

Theoretical and Practical Aspects of Volunteer Organisation Members (Volunteers) Motivation

Ceslovas Christauskas¹, Ruta Petrauskiene², Lina Marcinkeviciute³

^{1,2}*Kaunas University of Technology*

K. Donelaicio st. 20, LT-44239, Kaunas, Lithuania

e-mail: ceslovas.christauskas@ktu.lt, ruta.petrauskiene@ktu.lt

³*Aleksandras Stulginskis University*

Universiteto st. 10, Akademija, LT-53361, Kaunas district, Lithuania

e-mail: lina.marcinkeviciute@lzuu.lt

crossref <http://dx.doi.org/10.5755/j01.ee.23.5.3132>

Nowadays non-profit organisations that offer different services are getting more and more recognition. Organisation activities appeal to voluntary work. Presented services are more qualitative because they are fulfilled by dedicated volunteers; they are more efficient, because volunteers are not paid.

Sometimes it happens not to know how to initiate the process of organisation development: not every member is involved into the process of voluntary organisation even if he has very good ideas; work is distributed inefficiently etc. Then many members become disappointed in such activity and do not believe that they can change or improve something in their lives. A closed circle forms: there are people who wish to work for the good of community but poor work motivation and misjudgement of initiatives disappoint people, and social activity sort of “dies” or is performed by two or three the most active members. Therefore such activity becomes more “on paper” than practical. It is very important that as much people as possible would understand the input and importance of their work and could act the country wellbeing and their welfare. Efficient motivation of volunteers work is necessary on purpose to achieve these goals.

Behaviour of every person is determined by motives that are inner forces stimulating performance of certain actions. Motives are regulated by human needs realizing possibility and degree of their satisfaction. Human behaviour is pointless if motives and aims of the behaviour were incomprehensible.

People motivation is pursuit to satisfy essential needs and to acquire something what is missing. People actualizing themselves do not have unsatisfied fundamental needs but they have impulses. They work, endeavour and have ambitions, although not in the common meaning. Motivations for such people mean character perfection and expression, maturation and growth, in other words actualization of themselves in voluntary activity.

Attitudes towards motivation and motives, motivation means of work activation of volunteer organisation members (volunteers) are analyzed in the publication. Importance of volunteers' motives to continuity of voluntary work is highlighted; essential examples of voluntary work motives and motivation means are indicated. Benefit and difficulties of proper volunteers' motivation are explained, possibilities of voluntary work are discussed.

Keywords: *attitude towards work, interests, motives, motivation means, voluntary work, volunteers.*

Introduction

Voluntary work becomes more popular after non-governmental organisations started being established because most people already understand the sense and benefit of voluntary activity. Voluntary activity particularly shows in rural locations where active villagers want to improve their life quality by joining into rural communal organisations. Life quality of people is improved in so far as much effort was put by people themselves to improve their life.

Volunteer is a person allotting a part of his time to help community members without getting reward for it, assuming responsibility for voluntary activity, seeking for personal perfection and acquisition of new experience and gaining spiritual use which is shared with the community (Adler, 2011).

Volunteering is the actions emergent from volitional person's wish to do certain work without expecting to receive material use for it (Jonutyte, 2007). Volunteers share talents at one of our many special occasions.

Possibilities of volunteering were ignored for a long time in academic context, and only discrete scientists showed interest in issues of voluntary activity in the end of 20th century. Ellis, (1985); Clary & Snyder, (1991) *et al.*, have studied volunteers' motivation and analyzed influence of motives to the continuity of voluntary activity. Volunteering issues in Lithuania were researched by (Lauzikas, 1993; Vaitkevicius, 1995), etc. It can be observed that scientists analyzing the phenomenon of volunteering are only making first steps. Survey of researches has showed that problems of volunteering motivation (in the context of management) are little analyzed, and this phenomenon is more often studied in the aspects of social psychology, sociology and history.

The aim of the article: to determine work motives and motivation means that most of all influence work activity of members (volunteers) in volunteers' organizations.

The object of the research: motives and motivation means of volunteers' activity.

Methods of the research: analysis of comparative literature, systemization and structured interview.

Conception of volunteers activity motives

Why do people waste their time and work for free? Two existent attitudes towards this question are observed when analyzing scientific literature (Janoski, *et al.*, 1998). The first approach emphasizes the role of values and believes encouraging individuals to become volunteers. It is related to altruistic and psychological characteristics. The second approach highlights the influence of social resources and external factors and is related to the impact of socio-economic status and social context to voluntary work.

Pursuant to the first attitude volunteers commit their time and effort to unpaid result because of norms and values that can be called a "normative" perspective (Janoski *et al.*, 1998; Park *et al.*, 2009; Saparnis *et al.*, 2009; Tijunaitiene & Neverauskas, 2009; Urboniene, 2009; Kilijoniene *et al.*, 2010). As people are influenced by norms, values and altruistic motives encouraging voluntary activity it might be stated that there are inner psychological forces that motivate people to put their effort and involve into voluntary activity (Clary *et al.*, 1996; Podvezko, 2008; Rees, 2008).

Sociologists pay a lot of attention to research of resources necessary for volunteering. People having resources for voluntary work and influenced by structural factors encouraging volunteering more predispose to become volunteers. Socio-economic status precisely determines who becomes a volunteer. People with higher socio-economic status more incline to be volunteers. Although there are deviations but generally volunteers are middle-aged married better educated women who have school-aged children and a well paid job (Hettman & Jenkins, 1990; Thoits & Hewitt, 2001; Wilson & Musiuok, 1997).

