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Nature of NGO Volunteers' and Employees' Motivation : Implications and Recommendations for Managerial Staff

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Nature of NGO Volunteers' and Employees' Motivation. Implications and Recommendations for Managerial Staff

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The analysis presented below indicates different types of motivation of non-governmental organisations' staff and involves the relationship between the type of motivation and other staff features. This allows not only for looking at the causes and characteristics of involvement in the activities of non-governmental organisations but also for describing the specific motivation of the various groups involved in the activities of the organisation and presenting profiles of these groups. Moreover, the analysis of motivations and characteristics correlated with them allows for drawing conclusions related to motivating rules of these groups, stimulating their commitment and selecting the management style appropriate for analysed organisations.

Keywords: motivation, NGOs, boards, employees, volunteers, motivating.

Charakter motywacji wolontariuszy i pracowników organizacji pozarządowych. Implikacje i rekomendacje dla kadry kierowniczej

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Zaprezentowane poniżej analizy wskazują na różne rodzaje motywacji przejawianych przez kadry organizacji pozarządowych oraz dotyczą związków pomiędzy rodzajem motywacji a innymi cechami. Umożliwiają one nie tylko przyjrzenie się i scharakteryzowanie przyczyn zaangażowania się w działalność w organizacjach pozarządowych, lecz także opisanie motywacji specyficznych dla różnych grup zaangażowanych w działalność organizacji i przedstawienie profili tych grup. Co więcej, analiza motywacji i cech z nią skorelowanych pozwoliła na wyciągnięcie wniosków związanych z motywowaniem tychże grup, stymulowaniem ich zaangażowania i dopasowaniem odpowiedniego stylu zarządzania, właściwego badanym organizacjom.

Słowa kluczowe: motywacja, organizacje pozarządowe, zarząd, pracownicy, wolontariusze, motywowanie.

JEL: L31, M12, M50

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1. Introduction

NGO human resources are capital that is not only valuable but also specific. NGO operating mode generally allows them to maintain considerable independence and freedom of action and is also associated with specific working conditions both because of great work flexibility (Anheier, Hollerweger, Badelt & Kendall, 2003) and due to often informal, friendly relations between employees or other people involved in NGO activities (Giermanowska, 2005/2006; Bogacz-Wojtanowska, 2005). A specific characteristic of NGO staff is also the fact that unpaid workers usually form staff majority, which affects considerably the process of human resource management.

Efficient operation and achievement of organisational objectives thus requires not only competences and skills of employees and volunteers but also their specific attitudes and behaviours that are significant for the organisational objectives. Among the main aspects distinguishing NGO human resources are their motivations (Parry, Kelliher, Mills & Tyson, 2005), hence a more thorough analysis of this issue seems important.

This article aims to examine the types of motivation of NGO staff and the characteristics of human resources that are specific to different types of motivation. This analysis will allow for outlining motivational profiles typical for different groups of individuals working for NGOs and providing recommendations on development of the motivational process for people in such organisations.

2. NGO Staff and the Nature of Their Involvement

NGO human resources are the core value of NGOs. This is first and foremost because such organisations often have no other resources or the resources available to them are very limited (e.g. financial resources), thus they are somehow “forced” to use the resources at their disposal. Secondly, as these are entities operating in the social field, their activities are often targeted at people expecting broadly understood support (e.g. material support, care, but also assistance in the development of interests, education), and the achievement of organisational objectives is closely connected with the quality of work performed by NGO human resources (technology, equipment, etc., are usually of secondary importance). It is highlighted that managers spend most of their time just managing people, and human resources and their work in NGOs are the basic production input that is more important than land or capital (Rhodes & Keogan, 2005).

NGO human resources are not homogeneous and at least a few different categories can be identified among them. The basic criterion distinguishing the various groups of NGO human resources is the remunera-

tion for the work done. In short, those who get paid for their work are employees, while those who work without pay are volunteers. Internally, the structure of NGO human resources is, however, more complex, as the financial criterion is topped with the form of engagement in and the scope of cooperation with the organisation. What is meaningful is also the legal form of the organisation, which determines the range of possible forms of engagement.

The management board is a specific group within organisations. It is appointed by the founder, and in the consecutive terms – in accordance with the statute (in a foundation) or at the general meeting of members (in an association). The management board performs the major managerial function in the organisation¹ and the board members usually fulfil their duties without pay. In addition to the management board, other bodies are often established that are responsible for opinions or control, although their operation is not usually required by law.

Another important group comprises members of organisations (in the case of associations). These are people working for organisations as volunteers who have voting rights through participation in general meetings, where essential decisions are taken on the directions of development, policy and operations of associations. Given their different objectives and organisational setup, foundations do not imply membership, yet if people willing to act appear around, they are usually brought together in other bodies (e.g. foundation council). As regards a wider group of those involved in non-profit organisations' activities without pay (not only members of associations but also other bodies, boards, etc., of other entities), they are often referred to simply as activists.

Although all the above-mentioned categories of human resources work on a voluntary basis, i.e. without pay, a separate category of volunteers who are not formally – namely through other functions or membership – affiliated with the organisation is also distinguished. Their status is comparable with employment in that they carry out certain actions without participating in decision-making on organisations (as opposed to the aforementioned people).

Those who are remunerated for their work are employees. They are primarily employees who have established the employment relationship with organisations (in the meaning of the Labour Code). However, because flexible forms of work are very popular, the literature usually extends this term to include also individuals who take up employment on the basis of, for example, a mandate contract or a contract to perform a specific task, despite their different statuses.

Each of these groups has specific characteristics, leading to the particular categories of NGO human resources differing from one another and standing out from other sectors (cf., e.g., Benz, 2005; Bacchiega & Borzaga, 2002; Liao-Troth, 2005; Borzaga & Tortia, 2006; Hoefler, 2003).

3. Work Motivations of NGO Staff in the Light of Related Literature

This section outlines motivations of the various NGO human resource categories, grouped into two fundamental sets: volunteers (including members of associations and other bodies and other unpaid workers who are, however, unrelated to organisations formally), namely persons who voluntarily and without remuneration carry out activities for organisations², and employees, i.e. all those who receive wages for their work for organisations (regardless of the working time and work nature). Because management boards play a unique role in organisations, this group is distinguished and characterised separately.

This division seems to be the most versatile since it is general and applied in most European and American countries where studies on non-profit organisations' human resources are conducted. Therefore, it allows for drawing on the research achievements presented in the related literature, while preventing the introduction of excessively detailed divisions that hinder analysis.

