1999; Kasiulis, Barvydiene, 2005, et al., see Figure 1), because the goal of the dissertation, in which this model “was born” (Tijunaitiene, 2009) was to propose specific means, and the actual process of reasoning should lead to their application, i. e. implementation, therefore the model is called not the model of *motivating participation*, but the **conceptual model of activation of motivation** (moreover, the researched citizens currently participate in different CSOs) intended to develop the existing motivation of end users (citizens).



**Figure 1.** Generalised scheme of the process of motivating

Models of activation of motivation (both presented in this article, i.e. **the conceptual model of activation of participation motivation directed towards agents (CSOs)** and **directed towards “final” customers (citizens)**, which will not be presented in this article), are created after the measurement of the real motivation of participants. To measure the latter, the motives, which determine specific behaviour, were identified, the analysis of their expression was carried out, and on the basis of it the models were proposed. I. e., having revealed the expression of motivation (the complex of individualistic motives and collectivistic motives) and other parameters associated with motivation, as well as after their detailed analysis (see Tijunaitiene, 2009; Tijunaitiene, Neverauskas, Balciunas, 2009a, b), possible (alternative) means of motivating were proposed. As the application of the means already depends on the leaders of specific CSOs or government officials and different circumstances, the evaluation of the results of the impact can be both the object of further academic research and the concern of these institutions is not discussed in this article.

The means of motivating, which can be offered to working participants in CSOs, who have higher socio-economic status, who actually often give directions to

others, which means that they work as managing employees (this is the main segment of participants, see Tijunaitiene, Neverauskas, Balciunas, 2009a), so one can assume that they themselves motivate other people, must be not only different, but well-founded and creative. Since it is likely that those, who participate, not only know, but also apply different methods of motivating well, therefore, according to Drucker (2007), people who give their time voluntarily and without pay, have to get more satisfaction from their activities than paid workers. Among all other things, they need challenge, they also have to know the mission of the organisation and believe in it, they need training, and they have to see the results. The importance of their contribution to the objectives of the organisation and its performance is confirmed by other authors’ studies, which, in fact, were carried out in work organisations, where it is of more importance for women than for men (Ciutiene, Sakalas, Neverauskas, 2006). The insights of Lithuanian experts, interviewed by Tijunaitiene (2009), are also consistent with the opinion of the above-mentioned scientists:

**For me and my colleagues the challenge is the most effective (21-year-old man, with unfinished higher education, the president of a youth organisation).**

*The result is important, this is the result that motivates (34-year-old woman, with higher education, the leader of a division of a political party).*

Thus, considering not only the insights of scientists, but also the results of the empirical qualitative research, carried out by Tijnaitiene (2009), adequate measures are proposed in the models. Since motivating is not permanent, but constantly changing, it depends on the circumstances and the individual himself/herself, it is difficult to answer unambiguously, which means are the best for motivating. Different motives may dominate in different situations, moreover, one motive can be changed by another one, therefore it is necessary to monitor and analyse the reasons of participation of individuals constantly.

It can be stated that *the conceptual model of activation of participation motivation directed towards agents (CSOs)*, presented in Figure 2, is suitable for a particular segment of citizens (who currently participate in different CSOs). This model is developed on the ground of the analysis of collectivistic motives, measured in terms of attitudes, determining motivation to participate. It was designed with reference to the following principles:

1. In the first column different groups (clusters) of CSOs are presented.
2. In the second column the types of CSOs, which belong to a particular cluster, to which the means of activation of motivation are proposed, are identified.
3. In the third column dominant segments of participants in a certain CSOs are identified.
4. In the fourth column the examples of the means to activate motivation, suggested by the author of the

dissertation research, are presented. They can be used both by management of CSOs, shown in the second column, and by administrators of public institutions, responsible for public participation in individual segments, in order to activate participation in different CSOs.

In case of the model presented in Figure 2, the priority groups to be targeted by the means of activation of motivation are those in which there are mainly persons who intend to participate less in the future, i.e. the participants in activities of the youth, women, religious organisations and local community.