Volunteers' motivation is a science whose development process is sensitive to diverse impact. It is hard to find another such management conception willingly analyzed and interpreted by so many different science fields. It is obvious when analyzing scientific literature that definition "motivation" is based not only on such sciences as management or human resources but also on specialists of various sciences – from psychologist to manager, expert of consumers' behaviour or sociologist. Motivation researches are performed by separate persons, universities, production companies, institutions of public administration and non-governmental organisations. Specialists of named fields analyze certain motivation aspect in various methods, patterns and different levels depending on researchers need or interest (Marcinkeviciute, 2010).

Analysis of employees' motivation systems creates presumptions not only for adoption of accumulated global experience and knowledge but also to suggest new activity methods (Zuperkiene & Zilinskas, 2008; Larson *et al.*,

2007; Grundey, 2008; Stukalina, 2010). It is the only way to expect uniqueness of activity that is one of important presumptions for success. However, beyond all doubt, the most important is to comprehend well phenomena that are known or analyzed by other authors when assessing real situation and following logic of research.

Earlier, when employees were motivated on the basis of certain "autocratic activity standards" and the same motivation means and methods, insufficient attention was paid to employees' motivation. Today changes in the fields of employees-volunteers motives and motivation became very dynamic. Majority parameters of organisations' activity change very intensively and essentially, and therefore prediction of changes in motivation field, elimination of their possible negative aftermaths and use of positive advantages become a very important component of volunteer organisations' management. These reasons determine active studies of prediction of employees' needs, motives and motivation means (Marcinkeviciute, 2010).

Essence and meaning of activity motives is person's wish to better satisfy his needs and realize interests. Origin of motives is determined by active search of activity (Susniene & Jurkauskas, 2009). Namely, then deep needs change to motives, "objects of needs" (Usevicius, 2002). Brabazon, Matisoff, Razaitis (2001) noticed that some people start volunteering because they believe in organisation's goals and are sure that they can help in one way or another to solve various problems. Some people become volunteers because they know that gained new experience and skills will help them to improve and enable to climb up the ladder faster, to find a better paid job or to get more steady and paid job in non-governmental organisation. Other volunteers work because they immerse actively into community life, change it and help people and they offer their time and knowledge as a gift for the community.

According to non-behaviour motivation model motives are defined as inner (personality) factors and stimuli – as external (components of work environment) factors. Needs create stress which modified by individual environment is the cause of certain needs. Person analyzes various factors (positive and negative) affecting him and decides which of these factors satisfy his wishes mostly.

According to the authors of publication volunteers' motives can be related to the totality of objectives that are oriented to volunteers' activity. Each of these objectives can have probability coefficient which allow visualizing those objectives realized in one's work or performed functions. Objectives with personality features form activity motives. It can be stated that the most important motive to participate in voluntary activity is the feeling of communality. That is readiness to communicate, share, understand, be responsible and realize public interests as more important than personal etc. Essential motives of volunteers are given in table 1.

Table 1

Types of volunteers motives

Authors, year	Types of volunteers motives
P. Jordan, M. Ochman, 1998	Wish to help people, acquisition of new skills, willingness to have activity, wish to feel pleasure when helping others, desire to meet new people, pursuit of certain goal
S. McCurley, R. Lynch, 1999	Wish to help others, feeling of civil duty, religious believes, willingness to make the world better, belief that it is necessary
I. Jonutyte, 2000	Need of knowledge, self-improvement, improvement of communication skills, self-expression, security, finding friends
L. Marcinkeviciute, 2010	Possibility to help others, possibility to be useful for society or community, personal satisfaction, new friends and acquaintance, possibility to use one's skills, new skill, knowledge and experience, thoughtful leisure time, appraisal and appreciation, possibility to find a job easier, seeking for certain goal, possibility to start a new activity

People's behaviour is motivated when they have got certain motives. Motives exist only when there is a sought goal. Motivation and willingness to seek for better results is formed by agreement concerning specific activity goals. Goals unreality affects motivation negatively even when it is not obvious. The bigger influence person himself has for goals' choice and implementation, the higher is motivation determined by these goals.

Donelson (2009) stated that *"research of motives' sense is the most important problem of historical evolution of personality's psychology"*.

Motives can be changed by other motives, and the same behaviour can be determined by a few motives. People can change the reasons, i.e. motives, of activity with the influence of people. Therefore motives are not permanent, and they can change as situation had changed.

Savareikiene (2008) noted that motives form conditioned by certain circumstances:

- 1) Existent society can assure the set of due goods concordant with human social needs;
- 2) Person is determined to put effort to acquire goods;
- 3) Chosen activity allows obtaining the set of desired goods with the least material and psychological input.

When describing the importance of motives in historical aspect it can be stated that activity motives were assessed controversially: they were approached either as the main criterion of behaviour (theories of "good will", "moral good") either they were ignored maintaining that only activity itself matters.

Different classifications of activity motives' types, identifying separate activity motives marked off by various scientists, are given in table 2.

Table 2

Classification of motives types (composed by authors)

Author, year	Classification of motives types
J. Perry, 2000	Instrumental; based on norms; sensual
B. Neverauskas, J. Rastenis, 2001	According to mission in person's life: biological; public, personal According to relation with object: primary (direct) and secondary (mediatorial)
L. Marcinkeviciute, 2003	Natural and superior; effective and inefficient; intellectual and regressive; inherent (biological, general) and acquired (power, achievement, affiliation, security, status); inner and external
L. Sheal, 2004	Award; communal and normative; power; partnership; achievements-gaining

Personality's motives change while motivating the activity. Some motives inspire and divert some actions, the other motives – other actions. Motive is always effective, affecting works, enlivening namely that inner or external action.

