



SLIDE PACK M1C2: MOTIVATIONS TO VOLUNTEER

EVI DEMS: ENHANCING VOLUNTEER IMPACT - DEVELOPING
EUROPEAN MANAGEMENT STANDARDS



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SESSION 1: INTRODUCTION TO THE COURSE

Part of Module 1 – Course 2: Motivations to volunteer

Name instructor – e-mail instructor



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MOTIVATION OF VOLUNTEERS



“ ”
...

Suchman, 1995 (p. 574)

INTRODUCTION INSTRUCTORS & STUDENTS



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INTRODUCTION INSTRUCTORS

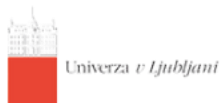


Teacher

Title, school faculty etc.

Research interests

Teaching



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INTRODUCTION STUDENTS

- Go to www.menti.com and fill in the code
- Please answer the following two questions about your background.
- Raise virtual hand if you have any experience with ...
 - Civil society
 - Nonprofit organizations
 - Volunteering



- Anyone who'd like to share some of these experiences?

LEARNING OBJECTIVES

After this course the student should be able to:

1. Describe the key research problems and approaches to studying motivation to volunteer.
2. Identify key factors and driving forces influencing individuals to engage in volunteer work.
3. Identify volunteer recruitment problems and explain them by using functional motivation, self-determination, or psychological contract theories.
4. Apply the theoretical concepts of the Volunteer Functions Inventory (functional theory) for defining the motivational inventory and explaining people's reasons to engage in volunteering.
5. Critically analyse the differences in motivation between paid staff and volunteers, considering their commitment and focus on ongoing work processes.
6. Develop strategies / guidelines for NGOs to effectively evaluate and utilize volunteers' motivations in recruitment, satisfaction management, and commitment processes.

PROGRAM



| Week | Topic | Student preparation |
|------|--|---|
| 1 | Introduction to the course | Read course manual |
| 2 | Understanding the motivations that drive volunteers | Reading note Reading note |
| 3 | Motivations to volunteer from a functional perspective | Reading note Reading note |
| 4 | Distinct motivational profiles of volunteering | Reading note Reading note |
| 5 | Motivation in volunteer management | Reading note |
| 6 | Contrasting paid and volunteer motivation | Reading note |
| 7 | Closing session | Discuss, why is it important to identify distinct profiles of volunteers based on their motivation? |

LINK TO OTHER COURSES

| | M1 Individual level | M2 Organizational level | M3 Societal level | M4 Professional level |
|----------|---|--|---|---|
| Course 1 | <i>Who is a volunteer, Volunteer resources, antecedents</i> | Diversity of volunteer involving organizations in theory and practice | <i>The value of volunteering</i> | <i>The ethics of volunteer management</i> |
| Course 2 | Motivations to volunteer | <i>Quality volunteering with inclusion dimension</i> | Legitimacy of volunteering in society | The volunteer managers profession(al) |
| Course 3 | <i>Volunteering throughout life</i> | <i>Recruiting, training and retaining volunteers (advanced)</i> | Volunteering infrastructure and ecosystem | The reflective volunteer manager |

ASSIGNMENTS



READING NOTES (INDIVIDUAL)

- Why?

- To understand readings in depth
- To prepare for class discussion
- To make sure we all start on the same level

- What?

500 words, 8 hours before the session, answer these questions:

- What are the most important findings or arguments in the reading?
- What was most interesting to you about the theoretical framework? What have you learned?
- How does this reading relate to other literature you know?
- What are practical examples that come to mind?
- What are 2-3 questions that relating to the reading that you would like to learn more about?

INDIVIDUAL ASSIGNMENT 1

- Read materials
- Create a research problem, hypothesis, and design scheme by applying motivation theory.
- Name the relevant methods for the research design.
- The legitimacy of volunteering in your organization.
- Written report (5–7– pages) including a concept map, research design, and a short explanation of the used concepts.