Research carried out in the non-profit sector emphasises the existence of significant differences between certain aspects of people's performance in an NGO and their performance in other institutions and companies. This applies to such aspects as motivation (Parry, Kelliher, Mills & Tyson, 2005), commitment (Liao-Troth, 2005), attitude to work (Almond & Kendall, 2000), or job satisfaction (Benz, 2005; Bacchiega & Borzaga, 2002). On the other hand, there is a much narrower range of Polish studies (cf. e.g. Gumkowska, Herbst & Radecki, 2008; Bogacz-Wojtanowska, 2009) that more broadly discuss the issues of staff performance in the specific environment of NGOs. Thus it is all the more important to look at existing studies analysing specific characteristics (mainly motivations) of different staff groups in non-profit organisations.

Regarding management boards as the first of these groups, it should be noted that their elementary tasks in NGOs are related to controlling the compliance of NGOs' activities with their missions, the law and responsible financial management (Bright Preston & Brown, 2004). Board members take major decisions on the future of their organisations, represent them in external relations, and raise funds for their activities. Their role in organisations is thus crucial. Numerous authors list the tasks to be performed by the management board, focusing precisely on these areas, thereby highlighting the board's strategic role and importance for building the image of an organisation (cf., e.g., Pakroo 2007, as cited in: Villinger, 2008; M. Middleton, 1987; M. Hudson, 1997). The coverage of board members' motivation is, however, relatively limited and focused rather on how these people should motivate others. This seems understandable, on the one hand, yet also points to a research gap, especially because the management's motivation to work (notably on an unpaid basis) is certainly vital for the organisation's operation.

Existing research indicates that board members perform and interpret their role in various ways, and different motives for undertaking activities result in boards being frequently composed of representatives of various interest groups who have at the same time different levels of competence qualifying them to sit on boards. In this context, it seems important to pay attention to the proper preparation of the board for its role, both in terms of competences (Jackson & Holland, 1998, as cited in: Brooks, 2002) and personality (Pakroo, 2007, as cited in: Villinger, op. cit.). It should also be borne in mind that board members are people working without pay, after working hours. The key issue, therefore, is how willing they are to devote their time and engage in action, how well they represent the environment in which their organisation operates and how they are connected with this environment.

One of the most important characteristics of non-profit organisations' board members is also affective commitment to the organisation since the existence of this attribute significantly affects the quality and efficiency of the board performance. Board members who show greater affective commitment to the organisation get involved in their work more, work harder and are seen as more valuable to the organisation (Bright Preston & Brown, op. cit., and Meyer & Allen, 1997; Johnson & Snizek, 1991, as cited in: Bright Preston & Brown, op. cit.). In contrast, such correlations are not observed in the case of normative commitment (i.e. resulting from a sense of duty) or fear of various costs of leaving the organisation (ibidem).

On the other hand, employees form the group that has been far more researched. The profile of employees who decide to work in the non-profit sector involves to a large extent the characteristics of work in this type of organisations, and such work has certain specificities. These include, among others, considerable independence and responsibility for task implementation, freedom of action, creative approach to tasks that enables development, a sense of usefulness ensuing from pursuit of social objectives, possibility of self-fulfilment, flexible working hours, and friendly professional relationships involving a good working atmosphere, partnership, close-knit teams and non-discriminatory practices (Giermanowska 2005/2006; Bogacz-Wojtanowska, 2005, p. 6, *Wsparcie dla organizacji pozarządowych...*, 2009). An important attribute of employment in the non-governmental sector (perceived as an advantage or a disadvantage depending on the perspective) is the popularity of flexible forms of employment and part-time work (Anheier, Hollerweger, Badelt & Kendall, 2003; Almond & Kendall, 2000). These characteristics of NGOs as employers seem to indicate that a person who starts working in this sector should have the following traits: a great need for independence, creative approach to tasks, confidence in the organisation's mission, tolerance of employment insecurity and wage instability, ability to self-organise work and steer self-development in the context of career planning. What seems interesting in this context is taking a look at the motivation of NGO workers that prompted them to work in this sector. The vast majority of

authors agree that this motivation is not linked with financial reward³ (cf., e.g., Parry, Kelliher, Mills & Tyson, 2005; Benz, 2005; Borzaga & Tortia, 2006) but is connected with “something more”. This additional motivator is most frequently the need to engage in activities defined in the ethical or social utility terms (Rose-Ackerman, 1997). Furthermore, specific characteristics of work in the NGO sector (e.g. independence, atmosphere, flexibility) are extremely important. Specific motivation and certain working conditions, in turn, result in high job satisfaction⁴ (Benz, op. cit.; Bacchiega & Borzaga, 2002) despite lower average wages in the non-profit sector (Preston, 1985, as cited in: Lammers, 1990). These factors are also related with greater commitment of employees (Liao-Troth, 2001; Borzaga & Tortia, op. cit.), which offsets the economic weakness of NGOs as compared with other sectors (*ibidem*) and weakens the tendency to leave the job and seek another occupation (Bacchiega & Borzaga, op. cit.).

Motivation that extends beyond economic considerations and high job satisfaction are also characteristics of a specific employee group, namely an organisation’s managerial staff, i.e. directors, managers, project coordinators, etc.⁵ R. Gatewood and J. Lahiff (1977) indicate that NGO managers are more strongly (than in for-profit companies) involved in local activity (which may be linked with the search of funding sources), and prestige at work is less important to them as they prefer less formalised labour relations to it. This seems to ensue from a strong need for independence and autonomy among NGO managers (Young, 1983, as cited in: Gassler, 1986).

The third group, mostly representing the core of an organisation, includes people working for free, i.e. volunteers (as mentioned above, in this article, this group comprises all those involved in unpaid work in organisations, also members of associations). Unpaid, voluntary, social activity beyond family ties or friendship-based relationships⁶ is the dominant form of cooperation with NGOs in Poland and in the world. This activity is interpreted in different terms – as work (Drucker, 1995, pp. 171–178), as a form of leisure (Wolozin, 1975; Stebbins, 1996; Hackl, Hall & Pruckner, 2007), or as investment (Brown & Zahrlly, 1989; Smith, 1981). The different concepts of volunteering attempt to capture the trends that are visible in the needs and expectations of volunteers and their role in organisations. Intensive changes that are currently being observed in the nature of volunteer work may be interpreted as the result of a broader social transformation (Hustinx & Lammertyn, 2003). The literature indicates that volunteer work is shifting from its traditional form based on membership and collective community towards a more individualistic, independent and fractional one (*ibidem*; Anheier, Hollerweger, Badelt & Kendall, 2003). Compared to the classical model of long-term voluntary activities requiring involvement, the current model seems to represent a more occasional and temporary activity arising from personal needs. These changes also bring about a change in the profile of the volunteer.