It is impossible to determine clear boundaries between motives. They, starting with the lowest and least conscious, might rise up to high consciousness and get over to another classification group. Motives are generally directly or indirectly related to some personal requirements and their roots reside in subconscious, nervous structure and physiological processes.

It is obvious that every motive has encouraging conditions typical for the certain motive. Situation always has a lot of points of attitude that motivate behaviour of different people. On purpose to motivate the behaviour of ourselves or others we must know what could encourage a particular person in every situation. Certain situation which satisfies the majority not necessarily suit to everybody. When motivating the behaviour of other people, their actions should be appraised by evaluating achievements in detail. On purpose to motivate the self-behaviour it should be familiarized with the processes of feedback.

Analyzing the particularity of voluntary work it should be also emphasized the main theories of sociology, psychology and management (table 3) influencing evolution of volunteering.

Theories analyzing volunteering phenomenon include certain aspects: some of them emphasize. The benefit of voluntary activity for person seeking personal perfection, use and importance of human resources providing help for community, and the other theories pay more attention to economic benefit which is received from the involvement of citizens to voluntary activity. This problem is solved in complex by integrating various aspects: social support for community members, volunteers; self-help, implementation of help and self-help principles in voluntary activity (Wilson, 2000). From management approach every person has individual motives' structure which forms and changes in the process of personal activity and perfection. Motives are regulated by human needs realizing the possibilities to satisfy these needs. Every person has interests that express his effort to change the structure of one's needs following his ideals, visionary standard of lifestyle under present conditions.

Theories of sociology and management sciences of voluntary work (composed by authors)

Theory, author, year	Characteristic of theory
<i>Social exchange theory</i> W. J.Lederer, D. D. Jackson, 1969 K. J. Swick, 1987	Altruistic behaviour in respect of other people is treated as seeking for personal benefit and superiority. Human interaction is a certain “social economics” because people exchange not only things, money but also “social” goods. Rendering assistance for others a person receives certain social reward: approval, prestige, respect, self-esteem, social acceptability. Person can help other person due to following reasons: self-esteem, expectation to get similar help in the future, to reduce felt guilt or bad health
<i>Social norms theory</i> R. Freeman, 1997, D. G. Myers, 1998	Reciprocity obligates to provide help for people who had help someone in the past. Norm of social responsibility obligates people to help not only persons who helped us before but also other people who cannot repay in kind
<i>Dramaturgical theory</i> E. Goffman, 1959	Analyzing self-consciousness it is inclined to its holder, person who will receive or lose benefit mostly because of self-consciousness. Self-consciousness for person and his body is only a pretext to take part in cooperative process. When individuals interact they want to present certain sense of themselves and expect this sense to be accepted by other participants
<i>Theory of employees’ needs</i> A. Maslow, D.McGregor, 1970	Cognition of motivation nature of people performing voluntary work (priorities – needs motivating behaviour), perception, making conditions for display of organisation’s human resources initiative and creativity
<i>Theory of behaviour and possibilities evaluation</i> D. Miller, 2003	Timely reinforcement of desired behaviour, acquaintance with organisation’s goals, assessment of work results, binding values with organisation’s goals
<i>Theory of systematic thinking and global vision</i> E. Locke, 2004	Self-identification with entrusted work task, orientation of behaviour towards cooperation and constructive collaboration, implementation of social norms in respect of colleagues, possibilities of creative and innovative activity

Conception of volunteers’ motivation means

It is universally acknowledged that motivation is not steady, it constantly changes depending on circumstances and person himself and therefore it is complicated to answer clearly what motivation means are the best. Different motives might dominate in different situations. Besides, one motive can be changed by another one and therefore causes of people motivation must be continually monitored and analyzed.

Specialists of human resources management study management process which is based on priorities motivating behaviour and oriented towards effort and results. According to opinion of Sheal, (2004), “...assessment of work efficiency and quality strengthens motivation, accredit employees’ nature and work skills”. Cognition and perception of motivation origin is significant for managing subsystem of organisation and

otherwise motives of work activity seem complicated and hardly applicable for people conditioning.

Effect measures in the motivation context evolved during centuries: constraint, penalties, the principle of “discipline and reward”, material and psychological (moral) stimuli or penalties. Employees’ motivation means in different historical period were different and thus today it is important to find out reasons and motives why people assume certain activity, including voluntary activity. Knowing this, it is easier to find methods and measures for motivation of present volunteers and to involve new persons to voluntary activity.

Researchers of motivation problem unevenly understand and describe various motivation means and divide them into certain groups following different classification criteria. After analysis of motivation means it is proposed to group them as given in table 4.

Table 4

Classification of motivation means (composed by authors)

Author, year	Classification of motivation means
P. Jordan, M. Ochman, 1998	Legal, psychological
S. McCurley, R. Lynch, 1999	Formal, informal, moral
P. Zakarevicius, 2004	Organizational (administrative, legal), socio-psychological
L. Marcinkeviciute, 2010	Non-pecuniary, legal, psychological, demotivational

The most important factor to participate in voluntary activity generally is the sense of generality. It is readiness to communicate, share, understand, be responsible and realize public interests as more important than personal etc. Volunteers need social aspect related to feelings, allegiance, interest, and group to which person belongs needs task dimension related to goal, singleness and accomplishment. Members having no task might become unsatisfied and feel uncomfortable that they do not do anything. Without social aspect any voluntary work group might become cold and unfriendly, and it becomes unpleasant to be in that group.