GROUP ASSIGNMENT

- Group of 4A written 15-page report and presentation of the findings
- Choose a motivational theory.
- Students should discuss and relate concepts and conceptual patterns to volunteer management.
- Discuss the following aspects: diversity of motivations, individual needs, paid staff and volunteers, sustained motivation, and elements of inclusive environments.
- Use academic literature to find the practice cases.
- Deadline: last week of lectures



GROUP ASSIGNMENT 2

- Read materials
- Critically analyse the differences in motivation between paid staff and volunteers.
- Develop strategies and motivational programmes for NGOs to effectively evaluate and utilise volunteers' motivations in recruitment, satisfaction management, and commitment processes.
- Submit a group report and include recommendations for volunteer management based on the discussions and reflections.
- Present findings from the seminar.



STUDY HOURS BREAKDOWN

| | |
|--|---------------------|
| • Contact hours (7 sessions of 2 hours each) | 14 |
| • Session preparation | 6 |
| • Self-study hours (including reading notes): (5 pages per hour) | 50 |
| • Group assignments | 30 |
| • Individual assignments | 30 |
| | 140 (5 ects) |

READING LIST



- Bidee, J., Vantilborgh, T., Pepermans, R., Huybrechts, G., Willems, J., Jegers, M., & Hofmans, J. (2013). Autonomous motivation stimulates volunteers' work effort: A self-determination theory approach to volunteerism. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 24, 32-47.
- Clary, E. G., Snyder, M., & Ridge, R. (1992). Volunteers' motivations: A functional strategy for the recruitment, placement, and retention of volunteers. *Nonprofit Management and Leadership*, 2(4), 333-350.
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- Stukas, A. A., Hoye, R., Nicholson, M., Brown, K. M., & Aisbett, L. (2016). Motivations to volunteer and their associations with volunteers' well-being. *Nonprofit and Voluntary Sector Quarterly*, 45(1), 112-132.
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- Güntert, S. T., Neufeind, M., & Wehner, T. (2015). Motives for event volunteering: Extending the functional approach. *Nonprofit and Voluntary Sector Quarterly*, 44(4), 686-707.



SESSION 2: UNDERSTANDING THE MOTIVATIONS THAT DRIVE VOLUNTEERS

Part of Module 1 – Course 2: Motivations to volunteer

Name instructor – e-mail instructor

KEY THEMES

- Conceptual approaches relevant to the motivation of volunteers.
- Rational utilitarianism approaches volunteering.
- Altruism and volunteerism.

UNDERSTANDING VOLUNTEERISM: RESEARCH PERSPECTIVES

- General issues in research approaches. Why is a multifaced approach important?
- Theories and empirical research trends:
 - 1. Scholars' focus is on factors influencing volunteer recruitment, engagement, and retention.
 - 2. Integration of theories across different concepts and domains.

|| Why do people volunteer?

IS THERE A GOLDEN KEY THAT OPENS DOORS?



- Volunteer motivation is a complex and multidimensional phenomenon, reflecting the interplay of diverse factors and influences.
- Historical research across various domains and disciplines reveals a rich tapestry of findings, yet no single theory or framework dominates the understanding of why people volunteer.



THE ROLE OF VOLUNTEER MOTIVATIONS

- Motivations **are crucial for initiating and sustaining volunteer service.**
- Research reveals the significance of motivations in various aspects of volunteerism.
- Volunteer motivations impact satisfaction, commitment, integration, continuation, and duration of service.

KEY POINTS:

- Examining why **people engage in volunteering requires a multifaceted approach encompassing theoretical frameworks and empirical research.**
- The scholars aim to understand volunteer recruitment, engagement, and retention from **both individual and organizational perspectives.**

Focusing on volunteers themselves is paramount for effective engagement, prioritizing their motivations and experiences over broader contextual factors.

