



Kent Academic Repository

Koutrou, Niki (2017) *Money is not a Motivator: What can we learn from the voluntary sector & sports?* In: Human Resources Conference 2017:University of Kent, UK, 11 November 2017, Canterbury, UK. (Unpublished)

Downloaded from

<https://kar.kent.ac.uk/66585/> The University of Kent's Academic Repository KAR

The version of record is available from

<https://www.kent.ac.uk/enterprise/events/hr2017.html>

This document version

Presentation

DOI for this version

Licence for this version

UNSPECIFIED

Additional information

Versions of research works

Versions of Record

If this version is the version of record, it is the same as the published version available on the publisher's web site. Cite as the published version.

Author Accepted Manuscripts

If this document is identified as the Author Accepted Manuscript it is the version after peer review but before type setting, copy editing or publisher branding. Cite as Surname, Initial. (Year) 'Title of article'. To be published in *Title of Journal*, Volume and issue numbers [peer-reviewed accepted version]. Available at: DOI or URL (Accessed: date).

Enquiries

If you have questions about this document contact ResearchSupport@kent.ac.uk. Please include the URL of the record in KAR. If you believe that your, or a third party's rights have been compromised through this document please see our [Take Down policy](https://www.kent.ac.uk/guides/kar-the-kent-academic-repository#policies) (available from <https://www.kent.ac.uk/guides/kar-the-kent-academic-repository#policies>).

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

15/11/2017

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

-Task identity

-Task Significance

-Task Autonomy

-Job Feedback



Meaningfulness

Responsibility

Knowledge

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!

References

- Breuer, C., Feiler, S. (2015). Sport Development Report 2013/2014. Analysis of the situation of sports clubs in Germany. Abbreviated version. Cologne : Strauß
- Cnaan, R. A., Handy, F., & Wadsworth, M. (1996). Defining who is a volunteer: Conceptual and empirical considerations. *Nonprofit and Voluntary Sector Quarterly*, 25, 364–383.
- Freeman, R. B. (1997). Working for nothing: The supply of volunteer labor. *Journal of Labor Economics*, 15(1), S140–S166.
- Neufeind, M., Güntert, S. T., & Wehner, T. (2013). The impact of job design on event volunteers' future engagement: insights from the European Football Championship 2008. *European Sport Management Quarterly*, 13(5), 537-556.
- Østerlund, K. (2013). Managing voluntary sport organizations to facilitate volunteer recruitment. *European Sport Management Quarterly*, 13(2), 143-165.
- Sheptak, R. D., & Menaker, B. E. (2016). The frustration factor: Volunteer perspectives of frustration in a sport setting. *Voluntas*, 27, 831–852.
- Volunteer Canada (2010). Data on giving, volunteering and participating in Canada. Retrieved May 10, 2016 from <https://volunteer.ca/gvp>.
- Volunteering Australia (2015). Key facts and statistics about volunteering in Australia. Retrieved May 10, 2016 from <http://www.volunteeringaustralia.org/wp-content/uploads/VA-Key-statistics-about-Australian-volunteering-16-April-20151.pdf>.