Presented examples of the means of activation of motivation can be used as information disseminated by traditional marketing means. This may be a part of general strategies of social marketing, prepared in accordance with the relevant target segments. Although the model of activation of motivation is directed towards the “intermediaries”, but specific persons are motivated.

The oneness of the model is that it can be used not for stimulation of motivation of participating citizens in general, but rather for selecting clusters of organisations specifically. In other words, if there is a need to activate those participating in certain segments of participants (the research of the areas, which need citizen participation most, could be the future research perspective), depending on what groups of participants are mainly involved in a particular cluster, the means proposed only for them should be used, selecting the methods available for this group.

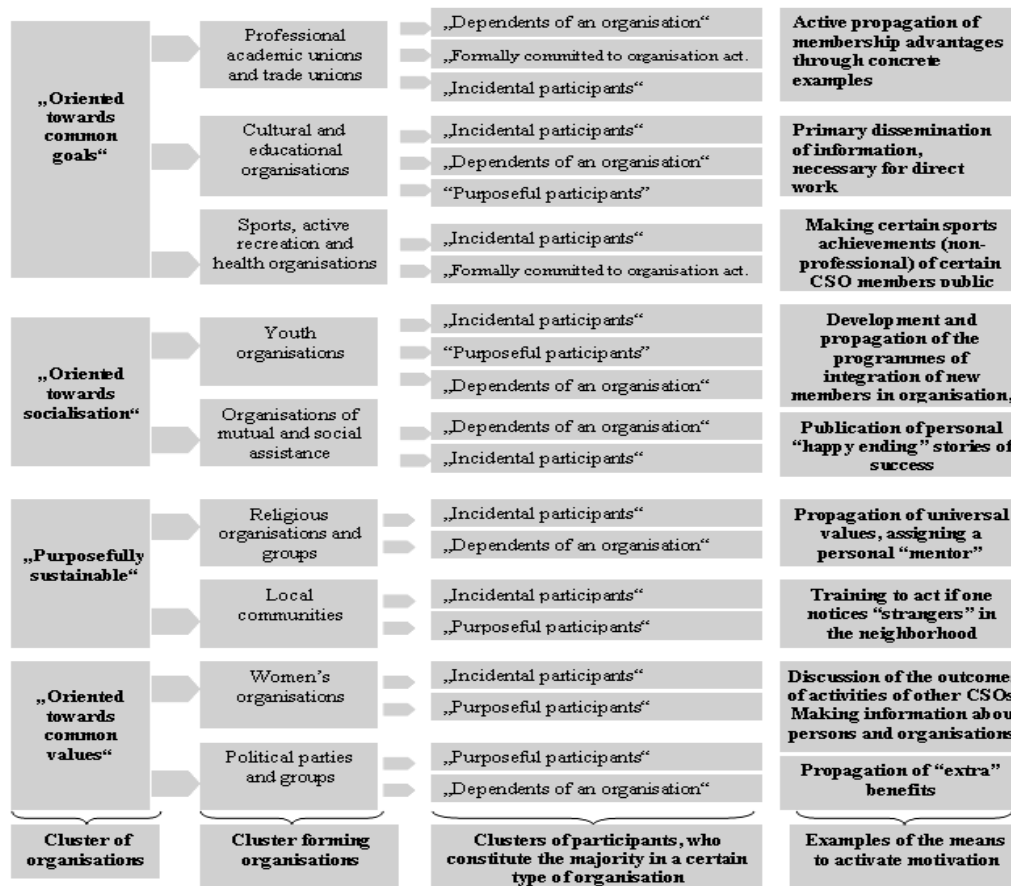


Figure 2. The conceptual model of activation of participation motivation directed towards agents (CSOs)

It should be mentioned that motivation is formed in a certain environment, in addition, it is determined by human personality (values, possibilities, personal resources, competences, etc.) as well, so the conceptual model is oriented towards today's conditions (i.e., towards such cultural environment, which is in Lithuania, such conditions of mobilization, etc.) and the specific type of personalities (more on the characteristics of the participants in this journal in 2009, 1(61) Tijunaitiene, Neverauskas, Balciunas, 2009). With the view of more comprehensive picture of the motivation of actions of a person who makes the decision to participate in CSOs, according to Christauskas and Stunguriene (2007), it is necessary to take into account the change of the state of environmental factor. According to the latter authors, making decisions requires theoretical knowledge and practical skills, therefore it is necessary to give attention to the research of decision-making in situations of uncertainty, but this is another topic, which will not be developed in detail in this publication.