ALTRUISM AND VOLUNTEERISM

- Psychological, sociological, economic, and socio-biological approaches shape research on altruism and volunteerism.
- Scholars have extensively studied different aspects of volunteering, including motivation, costs, benefits, and socio-demographic characteristics.
- While some reviews exist on altruism and volunteerism separately, there is a gap in integrating the two concepts.

Alter-centric research on volunteerism focuses less on the question of “why” (why do people volunteer?). What do they gain?



SESSION 3: MOTIVATIONS TO VOLUNTEER FROM A FUNCTIONAL PERSPECTIVE

Part of Module 1 – Course 2: Motivations to volunteer

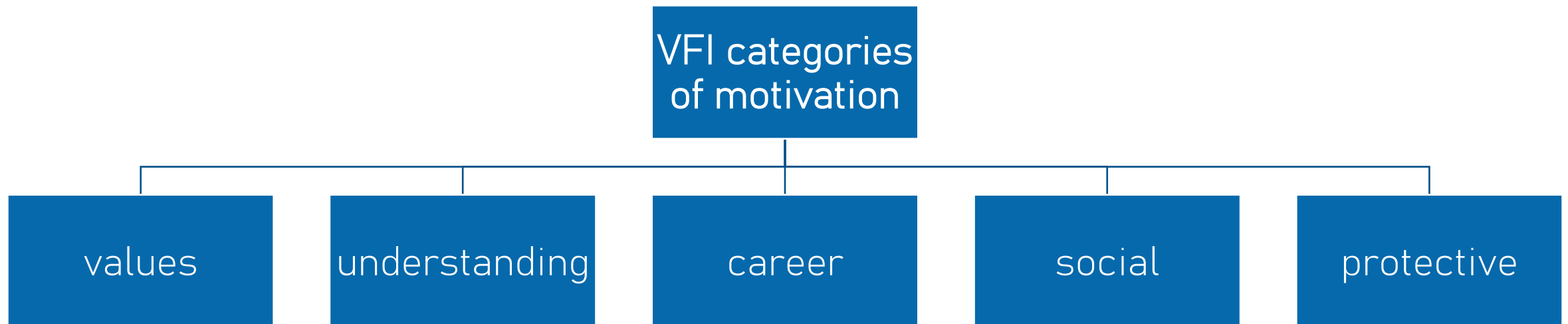
Name instructor – e-mail instructor

KEY THEMES

- Conceptualising and categorising volunteer resources.
- Function inventory (VFI) and research into volunteer motivational functions.
- General functional aspects of volunteer motivation and alignment with volunteers' expectations and goals.

VOLUNTEER FUNCTIONS INVENTORY (VFI)

- It is a **pivotal tool in understanding the motivations** behind volunteering.
- It emphasises the diverse reasons individuals have for engaging in volunteer work.





DYNAMICS OF VOLUNTEER MOTIVATION OVER TIME

- **Volunteer motivations can evolve over time**, affecting both joining and continued participation.
- **Initial motivations may differ from those influencing sustained engagement.**
- Research suggests unexpected benefits and experiences influence changes in motivation, impacting retention.



MATCHING VOLUNTEER MOTIVATIONS WITH BENEFITS

- The significance of aligning volunteer activities with individual motivations for a positive volunteer experience.
- Evidence: Empirical research Studies show that matching benefits with motivations leads to greater satisfaction and intention to continue volunteering.
- The role of personal relevance: **persuasive messages and volunteer tasks are more effective when they align with the volunteer's motives.**

VFI THEORY LIMITATIONS

- VFI despite its popularity, **showcases the variability and inconsistency in underlying factor structures** (Clary, Snyder, & Stukas, 1996), .
- Studies reveal overlapping motives behind volunteering, underscoring the **complexity of pinpointing a singular motivation** (Curtis et al., 2014).
- The varied and often inconsistent findings in volunteer motivation research highlight the **need for a more nuanced and integrative approach**.