Volunteer activities are undertaken by individuals with specific characteristics, including personality traits. Research suggests, for example, that volunteers feel a greater need to decide for themselves and express a stronger wish for others to be responsible for themselves as well (Olkowska, 2008). Volunteers and non-volunteers also differ in the level of optimism – people engaging in social activities tend to believe in themselves, in the success of the actions they undertake and in the sympathy of others more (ibidem). In addition, they are more willing to share control in social situations – they are less imperious and domineering, focused more than others on common search of solutions and application of democratic decision-making principles.

Motivations of volunteers to undertake social work tend to vary, hence their numerous typologies. Among these classifications, one of the most comprehensive divisions seems to be that based on three main motivational factors, as used by Barker (1993, as cited in: Anheier, Hollerweger, Badelt & Kendall, op. cit., pp. 26–27). The three factors were termed by that author as: altruistic, instrumental, and obligatory. The altruistic factor is based on volunteers' values and also stems from the emotional attitude to their activities. Altruistic motives include (ibidem): solidarity for the poor, wronged and other supported persons; compassion for those in need; identification with suffering people; desire to restore hope and dignity to the disadvantaged. Instrumental motives are connected with personal benefits that can be gained through volunteer work. Among them are: gathering new experience and skills; doing something worthwhile and beneficial in spare time; meeting new people; personal satisfaction. The last group comprises obligatory motives, i.e. related to a sense of duty. These are: a sense of moral, religious duty; contribution to the development and functioning of the local community; willingness to repay debt to society; a sense of political duty to bring about change. These motives may certainly be mixed and exist in a range of configurations.

The knowledge about motivations of volunteers embarking on voluntary work can facilitate their appropriate management. Some of the benefits that volunteers derive from the activities undertaken and that can induce them to commence them are beyond control of managers. The literature highlights, however, a number of motivators that managers can affect, thereby modifying a volunteer's behaviour. The factors that can be controlled by managers are (as cited in: Brooks, op. cit., p. 262):

- the perceived social meaningfulness of volunteer activity;
- the opportunity to enhance the volunteer's career with respect to both skills and resume building,
- the volunteer's role as a substitute for market work;
- a positive organisational culture.

The above motives behind volunteer work are also present among Polish volunteers, although their configuration seems to have changed over the years. In 1997⁷ (Jordan & Ochman, op. cit.), the majority of volunteers (61%) considered the desire to help others to be the most important motivator. The

opportunity to gain new skills was also highly significant (46%), as was volunteering as a form of spending time (41%). In total, 68% of volunteers were guided by altruistic motives (understood according to Barker's classification – cf. the list above), 11% by obligatory motives and, furthermore, all volunteers indicated instrumental motives (often more than one). In contrast, volunteers' motivations appear to be largely different ten years later⁸. As many as 60.7% of volunteers said that they had commenced their activity because of moral, religious or political beliefs (Baczko & Ogrocka, 2008), hence somehow because of a sense of duty. The second-ranked (35.2%) statement was “*if I help others, others will help me*”, which should be regarded as an instrumental motive, though again referring directly to a sense of duty – this time that of other people. Various kinds of other instrumental motives were mentioned by a total of almost 70% of respondents, while altruistic motives did not appear at all. The change in volunteers' motivations appears to be substantial. Instrumental motives still play a vital role, although they were mentioned twice less often in 2007. Moreover, the structure of these motives has changed. In the 1990s, the main instrumental motive was the desire to learn new skills, which motivated only 11.5% of volunteers in 2007. At the same time, the pleasure derived from work and interest in it was the primary instrumental motive (34.4%). Some volunteers might thus be said to reveal a more “hedonistic” attitude to social activities, whereas another large group is motivated mainly by a sense of duty.

It is also surprising that 1/5 of volunteers stated that they worked because they “*can't refuse*” and over 17% because their “*friends and loved ones do it as well*”, which indicates their conformism, namely adaptation to social norms. On the one hand, this can prove that volunteering has already become a social norm in some groups but, on the other hand, suggests that volunteers cannot make decisions independently and again refer to a sense of duty.

In the light of the research results obtained by L. Hustinx and F. Lamertyn (op. cit.), what we are witnessing in Poland is the collective style of volunteering, i.e. strongly linked to social, community orientation and a deep sense of duty to the local community (family, friends, acquaintances, parishes) or a more abstract group (e.g. associated with a particular ideology). Those authors also point out that the collective style of volunteering is connected with a focus on supporting public goods⁹.

4. The Nature and Types of NGO Staff Motivation and the Process of Motivating Staff – Results of the Author's Own Research

4.1. Methodology of Research on Motivation Among NGO Teams

The research outlined below forms part of a larger research project covering various aspects of NGO development and human resources. This article concentrates on the research element related to the analysis of staff

motivation in the surveyed organisations and other characteristics of human resources that are specific to the different types of motivation.

NGO staff motivation will be examined as outlined by the following research questions:

- What are the motives behind starting work for/cooperation with NGOs by the surveyed staff groups (taking into account the form of engagement and position held)?
- Is there is a link between the type of motivation and other analysed staff characteristics and if so, what link is it?

A motive is not understood here as a reason for undertaking the activity but as: all motives currently present in an individual (Okoń, 2001, p. 290).

These analyses will be supplemented with conclusions and recommendations on development of the motivational process for people in non-profit organisations (with account being taken of the differences between the various groups).

The variables taken into consideration based on the literature that indicate the specificity of human resources allow for examining an individual in the organisation. Under this element, the following variables are set out: motives behind starting work for/cooperation with the organisation, job satisfaction¹⁰, competences of staff, volunteers and activists (including the level and type of education, skills, experience). Personal-data variables are also provided, including gender, age, position and form of employment/cooperation. The set of motives was developed following the definition of motivations by D. Katz and R.L. Kahn¹¹ (Organ, 1988), formulated in line with the assumptions of the human relations theory. D. Katz and R.L. Kahn distinguished the following types of work motivation (ibidem):

- need for security;
- pursuit of instrumental economic benefits arising from sheer membership of the company (working to obtain certain social goods such as high salary, housing and pension);
- wish to achieve – through work – social values unrelated to the work itself, e.g. esteem among people;
- pursuit of intrinsic satisfaction resulting from a specific role (self-fulfilment at work, self-acceptance);
- pursuit of social satisfaction resulting from membership of various informal groups in the workplace;
- desire to pursue social goals.

