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

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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 impulsions. 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 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.

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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; Tijumaitiene & Neverauskas, 2009; Urbioniene, 2009; Kiljioniene 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 become 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, Matissoff, 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.
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.

### Classification of motives types (composed by authors)

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

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)**

<table>
<thead>
<tr>
<th>Theory, author, year</th>
<th>Characteristic of theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social exchange theory</td>
<td>W. J. Lederer, D. D. Jackson, 1969; K. J. Swick, 1987</td>
</tr>
<tr>
<td>Social norms theory</td>
<td>R. Freeman, 1997; D. G. Myers, 1998</td>
</tr>
<tr>
<td>Dramaturgical theory</td>
<td>E. Goffman, 1959</td>
</tr>
<tr>
<td>Theory of employees’ needs</td>
<td>A. Maslow, D. McGregor, 1970</td>
</tr>
<tr>
<td>Theory of behaviour and possibilities evaluation</td>
<td>D. Miller, 2003</td>
</tr>
<tr>
<td>Theory of systematic thinking and global vision</td>
<td>E. Locke, 2004</td>
</tr>
</tbody>
</table>

**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.

**Classification of motivation means (composed by authors)**

<table>
<thead>
<tr>
<th>Author, year</th>
<th>Classification of motivation means</th>
</tr>
</thead>
<tbody>
<tr>
<td>P. Jordan, M. Ochman, 1998</td>
<td>Legal, psychological</td>
</tr>
<tr>
<td>S. McCurley, R. Lynch, 1999</td>
<td>Formal, informal, moral</td>
</tr>
<tr>
<td>P. Zakarevicius, 2004</td>
<td>Organizational (administrative, legal), socio-psychological</td>
</tr>
<tr>
<td>L. Marcinkevičiūtė, 2010</td>
<td>Non-pecuniary, legal, psychological, demotivational</td>
</tr>
</tbody>
</table>

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.

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

**Table 5**

<table>
<thead>
<tr>
<th>Evaluation of material measures</th>
<th>45-55 years old (46 percent), with secondary education and professional qualification (28 percent), earning more than 1000 Lt (49 percent)</th>
<th>45-55 years old (27 percent), with secondary education (8 percent), earning 500-800 Lt (53 percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation positively by:</td>
<td>Evaluated negatively by:</td>
<td></td>
</tr>
<tr>
<td>35-45 years old (53 percent), with secondary, further and higher education (78 percent), earning 800-1000 Lt (28 percent)</td>
<td>25-35 years old (13 percent), with secondary, further and higher education (13 percent), earning 3000 Lt and more (15 percent)</td>
<td></td>
</tr>
</tbody>
</table>

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.

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

**Table 6**

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

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 would be communication with volunteers from foreign countries. 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.

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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, imbuing 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


Teoriniai ir praktiniai savanoriškos organizacijos narių (savanorių) motyvavimo aspektai

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

Remiantis pirmuoju požiūriu, žmonės savo laiką ir pastangas neišvengtai nukreiptų į darbą, kurio galio būti vadinos "normatyvine" perspektyva (Janoski, Musick, Wilson, 1998). Kadangi žmonės yra veiksmingai veikiantys ir atlikdantių nuostabų, skatinaučius užsakant savo veiklą, galima teigti, kad yra ineksimos psichologinės jėgos, kurios skatina žmones atiduoti savo laiką savo veiklai, siekiančiai suvokti savo veiklą ir tampa veikalo būdą. Tai atrodo kaip tvarkingas, kad organizacija taikydama savo motyvavimo priemones, tampa labai svarbi organizacijų vadybos komponentu.

Savimotyvacijos kūrimas ir taikymas Lietuvoje neturi gero mokslinio pagrindo. Savaime gali būti teigti, kad savanoriška veikla, galima teigti, kad yra ineksimos psichologinės jėgos, kurios skatina žmones atiduoti savo laiką savo veiklai, siekiančiai suvokti savo veiklą ir tampa veikalo būdą. Tai atrodo kaip tvarkingas, kad organizacija taikydama savo motyvavimo priemones, tampa labai svarbi organizacijų vadybos komponentu.

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