Complexity and challenges in research



SESSION 4: DISTINCT MOTIVATIONAL PROFILES OF VOLUNTEERING

Part of Module 1 – Course 2: Motivations to volunteer

Name instructor – e-mail instructor

KEY THEMES

- Motivation profiles based on their motivation to volunteer.
- Categorization of volunteers into distinct profiles based on their motivations for volunteering.
- Motivational factors ("hot cluster motives").
- .

UNDERSTANDING VOLUNTEER MOTIVATION: A SHIFT TO MULTIPLE MOTIVATIONS

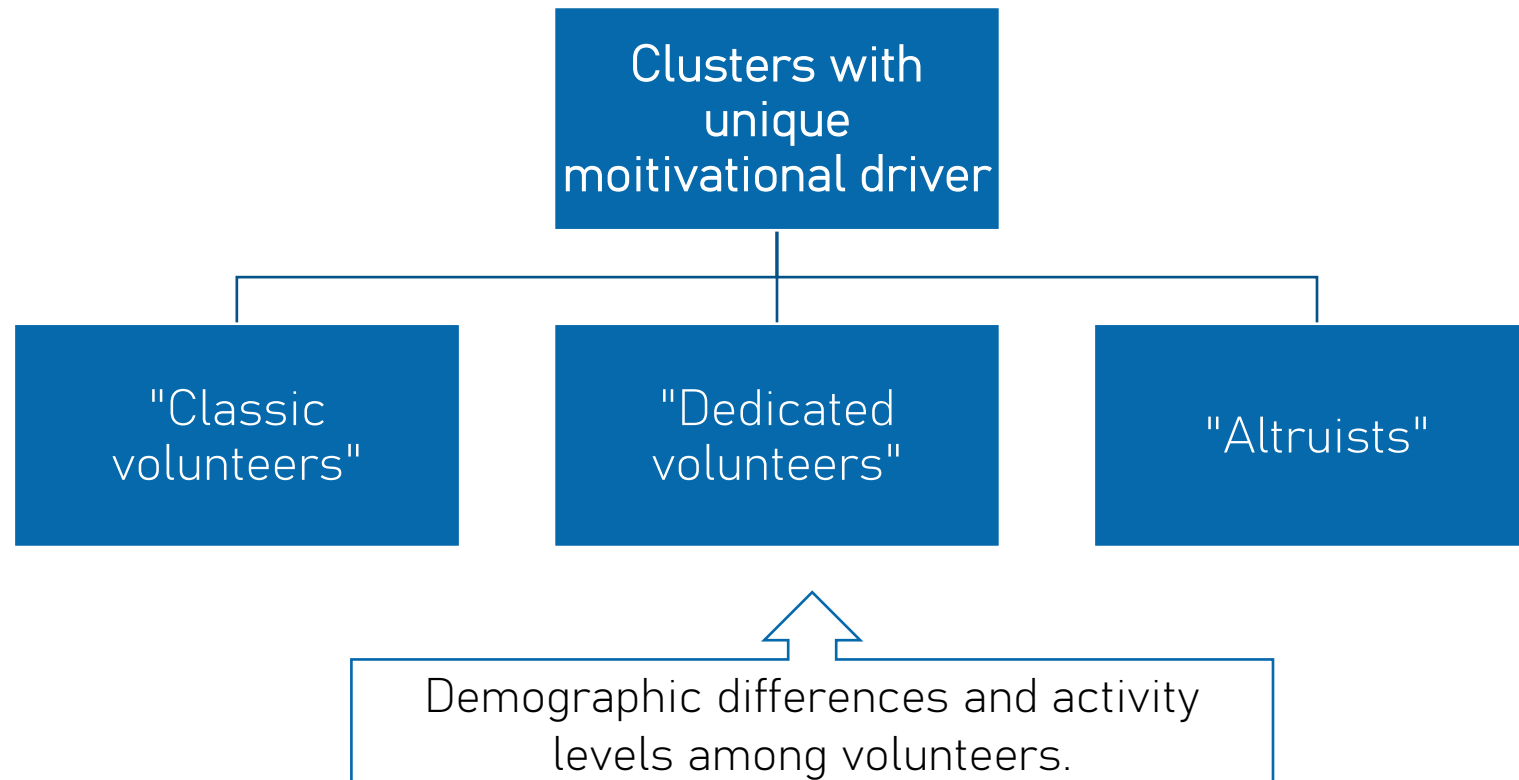


- Early research aimed at disaggregating motivations to better understand why people volunteer.
- Shift towards recognising that volunteers may have **several simultaneous reasons for their involvement.**