The research used the method of diagnostic survey (Górniak, 2009). Questionnaire was the applied research technique. The surveys were conducted in whole Poland in 2010. The tool developed (survey questionnaire) consisted of three parts: personal data (gender, age, form of employment/cooperation), a part covering the individual aspect of human resources (work motivators, job satisfaction, individual competences), and a section concerning Organisational Citizenship Behaviour (Organ, 2006)¹². Each sur-

vey question could be responded to by indicating one answer only (this rule followed from the pilot study – as a result of both the questionnaire design and, above all, the number of answers ticked by respondents). Respondents were instructed that in case of doubt they should decide which answer is the most consistent with their role in the organisation under investigation. The only exception to this rule was the question about motivation. Due to the multiplicity and diversity of the motives behind undertaking work/activity in NGOs, a choice of two answers to this question was permitted (this number was determined following the pilot results).

As the research on human resources was the next stage of the research project¹³, the selection of organisations to be studied depended on the outcomes of the first part of the research. That part concerning organisation development resulted in distinguishing three groups of organisations classified by the level and dynamics of their development. In order to ensure complementarity of the various research parts, it was decided to use the development criterion in the subsequent part, which involved human resources in organisations, as well. Making that division limited the sampling options for further investigation and it was ultimately chosen to use quota sampling. As part of the research on human resources, 80 organisations were sent postal questionnaires, and some of them were visited personally, which provided an opportunity both to collect survey questionnaires and to obtain some further insight about organisations through interviews with their leaders and observation of their daily work. In each organisation examined, the entire team (all persons working or active in the organisation) was asked to fill in questionnaires so that obtained information reflected as closely as possible the actual situation in the organisation as regards the variables studied. This made data collection at a disaggregated level necessary.

The return rate was over 26% (from 29 organisations), considered a good result given the difficulty in conducting research in organisations (questionnaires had to be filled in by many people). Organisations returned from 4 to 12 survey sheets. In total, the questionnaires were completed by 189 people.

4.2. Characteristics of NGO Staff in the Presented Research: Form of Cooperation and Positions Held by Respondents

In the analysed group, the largest section (40%) is formed by organisation activists/members. This is understandable given that activists must be present in any organisation by definition (legal requirements provide that associations must have an appropriate number of founding members and foundations are obliged to have the founder and the management board). This figure probably indicates the proportion of “truly active” activists which may differ from the number of people performing these functions formally. Indeed, the involvement of these individuals in the operation and management of organisations is a separate issue. As indicated by the research on, among others, activity of association members (Gumkowska, Herbst &

Radecki, op. cit.), only 16% of an organisation's members regularly devote their time to it and participate in its work. In the research presented herein, each organisation is, however, represented by at least one activist.

Another group of people involved in organisations' activities are volunteers. On average, they account for 24% of the team, with most organisations having no more than 10 volunteers. The research shows that up to 72% of organisations cooperated with volunteers, but it was not clarified whether these volunteers worked there on a regular or campaign-related basis. Thus, this percentage is much higher than in other surveys among volunteers in non-profit organisations (usually focusing on "permanent" volunteers).

The third group comprises workers employed in different forms. Of these, most people are employed under a contract of employment (20% full-time and 4% part-time), followed by a mandate contract (8%) and a contract to perform a specific task (1%). Hence, this level of employment in organisations does not indicate only the number of organisations that have a permanent employee, e.g. in charge of administrative issues, but also those that hired an employee at some point when pursuing their activities (for example, a coach at a training session, a carer of children, an accountant). According to the research results, a total of 51% of organisations employed workers, while two years before this proportion was only 40%. In turn, the outcomes of the already mentioned research by Gumkowska, Herbst and Radecki (op. cit.) point that the general employment (in all the forms) stands at 43%. These findings seem to be consistent with the results of the author's own research and suggest a continued upward trend in employment in non-profit organisations in recent years.

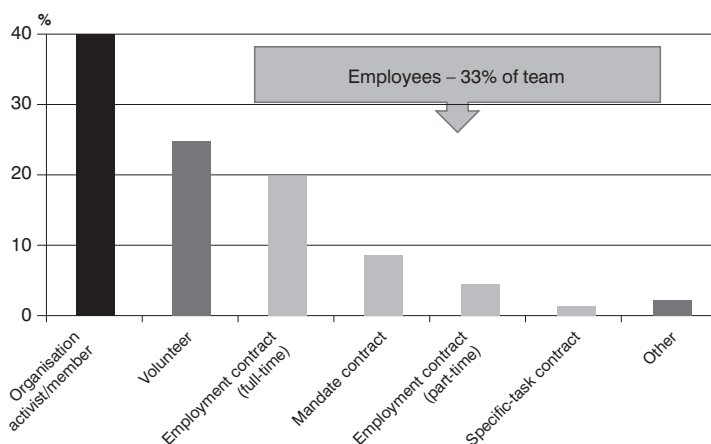


Fig. 1. Form of employment/cooperation of individuals in the organisations studied (n = 180). Source: Elaborated by the author.

According to the research results, young people between 19 and 35 years of age constitute almost a half (49%) of the entire team in an average organisation. People aged between 36 and 45 are less numerous, although still relatively many (17%). In contrast, those over 46 years of age are by far less numerous. In addition, the number of people at this age and older is stable. The youth, i.e. people below 18 years of age, form the smallest group, which seems to be understandable as they generally perform only voluntary functions within organisations (usually on the campaign-related basis).

4.3. Staff Motivation and Form of Cooperation with NGOs in the Light of the Results of the Author's Own Research

As mentioned above, the motives behind undertaking work and activities in NGOs are based on the classification developed by D. Katz and R.L. Kahn. Each respondent could choose two items from among the distinguished motives the occurrence of which was examined by means of the previously presented indicators. Of all respondents, 30% indicated a pro-social, altruistic motivation (the desire to do something good, something important for others). Therefore, the pursuit of social goals may be considered to be the primary motive for NGO teams to engage in activity. This finding points to the compliance of individuals' motivation with one of the basic social characteristics of NGOs, namely the achievement of objectives for the common good.