Simon, (2003) proposes that volunteers tend to admit membership in organisation when their activity in that organisation directly or indirectly contributes achievement of personal goals (possibility to use one’s skills, possibility to find a job easier etc.).

According to motivation studies (Jordan, Ochman, 1998; McCurley, Lynch, 1999; Jonutyte, 2000) it is important to find out if it is possible to adapt above-mentioned motivation means (table 4) for volunteers’ motivation. Analyzing adaptability of motivation means in the sector of voluntary activity, it is necessary to emphasize the real present situation.

Structured interview was accomplished in Kaunas City. 250 respondents participated in the interview. Research can be treated as pilot research. Satisfaction of potential volunteers’ motives using different motivation means was determined during research.

According to the studies performed by the authors of the publication, generalized information about evaluation of motivation means by Kaunas City residents (potential volunteers) is presented in table 5.

One of the main objects when analyzing motivation is the *reward* – everything, what is valued by person. However people perceive value differently and it means that value of reward also differs. It is quite complicated to find out what every person appreciates most because various people evaluate different things or evaluate the

same things differently. Even the same person in different periods of life can evaluate the same thing differently. It means that none of motivation means is suitable for all people and even for the same person one motivation mean has different impact in various periods of time.

Table 5

Evaluation of motivation means by Kaunas City residents (potential volunteers), 2009 (pilot study, composed by the authors)

Evaluation of material measures	
<i>Evaluated positively by:</i>	<i>Evaluated negatively by:</i>
45-55 years old (46 percent), with secondary education and professional qualification (28 percent), earning more than 1000 Lt (49 percent)	45-55 years old (27 percent), with secondary education (8 percent), earning 500-800 Lt (53 percent)
Evaluation of psychological means	
<i>Evaluated positively by:</i>	<i>Evaluated negatively by:</i>
35-45 years old (53 percent), with secondary, further and higher education (78 percent), earning 800-1000 Lt (28 percent)	25-35 years old (13 percent), with secondary, further and higher education (13 percent), earning 3000 Lt and more (15 percent)
Psychological means were not evaluated by:	
45-55 years old (28 percent), with secondary education (17 percent), earning 500-800 Lt (57 percent)	

Respondents during the research have split into two main groups: persons who had or still participate in voluntary activity (15 percent) and persons who had never

participated in voluntary activity (85 percent). Attitudes of respondents towards participation in voluntary activity are presented in table 6.

Table 6

Attitude of Kaunas City residents towards voluntary activity, 2009 (pilot study, composed by the authors)

Attitude	People who participate or had participated in voluntary activity	Persons who do not participate in voluntary activity
Activity fields, where worked or would like to work	Non-governmental organisations	Non-governmental organisations, public events
The most significant principles of voluntary work	Competency, tolerance, knowledge, new ideas, time	Energy, time, tolerance
Motives to do voluntary work	Idealistic, competent	Idealistic
Motivation means performing voluntary work	Non-pecuniary, social, psychological	Social, psychological
Skills acquired while doing voluntary work	Tolerance	Competence to hear
How much time devote or would devote for voluntary activity (per month)	30 hours	20 hours

Opinions of surveyed people (those who participate or had participated in voluntary activity) were different answering to the question how volunteers should be encouraged. According to some respondents the attitude of citizens and government towards volunteering should change, and other respondents indicated that social and psychological volunteers' motives should be satisfied. It was emphasized that the main motivation measure could be communication with volunteers from foreign countries. It is worth observing that majority of respondents, asked if they encourage their family members, relatives or friends to participate in voluntary activity, answered that they do not encourage while directly taking the initiative to participate in voluntary activity.

Analyzing answers of respondents who did not do voluntary work it was sought to explore their opinion about expedience and meaning of voluntary work. According to their opinion the main voluntary work goal could be possibility to help others (help for people who mostly need assistance at the time: children's home, hospitals). Respondents who did not participate in voluntary activity noted that the main reason to participate in voluntary work would be possibilities of self-expression. They were asked how to rank voluntary work principles. Respondents would give preference to: energy, time and tolerance. It means that on purpose to motivate all members organisation must determine motivation means according to every person and to that what he values the most (Barsauskiene, 1999).

It can be observed that only separate motivation means were applied in earlier historical periods. Nowadays variety of motivation means obligates leaders of volunteering organisations to use joint combinations of several motivation means to motivate employees.

Volunteers' motivation means have educational role activating person's activity, motivating his initiative, improving qualification, imbibing new professions. It both enriches provisions of motives and expands person's interest in work, stimulate his creativity.

Activating search of volunteers' motivation means a new part of inner motivation – *self-motivation* – should be emphasized. It asserts in motivation process with long-term and strong effect. Self-motivation plays important role in the whole motivation but depends only on effort and capacities of participant. Thus modern complex motivation means should increase employees' self-motivation. Person who is ready to activate his activity bringing in self-motivation can implement it under such sequence: *goal – self-motivation – result*.

To achieve effective practical application of motivation means it is necessary:

1) to analyze the inner and environmental situation of volunteers' organisation by finding out goals of people activity;

2) to diagnose individual and group volunteers' needs, interests, level of their development and change tendencies and to predict impact of personal factor for intended goals;

3) to choose the best motivation means determining their priority. The simplest means that do not require large input are used first of all. Complex means should be used only after proper preparation and analysis of results of their impact;

4) to encourage exchange of motivation means because they become usual and lose their efficiency after long use.