Importance of understanding the bundle
of motivations for effective volunteer
management.

VOLUNTEER MOTIVATION PROFILES


- Literature focuses on identifying distinct profiles of volunteers based on their motivations.



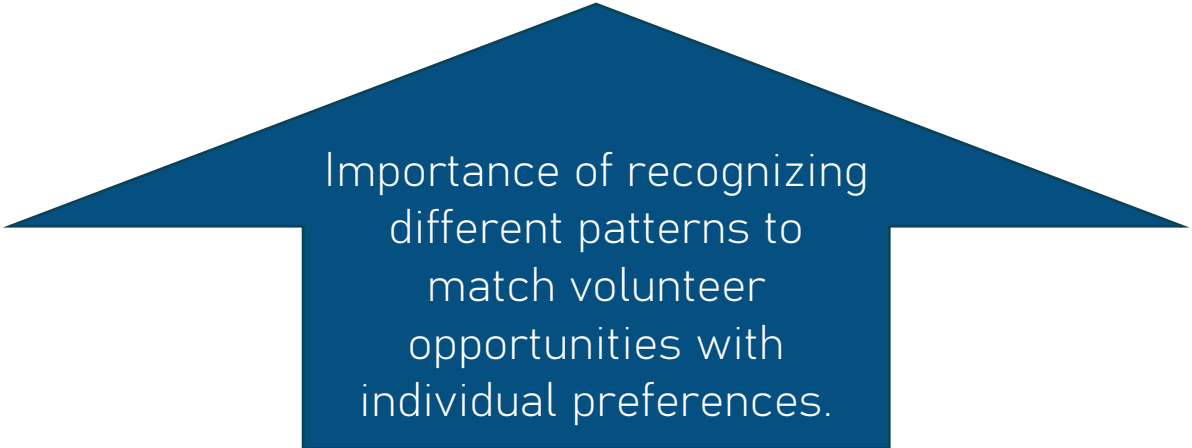
IDENTIFYING VOLUNTEER MOTIVATIONAL PROFILES

FOUR DISTINCT VOLUNTEER TYPES

- Marta et al. (2006) expanded on previous research by identifying motivational profiles using cluster analysis.
- Four distinct volunteer types identified: **values-oriented, volunteers by chance, career-oriented, and opportunists with a social interest.**
- Hustinx and Lammertyn (2004) identified distinct volunteering styles:
- **episodic contributors, established administrators, service-oriented core volunteers, and critical key figures.**



Significance of motivational profiles in tailoring volunteer engagement strategies.



Importance of recognizing different patterns to match volunteer opportunities with individual preferences.

MOTIVATIONAL PROFILES OF SPORT EVENT VOLUNTEERS



- **Sport-specific motivations** (Connection to specific sports as a motivator; Influence of previous experiences).
- Previous voluntary activities and skills

Discussion: Do volunteer managers analyse individual motive profiles of sport event volunteers? Do they need to evaluate the variance within individuals' motivations (different motive dimensions, etc.)?

IMPLICATIONS FOR VOLUNTEER MANAGEMENT



- Understanding multiple and overlapping motivations can enhance volunteer recruitment and retention.
- The **necessity of adopting a nuanced approach to volunteer management that considers the diversity of volunteer motivations and styles.**



SESSION 5: MOTIVATION IN VOLUNTEER MANAGEMENT

Part of Module 1 – Course 2: *Motivations to volunteer*

Name instructor – e-mail instructor



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KEY THEMES

- Psychological contract with volunteers and implications for management.
- Autonomously motivated volunteer (concepts and application of self-determination theory).
- Managing volunteer expectations and tailoring volunteer engagement in relation to their motivation.