It can be stated that conceptual models (two presented in this article, and others still remaining in the dissertation, see Tijunaitiene, 2009) is an "emergency" short-term assistance, which may be used by public sector managers for the development and maintenance of motivation, however, to have the results the long term, then **conceptual** models of activation of motivation should be completed prior to the models of motivating of participation, involving not only the efforts of the formation of personality itself, but also environmental factors (changes in terms of mobilization, political factors, etc.). The scientists of several fields could unite in order to create comprehensive holistic models; therefore this is the activities of the future.

## Conclusions

Since motivation is the system of stimulation of behaviour (actions, activities), caused by different motives, they must be identified when we aim at measuring current motivation, on the basis of which the models of the development of motivating/motivation, designed for activation of motivation of participants are created. Conceptual models can be developed on the ground of motives, because they are the basis of motivating.

Both based on the theoretical insights of different scientists, as well as on the results of the qualitative research, it can be stated that proposed means of activation of motivation must be creative, they have to provide more satisfaction with the activities, challenges are required, as well as the knowledge of the mission of the organisation and trust in it, training and acquaintance with the results.

The model of activation of participation motivation directed towards "agents" (CSOs) is created on the ground of the analysis of expression of collectivistic motives, measured in terms of attitudes, determining motivation to participate. The oneness of the model is that it can be used if there is a need to activate the participants in certain areas (the research of the areas, which need citizen participation most, could be the future research perspective) depending on what groups of participants are mainly involved in a particular cluster, to use the means proposed only for them, selecting the methods available for this group.

The model is created on the ground of 4 key principles; it can be applied primarily to youth, women, religious organisations and local communities.

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Rigita Tijūnaitienė, Bronius Neverauskas

**Dalyvavimo motyvacijos aktyvinimo koncepcinis modelis, nukreiptas į „tarpininkus“** (pilietinės visuomenės organizacijas)

Santrauka

Šiame straipsnyje apžvelgiamas pasiūlytas R. Tijūnaitienės disertacijoje „**dalyvavimo motyvacijos aktyvinimo koncepcinis modelis, nukreiptas į „tarpininkus“** (konkrečias PVO)“ (2009). Remiantis Denhardt (2001) modelis suvokiamas ne kaip ideali organizacijos ar organizavimo būdo forma, bet kaip realaus gyvenimo reprezentavimas. Pasiūlytus modelius, galės pritaikyti tiek pilietinės visuomenės organizacijų (toliau – PVO) vadovai, tiek valdžios institucijų tarnautojai, kurie priima sprendimus piliečiams dalyvaujant. Be jau minėto modelio, remiantis naudų ir investicijų lemiančių motyvaciją dalyvauti, analizės rezultatais, yra sukurtas ir „**dalyvavimo motyvacijos aktyvinimo koncepcinis modelis, nukreiptas į „galutinius“ vartotojus** (piliečius)“. Tačiau dėl to, kad straipsnio apimtis ribojama, šioje publikacijoje pastarasis modelis nebus aptariamas.

Minėtuose modeliuose pasiūlytos konkrečios dalyvavimo motyvaciją aktyvinančios priemonės, tačiau realus motyvavimo procesas turėtų baigtis jas įgyvendinus. Todėl modeliai vadinami ne dalyvavimo motyvavimo apskritai, bet **motyvacijos aktyvinimo koncepciniais modeliais**, skirtais dalyvaujančių piliečių motyvacijai plėtoti.