In summary it can be stated that non-financial priority role of motivation means should be highlighted in voluntary activity. Interrelation of various motivation means (social, psychological etc.) only highlights relevance of creation of complex motivation system including various types of motivation means stimulating volunteers' activity and ensuring activity efficiency. It is worth noting that motivation systems in majority of volunteers' organisations might not exist but individual motivation elements, generally poorly related, always exist.

Conclusions

1. Person who wants to start voluntary activity must understand the sense of voluntary activity and determine activity motives, why and where he would like to realize

himself and what benefit for organization and society could give a person searching for potential "workplace".

2. According to respondents (participating or those who had participated in voluntary activity) attitude of citizens and government towards volunteering should change, volunteers partnership and achievement-gaining motives should be satisfied. The main psychological motivation mean could be communication with volunteers from foreign countries to gain new skill, knowledge and experience.

3. According to respondents (who did not do voluntary work) the main voluntary work sense motive could be possibility to help others (help for people who mostly need assistance at the time: children's home, hospitals etc.). The main psychological motivation mean to participate in voluntary work would be possibilities of self-expression.

4. Summing everything up, what particular motives determining volunteers' behaviour are, it is possible to search for complex combinations of motivation means to conjoin all motivation means and to create models activating motivation on the basis of such combinations.

References

- Adler, R. (2011). The Volunteer Factor. *Journal of Personality and Social Psychology*, 62 (2), 124-138.
- Barsauskiene, V. (1999). Personalo administravimas viesajame sektoriuje. Kn.: A. Raipa (Ats. Red.). *Viesasis Administravimas*. Kaunas: Technologija, 214-252.
- Brabazon, T., Matisoff, D., & Razaitis, G. (2001). *Kaip Buti Geru Savanoriu?* Vilnius: Savanoriu Centras.
- Clary, E., & Snyder, M. (1991). A Functional Analysis of Altruism and Prosocial Behavior. *Review of Personality and Social Psychology*. London: Open University Press.
- Clary, E., Snyder, M., & Stukas, A. A. (1996). Volunteers Motivations: Findings from a National Survey. *Nonprofit and Voluntary Sector Quarterly*, 25(4), 485-505. <http://dx.doi.org/10.1177/0899764096254006>
- Donelson, A. (2009). *Intrinsic Motivation*. London: Kogan Page.
- Freeman, R. (1997). Working for Nothing: the Supply of Volunteer Labor. *Journal of Labor Economics*. University of Chicago Press, 15(1). <http://dx.doi.org/10.1086/209859>
- Goffman, E. (1959). *The Presentation of Self in the Everyday Life*. New York. Doubleday.
- Grundey, D. (2008). Lithuania's Managerial Potential: Its Current Status and Perspectives for the Future. *Transformations In Business & Economics*, 7(1), 191-193.
- Hettman, D. W., & Jenkins, E. (1990). Volunteerism and Social Interest. *Individual Psychology*, 46(4), 299-303.
- Janoski, T., Musick M., & Wilson J. (1998). Being Volunteered? The Impact of Social Participation and Pro-Social Attitudes on Volunteering. *Sociological Forum*, 13(3), 495-519. <http://dx.doi.org/10.1023/A:1022131525828>
- Jonutyte, I. (2000). *Savanoriu socialiniu pedagogu rengimas*. Klaipeda: KU leidykla.
- Jonutyte, I. (2007). *Savanoryste socialinio ugdymo sistemoje*. Monografija. Klaipeda: Klaipedos Universitetas.
- Jordan, P., & Ochman, M. (1998). *Savanoriu vadybos nevyriausybinese organizacijose pagrindai*. Vilnius: Eugrimas.
- Kilijoniene, A., Simanaviciene, Z., & Simanavicius, A. (2010). The Evaluation of Social and Economic Development of The Region. *Inzinerine Ekonomika- Engineering Economics*, 21(1), 68-79.
- Larson, R., Brousseau K., Kling, K. (2007). Bulding Motivational Capital Throught Concept and Culture. *Career Development International*, 12(4), 361-381. <http://dx.doi.org/10.1108/13620430710756753>
- Lauzikas, J. (1993). *Pedagoginiai rastai*. Kaunas.
- Lederer, W., & Jackson, D. (1969). *The Mirages of Marriage*. New York: W. W. Norton.
- Locke, E. (2004). Psychological Needs and the Facilitation of Integrative Process. *Journal of Pesonality*, 63, 397-427.
- Marcinkeviciute, L. (2003). Lietuvos imoniu darbuotoju motyvavimo modelių ypatumai besikeiciancios rinkos salygomis. *Daktaro Disertacija*. Kaunas: Akademija, 159.
- Marcinkeviciute, L. (2010). *Darbuotoju motyvavimo modeliai: teoriniai ir praktiniai aspektai*. Kaunas: LZUU Leidykla.
- Maslow, A., & Mcgregor D. (1970). *Motivation and Personality*. New York: Harper and Row.

