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Money is not a Motivator

What Can we Learn from the Voluntary Sector and Sports?

Dr.Niki Koutrou

School of Sport & Exercise Sciences, University of Kent

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Introduction

- Money is important but the question is **how important?**
- Why people volunteer, if money is the key?
- Managers often have control over the reasons employees leave their jobs
- It is Managers' responsibility to ensure that employees are motivated and satisfied

TASK

- Think back to one incident in your work that made you extremely happy and satisfied and another incident that made you extremely unhappy and dissatisfied. What were the causes of these?
- How can you motivate an underperforming employee/group?

DISCUSS

People's Needs

- **Autonomy**
- **Competence**
- **Relatedness**

Deci (1975)

Types of Rewards

Intrinsic: Received directly as a result of performing one's job-presume that there can be a value in the task itself

Intrinsic rewards are the basis of *volunteers'* motivation for being involved

Extrinsic: financial (salary, incentives or bonuses) or nonfinancial (pension contributions, life insurance)

Non-financial rewards are an important means of recognising the effort and contribution of volunteers

Who is a volunteer?

- 'A volunteer is an individual who works out of free will or relatively uncoerced and receives no remuneration at all or only a small reimbursement for expenses' (Cnaan, Handy & Wadsworth, 1996)
- Understand the phenomenon that people **'work for nothing'** (Freeman, 1997, p.s160)
- 1.6 million sport volunteers in Canada; 2.3 million in Australia; 8.6 million in Germany; 3.6 million in the UK (Breurer & Feiler, 2015; Sport & Recreation Alliance, 2013; Volunteer Canada, 2010; Volunteering Australia, 2015)



Why people volunteer?

- Make an Impact
- For a Cause they believe in
- To escape from their daily routines
- To meet people and make new friends
- To support their friends/relatives to participate in sport
- Community Concern
- Skills' Development and Career Progression



Retention

Volunteers are less likely to quit when there is:

- High commitment
- High level of job satisfaction
- Social solidarity orientation
- A child in the club

Turnover is higher when:

Unclear communication

Lack of organisational support

Undervaluation

Lack of interest in task

Lack of preparation (Sheptak & Menaker, 2016)

Job Design

- Significant differences exist in the motivating potential of various roles
 - Significant differences also exist on the impact of various job characteristics for different types of volunteers
- | | | |
|--------------------|---|----------------|
| -Skill Variety | → | Meaningfulness |
| -Task identity | | Responsibility |
| -Task Significance | | Knowledge |
| -Task Autonomy | | |
| -Job Feedback | | |

Neufeind et al (2013)

The Big Motivators

- Communication
- Challenging and Exciting Work
- Opportunities for Progression
- Rewards and Recognition for Performance
- Control over the Job
- Work Environment-Sense of Belonginess and Trust
- Learning and Development
- Business Impact

Conclusion

- People do not necessarily satisfy their needs through the work situation-They have other ways to satisfy these needs
- People are happy being given freedom and the opportunity
- Some work outcomes satisfy more than one need
- Focus on Intrinsic Rewards-Recognise and Reward your staff
- Help your employees find meaning in their job



- Thank you for your contribution and attention!

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