Šiame straipsnyje, kaip minėta, pateikiamas vienas motyvacijos aktyvinimo modelis iš dviejų, kurie sudaryti įvertinus realią dalyvaujančiųjų motyvaciją. „**Dalyvavimo motyvacijos aktyvinimo koncepcinis modelis, nukreiptas į „tarpininkus“** (konkrečias PVO)“, aptariamasis, „gimė“ atsižvelgiant į **kollektyviųjų** nuostatų, lemiančių kolektyvinės krypties motyvaciją dalyvauti, raiškos analizės rezultatus. Šis modelis sąlygiškai pavadintas „nukreiptu į tarpininkus“, nes jis skirtas ne apskritai visų dalyvaujančių piliečių, bet dalyvaujančių konkrečiose PVO motyvacijai plėtoti. Nors jį gali taikyti tiek PVO vadovai, tiek valdžios institucijų tarnautojai, tačiau jame pasiūlytos priemonės turi būti nukreipiamos konkrečioms PVO.

Siekiant įvertinti kolektyvinės krypties motyvaciją, buvo nustatyti konkrečią elgseną lemiantys motyvai. Atlikus jų raiškos analizę (kai kurie jos aspektai pateikti šio žurnalo 2009 metų 1 (61) (žr. Tijūnaitienė, Neverauskas, Balčiūnas, 2009a) bei 3 (63) (žr. Tijūnaitienė, Neverauskas, Balciunas, 2009b) numeriuose), pasiūlyti koncepciniai modeliai. Dabartiniu metu būtent motyvai yra motyvavimo pagrindas (Marcinkevičiūtė, 2003a, b, 2006), kur nustatomos galimos (alternatyvios) motyvavimo priemonės. Tačiau konkrečių priemonių taikymas jau priklauso nuo PVO vadovų ar valdžios institucijų tarnautojų ir įvairių aplinkybių. Taigi atskirų priemonių poveikio rezultatų vertinimas gali būti tiek tolesnių akademinų tyrimų, tiek ir minėtų institucijų objektas. Tai šiame straipsnyje analizuojama nėra.

„**Dalyvavimo motyvacijos aktyvinimo koncepcinis modelis, nukreiptas į „tarpininkus“** (konkrečias PVO)“ sudarytas remiantis šiais principais:

- Pirmame stulpelyje pateiktos skirtingos PVO grupės (klasteriai), kurios susiformavo atlikus apklausos duomenų analizę.
- Antrame stulpelyje pateikiamos nustatytos PVO, kurios priklauso konkrečiam klasteriui. Taigi visos PVO, nors ir skirtingos pagal pavadinimus, specifika ar misijas, pagal kolektyvinių motyvų raišką yra panašios. Todėl asmenims, kurie dalyvauja vienai grupei priklausančiose PVO, gali būti taikomos analogiškos motyvacijos aktyvinimo priemonės.
- Trečiame stulpelyje pateikiami nustatyti dominuojantys dalyvaujančiųjų segmentai konkrečioje PVO.
- Ketvirtame stulpelyje pateikti R. Tijūnaitienės siūlomų motyvacijos aktyvinimo priemonių pavyzdžiai, kuriuos gali taikyti tiek antrame stulpelyje norodytų PVO vadovai, motyvuodami savo narius, tiek valdžios institucijų administratoriai, kurie yra atsakingi už piliečių dalyvavimą atskiruose segmentuose, siekdami suaktyvinti dalyvavimą skirtingose PVO.

Galima teigti, kad abu sukurti motyvavimo modeliai yra tinkami konkrečiam piliečių segmentui (šiuo metu dalyvaujantiems skirtingose PVO).

**Šio tyrimo tikslas** – pasiūlyti dalyvavimo motyvacijos aktyvinimo koncepcinį modelį, nukreiptą į „tarpininkus“, kuriame nustatytos motyvavimo priemonės, aktyvinančios dalyvavimo motyvaciją.