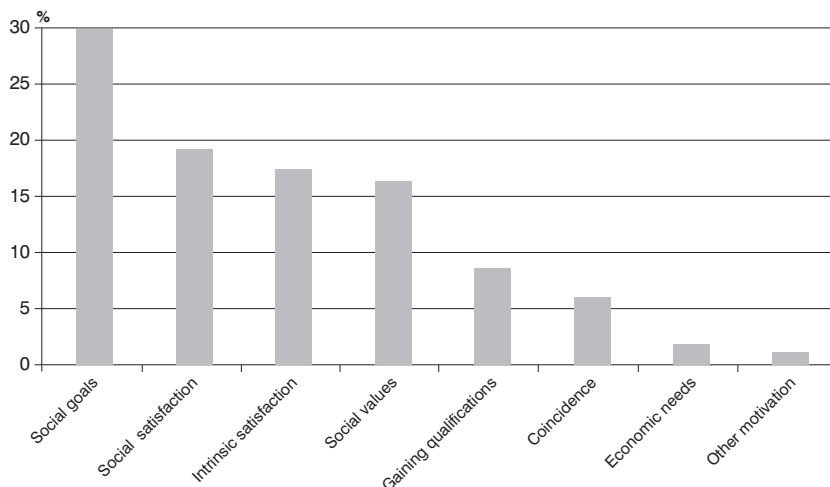


Fig. 2. Respondents' work motivations. Source: Elaborated by the author.

For a large group of respondents (19%), a very important role is played by social satisfaction, to wit favourable working environment and friendly human relations, nice atmosphere, close-knit team. The nature of social environment is highly significant both to those who engage in organisations' activities without pay and to those for whom these activities are a source of income. Moreover, respondents associate this activity with the opportunity to gain intrinsic satisfaction resulting from self-fulfilment and self-development (17%). As indicated by the research conducted by E. Bogacz-Wojtanowska (2005), NGOs are characterised by the so-called "multiplier effects", meaning that NGOs stand out for the atmosphere, close-knit teams, a lack of discriminatory practices, considerable freedom of action, independence and delegation of tasks. The research findings presented in this study would suggest that such a working environment is important to many different members of organisations' teams, regardless of the form of cooperation, since these elements were indicated as work motives by a total of 33% of those surveyed. Further, respondents mentioned the wish to achieve social values, and hence the desire to be appreciated, respected and esteemed for their activity (16%), which in turn implies that activities were undertaken because this was regarded as an area of high value from the point of view of building their social position and identity.

It is surprising, however, that only 9% of respondents stated that they were motivated by the wish to improve their qualifications and gain professional experience. The results of the research carried out by A. Baczko and A. Ogrocka (2008) showed that such is the motivation of 11.5% of volunteers. Yet with the inclusion of activists, notably employees, in the presented research, such a low percentage of people motivated to work by the desire to learn and develop seems unexpected. Perhaps this is due to the hierarchy of respondents' motives, among which development of qualifications is not as vital as the pursuit of social goals and hence ignored. In addition, this motive may not be seen as typical when entering cooperation with an NGO.

What is also characteristic is the fact that economic needs and financial security motivate only 2% of respondents to work. This situation, on the one hand, results from the fact that most respondents (i.e. volunteers and activists) do not derive any financial benefits from their activities. On the other hand, however, employees do not stand out in this respect. The low rate for this kind of motivation does not mean, nonetheless, that earning money and the possibility to make their living on incomes from work in the organisation is insignificant to its employees. However, such motivations are easier to satisfy in organisations from other sectors. What attracted employees to non-profit organisations were issues other than simply high wages or job security.

Furthermore, it turned out that the form of cooperation with the organisation is not a factor affecting motivations to undertake activity or work there (chi-squared tests carried out for each motivation separately – in no case did a statistically significant difference occur between the forms of cooperation). This implies that the outlined results apply equally to workers, activists and volunteers. On the one hand, this seems surprising as, in spite of shared working environment and the same organisational goals, these groups have different relationships with organisations. In particular, a different relationship is highlighted by the difference between paid and unpaid work. On the other hand, however, it should be borne in mind that employees of non-profit organisations are recruited largely from among volunteers. Therefore, these may be people who consider a particular type of motivation to be so important that they decided to continue cooperation with the non-governmental sector and get involved in the chosen organisation permanently. The form of their work changed, while the basic motivation to engage in it did not. Certainly, it should be kept in mind that in most cases it is probably not the only type of employee motivation.

Some differences emerged, nonetheless, once not so much the form of engagement but rather occupied positions and performed functions had been analysed. The discrepancies arose in respect of three types of motivation: economic needs (chi-squared = 22.175, df = 9, p = 0.008), social objectives (chi-squared = 35.082, df = 18, p = 0.009) and the situation where it was a coincidence rather than specific motivation that led to involvement (chi-squared = 30.332, df = 9, p = 0.000). Economic needs were more meaningful for only some employees performing specific functions, i.e. board chairpersons and members, office directors and project team members. In the case of management boards, these are probably people who simultaneously fulfil other – paid – tasks. Board members and office directors are also individuals who normally engage most in the management of the organisation; this is their primary occupation, so they treat it as the main workplace and source of income. Economic needs are also more important than other motives for project team members, who are usually much worse paid than project coordinators (for the latter, economic issues are not of particular significance; this also holds true for various kinds of specialists, e.g. accountants or IT specialists, for whom cooperation with the organisation is much more often only one of many sources of income and who do not feel such close financial links with it). The observed association is moderate¹⁴ (Cramér's V = 0.388).

As for the pursuit of social objectives, namely the belief that I act in order to do something important for others, a moderate association (Cramér's V = 0.345) can be noticed between this motive and the functions of board chairperson/member, activist or organisation member. In this case, people who are usually not rewarded for their work and are also formally associ-

ated with the organisation (they are not volunteers from outside) thus stand out. Hence, the nature of the activity pursued is connected with a sense of social utility, and this issue should be emphasised also in the management of organisation members and activists, especially in view of their relatively small involvement in the organisation's activities (cf. Gumkowska, Herbst & Radecki, *op. cit.*). It appears essential to pay more attention to involving these people in jobs where the social, charitable or supportive nature of actions can be seen but also to explaining and highlighting the relationship between even seemingly trivial tasks (e.g. filling in various documents, making phone calls or cleaning) and organisational objectives.