- Mccurley, S., & Lynch, R. (1999). *Social Care in the Community*. London: Kogan Page.
- Myers, D. (1998). *Exploring Social Psychology*. New York: McGraw-Hill.
- Miller, D. (2003). How High and Low Challenge Tasks Affect Motivation and Learning: Implications for Struggling Learners. *Reading & Writing Quarterly*, 19, 39-57. <http://dx.doi.org/10.1080/10573560308209>
- Neverauskas, B., Rastenis, J. (2001). *Vadybos pagrindai*. Kaunas.
- Park, M., Chu, Y., & Lee, H (2009). Evaluation Methods for Construction Projects. *Journal of Civil Engineering and Management*, 15(4), 349-359. <http://dx.doi.org/10.3846/1392-3730.2009.15.349-359>
- Perry, J. (2000). The Motivations Bases of Public Service. *Public Administration Review*, 50, 367-373. <http://dx.doi.org/10.2307/976618>
- Podvezko, V. (2008). Game Theory in Building Technology and Management. *Journal of Business Economics and Management*, 9(3), 237-239. <http://dx.doi.org/10.3846/1611-1699.2008.9.237-239>
- Rees, C. J. (2008). Organisational Change and Development: Perspectives on Theory and Practice. *Journal of Business Economics and Management*, 9(2), 87-89.
- Sheal, L. (2004). *Systems Organization: the Management of Complexity*. Milton Keynes: Open University Press.
- Simon, H. (2003). *Administracine Elgsena*. Vilnius: Knygiai.
- Stukalina, Y. (2010). Using Quality Management Procedures in Education: Managing the Learner-Centered Educational Environment. *Technological and Economic Development of Economy*, 16(1), 75-96. <http://dx.doi.org/10.3846/tede.2010.05>
- Susniene, D., & Jurkauskas, A. (2009). The Concepts of Quality of Life and Happiness-Correlation and Differences. *Inzinerine Ekonomika-Engineering Economics* (3), 58-64.
- Swick, K. (1987). *Perspectives on Understanding and Working with Families*. Champaign, IL: Stipes.
- Savareikiene, D. (2008). *Motyvacija vadybos procese*. Siauliai: SU Leidykla.
- Saparnis, G., Bersenaite., & Saparniene, D. (2009). Psychosemantics of Employees Images when Identifying the Dimensions of Changes and Successful Organisation. *Inzinerine Ekonomika-Engineering Economics*(5), 67-77.
- Tijunaitiene, R., & Neverauskas, B. (2009). Activation of Participation Motivation Directed Towards Agents: A Conceptual Model. *Inzinerine Ekonomika-Engineering Economics*(4), 71-77.
- Tijunaitiene, R., & Neverauskas, B. (2009). Expression of Collectivistic Motives of Lithuanian Citizens Participation in Civil Society Organizations. *Inzinerine Ekonomika-Engineering Economics*(3), 67-74.
- Thoits, P. A., & Hewitt, L. N. (2001). Volunteering Work and Well-Being. *Journal of Health and Social Behavior*, 42(2), 115-131. <http://dx.doi.org/10.2307/3090173>
- Usevicius, K. (2002). Darbuotoju motyvacija – valdymo stiliai ir priemonės. *Personalo Vadyba*(3), 5-6.
- Urboniene, A. (2009). Factors Motivating Young Women for the Professional Career in the Field of Technological and Physical Sciences. *Transformations in Business & Economics*, 8(3), 164-174.
- Vaitkevicius, J. (1995). *Socialines pedagogikos pagrindai*. Vilnius: Egaldas.
- Zakarevicius, P. (2004). *Valdymo problemos: teorija ir tendencijos*. Klaipėda: KU Leidykla.
- Zuperkiene, E., & Zilinskas, V. (2008). Analysis of Factors Motivating the Managers Career. *Inzinerine Ekonomika-Engineering Economics*(2), 85-91.
- Wilson, J., & Musiuok, M. (1997). Who Cares? Toward an Integrated Theory of Volunteer Work. *American Sociological Review*, 62(5), 694-713. <http://dx.doi.org/10.2307/2657355>
- Wilson, J. (2000). Volunteering. *Annual Review of Sociology* (26), 215-240. <http://dx.doi.org/10.1146/annurev.soc.26.1.215>

Česlovas Christauskas, Rūta Petrauskienė, Lina Marcinkevičiūtė

Teoriniai ir praktiniai savanoriškos organizacijos narių (savanorių) motyvavimo aspektai

Santrauka

Savanorystės galimybės ilgą laiką buvo mažai tirtos, tik XX a. pabaigoje pavieniai mokslininkai pradėjo domėtis savanoriškos veiklos klausimais. Clary, Snyder (1991), Wilson (2000) ir kt. tyrė savanorių motyvaciją, analizavo motyvų įtaką savanoriškos veiklos tęstinumui. Lietuvoje savanorystės klausimais domėjosi Laužikas (1993), Vaitkevičius (1995) ir kiti. Galima teigti, kad savanorystės reiškinį nagrinėjantys mokslininkai dar tik žengia pirmuosius žingsnius. Tyrimų apžvalga parodė, kad savanorystės motyvavimo problemos (vadybos kontekste) mažai analizuotos. Dažniau šis reiškinys tyrinėjamas socialinės psichologijos, sociologijos, istorijos aspektais.

Straipsnio tikslas – nustatyti veiklos motyvus ir motyvavimo priemones, labiausiai sąlygojančias narių (savanorių) darbo aktyvumą savanoriškose organizacijose.

Tyrimo objektas – savanorių veiklos motyvai ir motyvavimo priemonės.

Tyrimo metodai – lyginamosios literatūros analizės, sisteminimo ir struktūrizuotos interviu.