INTRODUCTION TO PSYCHOLOGICAL CONTRACT IN VOLUNTEERING



- Definition of psychological contract (PC).
- Importance of socio-cultural influences on PC.
- Distinction between PC of volunteers and NGO employees.

INFLUENCE OF SOCIO-CULTURAL EXPECTATIONS ON VOLUNTEERS' PSYCHOLOGICAL CONTRACT



Greater Trust and Consensus:

- Volunteers expect their experience to be founded on trust and consensus more than in paid employment.
- Engagement reflects a harmony of personal values with organisational goals.

Ideological Alignment:

- The alignment of values and motivations with the organisation's mission is critical.
- This ideological dimension is a core component that binds volunteers to the organisation.

Balance of Power:

- The balance of power in volunteer settings differs significantly from that in paid employment.
- This unique power dynamics influences the psychological contract of volunteers, potentially leading to a different set of expectations and commitments.

SELF-DETERMINATION THEORY (SDT) AND VOLUNTEERISM

- Applying SDT to understand volunteer motivation
- The role of autonomy, competence, and relatedness in fostering meaningful volunteer experiences.
- Self-Determination Theory (SDT) Founders: Deci and Ryan, (1985)

Core Principles of SDT

1. Humans' natural tendencies toward growth, self-construction, and inner coherence
2. Active search for challenges, extension of knowledge, and skill acquisition
3. Interaction with social context influences these tendencies

THE MAIN CONCEPTS

AUTONOMY

- Distinction between autonomy and independence/individualism
- Autonomy as freedom of choice, not synonymous with individualism

- Importance of motivation quality over quantity
- Intrinsic vs. Extrinsic Motivation

BASIC PSYCHOLOGICAL NEEDS

- Autonomy: Volition and alignment with personal values
- Relatedness: Desire to belong and feel connected
- Competence: Feeling effective within the social environment



SESSION 6: CONTRASTING PAID AND VOLUNTEER MOTIVATION

Part of Module 1 – Course 2: *Motivations to volunteer*

Name instructor – e-mail instructor



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KEY THEMES

- Comparing paid staff and volunteers' motivation.
- Motivation in recruiting and managing practices.
- Alignment of motivational factors.

MOTIVATION BEHIND VOLUNTEER AND PAID STAFF ROLES



- Insights and Implications for organisational success.
- Definition of motivation and its significance in organisational settings
- Brief overview of how motivation differs between volunteers and paid staff

UNDERSTANDING PAID STAFF MOTIVATION



- Extrinsic motivation factors (salary, benefits, job security)
- Importance of intrinsic rewards for long-term employee engagement (recognition, career advancement)
- Comparing key motivational factors for volunteers vs. paid staff

Discussion on how these motivations impact organisational loyalty and productivity

IMPLICATIONS FOR MANAGEMENT



- Discussion on the importance of tailored motivation strategies for different roles.
- How understanding motivation can lead to improved organisational performance and satisfaction.



SESSION 7: CLOSING

Part of Module 1 – Course 2: *Motivations to volunteer*

Name instructor – e-mail instructor



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QUESTIONS:

- **Why is it important to identify distinct profiles of volunteers based on their motivation?**
- Considering the research indicating that formal volunteering is significantly influenced by psychological factors such as personality traits, values, and motivations, **how do you think these findings can inform the recruitment and management strategies of volunteers in NPOs?**
- **What are the key differences in motivation between volunteers and paid staff?** How should these differences inform the management practices of organisations that rely on both volunteers and paid staff?
- **What areas of volunteer motivation do you think require further research, and how could these studies potentially change the way organisations engage with volunteers?**