It also turns out that volunteers, accountants and people outside the main categories identified more frequently got involved due to coincidence (Cramér's $V = 0.454$). This option was chosen by respondents less associated with the organisation whose activity or work for it was just one of many activities pursued. It seems, however, that the coincidence category should not be underestimated as it comprises reasons such as encouragement by a friend or acquaintance, spotting an advertisement, or taking part in the organisation's project. All these situations point to forms of recruitment that often prove effective.

Summing up the issues of NGO staff motivations and their types, what should be noted first and foremost is that these motivations are less diversified (taking into account the various categories of people working in NGOs) than expected. In building a motivational system or simply introducing further motivational tools, consideration should, therefore, be given to whether they refer to the most common motives for NGO staff to undertake activities. Special attention should be paid here to highlighting social goals and social utility of tasks, with linking the tasks with the accomplishment of the organisation's statutory objectives and indicating the effects of actions taken by each individual. What proves crucial is also a favourable working environment, including friendly human relations and nice atmosphere in the organisation, which seems reasonable especially considering that most team members do not get paid for their work. So unless an organisation is a place where people want to spend time, they will be reluctant to get involved and more likely to give up work. NGOs thus seem to need a variety of instruments to integrate teams, reduce the distance between their members, and introduce transparent rules for cooperation between different staff groups (working in accordance with different rules). When starting work for an NGO, people also have a strong need to be appreciated, hence such seemingly obvious issues as thanking and rewarding should not be ignored. Obviously, this has nothing to do with bonuses or valuable non-cash rewards, but rather other, more symbolic forms of emphasising the value of an employee or volunteer through, for instance, public recognition, distinction, small prizes or a flexible approach to the workplace or working time.

As for the differences between the various groups of people, they proved to be significant only in the case of some positions; however, no clear distinction between motivations of the identified team groups, i.e. members/activists, volunteers and employees, can be found. People who chiefly need special motivational tools in this context are, for example, board members who combine managerial functions with other paid tasks. These are individuals who regard financial compensation and the pursuit of social objectives as equally important. Such “mixed” motivation can positively affect the functioning of the entire organisation, because the management board will, in this case, particularly care about ensuring the organisation’s financial liquidity, on the one hand, while striving not to lose sight of important social goals, on the other hand. Undoubtedly, this is not, however, an easy task and it may require many compromises. Therefore, support for the team proves all the more helpful in this situation. Attention should also be paid to the organisation’s permanent staff. While people only cooperating with the organisation are not particularly different from other groups, employees, for whom work there is the sole or primary source of income, state that financial incentives are far more meaningful. This result is not entirely consistent with the observations from other studies, yet it should be noted that it does not mean that other types of motivation are insignificant to employees, but only that economic needs become more critical to them.

4.4. The Nature of Motivation and Other Characteristics of Organisations’ Staff

The types of motivation of NGO teams were also analysed for their correlations with the other staff characteristics examined. These characteristics may include personal-data variables that have not been analysed previously such as respondents’ age and gender as well as individual variables such as job satisfaction and competences (including the level and type of education, skill level, work experience gained in the organisation and in the NGO sector).

As regards the relationship between the types of motivation and the age of respondents, it should be noted that most types of motivation are independent of age. This correlation could be observed only in two cases (see Table 1).

It may be noted that, depending on age, respondents reveal different approaches to the motivation associated with intrinsic satisfaction, with the experience of stimulating, challenging and developing work. Such expectations are characteristic primarily of people aged 26–35, followed by those aged 36–45. These two groups include individuals who already have (more or less) work experience and specific qualifications but are still ready and willing to learn. Given that they represent a major part of NGO teams (what is more, these are people who could potentially be affiliated with the organisation for a long time to come), their needs should be taken into

consideration and a stimulating working environment should be ensured. This involves, for instance, planning development paths, which is not easy in the face of typically few potential levels of promotion. Development, however, may also be connected with increased responsibilities, independence, autonomy or training system.

	Age			
	Chi-squared value	df	p-value	Cramér's V
Economic needs	4.808	6	0.569	–
Achievement of social values	12.140	6	0.059	–
Intrinsic satisfaction	15.450	6	0.017	0.307
Social satisfaction	3.823	6	0.701	–
Pursuit of social goals	10.626	12	0.561	–
Gaining qualifications	14.536	6	0.024	0.298
Coincidence	6.475	6	0.372	–
Other motivation	6.888	6	0.331	–

Tab. 1. Type of motivation and the age of staff of NGOs studied. Source: Elaborated by the author.

Another important motive in view of age was gaining qualifications and experience. It is clearly linked with the approach to work discussed above, yet it is characteristic especially of young people (mostly 19–26 year olds). In this case, we are dealing with the motivation of people who are just starting their careers and are willing to gain new competences and experience. Therefore, it is about facilitating the start in their working lives and improving their position in the labour market rather than focusing on the specifics and nature of work or opportunities so provided. Work for an NGO is often indicated as providing such opportunities because it is diverse, involves variable responsibilities and allows for transiting quickly the subsequent stages of the career path (from volunteer to project coordination) (cf., e.g., Makowska, 2009, pp. 231–233; Bogacz-Wojtanowska, 2005).

Gender, another personal-data variable, appeared to differentiate motives also in two cases only. Social satisfaction (i.e. friendly working atmosphere and human relations) is more frequently appreciated by women (chi-squared = 8.657; df = 2; p = 0.013). Nevertheless, Cramèr's V indicates that this association is rather weak, amounting to 0.24. The second differentiating motivation is the most popular motive – the pursuit of social objectives. In this case, it turns out to be a more frequent reason for cooperation among males (chi-squared = 10.88; df = 4; p = 0.02). Cramèr's V shows that this association is even weaker than for social satisfaction, amounting to 0.19.

These results would point to the compatibility of motives with psychological knowledge about the differences between the sexes, suggesting that (to a slight but significant extent) men feel that action is more important, while women consider the nature of human relations more meaningful.