Nagrinėjant mokslinę literatūrą galima išvelti du, šiuo klausimu egzistuojančius požiūrius (Janoski, Musick, Wilson, 1998). Pirmasis požiūris pabrėžia vertybių ir įsitikinimų svarbą skatinant individus tapti savanoriais. Jis yra susijęs su altruistinėmis ir psichologinėmis savybėmis. Antrasis

požiūris akcentuoja socialinių išteklių įtaką bei išorinius veiksnius ir yra susijęs su socioekonomio statuso bei socialinio konteksto įtaka savanoriškam darbui.

Remiantis pirmuoju požiūriu, žmonės savo laiką ir pastangas neatlygintiniam rezultatui skiria dėl normų ir vertybių, kurios gali būti vadinamos „normatyvine“ perspektyva (Janoski, Musick, Wilson, 1998). Kadangi žmonės yra veikiami normų, vertybių ir altruistinių motyvų, skatinančių užsiimti savanoriška veikla, galima teigti, kad yra vidinės psichologinės jėgos, kurios skatina žmones atiduoti savo pastangas ir įsitraukti į savanorišką veiklą (Clary, Snyder, Stukas, 1996).

Sociologai daug dėmesio skiria išteklių, reikalingų savanorystei, tyrinėti. Žmonės, kurie turi išteklių savanoriškam darbui ir yra paveikti struktūrinių veiksnių, kurie skatina savanorystę, yra labiau linkę būti savanoriais. Socioekonominis statusas tiksliai lemia, kas taps savanoriu. Žmonės, turintys aukštesnį socioekonominį statusą, yra dažniau linkę būti savanoriais. Nors ir yra nukrypimų, tačiau savanoriais dažniausiai tampa išsimokslinusios, dirbančios gerai mokamą darbą, vidutinio amžiaus išteklėjusios moterys, turinčios mokyklinio amžiaus vaikų (Hettman, Jenkins, 1990; Thoits, Hewitt, 2001; Wilson, 2000).

Savanorių motyvavimas – mokslo sritis, kurios raidos procesas yra jautrus įvairiapusiam poveikiui. Sunku būtų rasti kitą tokią vadybinę koncepciją, kurią noriai analizuotų ir interpretuotų tiek daug įvairių mokslų. Analizuojant mokslinę literatūrą šia tema, akivaizdu, kad motyvavimo sąvoka remiasi ne tik vadybos ar žmogiškųjų išteklių mokslais, bet ir įvairių mokslų specialistais – nuo psichologo iki vadybininko, vartotojų elgesio eksperto ar sociologo. Motyvavimo tyrimais užsiima individualūs asmenys, universitetai, gamybinės įmonės, viešojo administravimo institucijos, nevyriausybines organizacijos. Išvardintų sričių specialistai konkretų motyvavimo aspektą analizuoja įvairiais būdais, metodais ir skirtingais lygiais, priklausomai nuo tyrėjų poreikio ar intereso (Marcinkevičiūtė, 2010).

Motyvacija žmogaus sąmonėje formuojasi socializacijos proceso metu dar iki jo pasirinktos veiklos: šeimoje ir mokykloje palaipsniui suvokiamos bei įsisavinamos vertybės, moralės bei etikos normos. Tuo pat metu gimsta pirmosios požiūrio į darbą užuomazgos, formuojasi asmenybės darbinės savybės: darbštumas, atsakomybė, drausmingumas, iniciatyvumas, atsiranda pirmieji darbo įgūdžiai.

Moksliniai ir praktiniai ginčai dėl motyvavimo darbe kiekybinių ir kokybinių charakteristikų nesiliausja iki šiol. Taip iš dalies yra ir dėl to, kad motyvavimo sistemų kūrimas ir taikymas Lietuvoje neturi gero mokslinio pagrindimo.

Darbuotojų motyvavimo sistemų nagrinėjimas sudaro prielaidas ne tik perimti jau sukauptą pasaulinę patirtį bei mokslo žinias, bet ir pasiūlyti naujų veiklos būdų. Tik taip galima tikėtis veiklos unikalumo, o tai yra viena svarbių sėkmės prielaidų. Tačiau, be jokios abejonės, vertinant realią situaciją bei remiantis tyrimo logika, svarbiausia yra gerai suvokti tuos reiškinius, kurie jau žinomi ar kitų autorių nagrinėjami.

Pasaulis nuolat keičiasi. Pasikeitimai vyksta visose srityse: šalyse, visuomenės sandaroje, organizacijose, technologiniuose procesuose, natūralioje (gamtinėje) aplinkoje.

Pasikeitimai darbuotojų-savanorių motyvacijos ir motyvavimo srityse tapo labai dinamiški. Daugelis organizacijų veiklos parametrų keičiasi labai intensyviai ir iš esmės, todėl pokyčių numatymas motyvavimo sferoje, jų galimų neigiamų pasekmių eliminavimas bei teigiamų privalumų panaudojimas tampa labai svarbiu organizacijų vadybos komponentu. Šios priežastys sąlygoja aktyvius darbuotojų motyvų ir motyvavimo priemonių numatymo tyrimus. Būtina atkreipti dėmesį, kad savanoriams, pastaruoju metu, reikia ieškoti naujų motyvavimo priemonių, nes jie jau nebe tokie kaip anksčiau (XIX-XX amžiuje), jie tampa „žinių darbuotojais“. Suvokę savo pomėgius ir galimybes, savanoriai suras savo vietą organizacijos veikloje, tai padidins jų pasitikėjimą ir leis jiems panaudoti savo stipriąsias savybes. Žmogiškųjų išteklių valdymo srities teoretikai ir praktikai akcentuoja ir nefinansinį, ir finansinį motyvavimo priemonių prioritetinį vaidmenį. Įvairių motyvavimo priemonių sąryšis, tik paryškina kompleksinės motyvavimo sistemos kūrimo aktualumą, kūrybingai įtraukiant moderniausias motyvavimo priemonių rūšis, sužadinančias organizacijos personalo aktyvumą bei garantuojančias veiklos rezultatyvumą. Tikslinga paminėti, kad motyvavimo sistemos daugelyje organizacijų gali ir neegzistuoti, bet atskiri motyvavimo elementai, dažnai menkai tarpusavyje susieti, visada egzistuoja.