**Tyrimo uždaviniai:**

– remiantis tiek teorinėmis skirtingų mokslininkų išvalgomis, tiek ir kokybinio tyrimo (ekspertų interviu) rezultatais, pagrįsti dalyvavimo PVO motyvacijos aktyvinimo ypatumus;

– pasiūlyti ir pagrįsti koncepcinį motyvacijos aktyvinimo modelį, siekiant plėtoti dalyvaujančiųjų motyvaciją, nukreiptą į PVO, įvardijant modelio sudarymo principus bei išskirtinumą ir nustatant konkrečias priemones.

**Tyrimo objektas** – piliečių dalyvavimo skirtingose PVO motyvaciją aktyvinančios priemonės.

**Tyrimo problema** – kaip (kokiomis priemonėmis) aktyvinti dalyvaujančių piliečių motyvaciją skirtingose PVO tipuose, remiantis gautais piliečių dalyvavimo pilietinės visuomenės organizacijose motyvacijos raiškos kolektyvinių motyvų aspektu rezultatais.

**Tyrimo metodai ir empirinė bazė.** Atlikus skirtingais būdais surinktų duomenų analizę, buvo suformuotas analizuojamas modelis. Šioje publikacijoje analizuojami tik kokybinio metodu surinkti duomenys. Atliekant tyrimą taikytas ekspertų apklausos žodžiu (interviu) metodas (N=23), kurio atskiri epizodai ir pateikti šiame straipsnyje. Taip pat taikyti mokslinės literatūros analizės, sintezės ir interpretavimo metodai.

Plačiau apie kiekybinį tyrimą, kurio analizės rezultatai buvo pateikti ankstesniuose straipsniuose bei kuriais remtasi siūlant minėtą modelį, galima pasiskaityti Tijūnaitienės, Neverausko, Balčiūno (2009a, b) straipsniuose.

**Naujumas.** Pateikiamas vienas iš dviejų Lietuvoje pirmą kartą atliktų piliečių dalyvavimo pilietinės visuomenės organizacijose motyvacijos mokslinių tyrimų, pritaikant Simmons ir Birchall (2003, 2004, 2005) motyvų tyrimo metodologiją.

**Pagrindinės išvados**

Kadangi motyvacija yra elgesio (veiksmų, veiklos) skatinimo sistema, kurią sukelia įvairūs motyvai, tai jie turi būti nustatyti siekiant įvertinti dabartinę motyvaciją, kurios pagrindu sudaromi motyvavimo (motyvacijos plėtojimo) modeliai, skirti dalyvaujančiųjų motyvacijai aktyvinti. Koncepciniai modeliai gali būti kuriami remiantis motyvais, nes jie yra motyvavimo pagrindas.

Remiantis tiek teorinėmis skirtingų mokslininkų išvalgomis, tiek ir kokybinio tyrimo rezultatais, galima teigti, kad siūlant motyvaciją aktyvinačias priemones jos turi būti kūrybiškos, teikti daugiau pasitenkinimo iš veiklos, reikalingi iššūkiai, taip pat organizacijos misijos supratimas ir tikėjimas ja, mokymai bei supažindinimas su rezultatais.

Dalyvavimo motyvacijos aktyvinimo modelis, nukreiptas į „tarpininkus“ (PVO), sukurtas remiantis kolektyvinių motyvų, kurie vadinami nuostatų terminais, lemiančių motyvaciją dalyvauti, raiškos analize. Modelio išskirtinumas – jį galima pritaikyti tuomet, jei reikalinga suaktyvinti dalyvaujančiuosius tam tikrose srityse (sričių, kuriose labiausiai reikalinga, kad dalyvautų piliečiai, tyrimas galėtų būti atliekamas ateityje), priklausomai nuo to, kokių dalyvaujančiųjų grupių yra daugiausia tam tikrame klasteryje (naudojamos tik konkrečiai jiems siūlomos priemonės atrenkant šiai grupei prieinamus būdus).

Modelis sukurtas remiantis 4 pagrindiniais principais. Jį taikyti pirmiausiai siūloma jaunimo, moterų, religinių organizacijoms ir vietos bendruomenėms.

Raktažodžiai: *dalyvavimo motyvacija, pilietinės visuomenės organizacijos, dalyvavimas, motyvacijos aktyvinimas.*

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