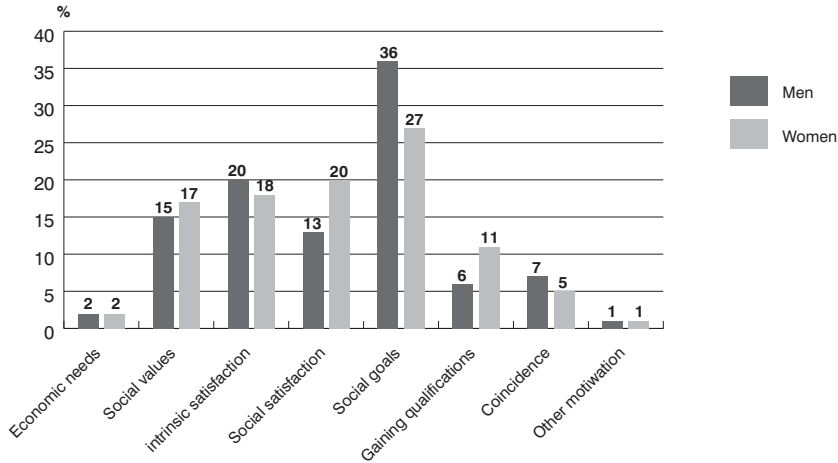


Fig. 3. Respondents' work motivations and gender. Source: Elaborated by the author.

Job satisfaction was another variable tested. The research results show that the level of satisfaction of those involved in NGO activities is high (58%) or very high (41%). In fact, in the surveyed organisations there were no people who were dissatisfied with their job or other activities in the organisation. These findings can be explained by voluntary and free commitment of the majority of respondents (i.e. activists and volunteers) for whom this kind of activity is an effect of their choice, wish to meet their needs and indulge their passions. On the other hand, it should be stressed that there were no statistically significant differences in the level of satisfaction between those cooperating with organisations without pay and their employees (chi-squared = 21.49; df = 21; $p = 0.42$). This finding seems to confirm the outcomes of many previous studies that reveal significant levels of satisfaction among people involved in NGO activities and work and higher levels of job satisfaction among NGO employees than among workers in other sectors (cf. Benz, op. cit.; Bacchiega & Borzaga, 2002). As for the correlation between motivation and the level of satisfaction, what could be observed in the research was only that individuals who considered gaining qualifications and experience to be their key motivation derived lower satisfaction from work (chi-squared = 16.031, df = 3, $p = 0.001$; Cramér's $V = 0.313$). This is probably because these people are more critical towards their work and pay more attention to all kinds of imperfections

and areas for development. They might also treat their work or activity in NGOs solely as a stage in their career and might not be committed to the values specific to the organisations.

Job satisfaction	n (f)	n (%)
No satisfaction	0	0
Low	2	1
High	106	58
Very high	75	41

Tab. 2. The level of respondents' job satisfaction. Source: Elaborated by the author.

The last area of analysis is the relationship between competences (the level and type of education, skill level, experience) and the type of motivation. As for the level of education, its correlation could be seen only with the motivation to gain qualifications and experience (chi-squared = 13.871, $df = 5$, $p = 0.016$; Cramér's $V = 0.291$). In this instance, it appears that people with this motivation tend to have lower education. So their motivation is to learn and develop. This is meaningful given especially that it is characteristic of young people (19-26 years of age), mainly students (cf. the analyses above). As regards the type of education, it turned out that again in only one case its relationship with motivation could be observed. Education is associated with motivation to gain intrinsic satisfaction (resulting from the nature of work), which is more frequent for people educated in socio-economic and artistic fields (chi-squared = 17.411, $df = 9$, $p = 0.043$; Cramér's $V = 0.326$). It thus seems that the aforementioned factors determining the specifics of work in NGOs (e.g. freedom, informal atmosphere, no competition) appeal more to people with such backgrounds.

As for the level of skills of staff, two different relationships with motivation could be noticed in the research. Firstly, people with low skills are much more motivated by social recognition and achievement of social values through work (chi-squared = 17.123, $df = 4$, $p = 0.002$; Cramér's $V = 0.323$). For people who are still learning or beginning their work for NGOs but also for those who do jobs that do not require high specialist qualifications, appreciation, respect shown by other people and their recognition are, therefore, particularly important. These probably constitute a kind of compensation for the efforts made and sustain the desire to continue work (that can be essential in particular for social activities, i.e. carried out without remuneration). The positive feedback provided by the environment is here an incentive to continue engagement and develop. As regards high-skilled people, it turns out that they are often motivated by intrinsic satisfaction linked with the work characteristics (chi-squared = 14.844, $df = 4$, $p = 0.005$; Cramér's $V = 0.301$). These are thus individuals who fit in an environment

that requires independence and responsibility. On the one hand, they have then the opportunity to develop their competences and, on the other, such a work environment sustains their motivation. Wishing to attract and retain such persons, special attention should be, therefore, paid to offering them development opportunities and considerable autonomy both in terms of scope and content of work. Challenges and non-typical tasks would rather be an incentive for them to get involved, so they would have to be able to prove themselves, meaning, for example, reduction of routine duties or as flexible approach to different procedures as possible.

Another competence-related element is experience of working or being active in organisations and in the NGO sector. Such experience proves to be crucial for motivation in some cases. For experienced people (having worked for an organisation for at least 2–5 years), what is particularly important is work in a close-knit team and overall social satisfaction ensuing from group membership (chi-squared = 15.218, $df = 4$, $p = 0.004$; Cramér's $V = 0.305$). This is a factor that clearly encourages the involvement and sustains their interest in being active in the organisation. As far as people with little experience (less than a year or up to 1–2 years of activity) are concerned, they are much more frequently motivated by the opportunity to gain qualifications and experience (chi-squared = 16.211, $df = 4$, $p = 0.003$; Cramér's $V = 0.314$). This may indicate that they are concentrated on personal benefits rather than the pursuit of social goals, also showing their focus on short-term involvement in the organisation's activities which ends with the attainment of a personal goal (gaining specific experience, new competences). In this context, it is worth considering how to manage such people. On the one hand, investing in them, training, and the like, may be unprofitable from the point of view of the organisation. On the other hand, it is worth asking whether something can be done to retain these individuals in the organisation; besides, it should be remembered that they are employees who are relatively “cheap” (only entering the labour market and gaining work experience) or completely “unpaid” (for example, volunteers).

5. Conclusion – Motivational Profiles of Selected Groups of NGO Staff

NGO staff composition is heterogeneous, with specific motivations (Parry, Kelliher, Mills & Tyson, 2005; Benz, 2005; Borzaga & Tortia, 2006; Rose-Ackerman, 1997; Bacchiega & Borzaga, 2002). The research results presented, on the one hand, indicate the main motivations for undertaking work or activities in NGOs and, in this regard, are consistent with the findings by other authors. On the other hand, the analysis of the differences between various types of motivation and their relationships with other characteristics provides a deeper understanding of this topic and more profound insight into the specific functioning of Polish NGOs. The

article also contains conclusions on people management, taking into account their motivation.