Struktūrizuotas interviu buvo atliktas Kauno mieste. Interviu dalyvavo 250 respondentų. Tyrimą galima įvardinti kaip pilotinį. Tyrimo metu buvo nustatytas potencialių savanorių motyvų tenkinimas naudojant skirtingas motyvavimo priemones.

Aplaukstant nuomonės (dalyvavusių arba dalyvaujančių savanoriškoje veikloje) išsiskyrė atsakant į klausimą, kaip turėtų būti skatinami savanoriai. Vienų respondentų teigimu, turėtų keistis pačių šalies gyventojų ir valdžios požiūris į savanorystę, kitų – turėtų būti tenkinami savanorių psichologiniai ir socialiniai motyvai. Buvo akcentuota, kad pagrindine motyvavimo priemone galėtų būti bendravimas su kitų užsienio šalių savanoriais. Verta išskirti tai, kad į klausimą, ar jie skatina savo šeimos narius, gimines ir draugus dalyvauti savanoriškoje veikloje, daugelis atsakė, jog neskatina, tiesiogiai patys imdamiesi iniciatyvos dalyvauti savanoriškoje veikloje.

Analizuojant respondentų atsakymus, kurie nedirbo savanoriško darbo, buvo stengiamasi išsiaiškinti jų nuomonę apie savanoriško darbo tikslumą ir reikšmę. Jų nuomone, pagrindinis savanoriško darbo tikslas galėtų būti pagalba žmonėms, kuriems tuo metu jos labiausiai reikia (vaikų globos namai, ligoninės). Respondentai, nedalyvavę savanoriškoje veikloje, nurodė, kad pagrindinė priežastis, dėl kurios jie sutiktų dirbti savanoriškam darbe, būtų saviraiškos galimybės. Paklausti kaip išdėstytų savanoriško darbo principus, respondentai nurodė, kad pirmenybę teiktų: energijai, laikui ir tolerancijai.

Aktyvinant darbuotojų motyvavimo priemonių paiešką, reikėtų akcentuoti naują vidinės motyvacijos dalį – *savimotyvaciją*, kuri motyvacijos metu pasireiškiančia ilgalaikiu ir stipriu efektu. Ji išlieka svarbi per visą motyvacijos laiką, bet reikia paminėti, kad priklauso tik nuo paties dalyvaujančiojo pastangų ir gebėjimų. Taigi šiuolaikinės kompleksinės motyvavimo priemonės turėtų didinti darbuotojų savimotyvaciją. Žmogus, pasirengęs aktyvinti savo veiklą pasitelkdamas savimotyvaciją, gali tai įgyvendinti tokiu nuoseklumu: *tikslas – savimotyvacija – rezultatas*.

Siekiant efektyvaus motyvavimo priemonių praktinio taikymo, būtina:

1) išanalizuoti savanoriškos organizacijos vidaus ir aplinkos situaciją, kartu išsiaiškinant žmonių veiklos tikslus;

2) nustatyti individualius ir grupinius savanorių poreikius, interesus, jų išsivystymo lygį bei kitimo tendencijas ir remiantis analize prognozuoti asmeninio veiksnio poveikį numatytiems tikslams;

3) parinkti tinkamiausias motyvavimo priemones, nustatant jų prioritetą. Pirmiausia naudojamos pačios paprasčiausios priemonės, kurioms nereikia didelių sąnaudų. Kompleksines priemones naudoti tik gerai pasiruošus ir išanalizavus jų poveikio rezultatus.

4) skatinti motyvavimo priemonių kaitą, nes ilgai naudojamos, darosi įprastinės ir netenka savo efektyvumo.

Apibendrinant galima teigti, kad visi žmogiškųjų išteklių valdymo srities teoretikai ir praktikai, akcentuoja ir nefinansinį, ir finansinį motyvavimo priemonių prioritetinį vaidmenį. Įvairių motyvavimo priemonių sąryšis tik paryškina kompleksinės motyvavimo sistemos kūrimo aktualumą, kūrybingai įtraukiant moderniausias motyvavimo priemonių rūšis, sužadinančias organizacijos personalo aktyvumą bei garantuojančias veiklos rezultatyvumą. Tikslinga paminėti, kad motyvavimo sistemos daugelyje organizacijų gali ir neegzistuoti, bet atskiri motyvavimo elementai, dažnai menkai tarpusavyje susieti, visada egzistuoja.

Operacionalizavus, kokie konkrečiai motyvai lemia žmonių elgseną, galima ieškoti tokių teorijų arba teorijos, kuri galėtų juos visus susieti, kad būtų galima identifikuoti realius, egzistuojančius tam tikroje kultūrinėje terpėje motyvus ir jų pagrindu kurti motyvaciją aktyvinančius modelius.

Raktažodžiai: *požiūris į darbą, interesai, motyvai, motyvavimo priemonės, savanoriškas darbas, savanoriai*.

The article has been reviewed.

Received in March, 2012; accepted in December, 2012.