Examining NGO staff motivation, the main and general motives behind commencing activities may be identified for most teams. It seems that special attention should be paid to the attainment of socially useful objectives, favourable and friendly working environment, and the achievement of social values associated with recognition and appreciation at work. The motivational system based on satisfaction of needs contained in these motives is very likely to appeal to the majority of the team.

The distinctive characteristics (that often recur in subsequent analyses) of certain groups of people are also noteworthy. This is because the results of analyses also appear to allow the presentation of several profiles of staff – groups of people with quite specific and distinct expectations. One such group comprises board members working within organisations. These are individuals strongly involved in the activity who consider the organisation important for both ideological (pursuit of meaningful social goals) and personal reasons (source of income). Their role seems to be crucial to the development and functioning of organisations, although they usually are not subjects of motivational influences.

Another group consists of experienced team members – members, volunteers and employees. These are generally people aged 26–45 with considerable experience (minimum 2–5 or more years in the organisation) and a high level of competence. They are also frequently educated in socio-economic fields (in general, most people among NGO staff are those with education in humanities). Their characteristic motivation is focus on development, with an interesting, stimulating work environment that is full of new challenges being particularly mobilising. They expect independence, delegation of responsibility for tasks, diversity and autonomy. This group seems to be notably valuable from the point of view of organisations, so it is worth ensuring that they are motivated appropriately to reported expectations. Given that this is a group of skilled and experienced individuals, offering them broad opportunities for development (apart from promotion) with a high degree of autonomy may be a key factor boosting their commitment and willingness to remain active.

The last and distinctly separate group consists of young people (usually 19–25 year olds) who are inexperienced (less than 1 year or 1–2 years in the organisation and in the sector) and relatively low-skilled. They are less satisfied with their job than other individuals and less motivated by the acquisition of new qualifications and experience. Thus, they are focused on work or activity as a means to achieve a goal rather than the goal as such. Without a doubt, this is a group worth resorting to as they may be entrusted with many tasks and will gladly engage in these activities in pursuit of their own goals. It appears, however, that it should be kept in mind that we are dealing here with a new type of volunteer or employee

(cf. the above-mentioned research results of Hustinx & Lammertyn, 2003) whose involvement is more occasional, temporary and results from personal needs. Also the motivational system should be adapted to this changing cooperator or volunteer profile, considering, for example, the need for a flexible approach to the work system, campaign-based involvement and the fact that excessively postponed benefits may not be encouraging for such cooperators or volunteers.

Contrary to what was initially expected, the identified profiles do not involve a specific form of engagement, and the correlations between motivation and other characteristics proved to be more complex. A more accurate identification of NGO staff motivations and their relationships with other characteristics as well as the influence of such motives on motivating requires further research to be conducted on a larger sample, including a wider range of variables.

Endnotes

- ¹ Day-to-day management is, in turn, more often a duty of employed managers, albeit the boards of many (especially small) organisations include the most active people who work for organisations every day.
- ² Cf. Act of 24 April 2003 on Public Benefit Activity and Voluntary Work (Journal of Laws (Dz.U.) 2016, item 239).
- ³ This does not mean that pay is not important but only that it is not a determining factor when choosing where to work.
- ⁴ Higher than job satisfaction in other sectors (Mirvis & Hackett, 1983, as cited in: Lammers, 1990).
- ⁵ The reference here is to managerial staff among employed workers, i.e. staff ranked lower than the board.
- ⁶ Definition of voluntary work according to: Centrum Wolontariatu [Volunteer Centre] (Jordan & Ochman, 1997, p. 9)
- ⁷ The cited research was conducted in Masovia and is not representative of Poland as a whole.
- ⁸ It should be emphasised that the studies by Jordan and Ochman (op. cit.) and Baczek and Ogrocka (op. cit.) are not complementary and were carried out under different conditions, making the possibility of comparing them and drawing conclusions on this basis limited.
- ⁹ The second style – reflexive – is, according to those authors, an effect of biographical experience of the volunteer who sees the commencement of social activities as a choice rather than a response to social expectations or socialisation.
- ¹⁰ Satisfaction is understood here as “the degree of positive or negative feeling produced as a result of tasks performed in specific physical and social conditions” (Gros, 2003, p. 115).
- ¹¹ This theory was chosen in view of the nature of the research covering not only motivations but also many other aspects of NGO human resources and operations. From a holistic point of view of the research, it was important to adopt a perspective that allowed looking at the organisation as a social system based on cooperation and will of individuals and built so as to support and contribute to the organisation’s deve-

lopment. This concept emphasises the significance of “informal organisations”, that is small, grassroots communities, groups existing in organisations that legitimise and stabilise the system of formal authority. The purpose of informal groups is to meet the needs of their members, while formal groups cater for the needs of organisations (Armstrong, 2005, p. 241). Furthermore, this concept stresses the weight of spontaneous activity resulting from the formation of such groups. The structure that takes into account the existence and value of coexistence of formal and informal groups within an organisation is often reflected in NGOs, because such a setup corresponds to organisational objectives and operating assumptions. Non-profit organisations are usually formed relying on bottom-up initiatives, active citizens, informal human relations. During later stages of their operations, invoking citizenship, independence and activity frequently builds a sense of identity of organisations, which by definition are to pursue socially useful objectives and act on behalf of citizens. In addition, concentration on aspects such as non-economic motivation, informal structures, non-formal social sanctions, system of interpersonal relationships, supervisor-subordinate relationships fits in the so-called “soft” style of human resource management in NGOs as it highlights the social context of relationships within organisations.

- ¹² The survey section on Organisational Citizenship Behaviour was not included in the analyses herein and forms no part of this article.
- ¹³ The previous parts of the research were excluded from the analyses herein due to their nature, scope and size.
- ¹⁴ Cramér's V , which is based on chi-squared statistics, was used to examine the strength of associations. This coefficient may range from 0 to 1, with the results being interpreted as follows: $V < 0.3$ – means a weak association, $0.3 < V < 0.5$ – means a moderate association, $V > 0.5$ – means a strong association (Szymczak, 2010).

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